PANEL PACKET

February 2020

ETP

Employment Training Panel

Employment Training Panel

NOTICE / AGENDA

MEETING TIME/PLACE

Friday, February 28, 2020 at 9:30 a.m.
California Environmental Protection Agency, 1001 I Street
Sierra Hearing Room, Second Floor
Sacramento, CA 95814
Phone: (916) 327-5640

AGENDA

Call to Order by Acting Chairperson • Roll Call • Action to Approve February Panel Meeting Agenda • Action to Approve January Panel Meeting Minutes	Janice Roberts
Executive Report • Legislative/Budget/Other • Request Motion to Adopt Consent Calendar Projects/Action	Peter Cooper
Labor and Workforce Development Agency Presentation	Stewart Knox Mary Hernandez
Policy Committee Report to Panel	Gretchen Newsom
Legal Counsel Report	Michael Cable
Review and Action on Proposals	Ryan Swier Diana Torres Christopher Hoover Jana Lazarewicz
Opportunity for Panel Members to Request Agenda Items for Future Panel Meetings	
Public Comment on Matters Not on the Agenda	
Public Meeting Adjourns	

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

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

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

REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, February 24, 2020, although the Panel may still change the order at the meeting. In regards to those items indicated below as an Amendment, please note that the dollar amount only reflects the proposed amendment amount, and not the total funding amount for the contract. Funding proposals are reviewed by the Panel on a case-by-case basis, and any action on a funding proposal shall not be binding on any other funding proposal.

North Hollywood Regional Office

Nowhere Commissary, LLC---------- $197,064
Olde Thompson, LLC---------- $195,132

San Diego Regional Office

Ambry Genetics Corporation ---------- $311,052
Branded Online, Inc.---------- $159,275
DPR Construction, a General Partnership ---------- $368,000
Ironwood Electric, LLC ---------- $93,150
Safran Cabin, Inc. dba C & D Aerospace ---------- $649,566
Swift Beef Company ---------- $144,555
Unical Aviation Inc. (Amendment)---------- $198,950

San Francisco Bay Area Regional Office

Cypress Semiconductor Corporation ---------- $192,510
International Business Machines Corporation---------- $648,485
Opportunity Junction, Inc. ---------- $189,050
Tesla Motors, Inc. ---------- $380,512

Sacramento Regional Office

Blue Diamond Growers (Critical Proposal)---------- $566,260
Certified Stainless Service, Inc. dba West-Mark---------- $414,000
Lee's Accu-Tech Service, Inc.---------- $129,168
Mountain F. Enterprises, Inc. (Critical Proposal) ---------- $749,800

Central Office – Program Projects Unit

Butte-Glenn Community College District ---------- $749,870

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 01/14/20-02/17/20

≤ $75,000	Approved Date	Approved Amount
North Hollywood Regional Office		
Alumistar Inc. dba Pacific Cast Products	02/10/20	$74,520
San Diego Regional Office		
Babcock Laboratories, Inc.	01/16/20	$47,610
Champion Paving, Inc.	01/27/20	$27,945
Evolve Dental Technologies, Inc.	01/23/20	$20,700
Performance Powder, Inc.	01/16/20	$60,030
Sustenio Corporation	01/29/20	$39,560
San Francisco Bay Area Regional Office		
Owens Corning Sales, LLC	01/16/20	$72,197
Sacramento Regional Office		
Henderson Farms, Inc.	01/29/20	$48,507
Los Rios Community College District	01/14/20	$22,401

Employment Training Panel

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Performance Powder, Inc.
Sustineo Corporation

State of California

M e m o r a n d u m

To: Panel Members

Date February 28, 2020.

From: Peter Cooper
Assistant Director

Subject: **Directions Meeting Sites**

The Employment Training Panel will meet on **Friday, February 28, 2020 at 9:30 a.m.**

California Environmental Protection Agency (Cal/EPA)

Sierra Hearing Room, 2nd Floor
1001 I Street, Sacramento, CA 95814

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

Directions to the California Environmental Protection Agency - Sierra Hearing Room

From Sacramento International Airport:

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

From San Francisco

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

State of California

M e m o r a n d u m

To: Panel Members

Date February 28, 2020

From: Peter Cooper
Assistant Director

Subject: **Future Meeting Sites**

February 28, 2020	**California Environmental Protection Agency (Cal/EPA)** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street, Sacramento, CA 95814**
March 27, 2020	**California Environmental Protection Agency (Cal/EPA)** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street, Sacramento, CA 95814**
April 2020	**NO PANEL MEETING**
May 15, 2020	**California Environmental Protection Agency (Cal/EPA)** **Time: 09:30 AM** **Sierra Hearing Room, 2nd Floor** **1001 I Street, Sacramento, CA 95814**

STATE OF CALIFORNIA

EMPLOYMENT TRAINING PANEL

California Department of Water Resources Building
1416 9th Street, First Floor
Sacramento, CA 95814
January 24, 2020
(916) 327-5640

Panel Members

Janice Roberts
Acting Chairperson

Gloria Bell
Member

Chris Dombrowski
Ex-Officio Member

Ernesto Morales
Member

Gretchen Newsom
Member

Rick Smiles
Member

Douglas Tracy
Member

Ali Tweini
Member

Executive Staff

Peter Cooper
Assistant Director

Jill McAloon
Chief Deputy Director

Michael Cable
Legal Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Department of Water Resources Building
1416 9th Street, First Floor
Sacramento, CA 95814
January 24, 2020

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:30 a.m.

II. ROLL CALL

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

Executive Staff
Peter Cooper, Assistant Director
Michael Cable, Legal Counsel

III. AGENDA

Acting Chairperson Roberts asked if the Panel Members reviewed the Agenda for today's meeting.

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

Motion carried, 8 – 0.

IV. MINUTES

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

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

Motion carried, 8 – 0.

V. REPORT OF THE ASSISTANT DIRECTOR

Mr. Cooper welcomed the Panel Members, Applicants, and Stakeholders and reported that today's meeting is approximately $15.5M with another $276,000 in delegation orders, for a total of $15.7M.

Mr. Cooper recognized the following persons in attendance: Amber Tarrac, San Diego Regional Office Manager; Ryan Swier, North Hollywood Regional Office Manager; Chris Hoover, San Francisco Bay Area Regional Office Manager; and Jana Lazarewicz, Sacramento Regional Office Manager.

Mr. Cooper stated that there are three Staff changes to report. Tara Armstrong is now Deputy Director for Technical Operations and explained how she will provide executive leadership over the Technical Branch of the agency. Tara will direct the ongoing development, implementation, and administration of Cal-E-Force, ETP's new management information system, and business reengineering efforts to leverage features of the system. Tara will serve as ETP's Chief Information Officer (CIO), managing issues affecting information security, operation recovery, and network security. ETP has created a new policy management position, and has hired Lis Testa as the new Policy, Research, & Legislative Specialist. She will facilitate panel, staff, and stakeholder input into ETP policy and promote greater consistency. This will include the Policy Committee meetings and policy proposals. Stakeholders are encouraged to send any policy suggestions, ideas, or questions directly to Lis Testa at Elisabeth.Testa@etp.ca.gov.

Mr. Cooper was sad to report that Jill McAloon, ETP's Chief Deputy Director, is retiring in February and wanted to acknowledge her contributions and thank her, both on a professional level and a personal level. Jill has worked over 30 years with ETP: Started as a student in CRU (Contract Review Unit) in 1988. She held many positions throughout her time at ETP for as long as anyone has been here, nearly from the very beginning, Jill has worked tirelessly for ETP and she has provided purpose and drive to teams, units and managers and staff. She has never failed to provide solace and a patient ear. We will miss her institutional knowledge, her professionalism and her peaceful nature.

Mr. Cooper reported that the Legislature has reconvened and the Governor's budget released on January 10th for 2020-21 proposes to appropriate $103.6M to the ETF (Employment Training Fund), the same as the current year. Additionally, this year there is Budget Change Proposal to use General Fund monies to have ETP create a new program, the "Paid Family Leave Small Business Grant" and ETP will continue working with Labor Agency to develop the guidelines for this program.

Regarding the New Department: the Administration has proposed new department within our Labor & Workforce Development Agency (LWDA). Governor Gavin Newsom's Proposed State Budget for Fiscal Year 2020 - 2021 includes $2.4 million in General Fund investment to establish the new department, the California Department of Better Jobs and Higher Wages.

Regarding the Department of Better Jobs and Higher Wages, historically the state has created workforce programs in various entities in response to specific needs and available funding. This has resulted in a fragmented workforce system. Such programs include the Workforce Innovation and Opportunity Act Program in the California Workforce Development Board, employer services funded by the Wagner-Peyser Act in the Employment Development Department, and the Apprenticeship USA grant within the Department of Industrial Relations. As rapid advancements in technology, automation, and artificial intelligence reshape the economy and the nature of work, more needs to be done to promote high-quality jobs and economic security for workers, families, and communities. Mr. Cooper went on to explain that the aligning fragmented workforce programs are a necessary component of these efforts and the budget proposes a new Department of Better Jobs and Higher Wages and statutory changes to consolidate the workforce functions dispersed across the Labor and Workforce Development Agency. The Department will be comprised of the California Workforce Development Board, the Employment Training Panel, Workforce Services Branch and Labor Market Information Division, which are currently in the Employment Development, and the Division of Apprenticeship Standards at DIR (Department of Industrial Relations).

Regarding the goal of unifying these programs is to create more effectiveness and efficiency in serving Californians and their career goals, along with employers and their business needs. There are several areas of the Governor's budget and his vision for California where ETP will play a key role, here are a few: A good example is ETP's support of High Road Training Partnerships, HRTPs. You will hear this term a lot in the coming months and ETP already supports many HRTPs. For example, the transportation agency training that uses CEC's funds includes a partnership with the transit authorities, the transit unions, and the community college. And, of course, the apprenticeship programs that we fund and support. HRTPs include all of these elements: Job quality Worker voice, usually through a union Environmental Sustainability Equity in both the supply of good jobs and the provision of training to the workforce.

Regarding the New Computer System and Process Improvements, work continues developing the pre-application and application processes within Cal-E-Force the placement system for ETP's legacy systems. The new system is being developed on the Salesforce Cloud and is currently supporting the migrated Employment Training Management System contracts. When completed during these fiscal years, Cal-E-Force will provide ETP customers and staff the ability to use web-based cloud technologies to dynamically submit, process and administer ETP training proposals and contracts throughout the contracting process. The system is being deployed in stages. The team is completing the testing of migrating existing legacy contracts to the new platform including multiple employer contractors (MECs) and other single employer contractors who migrated from yet another legacy system. A number of MECs have not accessed the existing application and provided feedback on system features. While we don't have a definite migration date, it will be during this fiscal year. The building and deployment of Cal-E-Force is a significant undertaking for ETP staff, facilitating ETP's ongoing effort to automate, streamline, and simplify the program. We have had and will continue to solicit stakeholder input for system features. Tara Armstrong is here to answer any questions you may have.

Regarding Funding: Today's panel meeting is approximately $4.3M plus $339,871 in delegation orders for a total $ 4.6M. Regarding Alternative Funding: In the CEC's Clean Transportation Program we have $1.4M left, but there are new projects in the que already that will use up these funds so we don't need any new applications right now. Regarding Core Funds for this Fiscal Year, if all proposals are funded today, the Panel will have approved just over $70.5M in 216 projects to date, ETP will have approximately $32.5 million for the remainder of the year with a demand of $71.7M. Regarding Non-Priority Applicants: We listened to the Panel about not funding non-priority given the high volume of priority applications for funding and limited resources. We have sent letters to all non-priority applicants to let them know they will not be funded this fiscal year. If employers want to be considered for funding in the new fiscal year, they can reapply with a new pre-app in the new fiscal year. We have 3 panel meetings left to be funded this fiscal year and hope to spread out funding to $10.8M per panel and we have February, March, and May. We are skipping April and June will be funded out of the next fiscal year.

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

There was a discussion regarding Tab 10 (Zukerman Family Farms, Inc.) and Tab 11 (Zuckerman-Heritage, Inc. dba Delta Bluegrass Company), and whether the applicants are the same or a related company.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Consent Calendar with the exception of Tab 11 (Zuckerman-Heritage, Inc. dba Delta Bluegrass Company). Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

VI. REVIEW AND ACTION ON PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No. 12: OSI Optoelectronics, Inc.

Mr. Swier presented a proposal on behalf of the OSI Optoelectronics, Inc. which is requesting $216,200 in ETP funding to train 225 workers and 10 job creation trainees. The company designs, develops and manufactures standard and customized photodiodes and optical sensors for various industries. OSI products are used in a broad range of applications, including aerospace and defense electronics, security and inspection systems, medical imaging and diagnostics systems, telecommunications, industrial automation, computer peripherals and gaming systems, and consumer products. The company also provides engineering support, sub-assembly and electronic device manufacturing. OSI is headquartered in Hawthorne, with two other locations in San Jose and Camarillo which are included in this ETP training proposal. This will be the Company's first ETP contract.

Mr. Swier stated that Staff recommends approval of this project and introduced Kevin Jardim - Vice President, Global Quality Assurance & Regulatory Affairs.

Mr. Jardim greeted the Panel and shared that OSI Optoelectronics has been around since 1987 and explained that the company does multiple industries such as medical device, aerospace, military, commercial, and that it is a global company. Mr. Jardim stated that when you go to the airport and you put your luggage or laptop bags into the x-ray machine, they are the ones that make those x-ray machines and noted they are very big on protecting the public. Recently they've been making a focus to bring business back into California. They need to make sure they keep those jobs and companies inside California.

When they do an acquisition, some of these companies are small and to make them more competitive, bring in more customers, he needs to train the skill sets of the employees, so they're very focused on really improving the workforce and keeping the people they have, and currently have right now 15 to 20 employees that are going to want to stay at the company, but they need to give them the right skill sets so they can be competitive. They are a very diversified company and are working on implementing a Veterans Program but don't have that now and are looking to bring that in the spring. Mr. Jardim added that of his six years of working there in the company about one and a half percent are veterans, but it's something they are taking a look at.

Mr. Tweini acknowledged and thanked Mr. Jardim for coming and asked how they heard about ETP since this is their first time.

Mr. Jardim responded that he used to work for a company in Los Angeles, back in 2005, and they were getting ETP funding and saw this as a great opportunity when he went for the first time, it was a very positive experience but that's all he knew about it and thought would be a great opportunity.

Mr. Tweini then added that he is grateful that they are bringing in jobs to California and that a veteran’s component is not just beneficial, but it's crucial in this type of business and have the best group of workers that could do the work and are more than happy to help out with whatever they need to create opportunities.

Acting Chairperson Roberts asked Mr. Jardin how successful he was on the last contract he was involved in since he has ETP experience?

Mr. Jardim responded that is was a large contract so they had a consultant company helping them out and when he was going through the process, he decided that he could probably do this on his own and that's how he found out as he got involved, along with working closely with the consultant and contacted his local rep, and she came and helped him with the application, making sure it was comprehensive and completed.

Acting Chairperson Roberts then stated she wants them to be successful on this contract and it's a small amount of dollars and not too concerned about that. But only that, he is the VP of Global Operations and does have a big span of responsibility and explained how it gets put on the back burner and asked Mr. Jardim if they have a human resource person?

Mr. Jardim responded exactly and that they also have ETP experience and he has some staff that also have experience in it, along with having the staff to take care of it. One part of it being the charge of Global Quality, it is his job to make sure that the employees have the resources they need and the training to be successful in their occupation.

Acting Chairperson Roberts added that they have no LMS systems and asked if they're familiar with rosters, tracking rosters and inputting the information into the database and added that is where everybody gets held up because nobody understands the rosters or money, and they kind of get lost in the shuffle somewhere along the line. And wants them to be successful and should usually have an administrator or somebody that helps out as he did on his last one. Acting Chairperson Roberts stated that if they do run into any problems, please address it to the staff right away or get a consultant halfway through the program.

Mr. Jardim wanted to clarify, that they do have an LMS system, and that's one of the reasons he wanted to do a contract with Cal Training.

Acting Chairperson Roberts asked about their curriculum and how a lot of the panel members probably don't exactly know what this curriculum looks like and it looks like a bunch of numbers and acronyms and was a little confused but found out what they were and what's great about it is that they are certifications and then asked if they do get certified in this training, are they going to get more money because of the certification?

Mr. Jardim responded that they do and when they do their annual reviews in July, they take that consideration. And when they do get certified, they do give them raises and that the company is pretty generous, giving 3% to 5% raises for most employees. If there are employees that have gone above and beyond the call to equity adjustment the company will give a little more than the standard, annual bonus. The more your cross-train, the more you're valuable to the company and have no problem paying people their pay worth.

Acting Chairperson Roberts added that she sees these contracts, first-timers, with no support, and gets a little bit worried. But it's a small amount of dollars and it sounds like they have all the right people on board to help them out and they didn't see the LMS system in here with them.

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

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tweini seconded approval of the OSI Optoelectronics, Inc. in the amount of $216,200. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 13: <u>Jon K. Takata Corporation dba Restoration Management Company</u>

Mr. Hoover stated Jon K. Takata Corporation dba Restoration Management Company is a Priority Industry with total ETP funding being requested of $479,136. Founded in 1985

and headquartered in Hayward, Jon K. Takata Corporation dba Restoration Management Company (RMC) provides disaster response services including emergency mitigation for single homes, businesses, and commercial buildings.

ETP-funded training will be delivered at its ten facilities (Los Angeles, Hayward, Benicia, San Jose, Stockton, San Diego, Sacramento, Lake Forest, Riverside, and San Mateo) located throughout Northern and Southern California. This proposal will be RMC's first ETP Contract. It does have a veterans component and in this proposal, RMC will include eight Veterans (Job Number 3) to participate in training. The Company is committed to retaining Veterans. Job postings are made directly with employment websites, including Indeed.com. Within Indeed's company structure is Indeed Military (a partner of Joining Forces), which provides tools for employers to connect with Veterans and military spouses seeking employment. Additionally, RMC's job postings are made within the Employment Development Department who also markets to veterans. There is a job creation component as well, RMC will hire 48 net new employees under job number two and within its training infrastructure. The VP of Human Resources will be the dedicated administrator and a 15-person team will manage the project to help ensure training delivery success.

The company has identified ten managers, one per site to coordinate training, delivery and track training hours. Additional support staff includes an LMS manager, HR Support Specialist for ETP enrollment and the tracking of hours. The Operations Manager will receive the performance of each manager involved in each location to ensure maximum performance overall. ETP training will be delivered by certified in house experts and vendors. RMC has hired Training Grants Intelligence, Inc. (TGII) to manage ETP's online systems.

Mr. Hoover stated that Staff recommends approval of this project and introduced Bernadette Calvo, VP of Human Resources; Marlee Takata, Human Resources Business Partner; Robert Sandoval, Regional Director; and, Angela Jones, Training Grants Intelligence, Inc. (TGII)- Development/Admin. Subcontractor.

Ms. Calvo thanked the Panel for the opportunity and the consideration of their proposal and was happy to answer any questions that they had.

Mr. Tweini acknowledged and thanked them for their very strong veterans' program and stated that this is a strength for any company. Then stated that this is their first contract and asked if they have an in-house training program?

Ms. Calvo responded that yes they do have a live in-house training that they offer.

Mr. Tweini then added for them to keep doing what they're doing and thanked them.

Acting Chairperson Roberts congratulated them on their first time coming and that they pay high wages, have a lot of locations, and sounds like they have their act together with their 10 managers that have helped out with the contracts.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Tweini seconded approval of the Jon K. Takata Corporation dba Restoration Management Company in the amount of $479,136 Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 14: Sierra Circuits, Inc. dba Sierra Proto Express

Mr. Hoover stated Sierra Circuits, Inc. dba Sierra Proto Express is a Priority Industry with total ETP funding being requested of $350,681. Founded in 1986, Founded in 1986 and headquartered in Santa Clara, Sierra Circuits, Inc. dba Sierra Proto Express (Sierra) (www.protoexpress.com) is a printed circuit board (PCB) manufacturing and assembly company serving the aerospace, military, medical, automotive, and consumer electronics industries. The Company has three additional locations in Santa Clara and international sites in India. ETP-funded training will be delivered at Sierra's four locations in Santa Clara County only. Sierra's customers include Apple, SpaceEx, Google, and Silicon Valley start-ups. The Company specializes in delivering PCBs within quick turnaround times by owning the manufacturing and assembly processes. It holds 15 patents for its unique PCB manufacturing process. This proposal will be Sierra's first ETP project. Even though veterans are not categorized under a separate Veterans' Job Number in this proposal, Sierra is committed to veteran inclusion and is working with Hiring Our Heroes and the Work For Warriors Program as part of its veterans' recruitment initiatives. Sierra will hire 50 net-new employees (Job Number 2). Training Infrastructure Sierra's Human Resource Director (dedicated administrator) will oversee the project with the Training Coordinator and Project Manager assisting with ETP administration and coordination with ETP staff. ETP-funded training will be delivered by eight internal trainers and by outside-training vendors. Training vendors will be identified for ETP record-keeping purposes as they are retained.

Mr. Hoover stated that Staff recommends approval of this project and introduced Peter Nyame, Director of Human Resources; Drew Whited, Project Manager.

Ms. Whited said good morning to the Panel Members and gave a little bit of information about the company stating that in 1986, they started with 15 employees and now grown worldwide to 565, 415 of which are in Sunnyvale, California, and several of that, the original 15 are still with them today. One of the programs they designed were Sierra University and their intent with ETP funding would be to continue to expand that program into a dedicated area for hands-on training, to do continuous improvement meetings to better the skill sets and career advancements on their associates and to support the continuation of the growing technologies within the circuits industry. Ms. Whited stated that she has ETP experience from her previous employer and was able to see firsthand exactly what needs to go into the program to make it successful and to get the most benefit from it.

Mr. Nyame said good morning to the Panel Members and stated that he is the Human Resources director at Sierra and wanted to say in addition to what was shared is they are a minority company. And diversity is one of their strong suits and have dedicated a lot of space

for training. And looking forward to being able to use these ETP funds to advance the training programs they already have and for future ones going forward.

Mr. Tweini acknowledged and thanked Mr. Nyame for coming and that they don't have a veterans component and asked if there is a lack of information and asked if they need support, or need help to cater to veterans, because that it's a minority-owned and woman-owned, and would like to include veterans if that's not a component, also that would make it better for their company.

Mr. Nyame responded with definitely and explained going through this ETP process has helped and focused on effort and making sure that they pay attention to the veterans. The two agencies they are working with, have jobs posted on the work for veterans website and found out that they have two applications and getting ready to interview two veterans and have two veterans in their company. They are dedicated to that type of service, and any type of assistance that they could use would do that. They are focused on going forward on making sure to reach out to the veterans.

Mr. Tweini stated that they can reach out to them and they can direct them to resources.

Acting Chairperson Roberts I'm just going to mention that their wages for their new hires are about $3 lower than their retrainees and asked to give the difference of what that $3 span.

Ms. Newsom also asked when do they move up to the higher wage.

Mr. Nyame responded that they do move up to the higher wage and the company is dedicated to training people so they bring them in at a lower rate usually that takes about 30 to 60 days for them to train, depending on the job and after the 60 days, they do move them up to the higher wage.

Ms. Newsom then asked if they would startup $15.65, potentially, immediately after the 60 days to the $18.50, and at least on the path to $25.00.

Mr. Nyame responded with yes.

Acting Chairperson Roberts added that being he is an HR manager, has a lot of responsibilities, 50 new hires, and just taking that alone is a job in itself, and going to be responsible for the implementation and the administration of this training grant and being that he has had some ETP experience in the past but has only been with the company for 6 months, wanted to know who would take over if he is not with the company anymore, who would take over the grant.

Ms. Whited responded that as a project manager, plans to take a lot of the responsibility and planning of making ETP successful and just being involved with it and understand there's a lot of work that goes into it because she was able to see that first year how difficult it was and is comfortable to work with this team. Ms. Whited stated Mr. Nyame is extremely dedicated and supportive when needed and is committed to bringing a team that's going to support ETP as well, as far as administration and training needs.

Acting Chairperson Roberts stated all they want is for them to be successful, that's their goal, and to come back again some other time with a 100% success rate. However, if they

come back with less than stellar performance, their dollars will be cut. They have four locations, one person living here for six months and 50 new employees, that's a job in itself, let alone trying to administer training grants.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Tracy seconded approval of the Sierra Circuits, Inc. dba Sierra Proto Express in the amount of $350,681. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 15: <u>Champion Home Builders Services, Inc.</u>

Ms. Lazarewicz presented a proposal on behalf of the Champion Home Builders Services, Inc. in the amount of $373,428. Champion Homes designs and builds manufactured housing, modular housing, and park model homes. Their homes are sold to independent dealers for sale to customers throughout the United States and Canada. Champion Homes will train staff including veterans and 38 new employees on process improvements and new ERP software and new equipment. Training under this will take place at their four locations in Riverside, Tulare and Yolo counties, the division manager and corporate executives will oversee this training project and an operational excellence coordinator at each location will also assist with training events and completing rosters. Additionally, Champion Homes has retained the services of a third-party administrator. This will be Champion Homes's first ETP contract.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced David Whiddon, Division Manager; John Twomey, Subcontractor-Integrated Solutions.

Mr. Whiddon said good morning to the Panel and thanked them for considering their proposal and explained that they build affordable housing and shared the growth that they expect to see over the next couple of years is incredible, especially here in California because of the housing issues in California. Champion Home Builders is an old company but a new company because two companies merged. Its been about a year and a half ago now, and it's international but in the United States, it has 32 manufacturing facilities. four in California and want to prepare themselves for the onslaught of housing need that we are going to be having. They have pretty aggressive hiring expansion plan over the next few years, starting with this year, they have two facilities that are adding to their facility already in the specifically looking at the ADU segment, which is something that has been pushed by the governor. To allow the smaller units to be on the secondary units at existing home sites. It's a market segment that is just poised to expand and grow and have two facilities that already have expanded and going to be expanding their facility and in Woodland to try to meet this demand and explained that there's going be a lot of training they have ahead of them for new employees.

Ms. Bell asked if they manufacture tiny homes as well.

Mr. Whiddon responded yes, but the tiny home is phasing out into the ADU type of thing. So the tiny homes, people went and looked at them and they told them they can't live in this. The ADU aspect is a HUD code product and there's a minimum of square footage required and must have a kitchen and bathroom and it's regulated by the federal government by HUD code. The tiny homes at this point unregulated and it's pretty scary for the people that buy them.

Ms. Bell then asked what the square footage regulation for these homes are.

Mr. Whiddon responded that about 350 square feet would be about the minimum that you could have because you have that certain bedroom size, living room size. Still very small and typically the ADU is 450 to 1200 square feet.

Mr. Tweini acknowledged and thanked them for the veteran's program but also concerned and wants to see veterans wages to fit or if not the same as others or a little higher.

Ms. Bell had an additional question, asking if they are involved in the housing for the homeless? And ask to explain a little more about that.

Mr. Whiddon responded with yes and explained their facility in Corona is working on a project that is state-funded in Los Angeles, that they're doing the containers which come to them then they are putting the windows and do all the inside. In Los Angeles, there's a piece of property between three freeways and they put the first four or five there last month and more are coming down the line. They are also working in Woodland with one of the agencies, and there's going to be a homeless center, close to their factory where there's going to be 61 ADU homes, and then hopefully they will be building those. Along with that is a dormitory, rec area, healthcare and employment resource, to help them rehabilitate them. That's been a process going for a while and going to be breaking ground on it soon.

Ms. Newsom added that she very strongly believes that policies and resources used to address homelessness or the affordable housing crisis should not perpetuate poverty. Those that are building affordable housing should be paid good wages so that they are not living in those housing, low income or homeless persons. Their wages under job number two, are pretty abysmal. $13.25 and going up to $30 but hope that they all aspire to reach that $30 and asked how soon are they receiving the training and then moving up in their wage progression?

Mr. Whiddon responded that the $13.25 is the minimum hiring.

Ms. Newsom pointed out that what she sees is 200 employees might start at $13.25 and asked for him to speak on that.

Mr. Whiddon responded with the average in the HUA areas for the production workers, the averages around $19 are started with $13.25 and then within 90 days, their training should be complete then they get on a bonus program where then are at $15 to $16 an hour. If they don't get into that area, then they probably are moving on to something else. But doesn't have the exact number of how many right now are at that but if that is just the entry-level and within the 60 to 90 days, they should be moving up to the higher level.

Ms. Bell then stated the new hires start at $13.25 and they go for 90 days and asked if they are an attempt to hires. Then asked when do they receive medical benefits.

Mr. Whiddon explained the medical benefits start at 60 days and explained in Woodland their hiring start wage for somebody who has no experience is $14. In the HUA areas, it's a little bit lower than that, it is $13.25 but by the time they go through the training, and they become productive members of the team and they start sharing in the production bonuses, their wage goes up.

Ms. Bell then asked if anybody that's been there for 90 days is not making $13.25.

Mr. Whiddon responded that they shouldn't be and explained that at the end of the 90 days should be bumped up to go on to production bonus, which would bring them up to the $15-$16 an hour at that point.

Mr. Tracy asked if it is done by a piece worker or done by the hour.

Mr. Whiddon explained it's done by a certain amount of dollars that go through the department and that is divided up between the department and typically works out to be about $2 to $3 an hour.

Ms. Bell then asked if that's part of the completion of a project building or is that ongoing.

Mr. Whiddon explained that's ongoing and that's it is weekly.

Mr. Tracy then asked if enough homes aren't potentially built, the wages could potentially stay at the $13 level.

Mr. Whiddon clarified that their base rate also increases. So most of my folks, I think the average base hourly rate is around $17 an hour then they would get a base rate increase, and then they would also be able to participate in the bonus pool.

Ms. Bell then asked do they participate in the bonus after the 90 days.

Mr. Whiddon confirmed.

Ms. Newsom clarified that after the 90 days, their base rate is increased, they have the opportunity to participate in the bonus and have health care.

Acting Chairperson Roberts thanked them for coming for the first time to the panel and stated that Champion Homes has been around for a long time and was confused because he mentioned that they are a relatively new company.

Mr. Whiddon explained that both Skyline and Champion are older companies. Skyline started in 1951 and Champion started a little bit later than that and merged companies about a year and a half ago. There's a new upper management team. The CEO is new to the company. They have a lot of synergies that they're trying to get together, ERP program, and a lot of combining processes.

Acting Chairperson Roberts then asked Mr. Whiddon how long he has been with the company and asked who's going to administer this.

Mr. Whiddon responded since 2001 and they have a team at each division, that's going to be overseen by the General Manager, directors at each facility, onboarding training staff, and HR staff at each facility.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Champion Home Builders Services, Inc. in the amount of $373,428. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 16: <u>Brick Masons' Apprenticeship and Training Trust Fund</u>

Ms. Lazarewicz presented a proposal on behalf of Brick Masons' Apprenticeship and Training Trust Fund which is with total funding being requested of $229,440 will train Apprentice and Journeyworkers in the Brick Mason trade under this project. Although Brick Mason is not having a separate job number for Veterans, Brick Mason works with Helmets to Hardhats and actively recruits Veterans into their program. works with the organization "Women in Non-Traditional Employment Roles" (WINTER). Brick Mason visits this facility to talk to women about the opportunities and benefits of starting a career in the mason industry. Brick Mason also offers an open house where they can visit the training site and take a tour of the training center and actively recruit women into the program. Brick Mason currently trains approximately 480 Journeyworkers and 100 Apprentices and has developed a training plan to increase skills and provide hands-on experience for those who are new to the trade. New projects under this contract include the block in Disneyland, parking structures in the Westin Hotel, the George Lucas Museum, LAX, UCSD- Living and Learning Center, and a Youth Detention Center-San Luis Obispo. This project will be overseen by the Apprenticeship Director. Brick Mason has also retained in the services of a third-party administrator.

Ms. Lazarewicz stated that Staff recommends approval of this proposal, and introduced Robert Collins, Apprenticeship Coordinator; Steve Duscha, Subcontractor-Duscha Advisories.

Mr. Collins said good morning to the Panel and introduced his advisory Steve Duscha. Like other trades, they are facing demands to reduce their cost while improving the quality and precision of their work. Their contractors expect even the beginning apprentices to be highly productive their first day on the job. With the panel's continued help, they can beat their competition with union workers, high skills, good pay, and good benefits. And was happy to answer any of your questions.

Ms. Newsom asked to elaborate on their program that is attracting more women to join the apprenticeship program.

Mr. Collins explained they work with WINTERS, visit them frequently and also do job fairs with them. They also have them come to their open house where they show them hands-on labor ethic and help them decide whether this fits their career.

Ms. Newsom then asked of their hundred apprentices, how many of them are women.

Mr. Collins responded that right now they only have one female. Unfortunately, their trade isn't really attractive for women due to its physically demanding a lot of heavyweight being lifted constantly. But they do work very hard to try to attract women into trade.

Ms. Newsom suggested for them to look to some other programs like The Iron Workers and also some might argue that they encounter the same. They're doing a good job of getting more women into the trade than 1%.

Mr. Tweini thanked them for coming and mentioned that the women's program is important and that he represents the Skill Trade Workers with UC and Cal State System and mentioned that they are doing their in-house program to attract women and veterans to employment and encouraged them to look further and do more.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Ms. Newsom moved and Mr. Tracy seconded approval of Brick Masons' Apprenticeship and Training Trust Fund in the amount of $229,440. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 17: <u>California Manufacturers and Technology Association</u>

Ms. Lazarewicz presented a proposal for California Manufacturers and Technology Association which is a Priority Industry with total ETP funding being requested of $749,429. will train workers including veterans throughout California. This will be CMTA's sixth ETP-funded project in the past five years with good performance. CMTA represents a large number of California's manufacturing, processing, service, and technology-based companies. For over 20 years they have worked closely with member companies to implement successful work skills, training programs, which have led to the creation and retention of high wage high skilled jobs.

Ms. Lazarewicz stated that Staff recommends approval of this proposal, and introduced Lance Hastings, President; Rob Sanger, Marketing Manager.

Mr. Hastings said good morning to the Panel thanked them for the opportunity to visit. CMTA has a very long record and history of partnership with ETP and brings a lot of the funds and

training programs to the smaller and medium-sized manufacturers. They also aggregate that through their services and have the compliance services in the house through Rob Sanger and appreciate the work over the years and for their 102-year-old trade association.

Acting Chairperson Roberts stated they have been a great partner with ETP and appreciate them coming every so often because they do an excellent job and had a question about the union letter and was stated that it would be supported.

Mr. Sanger responded correct and Union Letters of support have not been submitted yet for their respective members of participating employers with collective bargaining agreements.

Mr. Tweini acknowledged and thanked Mr. Hastings for including veterans and that they have been coming for six years and always include veterans in the program and encouraged strength.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of California Manufacturers and Technology Association in the amount of $749,429. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 18: <u>International Union of Elevator Constructors Local No. 18</u>

Ms. Lazarewicz stated that the International Union of Elevator Constructors Local No. 18 is a Priority Industry and a Repeat Contractor with total ETP funding being requested of $374,112 will train apprentice workers on the installation, service and maintain increasingly complex computer systems that control elevators. This is Elevator Constructors' second ETP project in the last five years with good performance. Elevator constructors provide up to date industry skills training in the monitor modernization of elevators, which includes the process of upgrading critical parts to enable it to handle the technology. Elevator Constructors Local Area Coordinator will oversee project administration and they have retained the services of a third-party administrator to assist with administrative duties. They also haven't placed an approved LMS to track the training.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Tony Gazzaniga, Business Manager; Steve Duscha, Subcontractor-Duscha Advisories.

