



THE EMPLOYMENT TRAINING PANEL

2021-24 STRATEGIC PLAN



2022 UPDATE

PANEL MEMBERS

Janice Roberts, Acting Chairperson Gloria Bell, Member Gretchen Newsom, Member Ernesto Morales, Member Chris Dombrowski, Ex-Officio Member Rick Smiles, Member Douglas Tracy, Member Madison Hull, Member

LEADERSHIP TEAM

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Reg Javier, Executive Director Peter Cooper, Assistant Director Jaime Gutierrez, Chief Deputy Director Tara Armstrong, Chief Information Officer Mario Maslac, SSM III, N. California District Elizabeth Jones, SSM II, Administrative Division Michael Cable, Staff Attorney

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APPENDICES

ETP'S PRIORITY INDUSTRIES DESCRIPTIONS CLEAN TRANSPORTATION PROGRAM (CTP)

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MISSION

Partner with California businesses to create and retain high wage jobs while providing workers the opportunity to train for career advancement.

VISION

To be the premier resource for workforce training leading to high wages and career progression with a focus on diversity, equity, and inclusion.



INTRODUCTION/OVERVIEW



Established in 1982, the Employment Training Panel (ETP) is the state's premier program supporting job creation and retention through training. ETP is funded by a special tax on California employers and differs from other workforce development programs by reimbursing the cost of employer-driven training for incumbent workers and training needed by unemployed workers to re-enter the workforce. ETP-funded training helps ensure California businesses have the skilled workers they need to be competitive. ETP's Annual Reports outline the progress towards its strategic goals. ETP's Annual Reports are available on the ETP website.

¹ <u>etp.ca.gov/about-us-2/annual-reports/</u>

ORGANIZATION

ETP is organized under the Labor and Workforce Development Agency (LWDA) led by a Cabinet-level Secretary. LWDA encompasses ETP, the Department of Industrial Relations (DIR), the Employment Development Department (EDD), the Agricultural Labor Relations Board (ALRB), the California Workforce Development Board (CWDB), the California Unemployment Insurance Appeals Board (CUIAB), and the Public Employment Relations Board (PERB). ETP retains its autonomy under LWDA, acting independently to disburse funds and set program policy. LWDA promotes opportunities to collaborate and expand workforce training.

ETP is governed by an eight-member labor/management panel,² of which, seven are appointed by the Governor and Legislative leaders. The eighth member is the Director of The Governor's Office of Business and Economic Development (GO-Biz), or a designee, who serves ex-officio as a voting member. The Panel approves training proposals, adopts program policies and regulations.

UPSKILLING CALIFORNIANS SINCE 1982



10 YEARS SERVING APPRENTICESHIPS

S170 MAPPROVED

G Z ESTIMATED TRAINEES

GOALS & OBJECTIVES

Support California's workforce with sustainable jobs & strong career pathways

- a. Developing strategies to create high quality, high growth jobs and increase training for the California workforce.
- b. Supporting issues addressing Climate Change impacts, including wildfire, forest resiliency and natural disasters.
- c. Expansion of services to veterans, workers with disabilities and individuals with employment barriers.
- d. Diversifying apprenticeship training infrastructure by partnering with workforce development, Community Colleges and Division of Apprenticeship Standards (DAS).
- e. Accelerating and exploring non-traditional apprenticeship programs in sectors showing high-growth including advanced manufacturing and healthcare.

O2 Support for small businesses through private-public partnerships

- a. Identifying projects demonstrating a direct economic impact to the State.
- Increasing outreach, raising awareness and providing accessibility through the ETP program.
- c. Championing solutions that strengthen the education system by providing career technical colleges training to assist small businesses.
- d. Providing financial support through grant programs.
- e. Strengthening partnerships with cities, local counties, workforce development boards and community colleges.
- f. Creating Multiple Employer Contracts providing direct support.
- g. Opening channels of communication for partners and stakeholders through forums, policy committees and direct feedback.

03 Contribute to California's growth

- a. Breaking down existing barriers to equity by developing training opportunities to create a more diverse, equitable and inclusive workforce.
- b. Creating economic resiliency by targeting training in high unemployment areas and expanding training opportunities in new and emerging industries.
- c. Securing alternative funding streams to maximize support for priority industries.
- d. Identifying solutions for sustainable economic growth and employment opportunities through educational pathways and workforce training.

Communication & engagement in internal operations

- a. Promoting employee innovation through teamwork, training, communication and leadership support.
- b. Increasing camaraderie, team building and boosting employee morale through organizational activities.
- c. Creating a platform of engagement through consistent All-Staff meetings by building transparency and inclusivity within the organization.
- d. Investing in employees professional and personal growth and developing their strengths, dedication, and emotional connection to ETP.

Commitment to innovation in technology and data

- a. Improving program efficiencies and ensuring comprehensive, seamless data collection and reporting.
- b. Continuing to maximize data security and risk management.
- c. Conducting internal evaluation and assessment of program and program/contracting process.
- d. Supporting and improving employees and performance through technology tools.
- e. Advocating timely and effective implementation of organizational changes to maximize overall process efficiency.