Mr. Gazzaniga said good morning to the Panel and explained how the company assembles, repair, construct, elevators, moving blocks, escalators, everything across the Southern California area. They have over 600 apprentices and over 1300 working journeyman and shared how those numbers are increasing and are currently in the middle of new recruitment and have 1000 applicants. They completed their first ETP contract year ago and invoiced

over 100% of the contract amount. Mr. Gazzaniga stated they are here to ask for help to continue and improve their quality of retraining the industry standards and thanked them for their help and the consideration of their application. Mr. Gazzaniga noted that they work extensively with Helmet to Hardhats and last year graduate over 28 veterans this year currently have over 28 veterans now in the program and allow direct entry to recruit and do well with the veteran's programs. Last year they received an award for it. As far as the woman in the trades their numbers are changing and like a lot of the other building trades have been actively pursuing bringing more women into trading and their current recruitment that we have going on right now. Normally we get two to three, but between Helmet to Hardhats and bringing more veterans and this recruitment, have over 45 women right now that are currently in this current recruitment, which is phenomenal numbers, historically, they haven't had that many. In Local 18 they have 19 women currently working in the trade out of those numbers.

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

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the International Union of Elevator Constructors Local No. 18 in the amount of $374,112. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

Tab No. 19: <u>El Camino Community College District, Center for Applied Competitive</u>

Mr. Swier stated that El Camino Community College District, Center for Applied Competitive with total ETP funding being requested of $532,950 inclusive of support cost. This project and will train approximately 425 retrainees statewide. El Camino is a repeat multiple employer contractor with both core and alternative funded contracts. The proposed training will focus on a variety of clean transportation powered by electric and hydrogen fuel. The core group will participate in employers include both private and public employers, with the majority being public entities and mass transit. ETP has received letters of support from six of the seven collective bargaining units and the core group of participating employers. The remainder of the remaining letters support will be collected before the start and training and an effort to reach a wide spectrum of training to cover a variety of alternative fuel design topics training with reflection general principles as well as manufacturer-specific systems.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Eldon Davidson, Director of Contract Education.

Mr. Davidson stated this has been a long road and explained how they have done alternative fuel for seven years. In the first year only had 50% performance and came to the panel and said that was not a failure but had so much training to do with the cities and the transits who were not familiar with ETP and had to bring them up to speed and then after that had it in the 90% range. Even though this contract is going to be short, having this infrastructure in place is going to help move these dollars and real proud because Southern California Regional Transit Training Consortium (SCRTTC) of all the transits will be part of their project, a lot of the transits that they work with they've already represented, but having this group is going to add to training more individuals across.

Acting Chairperson Roberts asked if they are one of the companies that were using most of the AB118 funds as mentioned though they're all spoken for.

Mr. Davidson responded that he is not aware and thinks they are the last one of this group but not sure how many other companies and thinks they are probably one of the few and stated how the college world has been very, very successful. Mr. Davidson then stated he thinks a lot of it has to do with the great partners they have but it's the location also they are in the heart of it and have Cerritos College and Long Beach City College, and it concentrates on the heavy equipment or the heavy side of it along with the buses and college transits which helps the city and he doesn't know where they stand with others, but they have been very successful.

Mr. Tweini wanted to make a quick comment and thanked them for coming and sees the letters of support from 952 to 1932 and shared he is a teamster. Mr. Tweini stated they encourage and strongly support the veterans component in any program and should encourage people to come to the program to hire veterans.

Mr. Davidson explained that he does care and shared that last month he was heavily involved in Alaska with the Wounded Warriors program and worked with Senator Murkowski and having an extremely successful program that had unemployment rates of 67% and giving people who are 50-60-year-old getting jobs and noted that they do have a Veterans Center. Mr. Davidson explained that he was responsible and evaluating that center and was very proud of what he had found, but the only thing he wished was that veterans weren't a voluntary check. Mr. Davidson noted that a lot of times what happens when it gets to a very busy HR person, they mostly check the things that are required. He wishes it was a requirement because he would like to track that data. like they do with all other data. He guarantees he does visit with the employer and does bring up veterans and pleased to say a lot of employers he visits with manufacturing, they do recognize the skills that veterans bring to the table. He is trying to take the passion and move it into the workplace and seeing how they can be more active and start collecting this data because he, would like to know, of the number of people they serve, how many of them are veterans? He has been thinking of how they could do that and one of those maybe just doing a separate application with the participants instead of coming from the employer on some of these questions, ask them separately, and thinks they might have a better return on data.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of El Camino Community College District, Center for Applied Competitive in the amount of $532,950. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 8 – 0.

AMENDMENTS

Tab No. 20: Butte Glenn Community College District

Ms. Lazarewicz presented a proposal on behalf of Butte Glenn Community College District which is an amendment to request additional funding for Butte Glenn Community College District. The requested amount of $149,907 will train workers throughout California. During development, Butte Glenn College created a conservative training plan to maximize training for employers and through continuous marketing and training and development, participating employer's interest and customized training programs have increased. Additionally, Butte Glenn Colleges requesting additional funds to continue to meet post Camp Fire recovery employer needs to upskill employees and retain key talent in California.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Annie Rafferty, Director of Butte College - The Training Place

Ms. Rafferty said good morning and stated that on behalf of Butte Glenn Community College employers wanted to express their deep appreciation to the E TP panel as a true partnership and assisting their community to rebuild its efforts. Their training plans are focused on upscaling and also retaining talent, as their community continues to struggle over a year later in an unprecedented event, and so as their training plans and come back for the additional funds is to continue those plans and with standardized work, but mainly in the retaining talent is being able to promote from within. Their employers are focused on some of those individuals who have been impacted and, and key positions that may have left the area. So being able to cross-train, and upskill those individuals as providing promotional opportunities for those employees and in the areas of their manufacturers and some of those clients that she thinks are important to mention is California Olive, and agricultural equipment. This is a unique contract and is a new employer that on shares, third love, and that is an open sharing project that came from the Philippines. They have a strong leadership program, they're committed to their employees and as the community embraced being able to learn how to recover through the initiative, their HR directors who she works with and the key leaders of their operations got together and the appreciation for ETP being part of that. So these additional funds will assist their employers in being able to continue those plans, including the response to the governor's office in the shortage of CNA workers, and so this project continues to add new trainees for CNA and opens it up for questions.

Acting Chairperson Roberts congratulated them on this being their third amendment and sounds ike they've been very conservative, having met the mark, came back and met the mark

again and glad our amendment system is working with them on that because it's sometimes very hard for people to do and it sounds like they've accomplished that and congratulated them on getting that through.

Mr. Tweini acknowledged them and thanked them for all that they do, and thanked them for being persistent and to continue to do what they do. We need these types of people who stand up when things happen

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of Butte Glenn Community College District amendment in the amount of $149,907. Acting Chairperson Roberts called for a vote, and all Panel Members. present voted in the affirmative

Motion carried, 8 – 0.

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

Acting Chairperson Bell asked for any future agenda items from Panel Members.

None were given.

VIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

Mr. Duscha shared that along time ago, he was the executive director of ETP and was young and stupid and made a lot of mistakes but one of those things that he did right was to hire Jill McAloon She has been a great ETP employee, knows the program and knows how to deal with lots of things coming at her, including abuse from me from time to time and wanted to issue a blanket apology for some of that abuse that he caused because she's been a great employee and we will all miss her and knows the agency will miss her.

IX. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 10:45 a.m.

Single Employer Contractor

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

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

These features apply to core program funding.

Multiple Employer Contractor

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

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

Retraining

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an "in kind" contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:

  1) wages/benefits paid during training by participating employers;
  2) development, recruitment, placement, and assessment costs; and,
  3) facility and material expenses.

- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

New Hire Training

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

These features apply to core program funding.

Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for $75,000 or less, and (2) single proposals for $75,000 or less.

- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.

- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.

- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an information item.

RETRAINEE - JOB CREATION

Training Proposal for:

Branded Online, Inc.

Contract Number: ET20-0266

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** M. Mathis

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange, Los Angeles, San Bernardino	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 142	U.S.: 154	Worldwide: 154
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$194,326

Total ETP Funding
$159,275

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills Continuous Improvement	82	8-200 Weighted Avg: 40	0	$920	$18.34
2	Job Creation Initiative Priority Rate	Business Skills Computer Skills Continuous Improvement	33	8-200 Weighted Avg: 45	0	$1,035	*$15.00
3	Retrainee Priority Rate HUA	Business Skills Computer Skills Continuous Improvement	54	8-200 Weighted Avg: 40	0	$920	*$14.29

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

Minimum Wage by County: Job Number 1: Los Angeles County - $19.05; Orange County - $18.39; San Bernardino County - $18.34. Job Number 2: Los Angeles County - $15.88; Orange County - $15.33; San Bernardino County - $15.00. Job Number 3: Los Angeles County (HUA) - $14.29.

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

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

Up to $2.50 per hour for Job Number 1, up to $1.88 per hour for Job Number 2, and up to $0.29 per hour for Job Number 3 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administration		7
Technology		14
Marketing		26
Creative Services		8
Distribution		13
Operations/Production		5
Supervisor/Manager		9
Job Number 2		
Administration		3

Technology		7
Marketing		6
Creative Services		4
Distribution		9
Operations/Production		4
Job Number 3		
Administration		1
Technology		4
Marketing		2
Creative Services		8
Distribution		26
Operations/Production		9
Supervisor/Manager		4

INTRODUCTION

Founded in 2010 and headquartered in Costa Mesa, Branded Online, Inc. (BOL) (www.brandedonline.com) is a multi-channel technology software company that offers customized platforms to apparel and non-apparel, retail companies to assist with online brand building in the E-commerce industry. Services include technology and development, E-commerce strategy and operations, digital marketing services, creative design, photography, merchant services, product and catalog management, and fraud protection.

Veterans Program

Although there is no Veterans training component in this proposal, BOL regularly employs Veterans through its standard hiring practices.

PROJECT DETAILS

This will be BOL's first ETP project. BOL's current training efforts focus on the implementation of an internal training program, Branded Online University, for all employees. Branded Online University will formalize the Company's standard operating procedures, create well-rounded staff on all aspects of the Company and industry standards, and train staff on new and updated software developments. Training will include a new Human Resource Information System software, BambooHR, implemented to create seamless communication between headquarters and remote offices, and new accounting software, Great Plains, implemented to provide better accounting visibility between internal departments and clients. All staff will receive software training respective of their occupation and job responsibilities.

Due to the increased number of brick-and-mortar shops closing and migrating to E-Commerce, along with the rise of online sales, BOL has experienced an increase in demand for services. To remain competitive in an ever-evolving industry, BOL is expanding services to new industries including health and wellness and developing staff proficiency on search engine optimization and IOS, while focusing on innovation and creativity.

As a technology platform company, staff must be well versed on various technology languages including HTML, JavaScript, Structured Query Language, and Hypertext Preprocessor as well as

be up-to-date on the latest algorithms for Google Analytics and social media for advertising and creative development. Due to constant modernization within the technology/E-Commerce industry, BOL staff will receive weekly training on updates effecting the development of its platform product.

Retrainee - Job Creation

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

To accommodate the increase of customer demand and the expansion into new markets, BOL will hire 33 new employees (Job Number 2), 8 of whom are located in a High Unemployment Area. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of the contract.

BOL will recruit, hire, and train these new employees within the next two years to fill newly created positions in the Company's existing Administration, Technology, Marketing, Creative Services, Distribution, and Operations/Production Departments, to accommodate the Company's expansion into industries outside of retail. The training in this proposal will help newly-hired personnel build and apply the necessary skillset to comprehend the ever-evolving technology integrations in the Digital Marketing and E-Commerce Software Industry.

High Unemployment Area

Compton is located in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

- Wage Modification

For these retrainees, the Panel may modify the ETP Minimum Wage of up to 25% if post-retention wages exceed the start-of-training wages. The newly hired workers in Compton (Job Number 2) will not need the HUA wage modification. BOL is requesting a wage modification from $19.05 per hour to $14.29 per hour for trainees in Job Number 3.

Training Plan

Training will be provided via Classroom/Laboratory, E-Learning, and Video Conference at the Company's four California facilities in Costa Mesa, Hollywood, Compton, and Fontana in the following:

Business Skills: All occupations will receive the following trainings respective of their positions: Digital Development, Information Architecture, Mobile Applications, Strategic Design, Tracking & Analytics, and User Interface Design.

Computer Skills: Technology, Marketing, and Operations/Production will receive training in Web Development – Frontend, Backend Languages, Android, iOS (6, 7, 8), and Big Data/Machine Learning.

Continuous Improvement: Technology, Marketing, and Supervisor/Manager will receive training in Process Improvement, Teambuilding, New Technologies, and Customer Support.

Commitment to Training

BOL invests $125,000 annually on training to fund its current Branded Online University training plan. Topics include tools for E-Commerce, Email Marketing, Building a Brand, and monthly training pertaining to software developments including Deep Dive. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

This project will be overseen by the Human Resources Manager, located at headquarters, assisted by the Chief Architect, Fulfillment Center Administration Manager, the Director of Customer Service, and two Senior Directors of E-Commerce, all located at each participating location. Training will be delivered by in-house experts and vendors as needed. BOL has also retained Training Funding Source to assist with project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Company retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of $5,900.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for a fee not to exceed 11% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours/E-Learning/Video Conference

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Advertising
- Banner & Display
- Brand Strategy
- Web Video
- Business Consulting
- Creative Concepts
- Content Strategy
- Digital Development
- E-Commerce
- Finance & Accounting
- Go-to-Market Approach
- Information Architecture
- Interaction Optimization
- Integrated Planning
- Internet Protocol Development
- Mobile Applications
- Product Launches
- Client Research
- Social Technology
- Strategic Design
- Strategy and Planning
- Tracking & Analytics
- User Experience Design
- User Interface Design

COMPUTER SKILLS

- Web Development – Front End
- Back End Languages
- Databases
- Programming/Computer Infrastructure
- Quality Assurance
- Android
- IOS (6, 7 & 8)
- Big Data & Machine Learning
- New Technologies
  - BambooHR
  - GreatPlains
- Platform Design
- Security & Compliance

CONTINUOUS IMPROVEMENT

- Best Practices
- Process Improvement
- Teambuilding
- Customer Support
- Problem Solving
- Customer Service

- Communication
- Decision Making
- Warehouse Procedures

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

Training Proposal for:

Cypress Semiconductor Corporation

Contract Number: ET20-0269

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara, San Mateo, Orange, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 748	U.S.: 1,300	Worldwide: 6,000
Turnover Rate:	1%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$205,100

Total ETP Funding
$192,510

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Cont. Imp., Computer Skills, Mfg. Skills, Business Skills	465	8-200	0-39	$414	$18.34
				Weighted Avg: 18			

Minimum Wage by County: $18.34 per hour for San Diego County; $18.39 per hour for Orange County; and $20.00 per hour for Santa Clara and San Mateo counties

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

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

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
Administrative Staff		30
Customer Service		10
Manager/Supervisor		38
Director (non-policy making project managers)		2
Engineers		325
IT Staff		20
Sales/Marketing Staff		20
Technical Support Staff		20

INTRODUCTION

Established in 1982 and headquartered in San Jose, Cypress Semiconductor Corporation (Cypress) (www.cypress.com) manufactures an array of memory processors (micro-controller devices) for automotive, industrial and electronic-consumer products. Cypress' memory products are used in automated driver-assist systems, networking modems, electronic-medical instruments, smart TV's and smart phones. ETP-funded training will be delivered at the Company's locations in San Mateo, Santa Clara, Orange and San Diego counties.

Cypress' customer base includes businesses such as Audi, Subaru, Fujitsu Electronics, and Samsung.

Veterans Program

Although there is not an ETP Veterans' component in this project, Cypress partners with the Employment Development Department (EDD) to recruit employees, including Veterans, by listing available job openings with EDD. EDD operates a Veteran's program via its Workforce Services Branch who refers eligible applicants for announced positions.

PROJECT DETAILS

This will be Cypress' second ETP Contract, and the first in the last five years. Training will focus on new software to assist in roll-out efforts for new technology-based products and services. Cypress' recent business growth includes supporting software training for connected sensors, which is a new emerging technology that requires new processes and upgraded training. This is integral to Cypress' new manufacturing processes for its new product lines such as Apple CarPlay, Android Auto and MirrorLink. Furthermore, Cypress' 5G next generation implementation is having an impact on its industry. Adapting products and services to meet these new platforms' specifications presents the need for training.

Additionally, ISO certified companies have periodic audits and review findings to help determine staff's (Continuous Improvement) training needs. In this proposal, Cypress is including ISO 9001 and ISO 14001 training to meet efficiency goals to remain competitive.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Business Presentation Skills, Business Processes and Communication Skills to assist in reaching increased customer satisfaction and sales goals.

Computer Skills: Training will be offered to all occupations and include Computer-Aided Design, Cryptography, MS Office (Intermediate/Advanced), Manufacturing Resource Planning Software, Wearables, and Software Installation and Maintenance.

Continuous Improvement: Training will be offered to all occupations in Change Management, Cypress Quality Systems and ISO 9001. Training will assist Cypress to reduce defects, improve products quality, reduce costs and improve profitability.

Manufacturing Skills: Training will be offered to Engineers and Technical Staff and include Assembly Procedures, Defect Elimination and Inspection Procedures to reduce design time and speed up development of products to bring more products to the market at a faster pace.

Temporary to Permanent Hiring

The Company will train ten workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section

10201(c). Trainees cannot be enrolled until after they have been hired by the Company into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be met, and the Company will not receive progress payments.

Commitment to Training

The Company's training budget is approximately $310,000 annually for its California sites and includes new-hire orientation, regulatory training, on-the-job training, first aid and basic-computer skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  The Senior H.R. Director (dedicated administrator) and one Administrative Coordinator per site will manage the ETP project. ETP training will be delivered by ten in-house experts and vendors as needed. The Company has also obtained a third-party administrator, National Training Company, Inc. (NTC) to assist with ETP administration and systems.

Electronic Recordkeeping/LMS

Cypress will use a Learning Management System (Success Factors) to document all ETP training. The system has been reviewed and approved by ETP.

Impact/Outcome

With ETP funds will help Cypress develop, design, manufacture, and sell products more efficiently and faster; reduce production costs by reducing errors and waste while improving overall product quality; better utilize new design processes and business procedures to decrease delivery time; use improved software techniques to help make more reliable products; upgrade staff's skills in new software and tools related to 5G implementation; optimize management of raw materials and boost revenues; and, maintain ISO 9001 and ISO 14001 certification required by its customers.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

NTC in Irvine assisted with development for a flat fee of $10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/e-Learning Hours

8-200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Change Management
- Coaching Techniques
- Cypress Quality Systems
- ISO 14001
- ISO 9001
- Lean Manufacturing
- Six Sigma
- Team Building Skills
- Team Problem Solving
- Zero Defects

COMPUTER SKILLS

- Advanced Driver Assistance Systems
- Computer-Aided Design
- Computerized Reports
- Cryptography
- Hardware and Software Tools
- Infineon Computer Systems
- Internet of Things
- Manufacturing Resource Planning Software
- MS Office (Intermediate/Advanced)
- Network Develop Tools and Utilities
- Project Management Applications
- Software Development
- Software Installation and Maintenance
- Wearables
- Web-Based Computer Applications
- WiFi and Bluetooth Combo Solutions
- Wireless Connectivity

MANUFACTURING SKILLS

- Assembly Procedures
- Automotive Applications
- Defect Elimination
- Design Standards and Processes
- Engineering & Design Procedures
- Failure Analysis
- Inspection Procedures
- Memory Products
- Product & Test Engineering
- Product Audit
- Product Design
- Resolving Production Problems

BUSINESS SKILLS

- Business Presentation Skills
- Business Processes
- Communication Skills
- Finance Skills
- Marketing/Sales Strategies
- Negotiating Skills
- Program/Project Management
- Sales Skills
- Technical Product Specifications
- Total Customer Satisfaction

CBT Hours

0-39

BUSINESS SKILLS

- Conflict Resolution Principles (1.5 hrs)
- Essentials of Communication (1.5 hrs)
- Intro to Managerial Accounting (1.5 hrs)
- Product Design and Development (1.5 hrs)
- Quality and Customer Service (1.5 hrs)

COMPUTER SKILLS

- Excel-Data Formatting (1 hr)
- Excel-Visual Elements (1 hr)
- Excel-Pivot Tables and Pivot Charts (1 hr)
- Excel-Pivot Table Filters (1 hr)
- Excel-Conditional Formatting (1 hr)
- PowerPoint-Visually Enhancing Presentations (1 hr)
- Introduction to Project Management (1 hr)

CONTINUOUS IMPROVEMENT

- Addressing Poor Performance (4 hrs)
- Building Trust (4 hrs)
- Running Effective Teams (2 hrs)
- Making High Quality Decisions (4 hrs)
- Problem Solving: 5 Steps (2 hrs)
- Delegation (2 hrs)
- Running Effective Meetings (2 hrs)
- Communicating Proactively (2 hrs)
- Communicating Reactively (2 hrs)

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Ironwood Electric, LLC

Contract Number: ET20-0274

Panel Meeting of: Feburary 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee SET Job Creation Initiative Priority Rate	Industry Sector(s):	Construction (C) Construction (23) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 139	U.S.: 140	Worldwide: 140
Turnover Rate:	15%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$98,452

Total ETP Funding
$93,150

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills Commercial Skills Computer Skills Continuous Improvement OSHA 10/30 PL Commercial Skills	80	8-200 Weighted Avg: 45	0	$1,035	$25.01
2	Job Creation Retrainee Priority Rate SET	Business Skills Commercial Skills Computer Skills Continuous Improvement OSHA 10/30 PL Commercial Skills	10	8-200 Weighted Avg: 45	0	$1035	*$15.33

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

Minimum Wage by County: Job Number 1 (Retrainees): $25.01 per hour in Orange County (SET). Job Number 2 (Job Creation Retrainee): $15.33 per hour in Orange County (SET).

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

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

Up to $2.50 per hour for Job Number 1, and up to $2.33 per hour in Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Technician		40
Foreman/Lead		31
Administrative Staff		9
Job Number 2		
Technician		5
Foreman/Lead		4
Administrative Staff		1

INTRODUCTION

Founded in 2005 and headquartered in Anaheim, Ironwood Electric, LLC (www.ironwoodelectric.com) (Ironwood Electric) specializes in electrical wiring for commercial tenant improvements, and commercial building core and shells. The Company's emphasis is on pre-construction, pre-fabrication, and design which includes unique and challenging project schedules. Training will be conducted at the Company's sole location in Anaheim. Ironwood Electric customers include general contractors, property managers and building owners.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. Trainees working in a priority industry qualify for the modified State Average Wage.

PROJECT DETAILS

Ironwood Electric customers want more comfortable, energy efficient structures with lower energy consumption costs and reduced greenhouse gas emissions. In addition, Ironwood Electric is competing with large electrical contractors who have lower operating costs. The Company must also be compliant with Title 24 Building Energy Efficiency Standards impacting lighting requirements. Lastly, the Company is moving towards project management software training to enable a more standardized approach to documentation. Ironwood Electric plans on implementing the project management software over the course of 2020 and 2021.

Lighting and lighting controls are also an area where there are very rapid technological changes in the industry. The Company is focusing significantly on training to keep technicians up to date with the technology changes.

Retrainee - Job Creation

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

Ironwood Electric's new customers increased 20% from last year. To meet this increase, the Company will hire 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

To meet the Company's aforementioned operational demands, training will be delivered by in-house experts in Classroom Laboratory and Productive Laboratory in the following:

Business Skills: Training will be provided to all occupations in Communication, Design Build Budgeting, Job Costing, Product Knowledge, and Project Management.

Commercial Skills: Training will be offered to Technicians and Lead/Foreman in Digital Controls, Energy Conservation, Green Construction and Lighting Controls and Installation.

Computer Skills: Training will be provided to all staff on specific job function in Blue Beam, Google Apps for Business, Hard Hat estimation, QuickBooks Enterprises and Procore project management.

Continuous Improvement: Training will be provided to all staff on specific job functions in Goal setting and tracking, Problem solving, Process and productivity improvement, Prefabrication design, and solution.

Productive Lab Skills: Training will be offered to 40 Technicians and will focus on new equipment and software. Trainees will receive approximately 20 hours of Productive Lab. Trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training.

The Trainer-to-Trainee ratio is 1:3 because in limited situations some lighting controls, electrical installations and equipment requires three or more people to operate.

Certified Safety Training

OSHA 10/30: This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Foreman Lead (Frontline Worker)

These trainees are considered frontline workers who have more experience and directly produce goods or deliver services.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Ironwood Electric invest $125,000 annually in training. Currently, the Company provides mandatory training in Compliance and Orientation. ETP training will enable Ironwood Electric to learn necessary job skills to become more efficient, effective and productive.

- Training Infrastructure

The project will be overseen by the CEO and administered by the Human Resource Manager, Benefits Manager, and Payroll Manager. Training will be delivered by 10-12 in-house experts. In addition, the Company has retained a third party administrative sub-contractor to assist with the administration duties.

Impact/Outcome

As trainees learn necessary job skills they will become more productive, efficient and improve installation quality.

RECOMMENDATION

Staff recommends approval of this proposal

DEVELOPMENT SERVICES

Ironwood Electric retained Training Funding Source in Seal Beach to assist with the development of this proposal for a flat rate $4,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication
- Design-Build Budgeting
- Estimating
- Job Costing
- Leadership
- Marketing & Business Development
- Product Knowledge
- Project Financial Forecasting
- Project Management

COMMERCIAL SKILLS

- Digital Controls
- Electrical Design/Installation
- Energy Conservation
- Field Operation Procedures
- Green Construction
- Lighting Controls Installation
- Lighting Controls Testing and Programming
- Work Practices

COMPUTER SKILLS

- AutoCAD
- Bluebeam
- Building Information Modeling (BIM)
- Copper CRM
- GigaTrak Tool Management
- Google Apps for Business
- Hard Hat Estimating
- Humanity Time Tracking
- Paycom HRIS
- Planswift On-Screen Estimating
- Procore Project Management
- QuickBooks Enterprise

CONTINUOUS IMPROVEMENT

- Goal Setting and Tracking
- Mentoring
- Problem Solving
- Process and Productivity Improvement
- Project Planning
- Prefabrication Design and Solutions
- Teamwork

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab Hours (PL)

0 – 40

Commercial Skills (1:3 Ratio)

- Electrical Installation
- Field Operation Procedures
- Green Construction
- Lighting Controls Installation
- Lighting Controls Testing and Programming

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:

Lee's Accu-Tech Service, Inc.

Contract Number: ET20-0283

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Priority Rate SET Retrainee SB <100 HUA Job Creation Initiative	Industry Sector(s):	Construction (C) Services (61,71,72,81,92) Priority Industry: ☒ Yes ☐ No
Counties Served:	Fresno	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 64	U.S.:64	Worldwide: 64
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$111,520

Total ETP Funding
$129,168

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA SET SB<100	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, OSHA 10/30, PL-Commercial Skills	63	8-200 Weighted Avg: 52	0	$1,196	*$13.76
2	Job Creation Initiative Priority Rate HUA SET SB<100	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, OSHA 10/30, PL-Commercial Skills	26	8-200 Weighted Avg: 90	0	$2,070	*$13.00

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

Minimum Wage by County: Job Number 1 (Retrainee): $13.76 per hour in Fresno County; Job Number 2 (Job Creation): $13.00 per hour in Fresno County.

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

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

Although provided by the Company, Health Benefits are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administration		20
HVAC Installers		12
HVAC Service Technicians		17
Plumbers		4
Sales		3
Supervisors		5
Warehouse		2
Job Number 2: Job Creation		
Administration		5
HVAC Installers		8

HVAC Service Technicians		7
Plumbers		3
Sales		1
Warehouse		2

INTRODUCTION

Founded in 1981 and headquartered in Fresno, Lee's Accu-Tech Service, Inc. (Lee's Accu-Tech) (www.leesair.com) provides air conditioning, heating, ventilation, electrical, plumbing installation, maintenance and repair diagnostic services to residential, business, government and military facilities. Lee's Accu-Tech training will take place at the Company's Fresno location. This is Lee's Accu-Tech's first ETP Contract.

Veterans Program

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

PROJECT DETAILS

California Title 24 has mandated energy efficiency levels to be more efficient than the prior 2008 standards. There has been more emphasis placed on creating more energy efficient HVAC systems, utilizing newer technologies and components within heating and air-cooling systems, ventilation, and duct work. Lee's Accu-Tech's staff must be properly trained to diagnose, install and repair these modern systems, along with requisite tooling and materials ancillary to their job. ETP-funded training will focus on continual updated and mandated requirements for CA Title 24 and changes that have taken place within the company.

In addition, training will focus on plumbing equipment and code changes including mini-splits, inverter systems/compressors, plumbing fixtures and circuits. Trainees will also receive training on sales procedures, presentation and negotiation skills. Due to the changes in technology, staff will need a higher level of business skills to improve customer interaction and the transaction process.

Lee's Accu-Tech's training advocates for their staff to have well-rounded skill sets that include new technology and methodology, but also soft skills. ETP funding will allow Lee's Accu-Tech to provide workers with the knowledge and skills to make them more promotable in the HVAC industry while supporting customer demands and overall business growth.

Training Plan

Class/Lab and Productive Lab training will be provided by in-house subject matter experts in the following:

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

Commercial Skills: Training will be delivered to HVAC Installers, HVAC Service Technicians, Plumbers, Sales and Warehouse occupations. Training will focus on technology and methodology

regarding the changes pursuant to CA Title 24 and competencies required for electrical and solar tasks. Training topics includes Blueprint Interpretation, Homer Performance Techniques, Tankless Water Heater Installation and Water Heater Maintenance.

Computer Skills: Training will be delivered to all Administration and Sales occupations. Training will be offered to improve internal processes and increase employee's proficiency in the use of various business software solutions. Training topics include: Intermediate/Advanced Microsoft Office, HVAC Learning Solutions, QuickBooks, and Auto Attendant Phone System.

Hazardous Materials Skills: Training will be delivered to HVAC Installers, HVAC Service Technicians, Plumbers and Warehouse occupations. Training will focus on the understanding of materials and disposal methods. This training is highly technical and meets all industry and OSHA governmental standards.

OSHA 10/30: Training will be delivered to HVAC Installers, HVAC Service Technicians, Plumbers and Warehouse occupations. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for Frontline Supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory (PL)

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

Training will be delivered to HVAC Service Technicians and HVAC Installers. When paired with classroom training, PL is the best training technique for trainees. Trainees will work with a trainer who will explain and demonstrate step-by-step instructions and then observe while trainees perform these same tasks. Training will consist of courses in Basic Electrician Skills, Equipment Operation, Homer Performance Techniques, HVAC Installation, Plumbing Techniques, Tankless Water Heater Installation, Toll Operations and Water Heater Maintenance. Production will be affected because an experienced technician will be used to train and observe trainees. Lee's Accu-Tech will provide up to 40 hours for PL-Commercial skills training at a 1:3 trainer-to-trainee ratio.

Retrainee – Job Creation

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

Lee's Accu-Tech is expanding business capacity by hiring new employees to meet customer needs. Due to Lee's Accu-Tech's wide range of residential, business, and government electrical and plumbing services, this has led to significant Company growth and a projected staff increase of 50% within the next 2 years. The addition of these trainees will enable the Company to sustain consistency with scheduling of appointments during their peak season and handle the demand from new residential customers. Lee's Accu-Tech is committed to hiring 26 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

SET/HUA

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. Trainees in Job Numbers 1 & 2 will qualify under SET guidelines.

All trainees in Job Numbers 1 and 2 are located in Fresno County, a High Unemployment Area with unemployment exceeding the state average by at least 25%. Lee's Accu-Tech is requesting a wage modification for all Job Numbers.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Lee's Accu-Tech is requesting a wage modification from $25.01 per hour to $13.76 per hour for Job Number 1 (Retrainee) and $15.00 per hour to $13.00 per hour for Job Number 2 (Job Creation) in order to serve workers in lower-wage occupations.

Commitment to Training

Lee's Accu-Tech annual training budget of approximately $625,000 for its Fresno location. The Company utilizes subject matter experts to conduct training. Moving forward, Lee's Accu-Tech intends to significantly increase the number of subject matter experts specializing with equipment upgrades to deliver more training. The training budget includes state-mandated safety training, equipment maintenance and installation, food safety and security, and sales training.

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

Training Infrastructure

The Accounting Manager (AM) will be responsible for program oversight and communication with ETP. The AM will oversee all administrative responsibilities, including enrollment, recording, tracking, scheduling training, securing ETP rosters, verify training and retention completion and ensure compliance with all ETP requirements.

Additionally, the AM will be working with the Human Resources (HR) Manager for tracking training reports and collecting rosters. There will be four additional staff personnel from the Finance and HR units that will assist in data collection. Supervisors and leads will assist in the delivery of training. The Company has a very active training plan in place involving all the in-house trainers. Plenty of continuous cross-training is incorporated within the training plan. The Company had initially discussed a much higher weighted average, but the average has been reduced to support a more successful training performance for a first time contract.

Propel Consulting Group (PCG) will assist with the implementation, compliance, reporting and reimbursements for the contract. Training will be provided by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group (PCG) in El Dorado Hills assisted with development for a flat fee of $9,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive the following:

BUSINESS SKILLS

- Accounting Techniques
- Communication Skills
- Customer Service
- Financial Management
- Leadership
- LEAN Management
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Sales Techniques
- Team Building

COMMERCIAL SKILLS

- Basic Electrician Skills
- Blueprint Interpretation
- Building Regulations
- Equipment Operation
- Homer Performance Techniques
- HVAC Installation
- HVAC Maintenance
- Plumbing Techniques
- Quality Control
- Tankless Water Heater Installation
- Tankless Water Heater Maintenance
- Toll Operations
- Water Heater Installation
- Water Heater Maintenance

COMPUTER SKILLS

- Auto Attendant Phone System
- Digital Marketing Platforms
- HVAC Learning Solutions
- Microsoft Office (Intermediate/Advanced)
- Paylocity
- QuickBooks
- Service Titan
- Social Media Platforms

HAZARDOUS MATERIALS

- Disposal of Hazardous Materials
- Handling of Hazardous Materials

OSHA 10/30 (WITH OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Safety Training is capped at 10% of a trainee's total training hours.
This cap does not apply to OSHA 10/30.

Productive Lab Hours

0-40

COMMERCIAL SKILLS (limited ratio 1:3)

- Basic Electrician Skills
- Blueprint Interpretation
- Equipment Operation
- Homer Performance Techniques
- HVAC Installation
- HVAC Maintenance
- Plumbing Techniques
- Tankless Water Heater Installation
- Tankless Water Heater Maintenance
- Toll Operations
- Water Heater Installation
- Water Heater Maintenance

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

Training Proposal for:

Nowhere Commissary, LLC

Contract Number: ET20-0273

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,068	U.S.:1,068	Worldwide: 1,068
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	4%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$211,030

Total ETP Funding
$197,064

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmt. Skills, Mfg. Skills	153	8-200 Weighted Avg: 56	0	$1,288	*$14.29

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

Minimum Wage by County: $14.29 per hour for Los Angeles County (HUA).

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

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

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
Administrative Staff		11
Kitchen Staff		103
Lead Staff		13
Receiver		6
Driver		10
Purchasing Staff		4
Manager		6

INTRODUCTION

Nowhere Commissary, LLC (Nowhere) was established in 2015 as the in-house food manufacturing and distribution facility for Erewhon Markets. Nowhere is located in Los Angeles and provides pure, nutrient-rich food products to all five Erewhon store locations in Southern California: Los Angeles, Calabasas, Venice, Santa Monica, and Pacific Palisades. This proposal will only include employees from the Nowhere Commissary food manufacturing facility.

Nowhere's production team produces more than 80 products including freshly made ready-to-eat soups and salads, sandwiches, wraps, desserts, and organic juices. Nowhere has also expanded its catering team to provide customer-favorite dishes for special events. Nowhere Commissary

qualifies for standard retraining under the out-of-state competition provisions as a manufacturer of perishable prepared foods.

Veterans Program

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

PROJECT DETAILS

Nowhere is in the process of expanding its existing business capacity to meet increasing customer demand, as well as preparing to service and supply two additional Erewhon retail stores planned for 2020 and 2021. The Company recently invested approximately $3 million in new production equipment (bread oven, coiling tumbler, rack ovens, tumbler chiller, steam kettle) and business software solutions (NetSuite, payroll system, purchasing/inventory management software) to support growth. Nowhere also has plans to establish new departments within the organization to improve business efficiency.

Nowhere's current and anticipated growth requires continued process improvements and employee skill upgrades. In addition to new equipment training, the proposed project will cover key Continuous Improvement principles, frontline leadership skills, resource planning tools, and good manufacturing practices. The proposed training will enable Nowhere to introduce process improvements designed to boost operational efficiency, improve product quality, and strengthen inventory control.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Los Angeles County is in a HUA.

- HUA Wage Modification

For HUA trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Nowhere is requesting the HUA wage modification from $19.05 to $14.29 per hour for Los Angeles County. Company representatives indicate this wage modification impacts approximately 70% of the trainee population.

Training Plan

Class/Lab training will take place at the Nowhere Commissary facility in Los Angeles. With a growing number of locations to support, the Company expects most trainees to receive at least 50 hours of training. In addition, with the ever-increasing demand for a wider variety of fresh, organic food choices, the Company estimates that certain occupations, Kitchen Staff and Lead Staff in particular, will likely receive between 50-75 hours of instruction during the Contract term.

Business Skills: Training will be offered to all occupations. Training will focus on customer service, communication, and leadership skills. This training is intended to improve internal/external customer relations and stimulate sales.

Computer Skills: Training will be offered to all occupations. Trainees will learn how to use various software applications to perform daily tasks more efficiently.

Continuous Improvement: Training will be offered to all occupations. These modules will help workers develop the skills needed to improve teamwork, quality control, and project management.

Hazardous Materials: Training will be offered to Leads, Kitchen Staff, Drivers, and Managers. Trainees will learn safe handling and cleaning procedures for hazardous chemicals and waste.

Management Skills: Training will be offered to Managers. This training will equip the Company's leadership team with the skills to solve problems effectively, motivate employees, manage growth, and promote team-oriented productivity.

Manufacturing Skills: Training will be offered to Kitchen Staff and Leads. This training will equip workers with the knowledge and skills needed to ensure product quality, operate and maintain equipment, and implement best practices in food preparation/manufacturing.

Commitment to Training

Nowhere estimates that it spends approximately $700,000 annually on training. The Company provides new hire orientation and approximately 3-9 months of initial on-the-job training, depending on the department. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Nowhere's Payroll Manager will oversee the administration of this project. In addition, the Company's Human Resources Coordinator and Assistant Controller will provide project support in the scheduling of classes, documenting attendance, and coordinating training objectives with Managers and Leads.

Training will be provided by in-house subject matter experts, and outside vendors may be identified during the Contract term. Following a thorough needs assessment, Nowhere has a training schedule in place and is prepared to commence training upon contract approval.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours
8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS
- Communication
- Customer Service / Sales
- Frontline Leadership Skills
- Delegation Skills
- Problem Solving

COMPUTER SKILLS
- Accounting Software (Net Suite)
- Payroll System
- Market Man (Purchasing)
- Inventory Control
- Electronic Communication Tools

CONTINUOUS IMPROVEMENT
- Teambuilding
- Focusing on Achieving Product-Market Fit
- Quality Concepts/Controls
- Risk Management
- Asset Management

HAZARDOUS MATERIALS
- Cleaning Supplies
- Sorting Hazardous Materials into Bins and Containers

MANAGEMENT SKILLS (manager/supervisors only)
- Planning
- Communication
- Decision Making for Managers
- Delegation for Managers
- Motivation Skills
- Problem Solving for Managers

MANUFACTURING SKILLS
- Food Preparation
- Equipment Operation/Maintenance/Cross-training
- Food Decorating
- Food Safety
- Cooking at Safe Temperatures
- Sanitizing Work Surface

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Olde Thompson, LLC

Contract Number: ET20-0278

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

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

Number of Employees in:	CA: 226	U.S.:226	Worldwide: 226
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$228,813

Total ETP Funding
$195,132

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee HUA Priority Rate	Business Skills, Computer Skills, Cont. Imp, HazMat, Management Skills, Mfg. Skills, Literacy Skills, OSHA 10/30 PL-Mfg. Skills, HAZWOPER	209	8-200 Weighted Avg: 36	0-8	$828	*$13.76
2	Priority Retrainee Job Creation	Business Skills, Computer Skills, Cont. Imp, HazMat, Management Skills, Mfg. Skills, Literacy Skills, OSHA 10/30 PL-Mfg. Skills, HAZWOPER	20	8-200 Weighted Avg: 48	0-8	$1,104	*$15.00

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

Minimum Wage by County: Job Number 1(Retrainee) $13.76 per hour for Ventura County
Job Number 2 (Job Creation) $15.00 per hour for Ventura County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefit, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1/HUA		
Accounting		3
Administration		8
Customer Service		5
Maintenance		7
Managers/Supervisors		19
Production		64
Quality Assurance		18
Shipping		44
Warehouse		41

Job Number 2		
Production		10
Warehouse		10

INTRODUCTION

Founded in 1944 and headquartered in Oxnard, Olde Thompson, LLC (Olde Thompson) (www.oldethompson.com) manufactures over 150 styles of salt and pepper mills that are sold in over 30 countries worldwide. The Company offers a complete range of spice related products including: spice racks, peppermill and saltshakers, spice grinders, gourmet peppers and salts, seasonings, rubs, and accessories. Olde Thompson sells to national retail stores such as: Walmart, Target, Crate & Barrel, Bed Bath & Beyond and regional Marshalls, TJ Maxx, Macy's, Sears, etc. Additionally, Olde Thompson markets its products to a wide range of independent restaurant and gift shops throughout the U.S. This will be Olde Thompson's first ETP Agreement.

Veterans Program

Olde Thompson does not actively recruit Veterans, however, the Company values Veterans and actively supports resumes with military background.

PROJECT DETAIL

To remain competitive and grow in California's manufacturing environment, Olde Thompson invested over $1M in new production equipment: Capper for Bottles, Filler for Product, Dock Doors, Palletizer, UR Robots and Air Compressor. Training will be provided on processes to improve quality and efficiency and maintenance.

The Company has created internal training programs for all occupations in order to standardize operating procedures as well as stay current with changing industry regulations. The proposed training will also improve productivity through quality assurance assessments and root cause analysis that identifies best practices for reorganization of workflow and functions. Training includes Contract Management, Financial Analysis, Product Knowledge, and Inspection, Testing and Calibration.

Retrainee - Job Creation

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

Olde Thompson will expand business capacity by hiring new employees to its Production and Warehouse Departments. The Company experienced a 30% sales volume increase last year, hiring a total of 22 new employees since. The Company is expecting continued growth and will hire 20 new employees (Job Number 2) during the term of this contract. 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 through Class/Lab, E-Learning, Productive Lab and Computer-Based Training methodologies. In-house subject-matter experts and vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. This training will improve organizational capacity, communication, team building, automation, efficiency strategies, and new workflows. Training topics include Business Communication, Contract Management, Customer Relations and Product Knowledge.

Computer Skills: Training will be offered to Accounting, Administration and Customer Service Staff. Training will improve internal processes and increase employee proficiency in the use of various business software solutions. Training topics include ERP (Plex), Microsoft Office Intermediate and Redzone application.

Continuous Improvement: Training will be offered to all occupations. Training will be driven by quality control assessments. All employees will learn process improvement practices, production efficiencies and the importance of quality assurance. Training topics include Documentation and Preventative Maintenance and Process Improvement.

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

Management Skills: Training will be offered to Managers and Supervisors. Training topics include Leadership Development, Motivation, Discipline and Goals.

Manufacturing Skills: Training will be offered to Production, Maintenance, Shipping, Warehouse and Quality Assurance occupations. Training will focus on industry updates, best practices equipment operation and new automation equipment. Training topics include Material Handling, Equipment Operation, Maintenance, General Warehouse Procedures.

Literacy Skills: Training will be offered to Production, Maintenance, Shipping and Warehouse occupations. Training will consist of vocational English instruction and basic math to support better communication between employees as well as customers. Training topics include Vocational Math and Vocational English as a Second Language.

Certified Safety Training

1. OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. This training will be offered to Production, Maintenance, Shipping, Warehouse and Quality Staff to ensure a safe work environment.

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

Productive Laboratory

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

Olde Thompson will train 132 new and incumbent Production, Maintenance, and Warehouse Staff in PL Manufacturing Skills. Training will include equipment safety procedures and operation of equipment such as: Cappers, Palletizers, UR Robots and Forklift. PL training will be conducted on the production floor as manufacturing equipment cannot be reproduced in a classroom setting. PL training will be provided at a much slower pace than regular production and is necessary to ensure safety and production standards are met.

Olde Thompson is requesting a 1:3 ratio because trainees typically work in shift groups to ensure consistency during training delivery and task implementation. PL training will be under constant supervision and will require approximately 60 hours per trainee.

Commitment to Training

Olde Thompson has an annual training budget of approximately $260,000. The training budget includes state-mandated training, legal compliance training and new-hire orientation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Vice President of Operations will be responsible for overseeing all aspects of the training project. The Human Resources Director, Quality Assurance Technical Manager and the IT Director will be responsible for scheduling training and ensuring training is delivered. The Company also retained Economic Incentives Advisory Group to assist with project administration.

The Company utilizes subject-matter experts to conduct training. The Company intends to significantly increase the number of subject-matter experts specializing in equipment upgrades to deliver more training.

High Unemployment Area

All trainees (Job Number 1 and 2) work in Oxnard (Ventura County), a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

- Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Olde Thompson is requesting a wage modification for 61 trainees, from $18.34 per hour to $13.76 per hour (Job Number 1) in order to serve workers in lower-wage occupations.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Olde Thompson retained Economic Incentives Advisory Group in Phoenix, to assist with development of this proposal for a flat fee of $9,757.

ADMINISTRATIVE SERVICES

Olde Thompson also retained Economic Incentives Advisory Group to perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

TRAINING VENDORS

Redzone in Los Angeles will provide Continuous Improvement for a fee of $40,000

Madland in Oxnard will provide Manufacturing Skills (Forklift/High lift) training for a fee of $8,000.

Cumulus Consulting LLC (ERP system developer) in MI will provide Computer Skills (Cycle Counts and Control Panel Operation) training for a fee of $24,000

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum

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

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

COMPUTER SKILLS
- Office Systems
- ERP(Plex)
- Redzome (Production Software)
- Microsoft Office Intermediate

CONTINUOUS IMPROVEMENT
- Documentation
- Inspections, Testing and Calibration
- Process Improvement
- Production Operations Workflow
- Production Quality
- Root Cause Analysis
- Work Order Management

HAZARDOUS MATERIALS
- Ammonia Training
- Chemical Storage
- Flammable and Combustible Materials
- GHS Hazard Communication

MANAGEMENT SKILLS (Managers and Supervisors only)
- Communication and Trust
- Exploring the Roles and Behaviors of a Coach
- Leadership Development
- Motivation, Discipline and Goals
- Patience, Consistency and Getting the Job Done
- Teamwork

MANUFACTURING SKILLS
- Aerial Lift / Boomlift / Scissor Lift
- Basic Food Facility Defense
- Compressors and Compressed Air
- Current Good Manufacturing Practices
- Driver Food Safety SOPs

- Effective Record Keeping
- Environmental Controls and Monitoring
- Equipment Operation, Maintenance & Troubleshooting
- Food Allergens
- Food Safety
- Foodborne Illness
- Fork Lift and Industrial Trucks
- General Warehouse Procedures
- Good Laboratory Practices
- Hazard Analysis Critical Control Point (HACCP)
- Hoist and Auxiliary Equipment
- Identity Preserve- Organic, Kosher, Halal
- Ingredient Inventory Management
- Instrument Control Training
- Intro to Food Fraud
- Intro to Food Safety and Safe Quality Food
- Labeling Systems
- Lift Truck
- Loading Food Safety
- Machine Maintenance
- Maintaining the Cold Chain
- Maintenance Procedures
- Material Handling
- New Item Process and Procedure
- Operator Training
- Pallet Truck Review
- Palletizing and Coding
- Personal Hygiene (Distribution)
- Pest Control
- Physical Inventory Process
- Preventing Food Contamination
- Product Packaging
- Product Recall
- Product Spills
- Raw Ingredient Use Recording
- Receiving Food Safety SOPs
- Recycling
- Rework
- Sanitation (Cleaning and Sanitizing)
- Stormwater Prevention
- Waste and Wastewater Management
- Welding/Cutting/Brazing

LITERACY SKILLS

- Vocational English as a Second Language
- Vocational Math

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

HAZWOPER

- Hazardous Operations

Productive Lab (PL) Hours

0 – 60

MANUFACTURING SKILLS (1:3 Trainer-to-Trainee Ratio)

- Equipment Operation, Maintenance & Troubleshooting
- Fork Lift / Lift Truck
- Labeling Systems
- Welding/Cutting/Brazing
- Applicator Maintenance and Cleaning

Computer-Based Training (CBT) Hours

0– 8

MANUFACTURING SKILLS

- Ammonia Accident Prevention 0.25
- Ammonia Awareness 0.22
- Asbestos Awareness 0.27
- Bacteria Basics 0.23
- Basic Food Facility Defense 0.32
- Basic Food Facility Defense - Distribution 0.25
- Being a Successful Supervisor 0.32
- Cleaning and Sanitizing Procedures for Food Manufacturers 0.37
- Combustible Dust 0.28
- Communicating Effectively in the Workplace 0.28
- Communication and Trust0.25
- Confined Space for Affected Employees 0.22
- Confined Space for Attendants 0.35
- Controlling Salmonella in Food Manufacturing 0.32
- Dangerous Microorganisms in Food Manufacturing 0.4
- Driver Food Safety Standard Operating Procedures 0.17
- Effective Pest Control Practices 0.32
- Effective Record Keeping Practices 0.23
- Electrical Safety 0.48
- Environmental Monitoring Basics 0.37
- Food Safety for Selectors - Overview 0.2
- Foodborne Illness and Employee Reporting 0.37
- GHS Hazard Communication: Pictograms and Hazards 0.43
- GHS Hazard Communication: Pictograms and Hazards - Refresher 0.18
- GHS Hazard Communication: Safety Data Sheets 0.42
- GHS Hazard Communication: Safety Data Sheets - Refresher 0.18
- GHS Hazard Communication: Standard Labels 0.35
- GHS Hazard Communication: Standard Labels - Refresher 0.2
- GLPs: Overview of Good Laboratory Practices 0.18
- GMPs for Maintenance Personnel 0.28
- GMPs: Effective Hand Washing Techniques 0.28
- GMPs: Personal Hygiene - Distribution 0.22

- GMPs: Personal Hygiene - Fluid Products 0.2
- GMPs: Promoting Personal Hygiene 0.27
- Hand and Power Tools 0.33
- Hazardous Communication (pre-GHS) 0.35
- High Lift Truck Review 0.27
- Introduction to Clean in Place 0.23
- Introduction to Food Allergens 0.28
- Introduction to Food Fraud 0.23
- Introduction to Food Safety Standards 0.3
- Introduction to FSMA (Food Safety Modernization Act) 0.22
- Introduction to Hazard Communication 0.25
- Introduction to Root Cause Analysis 0.28
- Lean Manufacturing 0.27
- Lift Truck Operator Overview 0.28
- Lift Truck Safety Awareness 0.28
- Loading Food Safety Standard Operating Procedures - Overview 0.23
- Lock Out Tag Out Procedures 0.33
- Machine Guarding0.38
- Material Handling - Distribution 0.28
- Overview of Dangerous E.Coli 0.37
- Overview of Hazard Analysis Critical Control Point (HACCP) 0.27
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisor 0.42
- Overview of Preventive Controls 0.28
- Pallet Truck Review 0.22
- Preventing Food Contamination 0.37
- Preventing Foodborne Illness 0.27
- Proper Handling of Food Allergens 0.3
- Receiving Food Safety Standard Operating Procedures - Overview 0.25
- Solving Problems at Work 0.33
- Transportation 0.28
- Understanding Listeria and its Danger to Food 0.35
- Waste Management Procedures and Proper Disposal 0.22

MANAGEMENT SKILLS (Managers and Supervisors only)

- Being a Successful Supervisor .42
- Communicating Effectively in the Workplace .62
- Solving Problems at Work .33

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

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

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

Training Proposal for:

Opportunity Junction, Inc.

Contract Number: ET20-0265

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	New Hire Multiple Barriers Ex-Offender At-Risk Youth SET	Industry Sector(s):	MEC (H) Administrative and Support (56) Priority Industry: ☐ Yes ☒ No
Counties Served:	Contra Costa	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$172,500		$16,550 12%		$189,050

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

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Multiple Barriers Ex-Offender At-Risk Youth	Business Skills, Computer Skills, Job Readiness Skills	50	8–260 Weighted Avg: 150	0	$3,781	$16.67

Minimum Wage by County: $16.67 per hour for Contra Costa County.

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

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

Although employer may provide health benefits, they are not needed to meet the post-retention wage requirements.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		50

INTRODUCTION

Founded in 1999 and headquartered in Antioch, Opportunity Junction, Inc. (Opportunity Junction) (www.opportunityjunction.org) is a private training agency that empowers low-income/at-risk individuals to gain the job skills to obtain sustainable employment in high-demand growth industries. ETP-funded training will be delivered out of its Antioch facility.

Opportunity Junction provides services to over 250 people each year that benefit from intensive career training, which include, skill upgrades through its Healthcare Career Pathways and Administrative Careers programs. Trainee placement success rate is 82%. Of those placed in jobs, those trainees are reportedly still employed 18 months later. This training agency maintains support in the local-business community that actively hire its graduates.

This is Opportunity Junction's first ETP Contract. In this proposal, it is requesting ETP funds to train 50 (New Hire) trainees (including Ex-Offenders/At-Risk Youth or individuals with Multiple Barriers) to become entry-level Administrative Support professionals.

Veterans Program

Although veterans' component is not included in this project, Opportunity Junction partners with the Employment Development Department (EDD) to serve clients including veterans. EDD operates its main office in close proximity to Opportunity Junction's Antioch headquarters, and EDD has a veteran's program via its Workforce Services Branch that refers eligible trainees to Opportunity Junction's programs.

Administrative (Office) Support Demand

Based on Opportunity Junction's review, the California Labor Market Information provided by EDD projects 19,000 new openings for Administrative Support Staff each year in Contra Costa and its neighboring Alameda County. Opportunity Junction reports there is a high demand for and low supply of qualified workers competing for these administrative positions. This scarcity (local-candidate gap) factor was considered when designing the proposed ETP-training plan.

PROJECT DETAILS

Training Plan

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

Business Skills: Training will be offered to Administrative Support Staff in Business Practices, Communications Skills, and Financial Skills. Courses on Customer Service, Office Management, Meeting Quality Standards, Data Management and Data Reporting will be delivered.

Computer Skills: Training will be offered to Administrative Support Staff on System Administration, Operating Systems, Computer and Data Security, and Application Software.

Job Readiness Skills: Training will be offered to Administrative Support Staff on topics such as Interviewing Skills, Resume Development, and Business Etiquette.

Special Employment Training (SET)/Multiple Barriers (New Hire)

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

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must demonstrate training will help trainees address the identified barriers.

Ex-Offender/At-Risk Youth (New Hire)

Job Number 1 will be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines.

Opportunity Junction will be responsible for documenting the eligibility criteria for this program.

- For Ex-Offenders, this must include: case number from the conviction proceeding; parole or probation officer's name and phone number; and records form the institution where incarcerated.

- For At-Risk Youth, the documentation must show that the trainee is between 18 and 23 years of age. They will be deemed at-risk if they are not in school or employed full-time, and meet other criteria specified in the pilot program guidelines.

➢ **Retention Modification**

Retention may be satisfied by full-time employment for a minimum of 30 hours per week during the consecutive 90-day employment retention period.

Opportunity Junction requests the following retention modifications:

Retention may also be satisfied by employment of at least 500 hours within 180 days with one or more participating employers.

Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment.

➢ **Wage Modification**

Opportunity Junction requests a post-retention wage modification for these trainees at 25% below the ETP Minimum Wage. This modification is permissible under the Ex-Offender/At-Risk Youth Project Guidelines for good cause. Opportunity Junction trainees are placed into secure jobs with known wage progression. These trainees may receive the ETP New Hire Minimum Wage- $16.67 (post-retention). Opportunity Junction requests this wage modification.

Trainer-to-Trainee Ratio Waiver (New Hire)

Opportunity Junction is requesting a waiver to ETP's standard New Hire trainer-to-trainee ratio of 1:15 to allow for a 1:20 ratio. The Training Agency has had a successful business model of delivering training to its New Hires with a trainer-to-trainee ratio of 1:20, which has been effective with an average course-completion rate is in excess of 80%. Job-placement success is historically above 90% with average wages at nearly $17.22 per hour. Trainees are placed into sustainable jobs with high wages.

Impact/Outcome

ETP funds will assist trainees to successfully compete training and gain employment, while meeting a locally established demand for skilled workers. The following industry-driven certifications will be earned as a result of ETP funding of Computer Skills' training on application software:

- Microsoft Office Specialist in Word
- Microsoft Office Specialist in Excel
- Microsoft Office Specialist in PowerPoint
- Microsoft Office Specialist in Access
- Microsoft Office Specialist in Outlook

Curriculum Development

The curriculum is driven by the Bureau of Private Postsecondary Education (BPPE), industry-driven certification requirements, employer feedback regarding its specific skills and needs, and Opportunity Junction's experience of preparing candidates for career pathways. The Training Agency solicits regular feedback from graduates and employer partners to assess the quality of the curriculum. This feedback is collected through surveys, focus groups, and advisory tables. The programs weighted average training hours is deemed realistic based on the curriculum/ certification requirements for graduation.

Additionally, Opportunity Junction has a two full-time industry-expert trainers. Where licensure is required to train, it will ensure the licensure or certifications are obtained or brought current.

Marketing and Support Costs

Opportunity Junction advertises its programs through direct mail, publishes marketing materials, and launches social media campaigns to recruit trainees. In addition, Opportunity Junction program staff conducts marketing of its programs by engaging with businesses and students throughout Contra Costa County.

Opportunity Junction markets its programs through outreach to nonprofit and community partners, including CalWorks, Los Medanos College, Loaves and Fishes, Food Bank of Contra Costa and Solano, Wardrobe for Opportunity, SparkPoint Contra Costa and other non-profits.

Opportunity Junction request and ETP staff recommends 12% support costs.

Commitment to Training

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

- Training Infrastructure

Opportunity Junction's Executive Director will provide administrative oversite. Its Career Counselors and Program Coordinator will also assist in administering the project. Two full-time subject-matter experts will coordinate training delivery. Additionally, Opportunity Junction has retained Steve Duscha Advisories to assist with its ETP administration and systems.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the BPPE.

Opportunity Junction is eligible as a training agency based on the following:

- BPPE licensure valid until February 8, 2022.

Tuition Reimbursement

Opportunity Junction represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

Electronic Recordkeeping

Opportunity Junction will use a Learning Management System (Salesforce) to document all ETP training. The system has been reviewed and approved by ETP staff.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 11.8% of payment earned.

TRAINING VENDORS

None

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8–260

Trainees may receive any of the following:

BUSINESS SKILLS

- Meeting Quality Standards For Service
  - Working As a Team
  - Business Communications
  - Customer Needs Assessment
  - Customer Service Skills
- Business Math
- Business Process Management
- Data Management
  - Data Reporting
  - Retrieving Information From Databases
  - Managing Files
- Financial Systems
  - Financial Terms
- Office Management Tools
  - Office Equipment
  - Office Management Systems

COMPUTER SKILLS

- System Administration
- Operating Systems
- Application Software
  - Google Docs
  - Microsoft Office
  - Salesforce
  - Bookkeeping Software
  - Presentation Software
  - Using Database Software
- Basic Computer Literacy
  - Computer and Data Security
  - Creating Reports
  - Entering Data
  - Keyboarding
  - Retrieving Data

JOB READINESS SKILLS

- Communication Skills & Public Speaking
- Conflict Resolution
- Critical Thinking
- Financial Literacy
- Goal Setting
- Interpersonal Skills
- Interview Skills
- Resume Development

- Time Management
- Workplace Behaviors
- Workplace Success
- Overcoming Obstacles
- Managing Change
- Business Etiquette
- Using E-mail

Vocational training must be 50% or more of the training hours per trainee.

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

RETRAINEE - JOB CREATION

Training Proposal for:

Swift Beef Company

Contract Number: ET20-0285

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Riverside	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No United Food and Commercial Workers Union Loal 1167 (UCFW)		

Number of Employees in:	CA: 200	U.S.: 54,000	Worldwide: 100,000
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$145,000

Total ETP Funding
$144,555

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	Comm'l. Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	113	8-200	0	$1,035	$18.34
				Weighted Avg: 45			
2	Job Creation Retrainee Priority Rate	Comm'l. Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	15	8-200	0	$1,840	*$15.00
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1: $18.34 per hr. for Riverside County

Job Number 2 (Job Creation): $15.00 per hr. for Riverside County

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Maintenance Mechanics		30
Machine Operators		35
Production Employees		37
Production Supervisors/Superintendents		11
Job Number 2 (Job Creation)		
Machine Operators		3
Production Employees		12

INTRODUCTION

Established in 2014 and located in Riverside, Swift Beef Company (Swift Beef) (www.Jbssa.com) cuts and packages meat. The Company is owned by JBS Beef, that upholds strict standards for quality meat and food. The Company has facilities nationally and internationally. Customers include retail grocery stores, food wholesalers and food service establishments. This will be Swift Beef's first ETP Contract.

Veterans Program

Although the Company does not have a Veteran's component in this project, Swift Beef periodically recruits and hires Veterans.

Union Support

United Food and Commercial Workers Union (UFCW Local 1167) is in support of this training project. Mechanics and Production employees will be trained. A union support letter has been provided**.**

PROJECT DETAILS

The Company seeks ETP funds to help create proficiency benchmarks on all production equipment to establish consistency in toolkit skills for production workers. This training will increase production capacity and higher quality products. These proficiency benchmarks will also help management evaluate performance and develop new hire training program requirements going forward.

Training will also focus on LEAN to help the Company with waste reduction to increase capacity and efficiency within the production process.

Retrainee - Job Creation

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

Swift Beef is expanding existing business by adding a new product line, a plant protein based meat. Therefore, the Company will hire 15 new Operators and Production Employees to (Job Number 2) help Swift Beef increase productivity.

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

Training Plan

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

Commercial Skills: Training will be provided to Production Employees and Machine Operators to ensure the highest level of proficiency. Training will focus on Production Equipment repair and Programmable Logic Controller (PLC). This training will increase staff knowledge and reduce downtime and outsourcing.

Continuous Improvement: Training will be provided to Production Employees, Machine Operators and Supervisors in Food Production Standards, Food Product Safety, LEAN Processes and Leadership Teambuilding. Food production safety training will outline how to handle bacterial outbreaks and how to mitigate such incidents which could be costly. LEAN training will allow staff to focus on process analysis and reduction of waste. Leadership training will enable staff how to work in a cohesive workforce with a singular goal which will help increase productivity and comradery.

Manufacturing Skills: Training will be provided to Machine Operators and Maintenance Mechanics on Production Equipment Operation, Cleaning, Protective Maintenance and Sanitation

Best Practices. This training will certify proficiency in all aspects of operating and maintaining the production machinery. Sanitation Best Practice Training will teach staff how to clean chemicals and proper mixing for safe usage.

Productive Laboratory

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

Swift Beef will provide approximately 10 hours of PL-Manufacturing Skills training to 35 Machine Operators and Production Employees at its Riverside facility. Training will include Production Equipment Operation, Cleaning and Preventative Maintenance.

Instructors will be subject matter experts and will provide constant supervision, feedback, coaching until the trainee has been determined competent in the process. During PL training, production is expected to be lower with increased defects and constant start/stop for supervision. The Company requests a trainer-to-trainee ratio of 1:3 because some equipment requires a team of three to operate.

Commitment to Training

Swift Beef has an annual training budget of $25,000 and includes sexual harassment prevention, emergency evacuation, violence in the workplace and basic safety.

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

- Training Infrastructure

Training will be overseen by the Maintenance Manager with the assistance from Human Resources and the Safety Manager to coordinate scheduling and training implementation. Training will be delivered by eight in-house experts and vendors as needed. The Company retained Strategic Business Solutions LLC to assist with the administration duties. Training will commence upon approval.

DEVELOPMENT SERVICES

Strategic Business Solutions, in Visalia, assisted with development for a flat fee of $7,750.

ADMINISTRATIVE SERVICES

Strategic Business Solutions will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Production Equipment Repair
- Programmable Logic Controller Training

CONTINUOUS IMPROVEMENT

- Food Production Standards
- Food Product Safety
- LEAN Processes
- Leadership
- Teambuilding

MANUFACTURING SKILLS

- Production Equipment Operation, Cleaning and Protective Maintenance
- Sanitation Best Practices

Productive Lab Hours

0-10

MANUFACTURING SKILLS (limited ratio 1:3)

- Production Equipment Operation, Cleaning and Preventative Maintenance

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

Joe Duffie
President

LOCAL UFCW 1167
United Food and Commercial Workers Union

Matt Bruno
Secretary-Treasurer

November 21, 2019

Ms. Araceli Burket, Human Resource Manager
JBS
15555 Meridian Pkwy
Riverside, CA 92518-3046

Re: ETP Training Program

Dear Ms. Burket:

This is to memorialize the conversation we had on Tuesday, November 19, 2019. In that conversation we informed you that we intend to be active participants in the ETP training program.

I have enclosed a copy of the letter we sent to the Executive Director of the State Employment Training Panel. Should you have any questions, please do not hesitate to contact myself or the Secretary/Treasurer, Matt Bruno.

Sincerely,

Nicolas Romero
Union Representative
UFCW Local 1167

NR:ne
enc

Joe Duffle
President

LOCAL UFCW 1167
United Food and Commercial Workers Union

Matt Bruno
Secretary-Treasurer

November 21, 2019

Executive Director
Employment Training Panel
1100 J Street 4th Floor
Sacramento, CA 95814

Re: ETP Training Program

Dear Executive Director:

United Food and Commercial Workers Local 1167 (UFCW) represents the bargaining unit comprised of over 400 employees at the JBS (Swift Beef Company) plant in Riverside, California. UFCW is an ardent supporter of employee training and recognizes the importance and crucial role the ETP Training Program plays in the development of our members.

We strongly recommend and support JBS (Swift Beef Company) in their efforts to secure funding for training. The training will provide our members with knowledge and skills in their current roles, to be more prepared for future promotions and to provide a more secure work environment for the future.

Should you have any questions, please don't hesitate to contact me at nick_romero@ufcw1167.org

Sincerely,

Nicolas Romero
Union Representative
UFCW Local 1167

NR:ne

cc: Araceli Burket, Human Resource Manager, JBS

RETRAINEE - JOB CREATION

Training Proposal for:

Ambry Genetics Corporation

Contract Number: ET20-0267

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** M. Mathis

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 564	U.S.:760	Worldwide: 760
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$588,429

Total ETP Funding
$311,052

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commerical Skills, Computer Skills, Continuous Impr, Hazardous Materials, PL - Commerical Skills	558	8-200	0	$529	$18.39
				Weighted Avg: 23			
2	Retrainee Job Creation Priority	Business Skills, Commerical Skills, Computer Skills, Continuous Impr, Hazardous Materials, PL-Commerical Skills	30	8-200	0	$529	$15.33
				Weighted Avg: 23			

Minimum Wage by County: Job Number 1: Orange County - $18.39 per hour
Job Number 2 (Job Creation): Orange County - $15.33 per hour
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to $2.39 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		229
Customer Support Staff		52
Clinical Lab Staff		114
Clinical Diagnostics Staff		50
Bioinformatics Staff		26
Research & Development Staff		37
Supervisor/Manager		50
Job Number 2		
Administrative Staff		11
Customer Support Staff		5
Clinical Lab Staff		6
Clinical Diagnostics Staff		3
Bioinformatics Staff		1
Research & Development Staff		1
Supervisor/Manager		3

INTRODUCTION

Founded in 1999 and headquartered in Aliso Viejo, Ambry Genetics Corporation (Ambry) (www.ambrygen.com) is a genetic testing and diagnostic laboratory facility that delivers individualized genetic information to customers to improve the quality of treatment decisions for patients. Ambry's customers include Genetic Counselors, Geneticists, and Oncology departments within an Academic Hospital or large healthcare system. Its specialty customer base include cardiologists, electrophysiologists, thoracic surgeons, and pediatric neurologists. Ambry continually optimizes its methodology of detecting variants in order to provide patients the most comprehensive results possible. As a result, Ambry has launched some of the industry's most useful diagnostic tests. This project will be Ambry's first ETP Contract.

Veterans Program

Although there is no Veterans training component in this proposal, Ambry actively recruits Veterans through Veterans-based platforms including Hire Heroes USA. Ambry currently has 8 self-identified Veterans on staff representing each branch of the US Military.

PROJECT DETAILS

Ambry operates in a highly specialized sector of the healthcare industry which is experiencing a high demand for qualified, trained employees. Currently, the Company employs individuals straight out of college and/or vocational school. To effectively bridge skills gaps to meet work demands, Ambry has dedicated its comprehensive internal training program to developing the skillset of unlicensed staff to prepare them for Clinical Laboratory Scientist licensing as well as provide them with cross-training opportunities.

To address the evolving complexity of clinical genetic testing, Ambry created a comprehensive curriculum comprising of technical aspects, software application, Lean processes, and professional/business development to cultivate the skills of all Laboratory Operations, Administrative, and Customer Support staff. Training will include a newly implemented Enterprise Resource Planning Software, SAP, to improve data tracking efficiency and newly installed lab equipment, NovaSeqs and TECAN, to increase sample capacity and process automation for accuracy improvement. Ongoing training will be provided to all staff on any updates to industry-specific regulations and/or developments requiring changes in procedure and/or protocol.

Retrainee - Job Creation

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

Ambry will expand business capacity by hiring new employees. The Company will recruit, hire, and train 30 new employees (Job Number 2) within the next two years to fill newly created positions in the Company's existing Clinical Lab, Clinical Diagnostics, Bioinformatics, Research & Development, Administrative, and Customer Support Departments in order to assist with increasing customer demand. The training in this proposal will help newly-hired personnel confidently, effectively, and efficiently transition. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be provided via Classroom/Laboratory, E-Learning, and Productive Lab (PL) at the Company's 3 facilities in Orange County. Training will be provided by internal trainers and vendors. The following are some of the training topics included in the project Curriculum:

Business Skills: Coaching, Customer Relations, Leadership, Planning, Product Knowledge, and Team Building.

Commercial Skills: Bioinformatics, Exome Sequencing, Genomic Solutions, Genetic Testing Procedures, Next Generation Sequencing, and Sample Processing.

Computer Skills: Adobe, Cloud Solutions, Salesforce, IT Security, and Microsoft.

Continuous Improvement: Lean Process Improvement, Quality Assurance, and Six Sigma

Hazardous Materials: Blood-borne Pathogens, Chemical Exposure, Chemical Hygiene Plan, Hazardous Waste, and Spill Prevention, Control, and Countermeasure (SPCC) Plan.

PL – Commercial Skills: Lab Processing, DNA Extraction and Distribution, RNA Extraction, Next Generation Sequencing, Multiplex Ligation-dependent Probe Amplification (MLPA), and Microarray

Productive Laboratory (PL – Commercial Skills)

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

Ambry will train a total of 120 new and existing Clinical Lab Staff in PL Commercial Skills. Training will include equipment operation and technical laboratory processes, such as DNA and RNA extraction, genetic sequencing, and Microarray Studies. All PL training will be conducted in the laboratory where genetic testing equipment is located.

Ambry provides its trainees ongoing PL training on three separate tracks: Clinical Laboratory (6,000 required hours), Clinical Genetic Molecular Biologist Scientist - Clinical Laboratory Scientist Training (600 required hours), and Clinical Accessioning and Verification (80 hours). However, PL conducted under ETP funding will not exceed 40 hours per trainee. Training will be under constant supervision and facilitation by a subject-matter expert with a 1:1 trainer-to-trainee ratio.

Commitment to Training

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

- Training Infrastructure

This project will be overseen by the Talent Specialist, located at Headquarters, with the assistance of the Laboratory Operations Supervisor and an administrative staff at each of the 3 facilities. Training will be delivered by 18 in-house trainers and outside training vendors as needed. Ambry has also retained a third party administrative subcontractor to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Company retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of $9,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours/E-Learning

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Budgeting and Financial Management
- Client Relations
- Coaching
- Communication Skills
- Customer Relations
- Goal Setting
- Leadership
- Planning
- Product Knowledge
- Project Management
- Sales/Marketing, Proposal and Business Development
- Team Building
- Technical Editing and Writing

COMMERCIAL SKILLS

- Assays
- Bioinformatics
- Certified Analytics Professional (CAP)
- Clinical Laboratory Improvement Amendments (CLIA)
- Clinical exome
- Clinical Genetics
  - Endocrine/Metabolism
  - Gastroenterology
  - Hematology/Pediatric Oncology
  - Multiple congenital anomalies
  - Newborn Intensive Care Unit (NICU)
  - Pulmonology
- Diagnostic tests
- Data Integrity
- Equipment Operations & Maintenance
- Exome Sequencing
- Filing Systems
- Gene-disease
- Gene Panels
- Genomic Solutions
- Genetic Testing Procedures
- Hereditary Cancer Panels
- Inspection Procedures
- Insurance Procedures
- Laboratory Procedures
- Next Generation Sequencing
  - DNA KAPA and Bait Capture Automation
  - RNA KAPA and Bait Capture Automation
- Sample Processing
- Service Organization Control (SOC2)
- Standard Research Methods
- Study Areas

  - Cardiology
  - Neurology
  - Oncology
- Work Procedures
- Collection of data
- Good clinical practice (GCP)

COMPUTER SKILLS

- Adobe
  - PDF
  - InDesign
  - Photoshop
  - Illustrator
- Analytical computing languages
- Clinical Conductor/Clinical trial management software
- Cloud Solutions
- Computer Graphics, Design & Drafting
- Customer Relationship Management (CRM)--Salesforce
- Electronic data capture Systems
- Financial Software
- Human Resources Management Systems
- IT Security
- Microsoft Office Suite
- Networking (OSI, SNA, LAN, WAN)
- Payroll System
- Web Design and Graphics Software

CONTINUOUS IMPROVEMENT

- Corrective Action
- Lean Process Improvement
- Problem Solving
- Productivity Improvement
- Quality Assurance/Quality Control
- Six Sigma Methodology
- Teambuilding

HAZARDOUS MATERIALS

- Blood-borne Pathogens
- Chemical Exposure
- Chemical Hygiene Plan (CHP)
- Hazardous Waste
- Personal Protective Equipment
- Safe Handling of Compressed Gas
- Spill Prevention, Control, and Countermeasure (SPCC) Plan

Productive Lab Hours (PL)

0 – 40

COMMERCIAL SKILLS (1:1 Trainer-to-Trainee Ratio)

- Lab processing
- Data Entry
- DNA Extraction and Distribution
- Somatic Extraction

- RNA Extraction
- Histology
- Next Generation Sequencing
- Sanger Sequencing
- Multiplex Ligation-dependent Probe Amplification (MLPA)
- Microarray

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

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

Training Proposal for:

DPR Construction, a General Partnership

Contract Number: ET20-0279

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction (C) Priority Industry: ☒ Yes ☐ No
Counties Served:	San Mateo, San Francisco, Santa Clara, Los Angeles, Orange, San Diego, Sacramento	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 2,479	U.S.: 6,938	Worldwide: 7,013
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$720,288

Total ETP Funding
$368,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., OSHA 10/30	800	08-200 Weighted Avg: 20	0-83	$460	$18.34

Minimum Wage by County: Job Number 1: $20.00/hr. in San Mateo, San Francisco, and Santa Clara counties; $19.05/hr. in Los Angeles County; $18.39/hr. in Orange County and $18.34/hr. in San Diego and Sacramento 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
Information Technology/Engineering Staff		190
Support Staff		375
Estimation Staff		80
Superintendents/ Managers		155

INTRODUCTION

Founded in 1990, and headquartered in Redwood City, DPR Construction, a General Partnership (DPR) is a general contractor specializing in highly complex and sustainable construction projects. DPR has seven offices in California and twenty-three regional offices in the U.S. and internationally. In 2017, the Company reached the $4.5 billion revenue mark by focusing on its five core markets of advanced technology (data center complexes), healthcare facilities, higher education buildings, life science facilities and commercial/corporate campuses. This will be DPR's first ETP Contract.

Veterans Program

Although there is no dedicated job number, DPR works with Orion Talent to source, recruit and acquire skilled, military candidates.

PROJECT DETAILS

The construction industry is always changing and evolving. Every year there are new trends in the industry, from technological advancements to a stronger focus on sustainability. As technology tools in the construction industry continue to increase, DPR has taken a strategic approach to improve efficiency by implementing the right technologies on the right projects to maximize predictable outcomes, transparency and bottom-line value. DPR is in the process of developing responsibilities for Business Information Modeling (BIM) and Virtual Design Construction (VDC) for each of its operations related roles (Information Technology/Engineering Staff and Support Staff). VDC is the management of integrated, multi-disciplinary performance models of design-construction projects. This new process includes designing and developing a business unit/region specific VDC training plan for all operations related roles. The new outline and role development will allow the Company to improve team adoption of VDC by providing the operations related roles with a full understanding of the concept and benefits of VDC, which ultimately will allow DPR to experience value in real schedule and cost savings, increasing team collaboration and improvement in overall quality and safety on projects. This training plan will focus on Commercial, Computer and Continuous Improvement Skills training.

In addition, DPR is building on its pre-fabrication capabilities with digitally pre-fabricated building components. Using digital fabrication, the Company can transform computer models directly into precise-to-spec building assemblies. This digital fabrication process will ultimately save DPR time and money by enabling its projects to go straight from digital design and bulk sheet-metal coil to welded structural wall and floor panels. This will also create a faster erection schedule, reduce construction site costs, and improved quality and controlled safety at a lower cost. This training will be delivered to operations related roles (Information Technology/Engineering Staff and Support Staff). Training will be provided at DPR's facilities in San Mateo, San Francisco, Santa Clara, Los Angeles, Orange, San Diego and Sacramento counties.

Training Plan

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

Business Skills: Training will be provided to all occupations to improve customer service through Business/Technical Writing Skills, Proposal/Contract Skills, Sales/Marketing Skills and Presentation Skills.

Commercial Skills: Training will be provided to Support Staff and include specific job responsibilities designing and building structures for DPR's diverse customer base.

Computer Skills: Training will be provided to all occupations in systems and computer applications.

Continuous Improvement: Training will be provided to all occupations to increase performance in Project Management/Planning Skills, Change Management, Leadership Skills and Process Improvement/Innovation Skills.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Computer-Based Training (CBT)

CBT training will be provided to all occupations as an extension to DPR's Class/Lab training. A portion of the CBT courses are related to safety skills but this training cannot exceed 10% of total training hours per-trainee. Trainees are projected to receive approximately 1-10 total hours of CBT. This additional training will ensure trainees are increasing information retention. CBT training will focus on critical Continuous Improvement skills.

Commitment to Training

In 2019, DPR invested approximately $1,200,000 in training at its CA facilities. Training includes basic job skills training, new employee orientation/on boarding, anti-harassment and basic computer skills. This training will be provided at DPR's expense during the term of the proposed contract.

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

- Training Infrastructure

DPR is ready to begin the training plan upon approval. The Social Responsibility Leader will oversee project administration. The Company maintains a training coordinator in each region and 67 internal instructors to manage training scheduling, delivery and documentation. In addition, the Company retained Training Funding Partners (TFP) to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

Electronic Recordkeeping/LMS

DPR has requested to utilize its learning management system (LMS). ETP staff has reviewed and approved the Company's LMS.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

TFP in Fountain Valley assisted with development at a cost of $18,400.

ADMINISTRATIVE SERVICES

TFP will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Strategy, Competency & Concept Skills
- Business/Technical Writing Skills
- Customer Service/Customer Account Skills
- Presentation Skills
- Proposal/Contract Skills
- Sales and Use Tax Skills
- Sales/Marketing Skills
- Subcontractor Management Skills
- Train-the-Trainer

COMMERCIAL SKILLS

- 3D Modeling Skills
- Advanced Safety Skills For The Working Environment
- Construction Best Practice Skills
- Control Systems Introduction & Concepts
- Drone Concepts and Capabilities
- Life Science Project Skills
- Mechanical/Electrical/Plumbing Skills
- Prefabrication Techniques
- Project Engineering Skills
- Rigging/Crane Skills
- Scaffolding Skills
- Site Selection Skills
- Trenching and Excavation

COMPUTER SKILLS

- Business Information Modeling
- DPR Proprietary Technology Skills
- Enterprise Resource Management System Skills
- Hammertech Safety System Skills
- Holobuilder Site Documentation System Skills
- Microsoft Power Bi System Skills
- Online Meeting System Skills
- On-Screen Takeoff Estimating System Skills
- Predictive Solutions Software Skills
- Project Management Software Skills
- Textura Software Skills

CONTINUOUS IMPROVEMENT

- Change Management
- Leadership Skills
- Performance Management
- Process Improvement/Innovation Skills
- Project Management Skills
- Project Planning/Management Skills

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

CBT Hours
0-83

BUSINESS SKILLS
- 7 Ways: Revit (0.5 hours)
- 7 Ways: Trimble SketchUp (0.5 hours)
- C3 Construction Spanish for Supervisors (1 hours)
- Information Security Awareness (0.5 hours)
- Introduction to Phishing (0.25 hours)

COMMERCIAL SKILLS
- 100 Questions on Electrical Safety (3 hours)
- 7 Plumbing Devices You Should Know (0.5 hours)
- A2 Respirator Basics (1 hours)
- Accident Investigation (0.75 hours)
- Air Contaminants (0.33 hours)
- Ammonia Awareness (0.33 hours)
- Asbestos Awareness in Construction (2 hours)
- Asbestos Awareness in General Industry (2 hours)
- Back Injury Prevention and Lifting (0.5 hours)
- BBP Awareness (0.33 hours)
- Benzene (0.25 hours)
- C1 Cal Fall Protection Awareness (0.25 hours)
- C1 Cal Fire Prevention Awareness (0.25 hours)
- C1 Fall Protection Awareness (0.25 hours)
- C1 Respirable Crystalline Silica Awareness (0.5 hours)
- C1 Respirable Crystalline Silica Awareness (0.5 hours)
- C1 Scaffold Safety Awareness (1 hours)
- C1 Trenching and Excavation Awareness (0.25 hours)
- C1 Working Safely with Electricity (0.33 hours)
- C2 100% Fall Protection (0.75 hours)
- C2 Accident Prevention Heavy Construction (0.5 hours)
- C2 Bloodborne Pathogens (0.67 hours)
- C2 Cal Crane Safety Basics (0.83 hours)
- C2 Cal Electrical Hazard Recognition_Control (0.75 hours)
- C2 Cal Electrical Hazards (0.5 hours)
- C2 Cal Fall Protection (0.67 hours)
- C2 Cal Hand and Power Tools (1 hours)
- C2 Concrete and Masonry (0.75 hours)
- C2 Confined Spaces (0.75 hours)
- C2 Control of Hazardous Energies (0.5 hours)
- C2 Crane Safety Basics (1.33 hours)
- C2 Demolition Hazards (0.42 hours)
- C2 Dust Disturbance and Mitigation (0.67 hours)
- C2 Electrical Hazards (0.5 hours)
- C2 Fall Protection (0.83 hours)
- C2 Fall Protection Equipment (0.83 hours)
- C2 Fire Prevention (1 hours)

- C2 Forklift Hazards (1 hours)
- C2 Ground Fault Protection in Construction (0.58 hours)
- C2 Heat Stress (0.33 hours)
- C2 Helicopter Lift Safety (0.5 hours)
- C2 Laser Hazards (0.25 hours)
- C2 Mold, OSHA's Position (0.83 hours)
- C2 Motorized Mobile Platforms (0.75 hours)
- C2 Noise and Hearing Protection (0.25 hours)
- C2 Personal Protective Equipment, Common (0.75 hours)
- C2 Personal Protective Equipment, Special (0.75 hours)
- C2 Power Tool Use and Guarding (0.75 hours)
- C2 Rigging (0.75 hours)
- C2 Scaffold Erection Guidelines (0.5 hours)
- C2 Scaffold User Guidelines (0.5 hours)
- C2 Soils Analysis and Classification (0.83 hours)
- C2 Stairways and Ladders (0.75 hours)
- C2 Subpart R Steel Erection (1.5 hours)
- C2 Trenching and Excavation Practical Applications (0.83 hours)
- C2 Welding/Hot Work (0.58 hours)
- C3 Competent Person Fall Protection (3.83 hours)
- C4 Forklift Operator Certification (1.5 hours)
- Cal Personal Protective Equipment (1.25 hours)
- Cal Practical Trenching (1 hours)
- Cal Scaffold Safety Awareness (0.25 hours)
- Cal Scaffold Use (0.5 hours)
- Cal Stairs and Ladders (0.75 hours)
- Cal Trenching and Excavation (0.5 hours)
- Chlorine Awareness (0.33 hours)
- Control of Hazardous Energies, COHE (0.33 hours)
- Electrical Power Introduction (0.75 hours)
- Electrical Safety (0.67 hours)
- Electrical Safety and LOTO (1 hours)
- Electrical Safety and LOTO (1 hours)
- EM 385-1-1 Awareness Course (16 hours)
- Excavation Safety (0.75 hours)
- Focus Four Fatality Prev. Electrocution (2 hours)
- Focus Four Fatality Prevention Caught Between (1 hours)
- Focus Four Fatality Prevention Fall Hazards (2 hours)
- Focus Four Fatality Prevention Struck By (1 hours)
- Forklift Hazard Awareness (0.5 hours)
- G2 Compressed Gas Cylinder Safety Awareness (0.75 hours)
- G2 Hexavalent Chromium (0.42 hours)
- GHS for Managers, Supervisors, Safety Personnel (1 hours)
- Globally Harmonized System The Basics (1 hours)
- Guarding Floor and Wall Openings for GI (0.5 hours)
- Hand and Power Tools (0.83 hours)
- Hydrogen Sulfide - A Toxic and Deadly Gas (0.33 hours)
- Introduction to Globally Harmonized System (1 hours)
- Introduction to NFPA 70E 2015 (0.67 hours)
- Introduction to OSHAs Focus Four Hazards (0.42 hours)
- Job Hazard Analysis (0.5 hours)

- Ladder Safety Training (0.75 hours)
- Lead Awareness in Construction (1.5 hours)
- Machine Guarding (1 hours)
- NFPA 70E For Managers and Electricians (1 hours)
- NFPA 70E-A Users Guide to Electrical PPE (3.33 hours)
- Road Construction Health Hazards (0.5 hours)
- Road Construction Special Hazards (0.67 hours)
- Rough Terrain Forklift Operator Certification (1.5 hours)
- Slips Trips and Falls (0.5 hours)
- Spanish Language Version for Ladder Safety Awareness (0.25 hours)
- Spanish Language Version for Concrete and Masonry (0.83 hours)
- Trenching and Excavation (0.42 hours)
- Tubular Welded Frame Scaffold Erectors (1 hours)
- Walking and Working Surfaces (0.5 hours)
- Workzone Safety Tips (0.33 hours)

CONTINUOUS IMPROVEMENT

- C3 Health and Safety Leadership (4 hours)
- Lean Fundamentals Lesson 1 (0.5 hours)
- Lean Fundamentals Lesson 2 (0.5 hours)
- Lean Fundamentals Lesson 3 (0.5 hours)
- Lean Leadership Lesson 1 (1.5 hours)
- Lean Leadership Lesson 2 (1.5 hours)
- Lean Leadership Lesson 3 (1 hours)
- Lean Leadership Lesson 4 (1 hours)
- Lean Leadership Lesson 5 (1 hours)
- Lean Leadership Lesson 6 (1 hours)
- Lean Leadership Lesson 7 (1.5 hours)
- Lean Leadership Lesson 8 (1 hours)
- Lean Leadership Lesson 9 (1 hours)
- Lean Leadership Lesson 10 (1 hours)
- Lean Leadership Lesson 11 (1 hours)
- Lean Leadership Lesson 12 (1 hours)
- Lean Leadership Lesson 13 (1 hours)
- Management Foundations (2013) (2.15 hours)

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Safran Cabin, Inc. dba C & D Aerospace

Contract Number: ET20-0282

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange, San Bernardino, Santa Barbara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 3,700	U.S.:5,900	Worldwide: 92,000
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	4%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$673,000

Total ETP Funding
$649,566

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	1,034	08-200 Weighted Avg: 27	0	$621	$18.34
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	6	08-200 Weighted Avg: 27	0	$621	$15.00
3	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	6	08-200 Weighted Avg: 27	0	$621	$15.00

Minimum Wage by County: Job Number 1: $18.39/hr. in Orange County and $18.34/hr. in San Bernardino and Santa Barbara counties.

Job Number 2 (Job Creation): $15.33/hr. in Orange County and $15.00/hr. in San Bernardino and Santa Barbara counties.

Job Number 3 (Veterans): $15.33/hr. in Orange County and $15.00/hr. in San Bernardino and Santa Barbara counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		62
Engineers		165
Leads		82
Directors/Managers/Supervisors		41
Production Workers		571
Technical Support Staff		113

Job Number 2		
Administrative Staff		1
Engineers		1
Leads		1
Directors/Managers/Supervisors		1
Production Workers		1
Technical Support Staff		1
Job Number 3		
Administrative Staff		1
Engineers		1
Leads		1
Directors/Managers/Supervisors		1
Production Workers		1
Technical Support Staff		1

INTRODUCTION

Founded in 1938 and headquartered in Huntington Beach, Safran Cabin, Inc. dba C & D Aerospace (Safran) (www.safran-cabin.com) is a subsidiary of Safran S.A. of France. Safran is also a distinct corporation from Safran Cabin Galleys US, Inc. (ET20-0155). The Company designs and manufactures interior components, such as aircraft storage bins, overhead panels, passenger and crew oxygen systems, ceiling panels, baggage compartment lining, and sidewalls. Safran has the ability to customize affordable, sustainable, high-performance interior components that meet an airline carrier's costs goals while providing air travelers with a safe, comfortable and enjoyable flying experience.

The Company is committed to designing, certifying, manufacturing, and providing in-service support for aircraft cabin interiors to provide airlines and original equipment manufacturers with distinctive aircraft branding. Safran provides products to Mitsubishi Aircraft Corporation, Boeing, Airbus, Air France, Lufthansa, and Philippine Airlines.

Veterans Program

This project includes a dedicated Veterans job number. Safran is committed to hiring and retaining Veterans and encourages Veterans to apply for open positions with the company. Safran has an informal program to find Veterans to fill open jobs while also encouraging Veteran career promotion within the organization. As job openings are filled, Safran's onboarding training is designed to support Veteran employees' transition from public service to private sector employment.

PROJECT DETAILS

Safran is one of the world's largest suppliers of cabin interiors for regional, narrow & wide-body, business and military aircraft. On June 13, 2019, the Mitsubishi Aircraft Corporation announced the introduction of new aircrafts in their SpaceJet family of planes. SpaceJet is the commercial name for the product family that includes the SpaceJet M90 and the new SpaceJet M100. The

Mitsubishi SpaceJet family of aircraft are designed to address demand in the regional jet market. Safran recently contracted with Mitsubishi Aircraft Corporation to build cabins for 700 new Mitsubishi SpaceJets. The Company will provide integrated interiors that include overhead pivot bins, passenger service units, sidewalls, ceiling panels and other components that create the customer experience during flight operations. The new contract created a need for Safran to design, manufacture, install, and maintain a new product line. Safran employees will need to learn new job skills in support of this new business component. Training will focus on Manufacturing Skills-Advanced Manufacturing Technologies, Electrical Systems, Production Assembly, and SpaceJet Specifications.

Safran's parent company Safran S.A., wanted to create synergies across their subsidiaries in order to reduce cost. Thus, Safran S.A. required Safran to integrate their operation into Safran S.A.'s supply chain. A major aspect of this change requires Safran to implement a new Enterprise Resource Management System (ERMS). The new ERMS impacts all aspects of the business and requires all Safran staff to learn how to use the new ERMS in order to execute their tasks. Thus, a significant portion of the training will focus on Computer Skills-ERMS. Training will be provided at Safran locations in Huntington Beach, Garden Grove, Ontario, and Cypress, Santa Maria and/or designated vendor training sites in California.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage. The Company will hire six new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Safran is expanding existing business capacity due to customer demand for the new Mitsubishi SpaceJet. Safran needs additional workers to meet new production demands and allow the company to meet SpaceJet requirements. Production equipment and work areas are available for the new workers and current facilities have sufficient space to house the new workers.

Temporary to Permanent Hiring

The Company will train approximately 12 workers under Panel guidelines for the Temporary-to-Permanent program (approximately 12 trainees distributed between Job Numbers 1-3). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

Training Plan

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

Business Skills: Training will be provided to all staff focused on Coaching Techniques, Goal Setting, and Product Knowledge that will increase customer satisfaction and sales.

Computer Skills: Training will be provided to all staff focused on Cloud Computing, Computer Aided Design, Cyber Security, Enterprise Resource Management Systems, Integration with Mitsubishi Systems, and SAP Applications that will reduce errors, increase on-time deliveries, and reduced operating costs.

Continuous Improvement: Training will be provided to all staff focused on Best Practices, Change Management Skills, Inspection Procedures, Leadership Skills, Lean Manufacturing, Mitsubishi Quality Systems, Safran Operating Procedures, and Team Building Skills that will improve operating efficiency and reduce costs.

Manufacturing Skills: Training will be provided to Production Workers and Technical Support Staff focused on Advanced Manufacturing Technologies, Cabin Configurations, Component Forming, Cross Functional Production Equipment Training, Inspection Procedures, Resolving Production Problems, and SpaceJet Specifications that will increase sales and grow profits.

Productive Laboratory

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

Production Workers and Technical Support Staff will receive up to 60 hours of PL training. This training cannot be duplicated in a class or simulated lab environment because trainees must learn how to operate proprietary equipment that requires hands-on experience. Also, the equipment is too large to bring into a classroom. Trainees who are proficient in one type of equipment will be cross-trained on new equipment. Trainers are subject-matter experts and trainees will be under direct supervision at all times. The trainer's role will be to impart knowledge, observe, verify comprehension, and submit appropriate training documentation to the training department. Training will be provided at a 1:3 trainer-to-trainee ratio because PL is typically delivered in small teams of three.

Commitment to Training

Safran's annual training budget is approximately $730,000 at its five facilities and includes Product Knowledge, SAP Applications, Lean Manufacturing and Inspection Procedure. 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

Safran is ready to begin training upon Panel approval. The Corporate Training Director will oversee overall project administration. The Training Coordinators will execute and manage the training plan across all locations to ensure proper record keeping procedures. The Trainers will review all training documents upon completion of each training session and Training Coordinators at each location will enter data directly into the LMS system to increase administrative efficiencies and reduce the logistical coordination associated with transporting hard copy attendance rosters. In addition, the Company retained, National Training Company, Inc. (NTC), to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

Electronic Recordkeeping/LMS

Safran has requested to utilize its learning management system. ETP staff has reviewed and approved the Company's LMS.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

NTC in Irvine, assisted with development at a cost of $15,000.

ADMINISTRATIVE SERVICES

NTC will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching Techniques
- Effective Influence & Advanced Communication Skills
- Goal Setting
- Product Knowledge

COMPUTER SKILLS

- Cloud Computing
- Computer Aided Design
- Cyber Security
- Enterprise Resource Management System
- Integration With Mitsubishi Systems
- MS Office (Intermediate and Advanced)
- Project Management Software
- SAP Applications

CONTINUOUS IMPROVEMENT

- Best Practices & Lean Principles for Manufacturing
- Change Management Skills
- Inspection Procedures
- Leadership Skills
- Lean Manufacturing
- Mitsubishi Quality Systems
- Product Safety and Reliability
- Safran Operating Procedures
- Team Building Skills

MANUFACTURING SKILLS

- Advanced Manufacturing Technologies
- Cabin Configurations
- Component Forming
- Cross Functional Production Equipment Training
- Design Standards and Processes
- Electrical Systems
- Engineering and Design Procedures
- Equipment Maintenance
- Inspection Procedures
- Manufacturing Techniques
- Preferred Work methods
- Production Assembly
- Repair Equipment
- Resolving Production Problems
- SpaceJet Specifications
- Tools & Processes
- Troubleshooting Equipment

Productive Lab Hours

0-60

MANUFACTURING SKILLS (Ratio 1:3)

- Assembly Work Methods
- Component Fabrication Equipment
- Component Forming Equipment
- Inspection Procedures
- Standard Operating Procedures
- Technical Tools
- Testing Procedures

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

Training Proposal for:

International Business Machines Corporation

Contract Number: ET20-0277

Panel Meeting of: February 28, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** S. Wang

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Veterans HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, San Mateo, San Francisco, Santa Clara, Contra Costa, Sacramento, Kern, Los Angeles, Orange, San Diego, Santa Barbara	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 5,000	U.S.: 65,000	Worldwide: 350,000
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$1,897,170

Total ETP Funding
$648,485

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improv., Mgmt Skills	1,490	8-200	0-130	$414	$18.34
				Weighted Avg: 18			
2	Retrainee Priority Rate Veterans	Business Skills, Computer Skills, Cont. Improv., Mgmt Skills	55	8-200	0-130	$575	$18.34
				Weighted Avg: 25			

Minimum Wage by County: Job Numbers 1 & 2: Alameda, Contra Costa, San Mateo, Santa Clara, San Francisco counties - $20.00 per hr.; Los Angeles County - $19.05 per hr.; Orange County - $18.39 per hr.; and, San Diego, Sacramento, and All Other Counties - $18.34 per hr.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Business Operations		170
Computer Programmer		744
IT Project Manager		151
IT Research Scientist		25
IT Sales		185
Technician		215
Job Number 2: Veterans		
Business Operations		8
Computer Programmer		14
IT Project Manager		6
IT Research Scientist		1
IT Sales		16
Technician		10

INTRODUCTION

Founded in 1911, International Business Machines Corporation (IBM) (www.ibm.com) provides Information Technology (IT) product and services worldwide. The Company creates, designs, markets, manufactures, and sells advanced technologies which includes computer systems, software, networking systems, storage devices, cloud computing, data analysis, data warehousing, and web content delivery. Operating globally, IBM's customer base ranges from those of the public and private sectors, IT, healthcare, and banking industry. ETP-funded training in this proposal will be delivered to trainees throughout its California facilities.

In July 2019, IBM acquired Red Hat, Inc. (Red Hat) who is a provider of open-source software systems. Together, IBM and Red Hat will accelerate innovations by offering a next-generation hybrid multi-cloud platform to allow businesses to securely deploy, run, and manage data on public and private clouds.

This will be IBM's ninth ETP Contract, and its third within the last five years. Previous training provided technical skills training on new and updated technologies to help meet customer demands. This proposal will focus on new product technologies to align with the newly acquired Red Hat platform. While some curriculum topics are similar to the prior project, no training will be duplicated for any trainee.

Veterans Program

In this proposal, IBM will include 55 Veterans (Job Number 2) to participate in training. The Company has a designated veterans' recruiter whose job duties include scouting at hiring events and working directly with military-base commanders to establish MOUs that allow IBM to communicate job opportunities for existing service personnel.

PROJECT DETAILS

As IBM begins to operate with Red Hat, front-line employees must be reskilled to assist in modifying and transforming the Company's software to operate seamlessly with Red Hat's technologies. To do so, IBM and Red Hat will collaborate on new offerings by developing solutions that fulfill its hybrid-cloud strategy across multiple cloud providers that is built on a Red Hat technology base.

Training Plan

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

Business Skills: Training will be offered to Business Operations, IT Project Manager, and IT Sales staff on course topics such as Atlas Opportunity Management, Drive NEW Business with Cognitive Sales Advisor (CSA), and ZSW (Z Software) AMA (Ask Me Anything) – Red Hat Acquisition. Trainees will learn to manage projects and learn ways to engage in business strategies.

Computer Skills: Training will be offered to Computer Programmer, IT Research Scientist, Technician, and IT Sales staff on course topics such as Cloud Pak for Data, Cloud Platform Momentum, and HCS (Hybrid Cloud Service) – GTS (Global Technology Service) Infrastructure Server for Red Hat. Trainees will learn to research and innovate software and applications.

Continuous Improvement: Training will be offered to all occupations on course topics such as Agile Advocacy Immersion Workshop, AI@IBM: Watson Knowledge Catalog Offering Update,

and Analyzing Network Data Using Wireshark. Trainees will learn how to utilize data to improve workflow processes.

Management Skills: Training will be offered to Managers and Supervisors within each occupation. Course topics will include Coaching for Impact, Leadership, and IBM Leads NA Program – Learn How to Identify Red Hat Lead. Trainees will learn to build and lead teams.

Impact/Outcome

At the completion of ETP-funded training, trainees will understand the modification process of IBM cloud technology to work 100% with Red Hat. IBM has internal and external certifications for all courses completed.

Commitment to Training

IBM's annual statewide training budget is approximately $5,000,000. IBM funds all training on government-mandated safety regulations, new hire orientation, and rudimentary job skills. Since the technology industry is continuously changing and being updated, IBM will continue to train its employees after completion of the training program. 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

IBM's Project Manager will oversee all ETP-funded training. At each of IBM's training facilities, there will several Administrative Staff assisting in the coordination of training. Training will be delivered by at least 100 in-house subject-matter experts and vendors (if necessary) across its 41 locations. The Company will be using its Learning Management System (LMS) to manage registration, track training data, and track its progress during the Contract. IBM also retained California Manufacturers & Technology Association (CMTA) to perform administrative duties.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company's Learning Management System (Your Learning).

Green/Clean Operations

From IBM's operations to the design of its products and use of its technologies, the Company is committed to environmental leadership in all of its business activities. In 1991, IBM established the Product Stewardship Program to bring additional focus to the corporate-environmental affairs' policy objectives on its products' environmental design and performance. Today, the Product Stewardship Program is incorporated into IBM's worldwide Environmental Management System (EMS), which is certified to the ISO 14001 EMS standard. One of the six objectives that the IBM Product Stewardship Program includes is the development of products that are durable with consideration for the ability to be repaired, upgraded, refurbished, or remanufactured to extend product life.

Nanotechnology

IBM uses nanotechnology to develop and research products for the healthcare industry. In 2019, IBM Research made a breakthrough in controlling the quantum behavior of individual atoms while demonstrating a versatile new building block for quantum computation.

High Unemployment Area

Some trainees in Job Numbers 1 and 2 wok in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's facility in Kern County is in a HUA location. However, IBM is not requesting a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
18CS-0211	California	2/5/18 – 2/4/20	$734,076	$734,076 (100%)
ET16-0273	California	12/14/15 – 12/13/17	$388,378	$388,378 (100%)

DEVELOPMENT SERVICES

CMTA in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Atlas Opportunity Management
- Drive NEW Business With Cognitive Sales Advisor (CSA)
- IBM Sales Managers Education
- IS Think Tank: Cloud Resiliency Orchestration – How to Listen to Uncover the Challenges Your Client Faces
- MicroMBA for IBM Research
- Negotiate to Win
- OM (Offering Management) / BP Together: 3rd Party Marketplace
- OM Success: Mapping and Orchestrating Your Customer's Journey
- Pragmatic Marketing Education
- Ready to Sell: Enterprise Applications Management for Oracle on OCI (Oracle Cloud Infrastructure)
- Sales Play Migrate: VPC Selling the New IBM Cloud!
- SalesTools@IBM
- Security North America Software Sales Track
- Security North America Technical Sales Track
- Special IS Think: PBS Sales Play Series (#4 of 4) – Cyber Resiliency for Hybrid Cloud
- TT (Transition and Transformation) Tech and Innovation Series: Top Client Engagements
- ZSW (Z Software) AMA (Ask Me Anything) – RedHat Acquisition

COMPUTER SKILLS

- Architectural Thinking
- Cloud Pak for Data
- Cloud Pak for Data – Getting Started with Openshift
- Cloud Pak for Data Deep Dive – Watson Knowledge Catalog
- Cloud Platform Momentum
- Compute for Cloud Native and Al Workloads
- Cyber Security: Critical Infrastructure
- Developing Software Using the Inner Source Model
- HCS (Hybrid Cloud Service) – GTS (Global Technology Service) Infrastructure Services for Red Hat
- How to Use the SPBD (Security & Privacy by Design) Tool
- IBM Cloud Security
- IBM Journey to Cloud
- IBM Power Systems
- IBM Services & Solutions Top Gun
- IBM Services for Managed SAP Applications on Azure
- RCP (Rich Client Platform) for Patch Tracking – Mainframe – Set Up

- TLT (Technical Leadership Team) Tech & Innovations Series: ICP4D a Technology Platform
- Watson Knowledge Catalog Powered by Cloud Pak for Data
- Watson OpenScale on Cloud Pak for Data

CONTINUOUS IMPROVEMENT

- Agile Advocacy Immersion Workshop
- AI@IBM: Watson Knowledge Catalog Offering Update
- Analytics as a Service and Scaling in the Enterprise
- Analyzing Network Data Using Wireshark
- Becoming an IBM Distinguished Engineer
- Complex Program Management Master Class
- Complex Project Management and Agile
- Data + AI Best Practices for Competitive Teardowns
- Data Science Elite Team and Cloud Pak Data
- Data-Driven Design Thinking
- Getting Started With Data-Informed Design: Measures and Behaviors
- How AI is Disrupting and Transforming IBM
- IBM Master Data Management on Cloud Managed
- IBM North America Learning Immersion
- ML (Machine Learning) / AI Life Cycle Update – A Data Science POV
- Operational Technology (OT) Security _ Learn How You Can Position IBM
- POC Process and Best Practices
- Root Cause Analysis Tool

MANAGEMENT SKILLS (MANAGEMENT TRAINEES ONLY)

- Coaching for Impact
- Destination DE (Distinguished Engineers) – Aiming High – If I Only Knew Then What I Know Now
- IBM Leads NA Program – Learn How to Identify Red Hat Lead
- Leadership
- Leading with Talent – For WCE (Watson Customer Engagement) Managers
- Manager Success Peer Enablement Series – Engaging Your Team
- Managing Low Performers
- OM Success: How to Crosstrain and Up-Skill Your OM Team

CBT Hours

0–130

BUSINESS SKILLS

- A Security Overview [1 Hour]
- Discover CVM (Client Value Method) (Jumpstart-LCS (Lifecycle Services)) [1 Hour]
- Get a Knack for Slack - Getting from Zero to Hero using Slack at IBM! [2 Hours]

- How to Sell Ansible Tower by Red Hat [1 Hour]
- How to Sell Red Hat Cloud Suite [1 Hour]
- How to Sell Red Hat OpenShift for Developers [1 Hour]
- How to Sell Red Hat OpenShift for Infrastructure [1 Hour]
- Key Use Cases and Selling Patterns (IBM Journey to Cloud - Identifying Red Hat Enterprise Linux Opportunities) [0.9 Hour]
- Key Use Cases and Selling Patterns (IBM Journey to Cloud - Identifying Red Hat OpenShift Opportunities) [0.6 Hour]
- Key Use Cases and Selling Patterns (IBM Journey to Cloud - Red Hat Ansible) [0.7 Hour]
- Know IBM Strategy (IBM Fundamentals) [0.5 Hour]
- Lead the Client Conversation (IBM Journey to Cloud - 14 in 4: The Next Chapter) [1 Hour]
- Practice RealPlay Client Situations (Jumpstart-M&EJ) [2 Hours]
- Customer Loyalty and Client Satisfaction Training [1 Hour]
- Selling with Business Partners [1 Hour]
- Slack Quick Start Guide [1 Hour]
- Stand and Deliver (GBS (Global Business Services) - Selling Multicloud Services) [1 Hour]
- Stand and Deliver (IBM GTS (Global Technology Services) Sales Enablement - Engage Stand and Deliver) [1 Hour]

COMPUTER SKILLS

- 2019 Fast Start Foundational Cloud Messaging [1.8 Hours]
- AI Building Blocks and Watson Capabilities [1.5 Hours]
- Artificial Intelligence Concepts [1 Hour]
- Cognitive Support Platform: Exploring Content Features and Resources [1.5 Hours]
- Cognitive Support Platform: Getting Started [1.5 Hours]
- Cognitive Support Platform: Navigating Key Functions [1 Hour]
- DevOps Foundation Course [1 Hour]
- Enterprise Design Thinking Foundational Behaviors [1 Hour]
- Enterprise Design Thinking Practitioner Course [8 Hours]
- Enterprise Design Thinking Team Essentials for AI Course [3 Hours]
- Essentials of Secure Engineering [1 Hour]
- IBM Applying AI for Clients [1.5 Hours]
- IBM Blockchain Essentials L1 [3 Hours]
- IBM Cloud Private Foundation Technology Series: Cloud Foundry [1 Hour]
- IBM Cloud Private Foundation Technology Series: Containers and Docker [2 Hours]
- IBM Cloud Private Foundation Technology Series: Kubernetes and Helm [1.5 Hours]
- IBM Cloud Private Infrastructure and Architecture Series: Adopting Cloud Technologies [2 Hours]
- IBM Cloud Private Infrastructure and Architecture Series: IBM Cloud Professional Services [1 Hour]

- IBM Cloud Private Infrastructure and Architecture Series: Introduction to Concepts, Infrastructure, and Architecture [3.5 Hours]
- IBM Journey to Cloud Foundations L1 [3.5 Hours]
- IBM Quantum Computing Foundations L1 [2 Hours]
- IBM's Journey to Cloud [1 Hour]
- Introduction to Kubernetes [1.4 Hours]
- Kubernetes Fundamentals [2.2 Hours]
- Module 1: IBM Ascend Overview [2 Hours]
- Red Hat Foundations [3 Hours]
- Red Hat Summit Highlights (IBM Journey to Cloud - IBM at the Red Hat Summit) [1.8 Hours]
- Red Hat Systems Synergy Plays [1 Hour]
- Error Free Support Training [1 Hours]
- Team Essentials for AI Course [3 Hours]
- The World of Containers (IBM Journey to Cloud - Solution Core) [1.4 Hours]
- Watson & Cloud Foundations [2.5 Hours]
- Watson Assistant Foundations [4 Hours]
- WH_QMS_SOP_0019_Installation Management_v6 [3.7 Hours]
- WH_QMS_SOP_0024_Risk Management_v5 [2 Hours]
- WH_QMS_SOP_0028_Design Changes_v5 [2 Hours]

CONTINUOUS IMPROVEMENT

- Agile, Design Thinking, and Garage Methods [0.5 Hour]
- Digital Workplace Services - Moment of Truth - 2019 Edition [1 Hour]
- Digital Workplace Services 'Moment of Truth - Social' 2019 [1 Hour]
- Global Administration Learning Program for Administrative Assistants [2.5 Hours]
- Global Administration Learning Program for experienced employees [5 Hours]
- IBM Agile Explorer Badge [5 Hours]
- Investigate the Travel and Transportation Industry (Jumpstart-BYP) [1 Hour]
- Open Source Participation Guidelines - 2019 [1 Hour]
- Data and AI Invention Challenge / Patent Initiative [8 Hours]
- Understanding WWPMM (World Wide Project Management Methodology) [4 Hours]
- Python for Data Science [5 Hours]
- SE19ESD0 - Electrostatic Discharge (ESD) Prevention [1 Hour]
- Solving Problem with Critical and Creative Thinking [1 Hour]

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:

Tesla Motors, Inc.

Contract Number: ET20-0280

Panel Meeting of: February 28, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Alameda, Santa Clara, Los Angeles, San Joaquin	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 19,000	U.S.: 33,500	Worldwide: 43,000
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$400,000

Total ETP Funding
$380,512

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Cont. Improv., Mfg. Skills, PL-Mfg. Skills	443	8-200	0	$184	$18.34
				Weighted Avg: 8			
2	Priority Rate Job Creation	Cont. Improv., Mfg. Skills, PL-Mfg. Skills	1,000	8-200	0	$299	$15.00
				Weighted Avg: 13			

Minimum Wage by County: Job Number 1: $20.00 per hour for Alameda and Santa Clara counties; $19.05 per hour for Los Angeles County; and, $18.34 per hour for San Joaquin County.

Job Number 2: $16.67 per hour for Alameda and Santa Clara counties; $15.88 per hour for Los Angeles County; and $15.00 per hour for San Joaquin County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff		6
Leads		10
Managers / Supervisors		2
Manufacturing Technicians		75
Production Associates		350
Job Number 2: Job Creation		
Administrative Staff		5
Leads		10
Managers / Supervisors		5
Manufacturing Technicians		100
Production Associates		880

INTRODUCTION

Founded in 2003 and headquartered in Palo Alto, Tesla Motors, Inc. (Tesla) (www.tesla.com) is a California-based automotive and energy company. The Company specializes in electric vehicles (EV), electric powertrains, superchargers, and renewable-energy generation and storage systems. Tesla uses proprietary technology, state-of-the-art design, and manufacturing processes throughout its facilities in Palo Alto (headquarters), Fremont (Manufacturing), Lathrop (Manufacturing), and Hawthorne (Design Studio). ETP-funded training will be delivered at its facilities in Alameda, Santa Clara, Los Angeles, and San Joaquin counties.

Tesla operates multiple production and assembly plants such as Gigafactories in Nevada, New York, and Shanghai and its main vehicle-manufacturing factory in Fremont. As of January 2020, Tesla's fleet includes: Model S (2012), Model X (2015), and Model 3 (2017). Upcoming vehicles include the Model Y, Roadster, Semi, and Cybertruck. Tesla also manufactures and sells Powerwall and Powerpack batteries, solar panels, Solar Roof, and related products including vehicle-charging accessories.

This will be Tesla's fourth ETP-funded Contract, its third in the last five years. Its previous ETP Contract was funded using AB118 funding to train trainees on the production process of new EV products. This Contract will continue with this focus, but on new product procedures while using core funding.

Veterans Program

Even though Tesla actively recruits Veterans through job fairs, veteran-outreach programs, and national conferences, it is not including a separate Veteran's Job Number in this proposal.

Retrainee - Job Creation

In this proposal, the Company will hire 1,000 net-new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, Tesla plans to add over 5,000 employees primarily in manufacturing with the majority of new employees being placed throughout its California facilities over the next two years. Operations will expand to include production of more vehicle models including Model Y, Tesla Semi, Cybertruck, Superchargers, Megachargers, and Tesla energy products. The existing facilities have ample (square-footage) space to absorb new employees.

Tesla has aggressive production plans that must be met for the Company to remain viable. Over the past 6 years, Tesla has exceedingly increased vehicle production. The Company has set vehicle-delivery records each year and delivered approximately 367,500 vehicles in 2019 alone.

PROJECT DETAILS

Tesla trains its employees in the complete spectrum of EV production. The Manufacturing Skills in this training plan will be broken down into the following ten areas:

- **Powertrain Manufacturing** – This is one of the most extensive training as staff in this group manufactures a wide array of products such as battery modules, battery packs, motors, inverters, drive units, stators, chargers, high voltage cables, center displays, and superchargers for Model S, X, and 3. Training includes a full overview of plant operations,

powertrain design specifications, high voltage training, manufacturing processes, and assembly skills.

- **Stamping** – Focuses on the unique equipment and technologies required for working with aluminum, which comprises over 90% of the body of the cars. Unlike steel, aluminum stamping is done gradually through hydraulic pressure in order to avoid bounce back or shattering. Training will consist of familiarizing staff with the equipment, techniques and safety standards applicable for stamping operations, part inspection, and repairs. Training modules will also include use of lasers, robotics, computer operations, and mechanical servicing.

- **High/Low Pressure Die Casting and Machining** – This equipment was built by Tesla to support the production of casted parts, which was formerly done outside of California and has been brought in-house. Training is essential for teaching staff to operate machinery safely, correctly manufacture parts, and assess quality. This work and training will be done in the Lathrop facility.

- **Body Center** – Training focuses on the specific welding, adhesive, and riveting applications required for working with aluminum panels, extrusions and casted parts.

- **Plastics** – Training focuses on the forming, pressing, molding, and assembly of plastic components for vehicle production. Training modules focuses on safety, operating shop equipment, plastics production processes, defect identification, repair techniques, and assembly processes.

- **Paint** – Training focuses on the entire paint process from e-coat, to topcoat, to inspection and repair. Unlike many other auto manufacturers, Tesla uses water-based, high-end paints to give its vehicles an especially high quality paint job. Training focuses on ensuring staff are familiar with the various types of paints and application techniques, assessing paint appearance, identifying defects, troubleshooting issues, and performing spot repairs.

- **Vehicle Assembly** – This is another area with extensive training and cross-training as much of the work in this area is done by hand rather than with robots (used in Body Center and Paint) or machines. Over the course of 100+ stations, the staff transform the empty shell of a painted car into a fully-functioning vehicle that can be driven by a customer. Training covers a full overview of plant operations, vehicle design specifications, manufacturing processes, assembly skills, and high voltage awareness training.

- **Maintenance/Equipment Engineering** – This focuses on maintenance and repair of equipment used in manufacturing. Because of the complexity of modern assembly equipment, training in this area involves equipment specific safety and operation procedures, mechanical and electrical equipment servicing, computer programming and software maintenance of computer controlled equipment, welding equipment operation and maintenance, adhesive and riveting applications, and hydraulics training.

- **Production Control** – This training ensures parts are where they need to be. Training focuses on the systems used for receiving and tracking parts, data collection, inventory management, and inventory control. Additionally, training is required for operating production vehicles like forklifts and tuggers.

- **Superchargers** – These are produced in Tesla's Palo Alto and Fremont facilities and provide Tesla owners long-distance travel. The Tesla Supercharger program is capable of charging Tesla vehicles faster than most public charging stations.

- **Service/Body Repair** – This training team has developed extensive online training programs targeted for Tesla's internal body shop workers. Body Repair include Structural Program, Non Production Program and Refinish Program.

Training Plan

Training will be conducted via Class/Lab, E-Learning, and Productive Lab (PL) in the following:

Continuous Improvement: Training will be provided to all occupations on Data Collection and Recordkeeping, Manufacturing Overview, Plant Specific Operations, and Tesla Operations Overview. Training provides specialty expertise along with a review of the entire manufacturing and assembly process.

Manufacturing Skills: Training will be provided to Engineers, Leads, Managers, Manufacturing Technicians, Production Associates, and Supervisors. Training will ensure that all staff are brought up to speed with the manufacturing and assembling of emerging technologies to provide quality products to its consumers.

Productive Laboratory

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

Tesla will provide PL training in Manufacturing Skills for its Production Associates and Manufacturing Technicians. Although some PL requires up to 200 hours to gain competency, Tesla will not exceed 40 hours per trainee. Tesla will provide the additional 160 hours at its own cost. Tesla's trainer-to-trainee ratio during PL is usually 1:1; however, on occasion the ratio may increase to 1:2 when training is delivered at a work station.

All PL training will occur under the direction and supervision of a trainer whose time is dedicated to training the staff in a productive environment. Tesla employs a 3-bar, "power grid" certification process in manufacturing to assess skill acquisition in the specific Standardized Work. As a trainee develops skills and independence, they move from 1 bar up to 3 bars. Expectation consists of each trainee safely building the products free from accidents, with perfect quality, in an efficient manner. Managers or supervisors verify that competency of work is being met to each standard.

Commitment to Training

Tesla estimates over $1,000,000 in training expenditures in California during the term of the Contract. The Company is committed to providing training to workers not included in this ETP proposal such as in new-hire orientation, supervisory, leadership, legally-mandated training, lean manufacturing, customer service, sales and repairs, and extensive training in safety. 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

Tesla's Workforce Development Specialist (dedicated administrator) will work with a designated internal team consisting of its Diversity & Inclusion Project Specialist and several on-site (manufacturing) trainers responsible for oversight and administration of training. The Project Specialist will be dedicated to enrolling trainees, verifying rosters, tracking training hours, and

resolving day-to-day issues. Approximately 20 internal (manufacturing) training coordinators will ensure training is scheduled on time and conducted according to ETP guidelines. Additionally, some ETP training will be delivered by outside training vendors.

Impact/Outcome

As trainees progress through ETP-funded training, the following certifications will be obtained upon passing:

- Forklift Certification
- Tugger Operator Certification

High Unemployment Area

Trainees in San Joaquin County in Job Numbers 1 and 2 may work in a High Unemployment Area (HUA), exceeding the state average by at least 25%. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. However, Tesla is not asking for a wage or retention modification.

Electronic Record-Keeping/LMS

Tesla will utilize a Learning Management System (LMS) and paper rosters to track all ETP-funded training. Staff has reviewed and approved the LMS.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET16-0803	Fremont	10/5/2015 – 10/4/2017	$444,600	$362,090 (81%)
ET13-0803	Fremont	5/6/2013- 5/5/2015	$648,000	$648,000 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Buckles-Smith in San Leandro has been retained to provide training in Equipment Troubleshooting, Manufacturing Skills, for a fee of $24,611.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours
8–200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Data Collection and Recordkeeping
- Manufacturing Overview
- New & Revised SOP
- Plant Specific Operations
- Problem Solving
- Tesla Operations Overview

MANUFACTURING SKILLS

- Aluminum and Plastics Adhesive and Riveting Applications
- Aluminum Welding, Adhesive and Riveting Processes
- Body Shop Equipment Operation, Welding Equipment Operation, Maintenance and Workspace Management
- Computer Programming and Software Maintenance
- Equipment Troubleshooting, Diagnostics and Repair
- EV Manufacturing and Assembly Processes
- EV Powertrain Manufacturing and Assembly Processes
- Forklift Operation
- High Voltage Awareness Training for Battery Packs and Systems
- High Voltage Training (General Awareness and Precautions)
- High/Low Pressure Die Casting Equipment Operation and Quality Control
- Machining Operations and Maintenance
- Manufacturing- Automation, Robotics, Equipment Maintenance and Servicing
- Manufacturing / Assembly Process Optimization
- Paint Operations, Equipment and Maintenance
- Paint Quality, Repair, Techniques, Application
- Plastic Vehicle Components Production Processes
- Plastics Shop Equipment and Operation for Bumpers and Components
- Product Excellence, Manufacturing Fit and Finish (quality and aerodynamics)
- Prototype Vehicle Testing
- Robotics Architecture, Engineering, Operations and Maintenance
- Robotics Production Software Design and Programming
- Service, Body Repair
- Simulation Lab Manufacturing Process Training, Changes and Problem Solving
- Stamping Operations and Maintenance
- Tool & Die Operations and Maintenance
- Tugger
- Vehicle and Component Service Training
- Welding Equipment Operation and Maintenance

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

Productive Lab Hours
0–40

PL- MANUFACTURING SKILLS (limited ratio 1:2)

- Aluminum and Plastics Adhesive and Riveting Applications
- Aluminum Welding, Adhesive and Riveting Processes
- Body Shop Equipment Operation, Welding Equipment Operation, Maintenance and Workspace Management
- Computer Programming and Software Maintenance
- EV Manufacturing and Assembly Processes
- EV Powertrain Manufacturing and Assembly Processes
- High/low Pressure Die Casting Equipment Operation and Quality Control
- Machining Operations and Maintenance
- Manufacturing Equipment Maintenance and Servicing
- Paint Operations, Equipment and Maintenance
- Paint Quality, Repair, Techniques, Application
- Plastic Vehicle Components Production Processes
- Plastics Shop Equipment and Operation for Bumpers and Components
- Product Excellence, Manufacturing Fit and Finish (Quality and Aerodynamics)
- Prototype Vehicle Testing
- Robotics Operations and Maintenance
- Service, Body Repair
- Stamping Operations and Maintenance
- Tool & Die Operations and Maintenance
- Vehicle and Component Service Training
- Welding Equipment Operation and Maintenance

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

RETRAINEE - JOB CREATION

Critical Proposal Proposal for:

Blue Diamond Growers

Contract Number: ET20-0284

Panel Meeting of: February 28, 2020

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

PROJECT PROFILE

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

Number of Employees in:	CA: 1559	U.S.:1583	Worldwide: 1585
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$566,260

Total ETP Funding
$566,260

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Critical Proposal Priority Rate	Business Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills, PL-Mfg Skills, OSHA 10/30	501	8-200 Weighted Avg: 25	0	$575	$18.34
2	Retrainee Critical Proposal Priority Rate Job Creation	Business Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills, PL-Mfg Skills, OSHA 10/30	63	8-200 Weighted Avg: 40	0	$920	$15.00
3	Retrainee Critical Proposal Priority Rate HUA	Business Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills, PL-Mfg Skills, OSHA 10/30	335	8-200 Weighted Avg: 25	0	$575	*$13.76
4	Retrainee Critical Proposal Priority Rate Job Creation HUA	Business Skills, Computer Skills, Continuous Impr, Management Skills, Manufacturing Skills, PL-Mfg Skills, OSHA 10/30	30	8-200 Weighted Avg: 40	0	$920	*$13.00

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

Minimum Wage by County: Job Number 1: $18.34 per hour for Sacramento County; Job Number 2 (Job Creation): $15.00 per hour for Sacramento County. Job Number 3: $13.76 per hour for Stanislaus County. Job Number 4 (Job Creation): $13.00 per hour for Stanislaus County.
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		15
Drivers		54

Engineers		2
Information Technology Staff		10
Inventory Specialists		24
Machine Operators		271
Maintenance Staff		84
Management		13
Quality Inspectors		28
Job Number 2		
Administrative Staff		6
Drivers		14
Engineers		1
Information Technology Staff		8
Inventory Specialists		6
Machine Operators		12
Maintenance Staff		4
Management		11
Quality Inspectors		1
Job Number 3		
Administrative Staff		10
Drivers		46
Engineers		1
Information Technology Staff		5
Inventory Specialists		20
Labor Staff		85
Machine Operators		84
Maintenance Staff		5
Management		17
Quality Inspectors		2
Sorters		60
Job Number 4		
Administrative Staff		4
Drivers		2
Engineers		1
Information Technology Staff		6
Inventory Specialists		4
Machine Operators		8
Maintenance Staff		1

Management		3
Quality Inspectors		1

Critical Proposal

Blue Diamond Growers (Blue Diamond) is designated as a "Critical Proposal" recommended by GoBiz, as defined in Title 22, California Code of Regulations (CCR) 4402.2. The Company is increasing employment in California with additional 93 employees by 2022 and over $80 million in expansion and new equipment. Training under this proposal will provide new and existing staff with extensive training on system applications and equipment management for services Blue Diamond offers.

INTRODUCTION

Founded in 1910 and headquartered in Sacramento, Blue Diamond (www.bluediamond.com) is the world's largest almond processing and marketing company. The Company is a cooperative owned by half of the state's almond growers who produce more than 80% of the world's almond supply. The Company produces snack almonds, nut-based crackers, almond milk, and packaged almonds for cooking and baking. Blue Diamond's customers include Nestle, Kellogg, Mars, See's Candies, and retail consumers. The Company has facilities located in Sacramento, Salida, and Turlock. All facilities will receive training under this proposal.

This is Blue Diamond's fourth ETP Contract; the third in the last five years.

Veterans Program

Blue Diamond actively recruits for Veterans through their Junior Military Officer Recruiting Program in partnership with Alliance. The Company recruits Junior Military Officers as the transition to civil life. In addition, they plan to attend 10 Veteran Career Fairs annually.

Veteran trainees will participate in this Contract under Job Numbers 1 through 4; however, for ease of administration, they will not be separated into a different job number.

PROJECT DETAILS

In the prior Contract, Blue Diamond began cross-training employees and were in the initial stages of expanding the Turlock and Salida locations. Training also included beginning stages of LEAN and 5S and software version update to the Workday program.

For this Contract, Blue Diamond is purchasing over $41 million in new equipment over the next two years, including blanching, roasting, drying, and bagging equipment. The Company is also spending over $30 million to expand all three locations to accommodate for expanding milling technology and pasteurization lines, 24/7 operations, and new proprietary product lines. The expansion will increase the Company's warehousing and production floor by well over 500,000 square feet. In depth training and cross training will be provided to all current and new hire employees over the next two years.

Blue Diamond is also investing over $5 million in Information Technology infrastructure, including servers, Kronos Dimension, and Programmable Logic Controller. Training will improve internal processes and increase staff's proficiency in the use of various software applications.

Training courses will not be duplicated for trainees who received training under the previous Contract.

Retrainee - Job Creation

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

Blue Diamond is expanding business capacity by adding new equipment and additional production lines and expanding to a 24/7 operation at all three locations. The Company will hire 93 new employees (Job Numbers 2 and 4) to meet these demands. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, and Productive Lab methods. In-house subject-matter experts will be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. Training will provide the skills to effectively and efficiently maintain business operations. Training topics include Team Roles and Project Management.

Computer Skills: Training will be offered to all occupations. Training is will improve software skills. Training topics include Adage, Kronos Dimension, and Workday.

Continuous Improvement: Training will be offered to all occupations. Training will focus on eliminating waste and improving Company processes. Training topics include 5S, Conflict Management, Managing Daily Operations, and Problem Solving.

Management Skills: Training will be offered to Management. Training will focus on developing strong managerial skills. Training topics include Employee Engagement and Dynamic Leadership Skills.

Manufacturing Skills: Training will be offered to all occupations except Administrative Staff. Training is intended to improve upon employees' knowledge of proper techniques for working with equipment and the production process. This also includes cross-training. Training topics include Factory Talk, Good Manufacturing Practices, and Machine Operation.

Certified Safety Training

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory

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

Blue Diamond will train Drivers, Machine Operators, Maintenance Staff, Management, and Quality Inspectors on machinery operation, machinery sanitation, and machinery maintenance. Topics are conducted in the Classroom first to introduce trainees to machinery and concepts. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production and will produce significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the

equipment and then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio, required because trainees work in groups of 2-3 when assigned to a machine. Blue Diamond will provide up to 40 hours for PL training.

High Unemployment Area

Trainees in Job Numbers 3 & 4 work in Stanislaus County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

- Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Blue Diamond is requesting a wage modification from $18.34 per hour to $13.76 per hour for Job Number 3 and from $15.00 per hour to $13.00 per hour for Job Number 4 in order to serve workers in lower-wage occupations.

Commitment to Training

Blue Diamond's current annual training budget is approximately $1,100,000 for all locations. Most of the training is for new hire orientation and safety training. Blue Diamond's management team including top level executives are committed to make sure training is a success.

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

- Training Infrastructure

Training will be provided by qualified in-house trainers. Blue Diamond has designated the Senior Learning and Talent Development Consultant along with a training coordinator at each location to oversee the ETP Contract. These individuals oversaw the administration of Blue Diamond's prior ETP Contracts.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0322	$312,780	12/17/2018 – 12/16/2020	1161	0	0

Based on ETP Systems, 13,280 reimbursable hours have been tracked for potential earnings of $392,717 (126% of approved amount). The Contractor projects final earnings of 100% based on training currently in progress through February 2020.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET17-0278	Salida, Sacramento, Turlock	10/01/2016-9/30/2018	$174,560	$174,560 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab and E-Learning Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Crucial Conversations
- Inside Out Coaching
- Project Management
- Sales/Marketing
- Team Roles

COMPUTER SKILLS

- Adage
- Allen-Bradley
- CoMeEers
- I Maint
- Kronos Dimension
- Kronos Timekeeping
- Microsoft Office (Intermediate and Advanced)
- PLC (Programmable Logic Controller)
- SAP 4 HANA
- Server
- SQL
- Workday

CONTINUOUS IMPROVEMENT

- 5S
- Building Trust
- Change Management
- Conflict Management
- Daily Directional Setting
- Data Center Training
- Department Factory Training
- Expert Trainer
- GEMBA (Kaizen)
- High Performance Teams
- Key Performance Indicators
- Information Technology
- LEAN
- Level 1 Trainer
- Managing Daily Operations
- Maximizing Strengths
- Problem Solving
- Quick Changeovers
- Site Factory Training
- Training Within Industry (TWI)

MANAGEMENT SKILLS (Management trainees only)

- Coaching Skills
- Developing High Performance Teams

- Developmental Planning
- Dynamic Leadership Skills
- Employee Engagement
- Employee Relations
- Establishing Performance Objectives

MANUFACTURING SKILLS

- Factory Talk
- Food Safety
- Forklift
- Good Manufacturing Practices
- Lifts
- Line Testing
- Machine Maintenance
- Machine Operation
- Machine Sanitation
- Milling Technology
- Powered Industrial Trucks (PIT) Training
- Quality Control
- Safety and Preventative Control
- Shipping and Warehousing

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab Hours

0-40 Trainees may receive any of the following:

MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)

- Bagging Equipment
- Butter Mill
- Dicing Machinery
- Dry Roasters
- Flavoring
- Flour Grinding Mills
- Forklift Training
- Grading Machinery
- Lifts
- Line Testing
- Machine Maintenance
- Machine Operation
- Machine Sanitation
- Oil Rosters
- Packaging
- Pasteurization Equipment
- Powered Industrial Trucks (PIT) Training
- Process Control Systems
- Shipping and Warehousing

- Sorting Machinery
- Tumblers
- Wastewater Equipment

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Certified Stainless Service, Inc. dba West-Mark

Contract Number: ET20-0275

Panel Meeting of: Feburary 28, 2020

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

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Kern, Merced, Stanislaus	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 192	U.S.: 203	Worldwide: 203
Turnover Rate:	17%		
Managers/Supervisors: (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$550,000

Total ETP Funding
$414,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, Mfg. Skills, PL-Mfg. Skills	174	8-200 Weighted Avg: 75	0	$1,725	$18.34
2	Veterans Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, Mfg. Skills, PL-Mfg. Skills	10	8-200 Weighted Avg: 75	0	$1,725	$18.34
3	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmnt. Skills, Mfg. Skills, PL-Mfg. Skills	56	8-200 Weighted Avg: 75	0	$1,725	$15.00*

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

Minimum Wage by County: Job Numbers 1: $18.34 per hour for Kern, Merced and Stanislaus counties

Job Number 2 (Veterans): $18.34 per hour for Kern, Merced and Stanislaus counties

Job Number 3 (Job Creation): $15.00 per hour in Kern, Merced and Stanislaus 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

Health Benefits up to $2.34 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Production Staff		130
Engineering Staff		7
Clerical Staff		11
Sales Staff		11
Supervisors		15

Job Number 2 (Veterans)		
Production Staff		5
Engineering Staff		1
Clerical Staff		1
Sales Staff		2
Supervisors		1
Job Number 3 (Job Creation)		
Production Staff		48
Engineering Staff		2
Clerical Staff		2
Sales Staff		2
Supervisors		2

INTRODUCTION

Founded in 1967, and headquartered in Ceres, Certified Stainless Service, Inc. dba West-Mark (Certified Stainless) (www.west-mark.com) manufactures and repairs custom tanks and trucking equipment used to transport liquid products. Certified Stainless provides services to customers in the Energy, Construction, Food, Agriculture, Liquid Waste sectors, as well as Government entities. Certified Stainless has four facilities in California; Atwater, Bakersfield and two in Ceres. All four facilities will participate in this training project. This is Certified Stainless' sixth ETP Contract, and fourth within the last five years.

Veterans Program

Certified Stainless has committed to train ten Veterans (Job Number 2). The Company is implementing a new application process that gives priority to Veterans with a goal of hiring 6% more Veterans.

PROJECT DETAILS

Previous training focused on ISO to meet standards required to sell products internationally and to the military. In this proposal, training will focus on Certified Stainless' new paint and finishing division. The Company recently expanded its services to paint and finishing in-house which allows for quicker turnaround time and meets a higher level of paint requirements for customers. This expansion will require trainees to learn new skills including Paint and Finishing Processes that will make them more competitive in the workplace.

Additionally, to meet the growing demand of custom order integrated mount configurations, Certified Stainless is expanding its truck mounting product line in two locations, Ceres and Atwater. Workers will be trained in new programming, design, and assembly capabilities to meet the demands of its customers. This will result in an expanded product line for customers and trainees gaining new skills to be able to advance in their careers.

There will be no duplication of training for the trainees who participated in the prior contract.

Retrainee - Job Creation

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

Certified Stainless is expanding business capacity by adding truck mounting divisions at its Ceres and Atwater locations. In addition, the Company will add a split shift to expand production time by 3 hours per day. As a result, the Company will hire 56 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be delivered via Class/Lab and Productive Lab in the following:

Business Skills: Training will be offered to Supervisors, Sales and Clerical Staff and include Customer Service, Supply Chain Management and Integrated Sales Management. Training will allow workers to effectively serve the diverse customer base.

Computer Skills: Training will be offered to Supervisors, Engineering, Sales and Clerical Staff. Topics include Computer Assisted Drawing, Enterprise Resource Planning and Records Management System. Training will allow workers to effectively learn software that is pertinent to their jobs.

Continuous Improvement: Training will be offered to all occupations and include Advanced Lean Management, Research Design and Development and Quality Management System. Training will allow for increased knowledge and efficiency in the workplace.

Management Skills: Training will be offered to Supervisors in the Company’s Leadership and Management Training Program. Topics include Leadership Training, Team Dynamics, Workforce Development and Learning Management. Training will allow for increased knowledge and leadership in the workplace.

Manufacturing Skills: Training will be offered to Supervisor, Production, Engineering and Sales Staff. Topics include Paint and Finishing Processes, Truck Assembly and Programming and Production Core Training. Training will allow workers to learn new skills and processes.

Productive Laboratory

The Panel has adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Certified Stainless will train approximately 182 Supervisors, Production and Engineering Staff Supervisors in PL-Manufacturing Skills for approximately 40 hours per trainee. Training topics include Paint and Finishing Processes, Truck Assembly and Programming, Advanced Operator Training. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment. The trainer will attest to the trainee’s competency once training is completed.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. Certified Stainless requests a 1:3 trainer to trainee ratio due to staff working in groups of 2-3 when assigned to a machine.

Commitment to Training

Certified Stainless' annual training budget per facility is approximately $250,000 for orientation, manufacturing on-the-job training, safety training, quality training and general business practices. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Chief Financial Officer will oversee the training plan and will work with four Office Administrators, one at each location, to execute the training plan. The Office Administrators will schedule and coordinate all training efforts for staff. All rosters will be sent to the HR Manager at a central location for tracking and entry into the ETP system. This administrative team is the same as the prior contract. Training will be delivered by in-house experts and vendors as needed.

High Unemployment Area

All trainees work in a High Unemployment Area, with unemployment exceeding the state average by at least 25%. The Company's locations in Merced, Stanislaus and Kern Counties are in an HUA.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Company is not requesting a wage modification for this contract.

Temporary to Permanent Hiring

The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 3). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 6 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Contractor's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0191	$281,440	4/2/18-4/1/20	207	211	0

Based on ETP Systems, 16,405 reimbursable hours have been tracked for potential earnings of $281,440 (100% of approved amount).

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET16-0353	Atwater, Bakersfield, Ceres	2/1/16-1/31/18	$340,560	$327,598 (96%)
ET14-0385	Atwater, Bakersfield, Ceres	4/28/14-4/27/16	$274,400	$247,554 (90%)

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
- Contract/Project Management
- Customer Service
- Integrated Sales Management
- Peer Mentor Program
- Supply Chain Management
- Time Management

COMPUTER SKILLS
- Computer-Assisted Drawing
- Computer-Assisted Machinery
- Document Management System
- Enterprise Resource Planning
- Office Productivity Software
- Records Management System

CONTINUOUS IMPROVEMENT
- Advanced Lean Manufacturing
- Advanced Safety Training
- Autonomus Maintenance
- Quality Management System
- Research Design and Development

MANAGEMENT SKILLS (Supervisors only)
- Leadership & Management Training Program
  - Leadership Training
  - Learning Management
  - Team Dynamics
  - Workforce Development
- Train-the-Trainer

MANUFACTURING SKILLS
- Advanced Manufacuturing Training: Assembly, Finishing, Layout Practices
- Advanced Operator Training: Production Equipment, Material Handling & Maintenance
- Cross Training
- Paint & Finishing Processes
- Production Core Training
- Service Technician Core Training
- Truck Assembly & Programming

Productive Lab Hours
0-40

MANUFACTURING SKILLS (Ratio 1:3)

- Advanced Manufacuturing Training: Assembly, Finishing, Layout Practices
- Advanced Operator Training: Production Equipment, Material Handling & Maintenance
- Authorized Inspector Training
- Paint & Finishing Processes
- Production Core Training
- Service Technician Core Training
- Truck Assembly & Programming

Safety Training will be limited to 10% of total training hours per-trainee.

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

RETRAINEE - JOB CREATION

Critical Proposal Proposal for:

Mountain F. Enterprises, Inc.

Contract Number: ET20-0286

Panel Meeting of: February 28, 2020

ETP Regional Office: Sacramento **Analyst:** K. Mam

PROJECT PROFILE

Contract Attributes:	Critical Proposal SET Retrainee Job Creation Initiative	Industry Sector(s):	Other (J) Waste Management (56) Priority Industry: ☐ Yes ☒ No
Counties Served:	Placer, Sacramento, Nevada, Butte, El Dorado, Sonoma, and Santa Clara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No International Brotherhood of Electrical Workers, Local Union 1245		

Number of Employees in:	CA: 823	U.S.: 823	Worldwide: 823
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
$1,100,054

Total ETP Funding
$749,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Critical Proposal Job Creation Initiative SET	Business Skills, Commercial Skills, PL - Comm Skills, OSHA 10	326	8-200	0	$2,300	$31.29
				Weighted Avg: 100			

Minimum Wage by County: Job Number 1: (Collective Bargaining Agreement) $31.29

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

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

Up to $6.50 per hour may be used to meet the Post-Retention Wage for Job Number 1. This amount has been verified in the collective bargaining agreement wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Tree Trimmer		326

Critical Proposal

Mountain F. Enterprises, Inc. is designated as a "Critical Proposal" recommended by GoBiz, as defined in Title 22, California Code of Regulations (CCR) 4416(d)(3). The Company is hiring in excess of 1,000 new employees. Training under this proposal will provide new employees with extensive training in power line clearance.

INTRODUCTION

Founded in 1984 and headquartered in Folsom, Mountain F. Enterprises Inc. (MFE) (www.mtfent.com) provides utility vegetation management services including tree trimming, hazard tree removal, site clearing, and grubbing to utility and commercial tree management industries such as Pacific Gas and Electric and SMUD. Training under this proposal will be for the Company's nine locations in Placer, Sacramento, Nevada, Butte, El Dorado, Sonoma, and Santa Clara counties. This is MFE's first ETP Project.

Veterans Program

Although MFE does not have a Veterans component under this proposal, the Company periodically recruits and hires Veterans.

Union Support

Tree Trimmers are represented by International Brotherhood of Electrical Workers Local 1245. A union letter of support for this training project has been received.

PROJECT DETAILS

In 2019, Governor Gavin Newsom signed a series of bills aimed at improving California's wildfire prevention, mitigation, and response efforts. To support these initiatives and accelerate line clearance throughout California, MFE has established an 18-month utility line clearance arborist certification-training program consisting of 2,880 total hours. The Company's goal is to standardize a statewide training program for California. Training will ensure power line clearances are established and maintained to prevent Public Safety Power Shutoff (PSPS) events.

The Company will also be onboarding and training in excess of 1000 new employees in 2020. Training under this proposal will address the severe workforce shortage for utility line clearance to improve California's wildfire prevention, mitigation, and response efforts.

Retrainee - Job Creation

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

To address the labor workforce shortage for utility line clearance arborists, MFE anticipates increasing its existing workforce from 800+ employees to 1800 in 2020; however, the Company is only requesting 326 new Tree Trimmers (Job Number 1) under this proposal. 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 consists of eight Modules. Training will be delivered via Classroom/Laboratory and Productive Lab methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations. Training will focus on customer service and increasing communication skills. Training topics include Customer Relations and Communication.

Commercial Skills: Training will be offered to all occupations. Training will focus on power line clearance. Training topics include Module 1 Unit 1: Utility's Responsibility to Manage Vegetation and Module 3 Unit 1: Portable Power Hand Tools.

OSHA 10: This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory

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

MFE will train Tree Trimmers on line clearance and tree trimming. Since equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety standards are met. This training will be provided at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment.

A department supervisor will certify trainee competency once training is completed. Training will be under constant supervision.

MFE is requesting a trainer-to-trainee ratio of 1:3 as trainees typically work in groups of three to ensure safety precautions are met. PL training is approximately 40 hours per trainee.

Commitment to Training

MFE invests over $6.1 million annually for training for all its California facilities, which includes Cal OSHA Title 8 and utility safety requirements. 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

MFE has a detailed training schedule in place and is ready to begin training upon approval. The Safety Manager with the assistant of three staff members will be responsible for coordinating all training efforts including roster collection and scheduling classes. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Butte College in Chico assisted with development of this proposal for a flat fee of $10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Relations and Communication

COMMERCIAL SKILLS

- Module 1 Unit 1: Utility's Responsibility to Manage Vegetation
- Module 1 Unit 2: Definitions & Terms
- Module 1 Unit 3: Arborist: Tree Identification
- Module 1 Unit 4: OSHA 10
- Module 1 Unit 5: Basic Knots for Climbing & Ground Support

- Module 2 Unit 1: Jobsite Setup& Conditions
- Module 2 Unit 2: Effective Safety Tailgates
- Module 2 Unit 3: Herbicides to Control Vegetation & Associated Laws
- Module 2 Unit 4: Tree Trimmer Safety
- Module 2 Unit 5: Fire Safety & Prevention
- Module 2 Unit 6: Introduction to Aerial Rescue Techniques

- Module 3 Unit 1: Portable Power Hand Tools
- Module 3 Unit 2: Climbing Saddles, Climbing Lines, Lanyards & Ladders
- Module 3 Unit 3: Working with hand tools, ropes, throwlines, wedges
- Module 3 Unit 4: Maintenance, inspections and storage
- Module 3 Unit 5: Machinery & Equipment

- Module 4 Unit 1: Electrical Hazards and Identification
- Module 4 Unit 2: Perform Job Briefing
- Module 4 Unit 3: Perform Tree Inspection
- Module 4 Unit 4: Identify Tree Hazards
- Module 4 Unit 5: Minimum Approach Distances & Drop Zone

- Module 5 Unit 1: Mobile Equipment Use Chipper Trucks
- Module 5 Unit 2: Mobile Equipment Use Aerial Devices
- Module 5 Unit 3: Mobile Equipment Use Chippers
- Module 5 Unit 4: Mobile Equipment Use Cranes
- Module 5 Unit 5: Mobile Equipment Use Stump Grinders
- Module 5 Unit 6: Mobile Equipment Use Maintenance & Inspections
- Module 5 Unit 7: Mobile Equipment Use Traffic Control & Flagging

- Module 6 Unit 1: Line Clearance Pruning Principles
- Module 6 Unit 2: Routine Pruning & Trimming
- Module 6 Unit 3: Routine Crown Reduction & removal

- Module 7 Unit 1: Tree Climbing
- Module 7 Unit 2: Working in Trees and Fall Protection
- Module 7 Unit 3: Aerial Rescue Techniques

- Module 8 Unit 1: Job Site Communication

- Module 8 Unit 2: Discuss Communication Models that best apply to Service Industries

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

OSHA 10

- OSHA 10

Productive Lab Hours

0-40

COMMERCIAL SKILLS (1:3)

- Chipper Operation
- Chip Truck Operation
- Tree Felling Operation
- Climber Operation
- Chainsaw 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:

Butte-Glenn Community College District

Contract Number: ET20-0287

Panel Meeting of: February 28, 2020

ETP Regional Office: PPU-Central Office **Analyst:** I. Launitz

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB<100 HUA SET Medical Skills Training Retrainee Job Creation	Industry Sector(s):	MEC Manufacturing Construction Services Healthcare Priority Industry: ☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No International Brotherhood of Electrical Workers, Local 1245		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$723,640		$26,230 8%		$749,870

In-Kind Contribution:	50% of Total ETP Funding Required	$750,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	360	8-200	0-32	$492	$18.34
				Weighted Avg: 20			
2	Retrainee Priority HUA	Business Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	75	8-200	0-32	$492	*$13.76
				Weighted Avg: 20			
3	Retrainee Priority SB<100	Business Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	50	8-200	0-32	$492	$18.34
				Weighted Avg: 20			
4	Retrainee Priority HUA SB<100	Business Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	70	8-200	0-32	$1,082	*$13.76
				Weighted Avg: 44			
5	Retrainee	Business Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30	60	8-200	0-32	$427	$18.34
				Weighted Avg: 20			
6	Retrainee Priority SET	Business Skills, Computer Skills, Continuous Impr, Management Skills	5	8-200	0	$492	$25.01
				Weighted Avg: 20			
7	Retrainee Priority SET SB<100	Business Skills, Computer Skills, Continuous Impr, Management Skills, OSHA 10/30	40	8-200	0	$492	$25.01
				Weighted Avg: 20			

8	Retrainee Job Creation Priority SET Medical Skills	MS Didactic	75	8-200	0 Weighted Avg: 200	$4,600	*$15.00
9	Retrainee SET	Commercial Skills	50	8-200	0 Weighted Avg: 40	$855	$33.34

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

Minimum Wage by County: Job Numbers 1, 3, & 5: $20.00 per hour in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; $19.05 per hour in Los Angeles County; $18.39 per hour in Orange County; and $18.34 per hour in all other counties.
Job Numbers 2 & 4 (HUA): $15.00 per hour in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; $14.29 per hour in Los Angeles County; $13.79 per hour in Orange County; and $13.76 per hour in all other counties.
Job Numbers 6 & 7 (SET): $25.01 per hour Statewide (Priority Industry)
Job Number 8 (Retrainee Job Creation/SET): $15.00 per hour Statewide
Job Number 9 (SET): $33.34 per hour Statewide
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Participating employers may use up to $2.50 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative/Accounting Staff		60
Customer Service Staff		25
Certified Nursing Assistants		75
Frontline Supervisors		50
Healthcare Professionals		25
Maintenance Staff		75
Managers		45
Production Staff		300
Purchasing Staff		5
Sales and Marketing Staff		25
Utility Line Clearance (Arborist)		50
Warehouse Staff		50
	Total	785

INTRODUCTION

Founded in 1968 and headquartered in Oroville, Butte-Glenn Community College District (Butte College) is a 2-year community college that provides academic instruction and workforce training. Butte College's economic workforce development center, The Training Place, works directly with businesses throughout California to provide occupational and professional development training options for employers, and the general population.

Employers in the core group are primarily agriculture, construction, manufacturing, technology, healthcare, and professional services such as marketing, sales, and customer service. The College's tailored learning solutions seek to foster a business environment that will lead to the retention and creation of high-skilled jobs that will enhance the overall prosperity of California.

This will be Butte College's sixth ETP-funded project, the fifth in the past five years.

Veterans Program

Under this Contract, Butte College is not marketing training opportunities specifically to veterans. However, Butte College actively works with and markets training opportunities to veterans in the community. Butte College included a component to successfully train and find employment opportunities for veterans in past Contracts.

PROJECT DETAILS

Butte College conducts a comprehensive training needs assessment with each participating employer to determine skills gaps, identify critical needs, and ensure training is consistent with employers' strategic plans and goals. Training provided will also allow trainees to upgrade and diversify skill sets in an effort to make themselves more competitive in the job market.

This proposal will focus on continued needs identified by the Butte County Camp Fire Business Recovery Taskforce for statewide collaboration on economic and trauma recovery. The statewide effort is strategic to increase access to training for Butte College's participating employers. Butte College states they will update the skill sets of trainees who were displaced by the Camp Fire. Butte College states that 44 percent of the workforce in Butte County are affected by the Camp Fire and their training will help trainees re-enter the workforce.

This proposal includes training individuals to become Certified Nursing Assistants (CNA)'s and preparing them for careers in the healthcare industry. Additionally, due to a critical labor shortage of Utility Line Clearance Arborists, Butte College proposes to train 50 Utility Line Clearance Arborists as part of this program to prevent wildfires and Public Safety Power Shutoff (PSPS) events.

Training Plan

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

Business Skills: Training will be delivered to Administrative/Accounting, Customer Service, Frontline Supervisors, Healthcare Professionals, Maintenance, Managers, Production, Purchasing, Sales/Marketing, and Warehouse Staff to generate business and financial reports, improve written and verbal communications, increase product knowledge, develop leadership skills, and improve quality customer service. Training topics include Communication Skills,

Customer Service and Sales Academy, Leadership, Multi-tasking for Excellence, and Strategic Planning.

Commercial Skills: Training will be delivered to Utility Line Clearance Arborist to prepare for certification. Training topics include Drone Management, Ground Operations, Rigging, and Utility Line Clearance Arborist: Mobile Equipment Use.

Computer Skills: Training will be delivered to Administrative/Accounting, Customer Service, Frontline Supervisors, Healthcare Professionals, Maintenance, Managers, Production, Purchasing, Sales/Marketing, and Warehouse Staff to improve the basic computer literacy of frontline workers. Training topics include company specific Patient Management Software (PMS) Training, Personnel/Payroll Processing, Microsoft Excel, and Salesforce.

Continuous Improvement: Training will be delivered to Administrative/Accounting, Customer Service, Frontline Supervisors, Healthcare Professionals, Maintenance, Managers, Production, Purchasing, Sales/Marketing, and Warehouse Staff to reach production goals, increase efficiency, improve quality, and develop teamwork strategies to enhance performance and business processes. Training will include Managing the Metrics, Maximizing Team Performance, and Quality Systems Program Monitoring.

Literacy Skills: Training will be delivered to Frontline Supervisors, Maintenance, Production, and Warehouse Staff. Trainees will receive English as a Second Language (ESL) training to improve communication and understanding on the job. Vocational ESL will include language skills, reading and comprehension, and basic mathematics.

Management Skills: Training will be delivered to Administrative/Accounting, Customer Service, Frontline Supervisors, Healthcare Professionals, Maintenance, Managers, Production, Purchasing, Sales/Marketing, and Warehouse Staff to foster workplace engagement, enhance leadership techniques, and increase productivity. Training topics include Coaching Series, Delegating, Leadership, and Project Management.

Manufacturing Skills: Training will be delivered to Frontline Supervisors, Maintenance, Managers, Production, Purchasing, and Warehouse Staff to improve productivity, efficiency, and product quality and reduce waste. Training courses include Robotics, Electronics, Process Control, Warehousing, and Welding.

Medical Skills: Training will be provided to Certified Nursing Assistants (CNA) to earn the Certified Nursing Assistant Licensing. Training courses include Body Mechanics, Patient Care Procedures, Vital Signs, Emergency Procedures, and Nutrition.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. This coursework is all classroom (or CBT) for a 10-hour or 30-hour bundle. The coursework is typically geared to the construction industry or manufacturing, but may include other industries. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the

hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

E-Learning and Video Conference

Butte College utilizes online training, provided by a live instructor, as a delivery method. This delivery method is cost effective, efficient, and suitable for some employers and trainees. E-Learning and Video Conference will complement Class/Lab training.

Computer-Based Training (CBT)

CBT will support Class/Lab training. Trainees in Job Number 1-5 will receive no more than 32 hours of CBT. Training courses include Savant Warehouse Management System Overview, Working in Groups, Level & Flow Process Control, and Pneumatic.

Union Support

Job Number 9 (Utility Line Clearance Arborists) is supported by IBEW 1245; however, a union letter of support could not be obtained in a timely manner. A union letter of support is required and must be submitted before trainees in Job Number 9 may start training. Butte College will notify ETP of any additional unions identified during the term of the contract and submit union letters of support accordingly.

Retrainee - Job Creation

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

Job Creation training is delivered based on industry needs. Butte College partnered with several Healthcare centers including Avalon Care Center, Chico Heights Rehabilitation Center, and Windsor Care to provide a structured CNA program to their staff. These facilities are seeing an increase in patient population. These healthcare facilities must hire and train qualified CNAs to meet patient needs. Once trainees complete the CNA program, they are eligible for CNA certification. Butte College will train 75 newly hired CNA Staff (Job Number 8).

The date-of-hire for Job Creation trainees (Job Number 8) 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.

Special Employment Training

Trainees in Job Numbers 6, 7, and 9 are funded under Special Employment Training (SET). In these job numbers, the participating employers are not required to demonstrate out-of-state competition. Trainees in Job Numbers 6 & 7 must earn at least the Modified Statewide Average hourly wage of $25.01 at the end of the retention period. While trainees in Job Number 9 must earn at least the Statewide Average hourly wage of $33.34 at the end of the retention period.

Special Employment Training/Job Creation

Trainees in Job Number 8 are funded under Special Employment Training (SET). The participating employers will not be required to demonstrate out-of-state competition. Trainees in Job Number 8 are not subject to a post-retention wage requirement of $33.34 per hour due to their Job Creation Status. Instead they must meet the minimum wage requirement of $15.00 per hour.

High Unemployment Area (HUA)

Some trainees work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

Additionally, on November 8, 2018 acting Governor Newsom declared a State of Emergency for Butte County due to the Camp Fire. In the City of Paradise, 1,551 businesses were lost affecting 44 percent of the total workforce in the area. The Panel may waive the minimum wage for trainees in this designated area.

Butte College is requesting a wage modification for 145 trainees in Job Numbers 2 & 4 from $18.34 per hour to $13.76 per hour. The HUA wage would greatly benefit any affected business in non-HUA areas. Currently Butte County is a partial HUA.

Commitment to Training

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

- Training Infrastructure

Training will be delivered primarily at Butte College's training center (The Training Place) located in Chico, with some training provided at the participating employers' worksites. Butte College has partnered with training vendors to provide some specialized courses.

The Director of Contract Education and an Administrative Assistant will oversee training and administer this proposal. Five Training Coordinators will schedule training and the Administrative Assistant will review attendance rosters, enroll trainees, and upload training hours into the ETP online sites. Butte College also has instructors assisting with roster collection.

Trainer Qualifications

Training for the proposed curriculum will be delivered by specialists from within the California Community College system and subject-matter experts. Some training may also be provided by experienced trainers who work for participating employers.

Impact/Outcome

Butte College's training will focus on process improvement, effective communication, and certification training to increase skill sets and competencies. Training will provide employers with skilled workers for new production and growth opportunities. Training will provide certificates for the Supervisory series, Continuous Process Improvement series, Training Within Industry Job

Instruction, Job Relations and Job Safety, Safety Leadership, 40 Hazwoper Training, and OSHA 10/30. The Utility Line Clearance Arborist is governed by CalOSHA 18 month certification. Training will also provide trainees with the skills to advance their careers in Healthcare.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Butte College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges.

Marketing and Support Costs

Butte College requests, and Staff supports, 8% support costs to assist with recruitment, employer outreach, assessments of employer-specific job requirements, creation of unique training curriculums, and obtaining highly specialized trainers. Two full-time and two part-time employees will conduct marketing, recruitment, needs assessment, and scheduling.

Marketing is done through online newsletters, social media, local press, personal on-site visits, telephone calls, emails, networking, and the college systems' websites.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Butte College's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0425	$599,991	02/01/2019-01/31/2021	608	57	0

Based on ETP Systems, 20,636 reimbursable hours have been tracked for potential earnings of $534,775.50 (89% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress.

PRIOR PROJECTS

The following table summarizes Butte College's performances under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET18-0118	Oroville	08/01/2017-07/31/2019	$749,235	$749,235 (100%)

ET16-0128	Oroville	08/11/2015-08/10/2017	$585,429	$585,429 (100%)
ET15-1005	Oroville	06/30/2015-02/28/2017	$116,610	$116,042 (99%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Anne M. Neumann of Stockton will provide Management and Supervisor Training for a fee of approximately $15,000.

DMPG, Corp. (Design, Process, Management Group, Corp.) of Sacramento will provide Continuous Improvement (Lean Enterprise) training for a fee of approximately $27,000.

Hazmat Training and Consulting Inc. of Chico will provide Hazwoper Training for a fee of approximately $25,000.

Jamie Grettum Consulting of Chico will provide Business, Computer, and Management Skills training for a fee of approximately $20,000.

XXWindsor Care, a Rockport Company of Chico will provide California Department of Public Health approved Certified Nursing Assistant Training for a flat fee of approximately $9,360.

TPC Trainco of Englewood, Colorado will provide Manufacturing Skills training for a fee of approximately $29,700.

Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum

Class/Lab, E-Learning, Video Conference Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Achieve Global Series
- Achieving Stellar Service Experience Series
- Business Fundamentals
- Change Management
- Collaboration
- Communication Skills
- Conflict Management
- Customer Service and Sales Academy
- Development Dimensions International Series
- Developing Yourself and Others
- Emotional Intelligence
- Employee Relations
- Leadership
- Logistics
- Making Meetings Work
- Managing Difficult Behaviors and Conversations
- Marketing / Sales Techniques
- Multi-tasking for Excellence
- NxLevel Entrepreneurial Program
- Personal Effectiveness (Problem solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Product Knowledge
- Project Requirements Analysis and Specifications
- Standard Office Procedures
- Scheduling and Planning
- Strategic Planning
- Supervisor Development Series
- Time and Priority Management
- Working Productively with Challenging People

COMMERICAL SKILLS

- Cold Laser
- Commercial and Residential Arborist: Chain Saw, Chipper, Ground Operations
- Construction Fundamentals
- Construction Management
- Drone Management
- Drone Technology
- Ground Operations
- Heavy Equipment
- Photovoltaic and Solar Panel Applications
- Rigging
- Module 1: Introduction to Utility Line Clearance Arborist

- Module 2: Utility Line Clearance Arborist Job Site, Herbicides, Aerial Rescue Techniques
- Module 3: Utility Line Clearance Arborist Portable Tools, Hand Tools and Ladders
- Module 4: Utility Line Clearance Arborist: Job Briefings and Minimum Approach Distances and Drop Zone
- Module 5: Utility Line Clearance Arborist: Mobile Equipment Use
- Module 6: Utility Line Clearance Arborist: Pruning, Use of Ropes, Rigging
- Module 7: Utility Line Clearance Arborist: Tree Climbing and Fall Protection
- Module 8: Utility Line Clearance Arborist: Job Site Communication

COMPUTER SKILLS

- Accounts Payable/Accounts Receivable
- Adobe Applications
- ASP.net
- C# Programming
- Company Specific ERP Systems
- Computer Networking
- Computer-Aided Drafting & CAM
- Computerized Scheduling
- Cost Tracking and Analysis
- Cyber Security
- Database Mgmt
- Electronic Health Record (EHR/EMR) Software Training
- Google Analytics
- Managing Email
- Material Resource Planning
- Microsoft Excel (Intermediate/Advanced)
- Microsoft Office Suite (Intermediate/Advanced)
- Patient Management Software (PMS) Training
- Personnel/Payroll Processing
- Salesforce
- Search Engine Optimization (SEO)
- SQL Server
- Web Page Design/Editing

CONTINUOUS IMPROVEMENT

- A3/PDCA: Problem Solving Practices
- Business Process Mapping
- Capacity Planning
- Change Over
- Equipment Inspection and Management
- Global Food Safety Initiative (GFSI)
- Good Agricultural Practices (GAP)
- Good Manufacturing Practices (GMP)
- Hazard Analysis and Critical Control Points (HACCP)
- Internal Auditor
- ISO 9000
- Lean Enterprise
- Lean Principles & Waste Identification

- Kaizen
- Kanban
- Kata Coaching
- Managing the Metrics
- Marketing, Website Training
- Maximizing Team Performance
- Preventive Controls for Human Food
- Preventive Maintenance
- Process Improvement: Safety Incident Interview
- Quality Systems Program Monitoring
- Safety Fundamentals
- Shift Management: Schedule forecasting and Planning
- SQF Quality Systems
- Standardized Work
- Strategic Planning
- Training Within Industry (TWI)
- Value Stream Mapping
- Visual Management/Workplace Organization

LITERACY SKILLS

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

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Advanced Supervisor Development
- Building Trust
- Coaching Series
- Communicating for Leadership Success
- Decision Making
- Delegating
- Developing Safety Plans and Procedures
- Driving Change
- Engaging and Retaining Talent
- Facilitating with Impact
- Interviewing
- Improving New Hire Orientation
- Leadership
- Performance Management
- Planning and Managing Resources
- Project Management
- Risk Management/Disaster Preparation
- Team Leader and Supervisor Readiness

MANUFACTURING SKILLS

- Automation Systems
- Basic Tool Usage
- Blueprint Reading

- Electrical
- Electronics
- Fluid Power
- HVAC
- Hydraulics
- Inventory Control
- Laser Equipment
- Lubrication
- Manufacturing Basics
- Machining
- Materials
- Measurements
- Mechanical
- Mechatronics
- Metals in the Plant
- Manufacturing Job Breakdown and Instruction
- Operations
- Packaging
- PLC Controls
- Pneumatics
- Power Transmission
- Process Control
- Pumps
- Quality Assurance
- Robotics
- Smart Technologies
- Solidworks and Gcode
- Thermal
- Warehousing
- Welding

MEDICAL SKILLS – DIDACTIC

- CNA Module 1: Introduction to CNA
- CNA Module 2: Patient/Resident Rights
- CNA Module 3: Communication/Interpersonal Skills
- CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences
- CNA Module 5: Body Mechanics
- CNA Module 6 Medical and Surgical Asepsis
- CNA Module 7: Weights and Measures
- CNA Module 8: Patient Care Skills
- CNA Module 9: Patient Care Procedures
- CNA Module 10: Vital Signs
- CNA Module 11: Nutrition
- CNA Module 12: Emergency Procedures
- CNA Module 13: Long Term Care Patient/Resident
- CNA Module 14: Rehabilitative Nursing
- CNA Module 15: Observation and Charting
- CNA Module 16: Death and Dying
- CNA Module 17: Patient/Resident Abuse

HAZWOPER (OSHA Certified Instructor)

- Hazwoper: Hazardous Waste Operations and Emergency Response

OSHA 10/30 (OSHA Certified Instructor)

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

CBT Hours
0-32

BUSINESS SKILLS

- Advertising (2 hours)
- Basic Accounting Practices and Framework (1.5 hours)
- Being an Effective Team Member (1.5 hours)
- Business Coaching: Conducting Coaching Sessions (1.5 hours)
- Business Presentations (5 hours)
- Coaching: Fundamentals of Feedback (30 minutes)
- Coaching: Giving Positive Feedback (30 minutes)
- Communication Skills (5 hours)
- Conflict Resolution (2.5 hours)
- Contributing to Meeting Success (30 minutes)
- Core Brands (1.5 hours)
- Customer Service (1.5 hours)
- Decision Making: The Fundamentals (1.5 hours)
- Generating Creative and Innovative Ideas (1.5 hours)
- Leadership Essentials (1.5 hours)
- Managing Change (1.5 hours)
- Problem Solving: The Fundamentals (1.5 hours)
- Project Management Fundamentals (1.5 hours)
- Sales Techniques (1.5 hours)
- Setting Job Goals (30 minutes)
- SMART Goals (30 minutes)
- Team Concepts (5 hours)
- Time Management (1.5 hours)
- Working in Groups (5 hours)

COMPUTER SKILLS

- Savant Warehouse Management System (WMS) Overview (1.5 hours)
- Savant WMS System Overview Part II (1.5 hours)

CONTINUOUS IMPROVEMENT

- DDI E-Learning (2 hours each)
- Back Safety (1.5 hours)
- Lean Manufacturing (5 hours)
- Quality Assurance Training (1.5 hours)

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Advanced Coaching (2 hours)
- Building an Environment of Trust (2 hours)
- Coaching (2 hours)
- Communicating for Leadership Success (2 hours)
- Communicating with Impact (2 hours)
- Delegating for Results (2 hours)
- Driving Change (2 hours)
- Essentials of Leadership (2 hours)
- Getting Started as a New Leader (2 hours)
- Making High-Quality Decisions (2 hours)
- Making Meetings Work (2 hours)
- Resolving Conflict (2 hours)
- Setting Goals and Reviewing Results (2 hours)

MANUFACTURING SKILLS

- Amatrol Advanced Manufacturing Systems Courses (5 Hours)
- AC/DC Electrical (5 hours)
- AC Heat Pump Operations (5 hours)
- Analytical Process Control (5 hours)
- Barcodes (5 hours)
- Basic AC Drives (5 hours)
- Basic Hydraulic (5 hours)
- Basic Wiring (5 hours)
- Central Lubrication (5 hours)
- Computer-Aided Design Solidworks (5 hours)
- Computer Numerical Control (CNC) Lathe (5 hours)
- CNC Machine Operation (5 hours)
- Data Acquisition (5 hours)
- DC Electronic Drives (5 hours)
- Electrical Motor Control 1-2 (5 hours)
- Electronic Sensors (5 hours)
- Electro Fluid Power (5 hours)
- Ethernet & Analog Wiring (5 hours)
- CNC Control (5 hours)
- Fasteners (5 hours)
- Gaskets (5 hours)
- Gear Manufacturing (5 hours)
- Geothermal (5 hours)
- Good Manufacturing Practices (1.5 hours)
- Hydraulics (5 hours)
- Inventory Storage (5 hours)
- ISO 9000 - Statistical Process (5 hours)
- Laser (5 hours)
- Level & Flow Process Control (5 hours)
- Machine Tools 1 (5 hours)
- Mathematics (5 hours)

- Mechanical Drives 1-6 (5 hours)
- Mechatronics (5 hours)
- Mold Design (5 hours)
- Motion Control (5 hours)
- Non-Hydraulic Pumps (5 hours)
- Non-Servo Robotics (5 hours)
- Packing Switchboards 101 (1.5 hours)
- Piping Fabrication (5 hours)
- Plastics (5 hours)
- Pneumatic (5 hours)
- Principles of Advanced Manufacturing (5 hours)
- Print Reading (5 hours)
- Product Finishing (5 hours)
- PLC (5 hours)
- Principles of CNC Machining (5 hours)
- Production Assembly (5 hours)
- Pneumatic (5 hours)
- Rigging 1-3 (5 hours)
- Robotics Assembly (5 hours)
- Rotating Machines 1 (5 hours)
- Rotating Machines 2 DC Generators (5 hours)
- SA101-206 Safety Practices & Regulations (5 hours)
- Statement List & Grafcet Programming (5 hours)
- Statistical Process Control (5 hours)
- Taletop Mechatronics (5 hours)
- Thermal Applications (5 hours)
- Tooling (5 hours)

Safety Training cannot exceed 10% of total training hours per trainee (excluding OSHA 10/30 or HAZWOPER).
Literacy Training cannot exceed 45% of total training hours per-trainee.

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

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Butte-Glenn Community College District	CCG No.: ET20-0287
Reference No: 20-0218	Page 1 of 14

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Airspray USA, Inc.

Address: 77 Piper Avenue

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 3

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: All Metals Supply

Address: 600 Ophir Road

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 30

Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 65

Company: Alternative Energy Systems

Address: 13620 CA HWY 99

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 58

Total # of full-time company employees worldwide: 77

Total # of full-time company employees in California: 77

Company: AMCOR

Address: 800 North Walton Avenue

City, State, Zip: Yuba City, CA 95993

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 18

Total # of full-time company employees worldwide: 35000

Total # of full-time company employees in California: 1500

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Andersen & Sons Shelling

Address: PO Box 100

City, State, Zip: Vina, CA 96092

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 152

Total # of full-time company employees worldwide: 155

Total # of full-time company employees in California: 155

Company: Arborworks Inc

Address: 40094 CA 49

City, State, Zip: Oakhurst, CA 93644

Collective Bargaining Agreement(s): Yes, International Brotherhood of Electrical Workers, Local 1245

Estimated # of employees to be retrained or hired under this Agreement: 60

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 200

Company: Avalon Care Hy-Lond Covalescent Hospital

Address: 3170 M Street

City, State, Zip: Merced, CA 95348

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 25

Total # of full-time company employees worldwide: 109

Total # of full-time company employees in California: 109

Company: California Olive Ranch, Inc.

Address: 1367 East Lassen Ave, Ste. A-7

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 125

Total # of full-time company worldwide California: 135

Total # of full-time company employees in California: 129

Participating Employers in Retrainee
Multiple Employer Contracts

Company: California Park Rehabilitation Hospital

Address: 2850 Sierra Sunrise Terrace

City, State, Zip: Chico CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 500

Total # of full-time company worldwide California: 500

Total # of full-time company employees in California: 500

Company: CalPlant1, LLC

Address: 6101 State Highway 162

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 10

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: Carriere Family Farms, Inc.

Address: 1640 State Highway 45

City, State, Zip: Glenn, CA 95943

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 5

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Company: Cascade Orthopedic Supply, Inc.

Address: 2638 Aztec Dr.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 67

Total # of full-time company employees worldwide: 131

Total # of full-time company employees in California: 67

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Cleanrite Cleaning & Restoration

Address: 1200 W. East Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 110

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 110

Company: ChicoBag Company, Inc.

Address: 747 Fortress Street

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 27

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

Company: Chico Heights Rehabilitation & Wellness Centre LP (Chico Creek RC)

Address: 587 Rio Lindo Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 15

Total # of full-time company employees worldwide: 196

Total # of full-time company employees in California: 196

Company: Chico Natural Foods Cooperative, Inc.

Address: 818 Main St.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 2

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Chico Terrace Healthcare & Wellness Centre LP (Windsor Care)

Address: 188 Cohasset Ln.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 67

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: Cleanrite Cleaning & Restoration

Address: 1200 W. East Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 110

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 110

Company: Dawson and Sons Inc.

Address: 1170 East Lassen Avenue

City, State, Zip: Chico CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 5

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Digital Path Technologies

Address: 1065 Marauder St

City, State, Zip: Chico Ca 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Participating Employers in Retrainee
Multiple Employer Contracts

Company: FAFCO

Address: 435 Otterson Drive

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Estimated # of employees to be retrained or hired under this Agreement: 40

Company: Golden Valley Bank

Address: 190 Cohasset Rd, Ste 170

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 23

Total # of full-time company employees worldwide: 55

Total # of full-time company employees in California: 55

Company: Gonzales Enterprises (Fifth Sun)

Address: 495 Ryan Ave.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 72

Total # of full-time company employees worldwide: 213

Total # of full-time company employees in California: 213

Company: Graphic Packaging International

Address: 525 Airport Parkway

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 14

Total # of full-time company employees worldwide: 18,000

Total # of full-time company employees in California: 224

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Joy Signal Technology LLC

Address: 1020 Marauder Street

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 33

Total # of full-time company employees worldwide: 46

Total # of full-time company employees in California: 46

Company: Lares Research Inc

Address:295 Lockheed Ave

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 24

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Lulus Fashion Lounge, Inc.

Address: 195 Humboldt Ave. Ste. B

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 183

Total # of full-time company employees worldwide: 601

Total # of full-time company employees in California: 601

Company: Maise Janes Sunshine Company

Address: 3764 Hegan Lane

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 15

Total # of full-time company employees in California: 30

Total # of full-time company employees in California: 30

Participating Employers in Retrainee
Multiple Employer Contracts

Company: MC2 Design Group, Inc.

Address: 1311 Mangrove Ave Ste A

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 12

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Meritage Healthcare, Atwater

Address: 1685 Shaffer Road

City, State, Zip: Atwater, CA 95301

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 30

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 100

Company: Meritage Healthcare (Corporate) Offices located in Chico, Merced and Fresno

Address: 17011 Beach Blvd

City, State, Zip: Huntington Beach, CA 92647

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 500

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 500

Company: Metal Works Inc.

Address: 550 Georgia Pacific Way

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 30

Total # of full-time company employees worldwide: 110

Total # of full-time company employees in California: 110

Participating Employers in Retrainee
Multiple Employer Contracts

Company: MJB Welding Supply

Address: 2013 Lincoln Street

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 4

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Norfield, Inc.

Address: 422 Otterson Dr.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 17

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64

Company: Olivarez Honey Bees, Inc.

Address: 6398 County Road 20

City, State, Zip: Orland, CA 95963

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Total # of full-time company employees worldwide: 101

Total # of full-time company employees in California: 101

Company: Orthopedic Associates of Northern California

Address: 131 Raley Blvd

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 41

Total # of full-time company employees worldwide: 52

Total # of full-time company employees in California: 52

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Prime Healthcare Services – Shasta, LLC

Address: 1100 Butte Street

City, State, Zip: Redding, CA 96001

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 4

Total # of full-time company employees worldwide: 870

Total # of full-time company employees in California: 870

Company: Reyes Holding (formerly DBI Beverage)

Address: 71 Loren Ave, Chico, CA 95928

City, State, Zip: Chico CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 50

Total # of full-time company employees worldwide: 356

Total # of full-time company employees in California: 356

Company: Riverside Point Healthcare & Wellness Center

Address: 375 Cohasset Rd.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 10

Total # of full-time company employees worldwide: 118

Total # of full-time company employees in California: 118

Company: Roplast Industries

Address: 3155 South 5th Avenue

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 45

Total # of full-time company employees worldwide: 155

Total # of full-time company employees in California:155

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Rumiano Cheese Company

Address: PO Box 863

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 81

Total # of full-time company employees worldwide: 176

Total # of full-time company employees in California: 176

Company: Safepath Products

Address: 21 Valley Court

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

Company: Sel-Tech (Selken Enterprises, Inc.)

Address: 108 Boeing Ave

City, State, Zip: Chico CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 10

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: Sierra Nevada Cheese

Address: 6505 County Road 39

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 50

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Smucker Natural Foods, Inc.

Address: 37 Speedway Ave.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Total # of full-time company employees worldwide: 6925

Total # of full-time company employees in California: 350

Company: Social High Rise

Address: 242 Broadway St. #13

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 12

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Southern Alum Finishing Co, Inc. (SAF West)

Address: 4356 Caterpillar Road

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 30

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 71

Company: The Morning Star Inc

Address: 724 Main Street Suite 202

City, State, Zip: Woodland, CA 956395

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 50

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400

Participating Employers in Retrainee
Multiple Employer Contracts

Company: ThirdLove

Address: 275 Airpark Blvd, Ste 500

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 60

Total # of full-time company employees worldwide: 140

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

Company: Transfer Flow, Inc.

Address: 1444 Fortress St.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Total # of full-time company employees worldwide: 85

Total # of full-time company employees in California: 85

Company: Videomaker Inc

Address: 645 Mangrove Ave.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 5

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: Vista Outdoor DBA RCBS

Address: 605 Oro Dam Blvd

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 124

Total # of full-time company employees worldwide: 16,000

Total # of full-time company employees in California: 185

Participating Employers in Retrainee
Multiple Employer Contracts

Company: Wehah Farm Inc (Lundberg)

Address: 5311 Midway

City, State, Zip: Richvale, CA 95974

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 350

Total # of full-time company employees worldwide: 355

Total # of full-time company employees in California: 350

Company: Weiss-McNair LLC

Address: 100 Loren Ave.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 95

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Company: Work Truck Solutions

Address: 325 Broadway

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 71

Total # of full-time company employees worldwide: 77

Total # of full-time company employees in California: 77

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS, AFL-CIO

IBEW LOCAL UNION 1245

30 ORANGE TREE CIRCLE
VACAVILLE, CA 95687
P.O. BOX 2547, VACAVILLE, CA 95696

TOM DALZELL, BUSINESS MANAGER
Cecelia De La Torre, PRESIDENT

(707) 452-2700
FAX (707) 452-2701

February 12, 2020

c/o
Anne Marie Rafferty
Director, Butte College, The Training Place 2480 Notre Dame Blvd
Chico, CA 95928

To Employment Training Panel (ETP):

International Brotherhood of Electrical Workers (IBEW) Local 1245 is supportive of Butte College, The Training Place in applying for Employment Training Panel funding and the Utility Line Clearance Arborist employee training program. We understand that the California Employment Training Panel (ETP) is a business and labor supported state agency that assist companies in upgrading the workforce skills enabling them to remain competitive. The training received under this program will assist Utility Line Clearance employers to train new hires and upgrade the skills of their workforce.

IBEW Local 1245 has been and is currently working on the creation and implementation of a standardized apprenticeship / certification training program for our signatory contractors as a long-term solution. As we navigate through this process, we appreciate any support that can be provided to our signatory Utility Line Clearance employers.

Sincerely,

Ralph Armstrong
Senior Assistant Business Manager International
Brotherhood of Electrical Workers Local 1245

Panel Amendment #3 Proposal for:

Unical Aviation Inc.

Contract Number: ET19-0129

Amendment Effective Date: February 28, 2020

Panel Meeting of: February 28, 2020

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

CURRENT PROJECT PROFILE

Contract Type:	Retrainee Priority/Retrainee HUA - Retrainee	Industry Sector(s):	Transportation/Logistics Warehousing
Counties Served:	Los Angeles, San Bernardino	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No	Priority Industry:	☒ Yes ☐ No
Current Contract Term:	September 1, 2018 to August 31, 2020	Substantial Contribution:	☐ Yes ☒ No

CURRENT FUNDING

Current Funding
$409,500

AMENDMENT FUNDING

Requested Funding	Total Funding
$198,950	$608,450

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class/ Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l Skills	130	8-200	0-60	$910	$17.54
				Weighted Avg: 35			
2	Retrainee Priority Rate HUA	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l Skills	320	8-200	0-60	$910	**$13.00**
				Weighted Avg: 35			
3	**Retrainee Priority Rate Phase II**	**Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l Skills**	**11**	**8-200**	**0-60**	**$3,450**	**$19.05**
				Weighted Avg: 150			
4	**Retrainee Priority Rate HUA Phase II**	**Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l Skills**	**40**	**8-200**	**0-60**	**$4,025**	**$13.76**
				Weighted Avg: 175			

Phase I wages reflect the ETP minimum wage requirements in effect when the Contract was approved. However, no trainee will be paid less than the State or local minimum wage rate in effect at the end of retention, regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1: $17.54 per hour in Los Angeles County
Job Number 2 (HUA) **$13.00** per hour in San Bernardino; **Phase II 2020 Wages: Job Number 3 $19.05 per hour in Los Angeles County, Job Number 4 (HUA) $13.76 per hour in San Bernardino**
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
Up to $2.50 may be used to meet the Post-Retention Wage in Job Number 1, up to $1.06 per hour in Job Number 2, **up to $2.05 per hour in Job Number 3, and up to $0.76 per hour in Job Number 4.**

Wage Range by Occupation		
Occupation Title	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		87
Operations Staff		35
Managers		8

Job Number 2		
Production Staff		214
Operations Staff		85
Managers		21
Job Number 3 (Phase II)		
Production Staff		5
Operations Staff		5
Managers		1
Job Number 4 (Phase II)		
Production Staff		27
Operations Staff		11
Managers		2

INTRODUCTION

Founded in 1990 and located in the City of Industry, Unical Aviation Inc. (Unical) supplies aircraft parts and components to the aerospace industry from a 500,000 sq. ft. facility. The company also assists its customers with the part and component repair product lifecycle focused on heavy maintenance repair, daily repair, component repair, and engine services. The company has built partnerships with aerospace part suppliers around the world, accumulating a massive inventory of parts. The Company provides its products to over 3,500 customers worldwide including major airlines and defense contractors.

In 2014 Unical was split, creating four additional companies: Unical MRO, Inc. (UMRO), Unical 145, Inc. (U145), Unical Defense, Inc. and Unical Aero, Inc. Unical serves as lead on this contract along with UMRO and U145. Unical provides spare aircraft parts and services that meet a comprehensive range of aviation industry demands; UMRO, located at the San Bernardino Airport, provides aircraft parking, teardown and demolition services; and U145, City of Industry, provides FAA 145 repair for a variety of platforms including mechanical and hydraulic accessories, aero structures, and landing gear overhauls.

AMENDMENT DETAILS

Unical's initial proposal for funding was a result of investments in new equipment and process improvements to support an increase in business demands due to changes driven by both industry and customers.

Unical is requesting a second phase of funding for 51 retrainees (Job Numbers 3 & 4). The Company anticipated growth and expansion beginning in the fourth quarter of 2019. This growth and expansion created the need for significant hours of skill-based training for a segment of its training population (approximately 51 trainees). The training for these trainees began in December 2019 and is expected to extend through the end of the training period (06/02/20) and will be delivered mainly as Class/Lab Commercial Skills. The increased training demand is above and beyond the training requested in this amendment.

Unical's requested Weighted Average Hours for Job Number 3 and Job Number 4 of 150 and 175 respectively is significantly higher than Job Number 1 and Job Number 2's 35 Weighted Average Hours due to the aforementioned training needs. Unical's performance in this project demonstrates their ability to deliver a significant amount of training per trainee because Job Number 1 currently has 20 trainees with the maximum number of training hours (200) and the average hours of reimbursable training per trainee is 120. Likewise, Job Number 2 currently has

50 trainees with the maximum number of training hours (200) and the average hours of reimbursable training per trainee is 175.

The additional training will include various course topics already listed under Business Skills, Commercial Skills, Computer Skills, and Continuous Improvement. As such, there will be no changes to the Curriculum. Approval of this Amendment will increase the Agreement amount by $198,950, from $409,500 to $608,450 and add two Job Numbers for entirely new trainees (Phase II). Unical has submitted a final payment invoice which was approved by ETP for an equivalent payment of 93% of contract amount. Therefore, Unical's request meets the Panels current guidelines for agreement amendments for additional funding.

High Unemployment Area

There are 40 trainees in Job Number 4 that work in San Bernardino County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Uncial requests HUA wages for these trainees, from $18.34 per hour to $13.76 per hour. Approximately 27 Production Staff trainees will need the HUA wage modification to meet ETP eligibility requirements.

RECOMMENDATION

Staff recommends approval of this Amendment.

SUMMARY OF PRIOR MODS/AMDS

ETP approved two modifications during the term of this contract:

- Shifted the beginning and ending term dates for the contract from 07/01/18-06/30/20 to 09/01/18-08/31/20.
- Redistributed funding in the amount of $154,700 from Job Number 1 to Job Number 2 based on Unical's demand for training. Respectively, the planned number to train decreased 170 in Job Number 1 and increased 170 in Job Number 2.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Unical under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
*ET19-0129	$409,500	09/01/2018-08/31/2020	242	77	77

*Based on ETP Systems, 16,932 reimbursable hours have been tracked for approved earnings of $381,173 (93% of approved amount). The Contractor projects final earnings of 100% based on training currently planned and in progress through June 2020.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Audit Skills
- Business Process Skills
- Business/Technical Writing Skills
- Communication Skills
- Contract/Negotiation Skills
- Customer Service Skills
- Documentation Skills
- Finance/Accounting Skills
- Import/Export Skills
- Inventory Control Skills
- Marketing/Sales Skills
- Planning and Scheduling
- Presentation Skills
- Sourcing and Procurement Skills
- Supply Chain Management
- Train-the-Trainer Skills
- Work Instruction Skills

COMMERCIAL SKILLS

- Advanced Safety Skills
- Aeronautical Parts and Materials
- Aircraft Assembly/Disassembly/Repair Skills
- Aircraft Inspection Skills
- Aircraft Maintenance/Equipment Skills
- Aircraft Purchase/Acquisition Skills
- Aircraft Testing Skills
- Aviation Electrical Skills
- Engineering Skills
- FAA Guidelines
- Foreign Object Debris Identification Skills
- Hydraulics
- Work Instruction Skills

COMPUTER SKILLS

- Aerolearn System Skills
- Computer Programming/Software Development Skills
- Document Sharing Process System
- Enterprise Resource Planning System
- Intermediate/Advanced MS Office Skills (Word/Excel/PowerPoint)
- Microsoft Project
- Microsoft Visio
- Quantum System Skills

- Software/Hardware Skills
- System Architecture/Design Skills
- Unical Proprietary System/Software Skills
- Websense/Forcepoint Data Loss Prevention System

CONTINUOUS IMPROVEMENT

- Business Development Skills
- Change Management Skills
- Conflict Management Skills
- ISO Standards
- Leadership/Coaching Skills
- Meeting Management Skills
- Performance Improvement/Management
- Process Improvement/Six Sigma Skills
- Project/Program Management Skills
- Quality Assurance/Quality Control
- Resource Planning
- Risk Management Skills
- Strategic Thinking Skills
- Team Building Skills
- Troubleshooting Skills

HAZARDOUS MATERIALS

- Transportation of Dangerous Goods
- Hazardous Materials/Hazard Communication Skills/Gases

Productive Lab Hours

0 – 60

COMMERCIAL SKILLS (Ratio 1:2)

- Advanced Safety Skills
- Aeronautical Parts and Materials
- Aircraft Assembly/Disassembly/Repair Skills
- Aircraft Inspection Skills
- Aircraft Maintenance/Equipment Skills
- Aircraft Purchase/Acquisition Skills
- Aircraft Testing Skills
- Aviation Electrical Skills
- Engineering Skills
- FAA Guidelines
- Foreign Object Debris Identification Skills
- Hydraulics
- Work Instruction Skills

CBT Hours

0 – 60

BUSINESS SKILLS

- Importance of Communication for Aircraft Techs (.33 hours)
- Business Writing Letters and E-mails (1 hour)
- Conflicts of Interest (1 hour)
- Creating Valuable Customer Relationships (1 hour)
- Presentation Skills (1 hour)
- Breaking Bad Communication Habits (1 hour)
- Collaboration Skills in the Workplace (1 hour)
- How to Write Effective Job Descriptions ... in Half the Time (1 hour)
- Managing the Front Desk (1 hour)
- The Business Grammar "Crash Course" (1 hour)
- Create Better Understanding Through Active Listening (1 hour)

COMMERCIAL SKILLS

- Detecting and Reporting Suspected Unapproved Parts (.33 hours)
- Electrical Safety (.83 hours)
- Federal Aviation Regulation Part 1 - Definitions and Abbreviations (.83 hrs)
- Federal Aviation Regulation Part 145 - Sub Sections 211 and 213 Reviewed (.25 h)
- Federal Aviation Regulation Part 145 - Subpart C (.5 hours)
- Federal Aviation Regulation Part 145 - Subpart D (.5 hours)
- Federal Aviation Regulation Part 145 - Subpart E (.33 hours)
- Federal Aviation Regulation Part 39 - Airworthiness Directives (.5 hours)
- Federal Aviation Regulation Part 43 - A Repair Station Perspective (.83 hours)
- Federal Aviation Regulation Part 65 - A Repair Station Perspective (.83 hours)
- Fatigue Management (.5 hours)
- Foriegn Object Debris/Damage (1 hour)
- Fork Lift Physics (.5 hours)
- Know Your Lift Truck (.75 hours)
- Lift Truck Safety (.5 hours)
- Personal Protective Equipment-Eye and Face Protection (.5hours)
- Personal Protective Equipment - Foot Protection (.25 hours)
- Personal Protective Equipment - Hand Protection (.5 hours)
- Personal Protective Equipment - Hearing Protection (.5 hours)
- Personal Protective Equipment - Respiratory Protection (.5 hours)
- Personal Protective Equipment - Head Protection (.33 hours)
- FAA Employee (1 hour)

COMPUTER SKILLS

- Proper Use of Aerolearn e-Training Software (.33 hours)
- Search Engine Optimization (1 hour)

CONTINUOUS IMPROVEMENT

- Building Teamwork into an Organization (.33 hours)
- Human Factors - The Danger Zones (1.17 hours)
- Identifying Human Factors (.33 hours)
- Importance of Maintenance Resource Management (.5 hours)
- Introduction to Situational Awareness (.83 hours)
- It is All a Matter of Human Factors (.33 hours)
- Delegation (1 hour)
- Delivering Effective Feedback (1 hour)
- Establishing Performance Goals and Expectations (1 hour)
- FAA Supervisor (2 hours)
- Supervisor Refresher (1 hour)
- Dealing with Toxic Employees: Eliminating Bad Behavior (1 hour)

HAZARDOUS MATERIALS

- Hazmat - Health Hazards (.33 hours)
- Hazmat - Labeling (.5 hours)
- Hazmat - MSDSs (.5 hours)
- Hazmat - Physical Hazards (.5 hours)
- Hazmat - Protective Measures (.33 hours)

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

RETRAINEE - JOB CREATION

Training Proposal for:

Alumistar Inc. dba Pacific Cast Products

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0276

Approval Date: February 10, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: North Hollywood **Analyst:** L. Vuong

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SB <100	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Los Angeles, San Bernardino	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 70	U.S.: 70	Worldwide: 70
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$95,402

Total ETP Funding
$74,520

Small Business Only:	Owner ☒ Yes ☐ No Contract Term ☐ One Year ☒ Two Year
Out-of-State Competition:	☒ Yes ☐ No
Occupations to be Trained:	Production Staff, Administrative Staff, Manager/Supervisor, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Retrainee SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills	62	8-200	0	$1,035	$18.34
				Weighted Avg: 45			
2	Job Creation Priority Retrainee SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills	10	8-200	0	$1,035	*$15.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: $18.34 per hour for San Bernardino County; and $19.05 per hour for Los Angeles Count.

Job Number 2 (Job Creation): $15.00 per hour for San Bernardino County

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

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

OVERVIEW

Year Company Founded:	1948	***Company Headquarters:*** ☐ *Single location* Santa Fe Springs
Total Number of Facility locations in California	2	

Facility location(s) where training will occur	• Santa Fe Springs, Los Angeles County • Ontario, San Bernardino County

Participating Affiliates & Respective Facility Location(s) **where training will occur:**	• Performance Aluminum Products located in Ontario

Nature of Business:	• Alumistar Inc. dba Pacific Cast Products (Alumistar) and affiliates manufacture aluminum foundry castings in four methods: permanent mold, permanent tilt mold, dry sand mold and green sand mold.
Customer Base:	• Commercial • Sports • Automotive • Governmental agencies • Marine and aerospace industries

Business / Industry Needs / Changes	• Alumistar hired 20 employees over the past two years (40% growth) and plans to hire 10 net new employees over the next two years (14% growth) to keep up with business demand • The Company recently invested approximately $200,000 in new equipment, machines and software including; compressors, furnace, gas injection machines, CNC mill machine, Epicor and Shoptech • The Company must maintain its International Standards Organization (ISO 9000) certification and Aerospace Standards (AS9100) compliance. • Alumistar is implementing new internal processes to upgrade worker skills by standardizing processes and procedures across all departments to comply with industry requirements • Adding new work stations to accommodate increasing workforce • Increasing product line and services

Training Plan:

Need for Training:	• Business, Computer and Continuous Improvement Skills will be offered to all occupations to gain skills to increase performance in customer service, project management, and decision making. Workers will also be trained to utilize the Company's new and existing automations systems, support projects and manage overall business operations. • Hazardous Materials and Manufacturing Skills will be offered to Production Staff, Manager/Supervisor,

	and Owner. Staff will receive training on best work practices, equipment operations, manufacturing operating procedures and proper techniques and knowledge for handling chemical and hazardous materials. • ISO 9000 and AS9100 certifications will help expand business, improve quality products, become more efficient and remain competitive.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☐ E-Learning ☐ CBT ☐ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Computer Skills**	**Continuous Improvement**
HazMat	**Manufacturing Skills**	

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function (See Business Need)

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  The President and two HR Managers from Santa Fe Springs and Ontario locations will oversee ETP training and administrative responsibilities. The Company also retained Training Funding Source to assist with administrative duties. A detailed training schedule is in place and the Company is ready for training to commerce upon approval.

- **Trainers:**

  ☒ In-house – Types of Training: Business, Computer, Continuous Improvement, Hazardous Materials and Manufacturing Skills
  ☒ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

  The President, two HR Managers and Training Funding Source.

  ☒ In-house
  ☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	$3,900
Administrative	Training Funding Source	Seal Beach	Fee not to exceed 13% of payment earned
Training Vendors	To Be Determined		

Exhibit B: Menu Curriculum

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

BUSINESS SKILLS
- Communication
- Decision Making
- Goal Setting & Prioritizing
- Leadership
- Project Management
- Risk Management
- Payroll
- Supervisory Skills
- Teams & Problem Solving
- Train-the-Trainer (Business Operation & Management)

COMPUTER SKILLS
- Document Control
- Epicor
- Enterprise Requirements Planning (Shoptech)
- Human Resources Software (HRB and Epicor)
- MS Office
- Numerical Control Programming

CONTINUOUS IMPROVEMENT
- Aerospace 9100
- International Standards Organization (ISO 9001, 13585:2003)
- Green Belt
- Internal Audits
- Process/Productivity/Quality Improvement
- Six Sigma
- 6s

HAZARDOUS MATERIALS
- Chemical Handling
- Hazardous Materials
- Material Safety Data Sheet

MANUFACTURING SKILLS
- Blueprint Reading and Drafting
- Casting
- Drawings
- Equipment/Machine/Tool Operations
- Forming
- Geometric Dimensioning & Tolerancing

- Good Manufacturing Processes
- Lean Manufacturing (Reduce Cycle Time, Eliminating Waste and Reducing Cost)
- Machine Design
- Machining
- MasterCam/SolidWorks
- Material Requirements Planning
- Molding
- Preventative Maintenance
- Quick Response Manufacturing
- Tool Making (Designing and Modifying)

Safety Training will be limited to 10% of total training hours per-trainee.

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

RETRAINEE - JOB CREATION

Training Proposal for:

Babcock Laboratories, Inc.

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0264

Approval Date: January 16, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** S. Bailey

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: ☒ Yes ☐ No
Counties Served:	Riverside	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 86	U.S.: 86	Worldwide: 86
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)	**Total ETP Funding**
$64,056	$47,610

Small Business Only:	Owner ☐ Yes ☒ No Contract Term ☐ One Year ☒ Two Year
Occupations to be Trained:	Field Technicians, Lab Analysts, Administrative Staff, Sample Receiving Staff, Managers, Sales

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mngmt. Skills, PL-Business Skills	58	8-200	0-10	$690	$18.34
				Weighted Avg: 30			
2	Job Creation Priority SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mngmt. Skills, PL-Business Skills	11	8-200	0-10	$690	*$15.00
				Weighted Avg: 30			

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

Minimum Wage by County: Job Number 1: $18.34 per hour in Riverside County
Job Number 2 (Job Creation): $15.00 per hour in Riverside County

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
Up to $2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

OVERVIEW

Year Company Founded:	1906	***Company Headquarters:*** ☐ *Single location* Riverside (Riverside) 6235 River Crest Dr., Ste. H
Total Number of Facility locations in California		• 3
Facility location(s) where training will occur		Riverside (Riverside) • 6100 Quail Valley Ct., Riverside

	• 6110 Quail Valley Ct., Riverside • 6235 River Crest Dr., Ste. H, Riverside

Nature of Business:	• Babcock Laboratories, Inc. (Babcock Labs) (www.babcocklabs.com) provides water and soil testing services. The Company specializes in analytical testing, which includes analysis and testing of drinking water, wastewater, storm water, ground water, soils and hazardous materials.
Customer Base:	• Babcock Labs' customer base includes small, large, private, public, local and national organizations. • The majority of Babcock Labs' clients are public agencies such as the Environmental Protection Agency (EPA), municipalities, water districts and Cal Fire.

Business / Industry Needs / Changes	• A majority of the Company's customers are public agencies. As such, Babcock Labs is required to meet specific regulatory requirements and certifications from accrediting bodies including the National Environmental Laboratory Accreditation Program, the California Environmental Laboratory Accreditation Program, the Association for Laboratory Accreditation, and the United States Environmental Protection Agency's Unregulated Contaminants Monitoring Rule Program. While the company has previously achieved these accreditations (NELAP, CA ELAP, A2LA, and US EPA), it is required to maintain its standards to continue to meet on-going accreditations requirements. • Industry standards continue to improve and change. Specifically, detection thresholds continue to decrease and workers must understand these new lower limits to meet government regulations. • To stay competitive, the Company plans to introduce new methods of water testing. By enhancing employees' professional development, staff will better respond to the market and introduce new innovative testing methods. • In an effort to keep up with customer demands and maintain its competitive edge in an industry constantly in change, the Company added a third facility to meet the analytical testing demands. Further, in the past two years, the Company has grown staffing by 48% and has additional plans to for continued growth in the next two years. Therefore, Babcock Laboratories has committed to hiring an additional 11 newly hired staff. The addition of the newly hired staff will allow the Company more flexibility in responding to customer

	demands as well as maintain the innovative environment fostered within the Company.

Training Plan:

Need for Training:	• Staff will receive training to maintain the certifications mentioned above, which will allow staff to respond to customer demands without delay and increase productivity as well maintain customer satisfaction. This will also foster an innovative environment necessary to maintain the Company's competitive edge. • Staff will also receive training in instrumentation and streamlined methods to better respond to changes in government regulations as well as respond to customer requests for lower detection limits. • To develop staffs' professional skills, the Company will deliver training necessary to increase leadership and technical skills of all staff members. • As noted above, over a two year period, the Company has committed to hiring an additional 11 newly hired staff. Newly hired staff will receive training to ensure they can effectively perform the technical work of water and soil testing as well as necessary skills for upward motion within the Company.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☒ E-Learning ☒ CBT ☒ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Computer Skills**	**Commercial Skills**
Continuous Improvement	**Management Skills**	**PL - Business Skills**

Productive Laboratory	**Justification:** ☒ New Production Procedures ☒ Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Field Technicians, Lab Analysts, Sample Receiving Staff, Managers

The PL instructor must be dedicated to training, at a ratio of 1:1.

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function;

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  This project will be overseen by the Chief Financial Officer in conjunction with the Human Resources Department. The Chief Financial Officer and the Human Resources Department will ensure accurate training documentation and roster collection at all locations.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Management Skills
  ☒ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

  Project administration will be completed in-house by the Human Resources Department.

  ☒ In-house
  ☐ Subcontractor

Repeat Contract

• **Number Of Contracts in last 5 years:**	• 1
• **Training provided / focus in last Contract:**	• The previous project focused on Business Skills to enhance skills to sell, service and maintain new and current customer accounts. • The previous project also focused on obtaining ISO 17025, Six Sigma, Quality Assurance/Quality Control and process improvement.
• **Difference in Training Plan:**	This new project will focus on Business Skills, Continuous Improvement and technical skill enhancement. Further, newly hired staff, with little to no experience in the field, will receive training necessary to obtain and maintain the following certifications: NELAP, CA ELAP, A2LA, and US EPA. The skills obtained via this new training plan will ensure that the Company can compete with large dollar

	companies that have access to the extensive resources, which a small business lacks.

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned $ %
ET17-0351	Riverside	12/15/16-12/14/18	$63,180	$48,944 (78%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Budgeting and Financial Management
- Customer Service
- Coaching
- Goal Setting
- Communication Skills
- Technical Writing & Editing
- Leadership Skills
- Planning
- Product Knowledge
- Project Management
- Sales Skills
- Marketing Skills
- Team Building
- Client Notification

COMMERCIAL SKILLS

- Chemistry
- Equipment Operations & Maintenance
- Inspection Procedures
- Laboratory Testing Procedures
- Liquid Chromatography/Mass Spectrometry Testing Equipment
- Sample Processing
- Spectral Techniques
- Gas Chromatography Spectrometry Testing Equipment
- Gas Chromatography Testing Equipment
- Inductively Coupled Plasma Mass Spectrometry Testing Equipment
- Inductively Coupled Plasma Atomic Emission Spectrometry
- Ion Conductivity Testing Equipment
- Cold Vapor Atomic Absorption Testing Equipment
- Polymerase Chain Reaction Testing Equipment
- Spectrophotometer Equipment
- Auto Sampler Equipment
- Analytical Probes
- High Performance Liquid Chromatography
- Filing Systems
- ELISA Methods
- ELFA Methods
- Microbiology
- Work Procedures
- Standard Methods
- Industry Changes & Related Information

COMPUTER SKILLS

- Adobe
- Cloud Solutions
- Computer Graphics, Design & Drafting

- Customer Relationship Management
- Crystal Reports
- Financial Software
- Advanced Microsoft Office Suite
- Payroll System
- Web Design and Graphics Software
- ChemStation Software/Application
- Total Chrom Software/Application
- PeakNet Software/Application
- Chromeleon Software/Application
- Galaxy Software/Application
- Enviroquant Software/Application
- Trace Finder Software/Application
- Perkin Elmer ICPS Software/Application
- Element Laboratory Information Management System
- OI Software/Application
- Seal Analytical Software/Application
- Electronic Deliverables

CONTINUOUS IMPROVEMENT

- Cause and Effect Analysis (Fishbone)
- Lean Process Improvement
- ISO 17025
- Problem Solving
- Productivity Improvement
- Quality Assurance/Quality Control
- Six Sigma Methodology
- Corrective Action
- Hazard Communication
- Labeling – Global Harmonizing System

MANAGEMENT SKILLS (Managers Only)

- Fiduciary Training
- New Manager Training
- Leadership Skills
- How to Manage a Team
- Strategic Planning Skills
- Communication Skills
- HR Management
- Working Operations Management Problems
- Relationship Management

Productive Lab (Limited Ratio 1:1)
0-24

BUSINESS SKILLS

- Microbiology Analysis
- Inorganics Analysis
- Metals Analysis
- Ion Chromatography Analysis
- Organics Analysis
- Glassware Use and Cleaning
- Pipette Use and Verification
- Balance and Weights Training

- Element Laboratory Management System
- Instrument Software
- Standard Reagent Preparation
- Instrumentation
- Sample Handling
- Sampling Equipment
- Project Management Element Laboratory Information Management System

Computer-Based Training

0-12

BUSINESS SKILLS

- Budgeting & Financial Management (1 hour)
- Customer Service (1 hour)
- Communication Skills (1 hour)
- Technical Writing & Editing (1 hour)
- Leadership Skills (1 hour)
- Planning (1 hour)
- Product Knowledge (1 hour)
- Project Management (1 hour)
- Sales Skills (1 hour)
- Marketing Skills (1 hour)
- Team Building Skills (1 hour)
- Client Notification Training (1 hour)

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

Training Proposal for:

Champion Paving, Inc.

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0268

Approval Date: January 27, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate SET	Industry Sector(s):	Construction (C) Construction (23) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 35	U.S.: 35	Worldwide: 35
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$38,448

Total ETP Funding
$27,945

Small Business Only:	Owner ☒ Yes ☐ No Contract Term ☐ One Year ☒ Two Year
Occupations to be Trained:	Administrative, Field Staff, Project Lead, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100 SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	27	8 - 200 Weighted Avg: 45	0	$1,035	$25.01

Minimum Wage by County: Job Number 1 (SET): $25.01 per hour statewide
Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
Up to $2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

OVERVIEW

Year Company Founded:	2008	***Company Headquarters:*** ☒ *Single location* Anaheim, CA
Facility location(s) where training will occur.		• Anaheim (Orange County)

Nature of Business:	• Champion Paving, Inc. (Champion Paving) is a service company specializing in asphalt construction including grading, paving, asphalt repair, petromat, concrete, ADA improvements, seal coating, and striping.
Customer Base:	• Customers include Government Entities, Home Owner's Associations, shopping centers, and residential and commercial businesses.

Business / Industry Needs / Changes	• The Company will condense a 21-step contracting process into a 10-step process, transitioning from hard copy to electronic processes to further reduce paper waste which will streamline procedures and improve efficiency by an estimated 30%.

	• The Company will enhance skills in current software applications, Quickbooks & Microsoft Office to enable field operations staff to utilize portable devices in the field. • Champion Paving purchased several new equipment, including bobcats, pressure washers, rollers, jack hammers, and a Kubota tractor, to increase the Company's capabilities to bid on larger, more complex projects.

Training Plan:

Need for Training:	• Training on the new contracting process will be provided to all Administrative Staff and Project Leads. • All staff will receive training on updated software applications respective of their job responsibilities. • Training will be provided to all field staff on newly implemented equipment. • Ongoing training on Communication, Planning, and Microsoft Office 365 will be provided to all staff.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☐ E-Learning ☐ CBT ☒ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Commercial Skills**	**Computer Skills**
Continuous Improvement	**HazMat**	**OSHA 10/30**
PL - Commercial Skills		

Certified Safety Training	☒ OSHA 10/30 ☐ HAZWOPER ☐ Hazardous Materials (HAZMAT)

Productive Laboratory	**Justification:** ☒ New Equipment ☒ New Production Procedures ☐ Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Field Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  This project will be overseen by the Owner with the assistance of the Office Manager and Project Leads. The Company has a training plan in place supported by five in-house trainers with sessions scheduled weekly. Training will begin immediately upon project approval.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials
  ☒ Vendor – Types of Training by vendor: OSHA 10/30

- **Administration:**

  ☐ In-house
  ☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	$950
Administrative	Training Funding Source	Seal Beach, CA	Not to Exceed 13%
Training Vendors	TBD		

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Change Management
- Budget
- Communication
- Conflict Management
- Construction Finance
- Construction Procedures
- Customer Application for Payment
- Customer Service
- Project Development
- Planning
- Performance Management
- Product Knowledge
- Risk Management

COMMERCIAL SKILLS

- Trenching/Forming
- Excavation
- Soil Testing
- Seal Coat Application
- Concrete and Masonry
- Level Course
- Equipment Operations
- Field Operational Procedures
- Heat & Illness Prevention
- Installation Procedures
- Pricing
- Materials Handling and Storage
- Petti Bone
- Power Tool Use and Guarding
- Respiratory Protection
- Scaffold Erection Guidelines
- Scaffold Awareness
- Signs, Signals and Barricades
- Site Logistics
- Storm Water Pollution Prevention Program (SWPPP)
- Trenching and Excavation Awareness
- Comprehension Plans and Scope of Work
- Walk Through Procedures
- Workzone traffic control

COMPUTER SKILLS

- Human Resource Management Software
- Crystal Reports
- Microsoft Office 365
- Omni-Form
- On Center
- Prelien 2 Lien

- Project Scheduler
- Timberline
- Time Tracking (Abouttime)
- Website Development

CONTINUOUS IMPROVEMENT
- Process Improvement
- Productivity Improvement
- Quality Systems and Procedures
- Team Building/ Problem Solving/ Decision-Making

HAZARDOUS MATERIALS
- Explosives
- Flammable Liquids
- Gases
- Hazard Communication (HazCom)
- Material Safety Data Sheet (MSDS)
- Toxic and Infectious Substances

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

PL Hours
0-24

COMMERCIAL SKILLS (1:1 Trainer-to-Trainee Ratio)
- Operational Procedures
- Installation Procedures
- Protective Wear
- Materials Handling and Storage
- Petti Bone
- Power Tool Use and Guarding
- Ramset
- Respiratory Protection
- Scaffold Erection Guidelines
- Scaffold Awareness
- Signs, Signals and Barricades
- Site Logistics
- Storm Water Pollution Prevention Program (SWPPP)
- Trenching and Excavation Awareness
- Underground Utility
- Walk Through procedures
- Workzone Traffic Control

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

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

RETRAINEE - JOB CREATION

Training Proposal for:

Evolve Dental Technologies, Inc.

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0270

Approval Date: January 23, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** S. Bailey

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 23	U.S.: 23	Worldwide: 23
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	1%		

In-Kind Contribution: (100% of Total ETP Funding Required)
$23,734

Total ETP Funding
$20,700

Small Business Only:	Owner ☒ Yes ☐ No Contract Term ☐ One Year ☒ Two Year
Occupations to be Trained:	Lab Technicians, Admin/Operations Staff, Customer Service Staff, Supervisors/Managers, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Priority Retrainee	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	18	8-200	0	$1,035	$18.39
				Weighted Avg: 45			
2	SB<100 Priority Job Creation	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	2	8-200	0	$1,035	*$15.33
				Weighted Avg: 45			

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

Minimum Wage by County: Job 1 (Orange County) Retrainees: $18.39/ hour; Job 2 (Orange County) Job Creation: $15.33/ hour.

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

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

OVERVIEW

Year Company Founded:	2007	***Company Headquarters:*** ☒ *Single location* Irvine, CA
Facility location(s) where training will occur		• Irvine (Orange County)

Nature of Business:	• Evolve Dental Technologies, Inc. (Evolve Dental) specializes in the production and sale of a teeth-whitening system, KöR Whitening. To date, it is the only known system that can treat unusual whitening

	cases including Tetracycline (antibiotic) stained teeth. • The Company also manufactures and produces dental molds and impressions necessary to produce retainers and invisalign.
Customer Base:	• The Company's customers are limited to licensed dentists and dental professionals.

Business / Industry Needs / Changes	• The Company specifically markets to licensed dentists and dental professionals. As such, Evolve Dental is required to comply with current FDA regulatory requirements, which include document control, quality control and complaint handling. As the requirements change annually, and to continue to remain in compliance with FDA requirements, Evolve Dental must provide extensive training to all staff. • After its recent transition from the Company's old Enterprise Resource Program (ERP) System, QuickBooks, Evolve Dental is in the process of expanding its implementation of its new ERP system, Acumatica. The expansion includes the implementation of the Lab Software module, which will allow for streamlined LEAN manufacturing and production processes. The introduction of this module will combine the following internal practices: client logs, inventory, administration, sales, and distribution as well as Quality safety controls and reporting as required by the FDA. The goal is to train staff to meet customer needs and demands in a timely manner without delays and defects in production. • As technology has evolved, so has the way dental molds and impressions are submitted for manufacture and production. As such, the Company is in the process of transitioning from physical molds and impressions to digital molds and impressions. Respectively, the Company has introduced mold and impression software, Dental Wings. This will help the Company stay ahead of the competition.

Training Plan:

Need for Training:	• Employees will receive training in regulatory procedures necessary to maintain compliance with current FDA regulations and requirements. This includes Quality, Safety and Complaint handling and resolution. The result should assist the Company in maintaining compliance and decreased lead times when responding to customer complaints and concerns. • As a result of the New ERP System implementation, all staff will receive training to assist in combining

	streamlining internal company procedures within one system to increase flexibility and decrease lead times. With the introduction of one internal system for all internal processes, the result is improved product quality and a reduction in the delay of production. • Trainees will learn to manipulate dental molds and impressions via the Dental Wings Software, which will allow for the manufacture and production of printed 3-D molds and impressions. This specialized knowledge will help the Company maintain its competitive edge in customized solutions as well as generate additional skill building opportunities for employees.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☒ E-Learning ☐ CBT ☒ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Computer Skills**	**Continuous Improvement**
Manufacturing Skills	**PL- Manufacturing Skills**	

Productive Laboratory	**Justification:** ☒ New Equipment ☒ New Production Procedures ☒ Certification Standards
	30 PL Hours per-trainee
	Occupations Receiving PL Training: Lab Technicians, Admin/Operations Staff, Customer Service Staff, Supervisors/ Managers
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function.

Average days to convert temporary workers to full time permanent employment.	90 Days
Employer-paid healthcare premiums while on temporary status.	☐ Yes ☒ No It is expected that these workers will receive employer-paid health benefits immediately upon hire from temporary status to permanent status.

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  The project will be overseen by the Director of Operations who will be assisted by the Senior Operations Supervisor. The Company has recently implemented new standard operating procedures in conjunction with the implementation of its new ERP system. A training plan for each employee was implemented with the new system rollout. Therefore, Evolve Dental has a detailed training schedule in place and is ready to begin training upon approval of this project.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, PL-Manufacturing Skills
  ☒ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

  As noted above, the project will be administered by the Director of operations and the Super Operations Supervisor. The Company has also enlisted the services of Training Funding Source to assist with project administration.

  ☐ In-house
  ☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	$950
Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13% of payment earned.
Training Vendors	TBD	TBD	TBD

Exhibit B: Menu Curriculum

Class/Lab/ E-Learning Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Intelligence
- Coaching/Mentorship
- Collaboration Skills
- Leadership Development
- Negotiation & Persuasion Skills
- Product/Service Knowledge
- Standard Operation Procedures/Policies
- Time Management
- Workflow Management Skills

COMPUTER SKILLS

- Acumatica ERP/CRM
- Dental Lab
- FedEx
- Ship Station

CONTINUOUS IMPROVEMENT

- Process Improvement
- Quality Systems
- Complaint Handling
- Device History Records (DHR)
- Manufacturing History Records

MANUFACTURING SKILLS

- Dental Lab Whitening Tray Fabrication
- Impression Inspection/Trimming
- Model Pour/ Basing & Separation
- Final Detail and Tray Trimming
- Dental Lab Digital Case Management
- DWOS Dental Wings Design Software
- Distribution Warehouse
- Line Clearance
- Manufacturing Controls
- Product Packaging & Identification
- Product Labeling
- Receiving Inspection
- Customer Service Workflow
- Customer & Clinical Call Handling
- Kitting, Shipping & Handling Procedures
- Lab Procedures
- Supply Chain/ Purchasing Procedures

PL Hours

0-30 **PRODUCTIVE LAB (PL) (Limited Ratio 1:1)**

MANUFACTURING SKILLS

- Customer Service Workflow
- Customer & Clinical Call Handling
- Kitting, Shipping & Handling Procedures
- Lab Procedures
- Supply Chain/ Purchasing Procedures

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:

Henderson Farms, Inc.

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0263

Approval Date: January 29, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: Sacramento **Analyst:** A. Townsend

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee HUA Job Creation Initiative	Industry Sector(s):	Agriculture (B) Priority Industry: ☒ Yes ☐ No
Counties Served:	Colusa	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 45	U.S.: 45	Worldwide: 45
Turnover Rate:	5%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$49,680

Total ETP Funding
$48,507

Small Business Only:	Owner ☐ Yes ☒ No Contract Term ☐ One Year ☒ Two Year
Out-of-State Competition:	☒ Yes ☐ No
HUA Only:	Number of trainees in HUA location: 57
Occupations to be Trained:	General Labor, Field Leaders, Office Staff, Managers

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	SB<100 Priority HUA Retrainee	Business Skills Computer Skills Continuous Impr. HazMat Comm Skills Management Skills	45	8-200	0	$851	$13.76*
				Weighted Avg: 37			
2	SB<100 Priority HUA Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Comm Skills Management Skills	12	8-200	0	$851	$13.00*
				Weighted Avg: 37			

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

Minimum Wage by County: Job Number 1 (HUA): $13.76 per hour for Colusa County.
Job Number 2 (HUA): $13.00 per hour for Colusa County.
Health Benefits: Used to meet the Post-Retention Wage?: ☐ Yes ☒ No
Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

OVERVIEW

Year Company Founded:	1991	***Company Headquarters:*** ☒ Arbuckle
Total Number of Facility locations in California	1	

Facility location(s) where training will occur	• Arbuckle (Colusa County)

Nature of Business:	• Provides harvesting services to nut farms throughout Yolo and Colusa counties.
Customer Base:	• Individual nut farm owners

Business / Industry Needs / Changes	• Demand for services has increased over 50% since 2018 creating a need for additional staff. • New software such as T-Sheets and Almads is being introduced. • New equipment such as Shaker, Sweeper, and Water Truck use to provide harvesting services are now needed.

Training Plan:

Need for Training:	• Henderson Farms' training goal is to increase operational efficiencies and product service offerings through process improvement and new technology. • New and existing employees require extensive training on new equipment and software. • Training will provide trainees with the necessary knowledge and skills on agronomy, pest control, and irrigation best practices allowing the Company to achieve its goal of efficiently servicing farmlands. • Ongoing training on Food Product Safety, Teambuilding, and Leadership topics will increase employee professionalism and production methods.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☒ E-Learning ☐ CBT ☐ Productive Lab

Business Skills	**Computer Skills**	**Continuous Improvement**
Management Skills	**Commercial Skills**	**Hazardous Materials**

Job Creation Justification	☒ Expanding existing business capacity by adding newly-hired employees to an existing function; or, ☐ Expanding existing business capacity by adding a new production shift;

	☐ Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  Henderson Farms has a detailed training schedule in place and is ready to begin training upon approval. The Human Resources Manager will oversee all aspects of training. The Regulatory Compliance staff member will coordinate with Department Managers and will be responsible for reports and internal data collection for tracking purposes. A team of high-level subject matter experts will deliver training.

- **Trainers:**

  ☒ In-house – Types of Training:

  ☐ Vendor – Types of Training by vendor:

- **Administration:**

  ☒ In-house

  ☐ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours/E-Learning

8-200 Trainees may receive any of the following:

BUSINESS SKILLS
- Advanced Accounting
- Inventory Control
- Product Knowledge

COMMERCIAL SKILLS
- Agronomy Best Practices
- Farm Equipment Operation and Maintenance
- Irrigation best Practices
- Pest Control Best Practices
- Production Equipment Operation and Maintenance

COMPUTER SKILLS
- Advanced Microsoft Applications
- Almads
- Quickbooks
- T-Sheets

CONTINUOUS IMPROVEMENT
- Food Product Safety and Quality
- Leadership
- Team Building

HAZARDOUS MATERIALS
- Hazardous Materials Safe Handling, Storage, and Clean-up

MANAGEMENT SKILLS (Managers Only)
- Coaching
- Leadership
- Teambuilding for Managers

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

AB118

Training Proposal for:

Los Rios Community College District

Contract Number: ET20-0801

Approval Date: January 14, 2020

Panel Meeting of: January 24, 2020

ETP Regional Office: Sacramento **Analyst:** K. Mam

PROJECT PROFILE

Contract Attributes:	AB118 (Alt Funds) Retrainee Priority Rate	Industry Sector(s):	MEC (H) Transportation/Logistics Services Green Technology Priority Industry: ☒ Yes ☐ No
Counties Served:	Sacramento	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
$20,976		$1,425 8%		$22,401

In-Kind Contribution:	50% of Total ETP Funding Required	$26,350

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	Commercial Skills	57	8-200 Weighted Avg: 16	0	$393	$17.70

Minimum Wage by County: $17.70 per hour for Sacramento County

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

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

Participating employers may use up to $2.50 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Automotive Service Technician, Mechanic, Instructor, Automotive Technology	$17.00 - $40.00	57

INTRODUCTION

Founded in 1954 and located in Sacramento, Los Rios Community College District (LRCCD) (www.losrios.edu) is the second largest community college district in California comprised of four colleges including American River College, Cosumnes River College, Folsom Lake College and Sacramento City College. LRCCD serves nearly 75,000 students throughout the Sacramento region offering associate degrees, vocational training programs, continuing education courses and non-credit personal enrichment program. This is LRCCD's first ETP-funded project and the first AB118 funded project. Training under this proposal will be offered only at American River College.

AB118

This proposal is funded under the AB118 Training Program administered by ETP in partnership with the California Energy Commission (CEC).

The overall goal of the AB118 Program is to support a transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies. There is no expenditure of Employment Training Tax funds for the AB 118 Program. Public entity employers are eligible to participate, such as city and county regional transit authorities.

Training is focused on job skills for a skilled workforce to produce and distribute new alternative fuels and design, construct, install, operate, service and maintain new fueling infrastructure and vehicles.

PROJECT DETAILS

With the City of Sacramento working to accelerate electric vehicle (EV) adoption, LRCCD has identified a growing demand for EV training. Training under this proposal will focus on the basics of high-voltage EV, safety standards, and maintenance. LRCCD will provide classroom instructional training alongside interactive hands-on activities focused on major service procedures and basic diagnostics on the most common hybrid and electric vehicles in the market today.

LRCCD has also invested in a mobile EV training unit allowing the College to conveniently bring training to participating employers. The College's core focus group will be automotive service technicians and mechanics, bus and truck mechanics, and electronic equipment installers and repairers.

Training Plan

Training will be delivered via Class/Lab in the following:

Commercial Skills: Training will be offered to all occupations and focuses on alternative fuel technology including Data Stream and Diagnostic EV Systems Trouble Code Analysis and Use of Special Test Equipment for High Voltage Systems.

Marketing and Support Costs

LRCCD's marketing and recruitment efforts working with a number of local dealer associations, including Greater Sacramento New Car Dealer Association. The College also utilizes campus and district resources to conduct media outreach and digital communication.

LRCCD has a Director and two support staff dedicated to project marketing, employer recruitment, needs assessment, trainer selection, scheduling, and records administration. LRCCD requests, and staff supports, 8% support costs for this project.

Training Coordinator/Infrastructure

LRCCD's Workforce Development Director, Employer Engagement Regional Director and a support staff will oversee ETP training administration including employer verification, enrollment, recording, tracking training completed, roster collection and invoicing.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. LRCCD is accredited by the Accrediting Commission for Community and Junior Colleges and Western Association of Schools and Colleges.

Trainer Qualifications

All training will be conducted by LRCCD faculty, all of whom meet minimum qualifications for instruction, including bachelor's degree, two years of professional auto technology experience; or associate's degree and six years of experience. Trainers also hold Automotive Service Excellence Master Technician status and have sensitivity to and understanding of diverse backgrounds, abilities/disabilities and learning styles.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- High Voltage Battery Safety
- Use of Personal Safety Equipment for High Voltage Systems
- Use of Special Test Equipment for High Voltage Systems
- Lithium Ion Battery Construction, Maintenance, Basic Troubleshooting and Hazards
- Nickel Metal Hydride Battery Construction, Maintenance, Basic Troubleshooting, and Hazards
- Auxiliary Battery Operation, Maintenance and Charging
- High-Voltage Enable and Disable Procedures
- Data Stream and Diagnostic EV Systems Trouble Code Analysis

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

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

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Los Rios Community College District | CCG No.: ET20-0801

Reference No: 19-0855 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: A-Z Bus

Address: 3418 52nd Avenue

City, State, Zip: Sacramento, CA, 95823

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 27

Company: Ditch Witch Equipment Co.

Address: 929 Stillwater Road

City, State, Zip: West Sacramento, CA 95605

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 3,600

Total # of full-time company employees in California: 1,600

Company: MME

Address: 4634 Mayhew Road

City, State, Zip: Sacramento, CA 95827

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 31

Total # of full-time company employees in California: 8

Company: Tiger Lines

Address: 927 Black Diamond Way

City, State, Zip: Lodi, CA 95241

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 250

Participating Employers in Retrainee
Multiple Employer Contracts

Contractor's Name: Los Rios Community College District	CCG No.: ET20-0801
Reference No: 19-0855	Page 2 of 2

Company: Volvo/TEC Equipment

Address: 8555 Pedrick Road

City, State, Zip: Dixon, CA 95620

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20,000

Total # of full-time company employees in California: 1,000

Training Proposal for:
Owens Corning Sales, LLC

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0249

Approval Date: January 16, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Francisco Bay Area **Analyst:** K. Lappen

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Green Technology	Industry Sector(s):	Manufacturing Priority Industry: ☒ Yes ☐ No
Counties Served:	Santa Clara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No Glass, Molders, Pottery, Plastics & Allied Workers International Union		

Number of Employees in:	CA: 300	U.S.: 10,000	Worldwide: 20,000
Turnover Rate:	17%		
Managers/Supervisors: (% of total trainees)	11%		

In-Kind Contribution: (100% of Total ETP Funding Required)
$132,696

Total ETP Funding
$72,197

Small Business Only:	Owner ☐ Yes ☒ No Contract Term ☐ One Year ☒ Two Year
Out-of-State Competition:	☐ Yes ☒ No
Occupations to be Trained:	• Manager/Supervisor • Maintenance Mechanic • Selector Packer • Handy Person • Utility Person • Packaging Crew Leader • Safety Advocate • Mechanical Apprentice • Electrical Apprentice

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Retrainee	Continuous Impr. Mfg. Skills PL-Mfg. Skills	73	8–200	0	$989	$20.00
				Weighted Avg: 43			

Minimum Wage by County: $20.00 per hour for Santa Clara County.
Health Benefits: Used to meet the Post-Retention Wage?: ☐ Yes ☒ No
Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

OVERVIEW

Year Company Founded:	1938	***Company Headquarters:*** ☐ *Single location* • Toledo, OH
Facility Locations Outside CA		• Toledo, OH
Total Number of Facility locations in California		• Compton • Santa Clara

Facility location where training will occur:	• 960 Central Expressway Santa Clara, CA 95050

Nature of Business:	Owens Corning Sales, LLC (Owens Corning) produces glass fiber insulation for use in commercial and residential properties. The Company is best known for its PINK Fiberglass Insulation. It was the first insulation manufacturer to qualify for the stringent Green Guard Product Emission Standard for Children and Schools, which is a product made in large part from widely available and plentiful resources- sand and recycled glass. Owens Corning is also responsible for the prevention of more than one billion tons of greenhouse-gas emissions.
Customer Base:	Owens Corning's main costumer base is L&W Supply, Central CA Insulation, Home Depot, and Tri-County Insulation.

Business / Industry Needs / Changes	In October 2019, Owens Corning acquired new equipment - `TPM Pilot Line (O-Line South Unitizer Equipment) which includes Unitizer Table, Chamber, Compression Head and Spout, Rollers and Infeed Conveyors, the Company will implement a new process- Total Productive Maintenance (TPM). TPM is a management system, which aims to give both competence and responsibility for routine maintenance. By implementing this program, its employees will learn new skills while creating a safe environment and increasing productivity.

Training Plan:

Need for Training:	The training will only be provided to the Santa Clara facility staff. Owens Corning plans to train the following: • Continuous Improvement training will be provided to all staff and will focus on Lean Production, Production Operations/Workflow, Process Improvement, Quality Improvement, and Problem Solving. • Manufacturing Skills will be provided to the Apprentices, Packer, Handy Person, Utility Person, and Packaging Crew Leader on the autonomous maintenance and manufacturing practices.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab	☒ E-Learning	☒ CBT	☒ Productive Lab
	☐ MS Preceptor	☐ MS Didactic	

Manufacturing Skills	**Continuous Improvement**

Productive Laboratory	**Justification:** ☒ New Equipment ☒ New Production Procedures ☐ Certification Standards
	10 PL hours per trainee
	Occupations Receiving PL Training: • Selector Packer • Handy Person • Utility Person • Packaging Crew Leader
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  Owens Corning's Sr. Talent Specialist (dedicated administrator) and team which includes its HR Leader, Operations Leader, and Continuous Improvement Leader will be responsible for scheduling the ETP training and the administration of the project. The Company has three in-house trainers who are subject-matter experts and who will deliver ETP-funded training. A training plan is in place and the company will begin training upon approval.

- **Trainers:**

  ☒ In-house – Types of Training: Manufacturing Skills and Continuous Improvement.
  ☐ Vendor – Types of Training by vendor:

- **Administration:**

  ☒ In-house
  ☐ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

N/A

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8–200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Lean Production
  - Total Productive Maintenance (TPM)
    - Autonomous Maintenance Pillar and Step 0
      - Functions of Equipment & Maintenance
    - Autonomous Maintenance Pillar Step 3
      - Standard Inspections
      - Cleaning and Lubrication
- Production Operations / Workflow
  - Total Quality Management
    - Deep Cleaning Preparation
  - Process Improvement
    - Focus Improvement
    - Overall Equipment Effectiveness
    - Loss Structure
- Problem Solving

MANUFACTURING SKILLS

- Autonomous Maintenance Pillar Step 1
  - Abnormality Tagging Process
  - Cleaning Standard
  - One-Point Lesson
- Autonomous Maintenance Pillar Step 2
  - Source of Contamination
  - Hard to Access Areas
  - Cleaning, Inspection, and Lubircation (CIL) Standards
- Manufacturing Practices
  - Prometheus (SAP Planning)
  - Personal PPE Audit
  - Fastener Training
  - Ignition / DMC / Process Network Training
  - Lubrication Training
  - Rigging Training
  - Pneumatic Troubleshooting
  - PM Process
  - Belt Lacing Training
  - Shaft / Pulley Alignment
  - PLC Training
  - NFPA-70A Arc Flash Training
  - Tool Auditing
    - Shared Tools
    - Plant Tools
    - Right Tool for Job
  - Bearing Training
  - Power Distribution Training
  - Infrared Training
  - Vibration Training

Productive Lab (PL)
0–10

PL- MANUFACTURING SKILLS (1:1 Ratio)

- Autonomous Maintenance Pillar Step 1
  - Abnormality Tagging Process
  - Cleaning Standard
  - One-Point Lesson
- Autonomous Maintenance Pillar Step 2
  - Source of Contamination
  - Hard to Access Areas
  - Cleaning, Inspection, and Lubircation (CIL) Standards

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

Glass, Molders, Pottery, Plastics & Allied Workers International Union
(AFL-CIO-CLC)

LOCAL UNION NO. 52 SANTA CLARA, CA 95052

November 15, 2019

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

RE: Letter of Support

The Glass, Molders, Pottery, Plastics & Allied Workers Union (GMP), Local No. 52, concurs with the proposed ETP training project for our members working at Owens Corning in the Santa Clara facility. We support the company and feel this is valuable training for our membership. Part of our employees' development and the future of the Santa Clara Plant is dependent upon continuous improvement of our operations and employees. Thank you for supporting manufacturing in California.

Timothy W Caruso, Union President
(408) 235-1309

Training Proposal for:

Performance Powder, Inc.

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0262

Approval Date: January 16, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: ☒ Yes ☐ No
Counties Served:	Orange	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 58	U.S.: 58	Worldwide: 58
Turnover Rate:	0%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$68,342

Total ETP Funding
$60,030

Small Business Only:	Owner ☒ Yes ☐ No Contract Term ☐ One Year ☒ Two Year
Occupations to be Trained:	Administrative Staff, Production Staff, Manager/Supervisor, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	58	8-200	0	$1,035	$18.39
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1: Orange County - $18.39
Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
Up to $2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

OVERVIEW

Year Company Founded:	1993	***Company Headquarters:*** ☒ *Single location* Anaheim, CA
Facility location(s) where training will occur.		• Anaheim (Orange County)

Nature of Business:	• Performance Powder, Inc. (Performance Powder) is a powder coating company providing quality coating services to companies that manufacture products requiring protective and/or decorative finishes. The company possesses the largest conveyor system in the Southern California region allowing them to specialize in coating large-scale products of up to 53 feet in length.
Customer Base:	• Performance Powder services multiple companies and industries including metal fabrication, automotive, aerospace, and patio furniture manufacturers.

Business / Industry Needs / Changes	• The Company will implement ISO certification processes to obtain ISO 9001 to further expand the company's presence in the aerospace industry. • The Company will implement Lean Six Sigma to improve processes by minimizing variability, defects, and waste while increasing efficiency, product quality, and company profits. • The Company will add enhancements to existing Enterprise Resource Planning (ERP) system, SAP Business-One, to expand reporting capabilities, integrate scanners for efficient inventory management, and improve payment efficiency.

Training Plan:

Need for Training:	• All staff will receive training on the new certification processes respective to their roles. • Training will be provided to all staff on Lean Six Sigma processes respective to each position. • Training will be provided to all staff on updated ERP functions respective of each job responsibility. • Ongoing training on Customer Service, Planning, and Microsoft Office will be provided to all staff.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☐ E-Learning ☐ CBT ☒ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Computer Skills**	**Continuous Improvement**
Manufacturing Skills	**PL - Manufacturing Skills**	

Productive Laboratory	**Justification:** ☐ New Equipment ☒ New Production Procedures ☒ Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  This project will be overseen by the Chief Operating Officer with the assistance of the Controller. The company has a training plan in place supported by ten in-house trainers with sessions scheduled weekly. Training will begin immediately upon project approval.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills
  ☒ Vendor – Types of Training by vendor: TBD

- **Administration:**

  ☐ In-house
  ☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	$3,900
Administrative	Training Funding Source	Seal Beach, CA	Not to Exceed 13%
Training Vendors	TBD		

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Customer Service
- Finance
- Goal Setting
- Inventory Control
- Interpersonal Communication
- Leadership
- Negotiation
- Planning
- Product/Service Knowledge
- Project Management
- Sales
- Time Management

COMPUTER SKILLS

- Enterprise Resource Planning – SAP B1
- Inventory Management
- Microsoft Office

CONTINUOUS IMPROVEMENT

- International Standards Organization (ISO)
- Just in Time
- Process Improvement
- Productivity Improvement
- Quality Improvement
- Six Sigma
- Statistical Process Control
- Teambuilding

MANUFACTURING SKILLS

- Equipment Operations
- Good Manufacturing Practices
- Material Requirements Planning
- Production Safety
- Warehouse Processes

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

Productive Lab (PL) Hours (limited ratio 1:1)

0 – 24

MANUFACTURING SKILLS

- Equipment Operations
- Good Manufacturing Practices
- Material Requirements Planning
- Warehouse Processes

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

CTP/AB118

Training Proposal for:

Sustineo Corporation

Delegation ≤ $75,000 Single Employer

Contract Number: ET20-0803

Approval Date: January 29, 2020

Panel Meeting of: February 28, 2020

ETP Regional Office: San Diego **Analyst:** H. Miguel

PROJECT PROFILE

Contract Attributes:	CTP/AB118 (Alt Funds) Retrainee SB<100	Industry Sector(s):	Services (G) Professional, Scientific & Technical (54) Priority Industry: ☒ Yes ☐ No
Counties Served:	San Diego	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 45	U.S.: 45	Worldwide: 45
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)
$43,100

Total ETP Funding
$39,560

Small Business Only:	Owner ☐ Yes ☒ No Contract Term ☒ One Year ☐ Two Year
Out-of-State Competition:	☒ Yes ☐ No
Occupations to be Trained:	Manager & Supervisor, Engineering Staff, Lead, Installation Staff, Technical Support Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Comm. Skills	40	8-200	0	$989	$18.34
				Weighted Avg: 43			

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

Minimum Wage by County: Job # 1: $18.34 in San Diego County
Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
Up to $2.50 per hour may be used to meet the Post-Retention Wage for Jobs Number 1.

OVERVIEW

Parent Company		Sustineo Corporation
Year Company Founded:	2007	***Company Headquarters:*** ☐ *Single location* San Diego
Total Number of Facility locations in California		2
Facility location(s) where training will occur		• San Diego (San Diego)

Participating Affiliates & Respective Facility Location(s) **where training will occur:**	In this project Sustineo Corporation and closely related affiliate, Sustineo Construction, will participate in training. Both companies are co-located in two facilities housed in the same building in San Diego. Sustineo Corporation will act as the lead employer in this project. Training under this project will occur at the two Companies office locations and at customer sites statewide.

Customer Base:	• Customers include commercial clients, government, military, retail malls, and auto dealerships statewide.

Nature of Business:	• Sustineo Corporation is a design, build, engineering, and procurement firm specializing in sustainability, electrical infrastructure and renewable power projects. Sustineo Construction installs and provides maintenance for Sustineo Corporation projects. Both companies work closely together on projects and serve the same customers. • Sustineo Corporation provides feasibility studies, engineering design and maintenance to customers throughout the US. The Company provides solar projects for commercial government, military and utility scale clients. However, as a part of the solar line, it also provides the design build and operations of Electrical Vehicle (EV) charging systems. This project will focus solely on the EV products, funded Clean Transportation Program funds.
	• Sustineo's EV infrastructure and charging technology is expected to grow by 10% over the next 2 years. This growth will be most evident in metropolitan areas such as San Francisco, Sacramento, Los Angeles, Orange, San Diego and Riverside. • In San Diego, auto dealerships are expanding their EV sales creating an increased need for charging stations. In the next 18 months, the Company expects to see 35-50 dealerships requesting additional charging stations. • Sustineo will be increasing the volume of EV charging stations in retail malls. Currently, it is mandated that 1-2% of parking spaces at these locations have EV charging, but this will be increasing to 10%. As a result, the Company expects to provide 180 charging stations in 9 retail malls in the coming months. • The EV industry is changing as constant technology updates improve the capability of the systems. One example includes new 240 volt EV chargers that allow the user to choose between 12-32 amps of power. This new system allows users to charge a vehicle 5 times faster than the standard 110 volt outlets. An additional innovation in the industry is the High Power Charge System, which supports output of up to 350kW. Meaning that a single power charging cabinet can charge a 400-volt car at full 150 kW continuously. Further, with the addition of new Dynamic DC power sharing technology allows a two-power charging system to charge multiple vehicles simultaneously. • Rules around EV are rapidly changing how vendors of electric vehicle charging stations can bill for charging a vehicle. In the past vendors could charge

	based on “charging time”. The state adopted new rules and regulations that require manufacturers to include new displays on the stations and charge based on “units of energy” (kilowatt hours).

Training Plan:

Need for Training:	• Training will be provided on new charging station infrastructures to ensure that staff understand the new specifications and how it impacts design, installation testing and maintenance. • Training will also focus on the design, construction and maintenance of the new charging stations in conjunction with existing electrical grid interfaces, solar networks and customers’ current electrical systems. Retail customers require the Company to integrate charging stations in parallel with energy storage batteries to efficiently manage the energy when vehicles are being charged. As such, Technicians, Leads and Engineers will require this training to ensure that the design specifications and the actual equipment installation and maintenance are working correctly and smoothly. • This will also include cross training for staff on existing EV infrastructures to ensure that all staff are up to date on emerging technologies. Including training on the change in how EV chargers will charge customers. It is critical for staff installing and managing the maintenance of the charging stations to understand the different requirements associated with each installation. Software located at the vendors’ locations must interface with the individual charging stations to allow the tracking and billing of kilowatt usage as well as based on time. Technicians must be trained on the various rules so that when they are on site, they understand the specifics of the maintenance activities.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab ☒ E-Learning ☐ CBT ☒ Productive Lab
☐ MS Preceptor ☐ MS Didactic

Business Skills	**Commercial Skills**	**Computer Skills**
Continuous Improvement	**PL-Commercial Skills**	

Productive Laboratory	**Justification:** ☐ New Equipment ☒ New Production Procedures

	☐ Certification Standards
	Up to 40 PL Hours per-trainee
	Occupations Receiving PL Training: Installation Staff, Technical Support Staff
The PL instructor must be dedicated to training, at a ratio of 1:3.	
Ratio Higher than 1:1	Production and/or production process requires a team of workers. PL will be utilized for field staff who are accompanied by more experienced staff members who will train on installation and maintenance techniques for the EV charging equipment.

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 Days
Employer-paid healthcare premiums while on temporary status.	☐ Yes ☒ No It is expected that these workers will receive employer-paid health benefits immediately upon hire from temporary status to permanent status.

Training Infrastructure & Administrative Plan

- **Project Oversight:**

  This project will be overseen by the Director of Human Resources for Sustineo Corporation. Administrative assistance will be provided by a Training Coordinator who will assist with scheduling training sessions and collecting training rosters. Training is regularly scheduled for all staff and will occur at its office location for classroom based training and in the field for all staff for Productive Lab. Training will occur most Fridays during the day and the Company provides an extensive amount of ongoing training for all staff.

- **Trainers:**

  ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Productive Lab – Commercial Skills
  ☒ Vendor – Types of Training by vendor: To Be Determined.

- **Administration:**

  Administrative assistance for the project will be provided by National Training Company, Inc.
  ☐ In-house
  ☒ Subcontractor

Clean Transportation Program

This proposal will be funded under the Clean Transportation Program (CTP) Training. The CTP Program is administered by ETP in partnership with the California Energy Commission (CEC).

The overall goal of the CTP Program is to support a transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies. There is no expenditure of Employment Training Tax funds for the CTP Program. Public entity employers are eligible to participate, such as city and county regional transit authorities.

Training is focused on job skills for a skilled workforce to produce and distribute new alternative fuels and design, construct, install, operate, service and maintain new fueling infrastructure and vehicles.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	National Training Company, Inc.	Irvine	$2,800
Administrative	National Training Company, Inc.	Irvine	13% of funds earned
Training Vendors	To Be Determined		

Exhibit B: Menu Curriculum

Class/Lab & E-Learning Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- EV Bids and Project Quotes

COMMERCIAL SKILLS

- Electrical Systems Assembly, Procedures and Methods
- Assembly Procedures and Methods for EV
- Batteries and Charging Systems for EV
- Component Fabrication for EV
- Solar Structure Integration for EV
- Electrical Systems for EV
- Troubleshooting Charging Station Equipment w/ Data Acquisition Systems
- Infrastructure for EV
- Inspection Procedures for EV
- EV Charging Stations Installations
- Job Site Quality Control for EV Charging Stations
- Resolving Production Problems for EV

COMPUTER SKILLS

- EV Testing Software
- Using Procore Submittals & Punchlists for Solar+EV Charging Station Work Flows.
- ShareMyToolBox Software for EV (Tool Management System)

CONTINUOUS IMPROVEMENT

- Infrastructure Inspection Procedures for EV
- Quality Specifications for EV Installations

Productive Lab Hours

0-40 **COMMERCIAL SKILLS (Limited ratio 1:3)**

- Site Analysis Evaluations for EV Charging Stations
- EV Charging Station Selection Criteria
- Investigating Electrical Systems for EV Installation Preparation
- Foundation & Concrete Infrastructure for EV Mounting
- Overcurrent Protection for EV Charging Stations
- Outage Preparation for Battery Storage + EV Charging Stations

- Utility Tie in for Solar/Storage + EV Charging Stations
- NFPA 70E Protection for EV Charging Infrastructure
- Solar + EV Charging Station Integration
- Solar Infrastructure Component Installation for EV
- Standard Operating Procedures
- Data Acquisition Systems, Communications & System Testing for EV

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

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