DIVERSITY, EQUITY & INCLUSION



ETP has doubled down its efforts on diversity, equity and inclusion in the workforce. Since launching the Apprenticeship Pilot program in 2012, large industries such as construction and manufacturing have been inherently male dominated, leaving counterparts trailing behind.

ETP seeks to make improvements on providing inclusive and equitable opportunities for underserved populations through on-going data analysis and measurement, exploring non-traditional apprenticeship pathways for minorities to build meaningful careers and creating policy that breaks down barriers and provides more opportunities for advancement.

ETP's efforts include staff workgroup formation to solicit recommendations, and discussion with Panel members regarding concrete and significant actions that can be taken, including new marketing efforts, encouraging or placing requirements on contractors, or creating a new Pilot program to incentivize proposals.

SERVING SMALL BUSINESSES

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ETP prioritizes small business training and is an essential resource for small business employers who may otherwise have no means to train their workers. About three-fourths of all businesses served by ETP employ 250 or fewer workers; and as many as one-third employ only 20 or fewer workers.

ETP serves small employers in two ways: 1) direct contracts with Single Employers (SE), and 2) Multiple Employer Contracts (MECs) with employer consortia, joint apprenticeship training councils, trade associations and training agencies that train workers of multiple employers.

SMALL BUSINESS KEY EFFORTS



Small Business Program (SBP) – To facilitate direct small business contracts, SBP provides up to (<u>see Funding Limitations</u>) in training cost reimbursements for small businesses with 100 or fewer employees in California, but no more than 250 worldwide. Training hours for SBP ³ contracts may range from 8 to 200 hours of instruction, and small business owners may be trained, along with their employees. Modifications to standard contract requirements are allowed.

Training Opportunities with a MEC – A small business can also participate in a standard MEC, and thereby reduce the cost of administration.

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California small businesses employ 41.1% of the private workforce, with firms with fewer than 100 employees having the largest share of small business employment.³



ETP incentivizes training for small businesses, provides an expedited contracting process and works in partnership with the Small Business Association (SBA), GO-Biz, and California Community Colleges Chancellor's Office (CCCCO) for Small Business Development Center (SBDC) programs to incentivize training for small businesses statewide.



Paid Family Leave (PFL) Pilot – The PFL program allows California workers to take 3-6 weeks of paid leave to bond with a new child or to care for a seriously ill family member.



Social Entrepreneurs for Economic Development (SEED) Grant – SEED grants support the entrepreneurship of immigrants and limited English proficient individuals, regardless of their immigration status.

Critical Proposals

ETP partners with the Governor's Office of Business and Economic Development (GO-Biz) on critical proposals with emphasis on creating new jobs in California.

 Critical proposals target industries with a growth mode and occupations associated with a company's business expansion or new location.

New Hire and Retrainee - Job Creation Program

• ETP will continue to take action to prioritize Job Creation and New Hires during the COVID Pandemic.

• The Panel incentivizes training and retention for unemployed workers (i.e., New Hires).

• The Retrainee-Job Creation Pilot Program targets Employers: training newly hired employees; expanding or opening new facilities; purchasing new equipment; or making other measurable investments in hiring workers and expanding their California workforce.

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Information Technology Services

\$0.9 Million 49 Businesses 1,765 Trainee

FUNDING BY BUSINESS SIZE

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TOTAL SMALL BUSINESS TRAINEES

Contracts by Business Size



CHARTS BASED ON ETP 2021-22 ANNUAL REPORT DATA



LABOR FORCE PRIORITY CATEGORIES

A D D I T I O N A L I N F O R M A T I O N

More information on how we serve these labor force priority categories, along with other ETP Guidelines, Pilots, as well as Alternative Funding guidelines can be found on ETP's <u>website</u> Labor Force Priority Categories include:

- Small Businesses
- Critical Proposals
- New Hires
- Retrainees
- Veterans
- Pre-Apprenticeships
- Zero Emission
- Medical Skills
- Ex-Offender/At Risk Youth

HIGH UNEMPLOYMENT AREAS (HUA)

ETP funded training for companies in HUAs helps stimulate local economies, serving workers who have full-time jobs and stable employment but earn low wages and lack job skills necessary to improve their employment.

The Panel also serves populations with multiple barriers to employment in HUAs.

ETP incentivizes training in HUAs (areas with unemployment rates at least 15% higher than the state average), waiving some standard program criteria to provide flexible retention and a lowered wage requirement.

RURAL AREAS

Some of the highest unemployment areas (HUA) are rural regions, including the Central Valley, San Joaquin, and Imperial Valley. These areas trail the rest of the state in family income, educational achievement, healthcare access, and employment.

seed

KEY STRATEGIES & INITIATIVES

Social Entrepreneurs for Economic Development (SEED) Grant

In 2021, ETP announced the opening of the application period for the Social Entrepreneurs for Economic Development (SEED) Grant. Non-profit Community Based Organizations (501c3) were eligible to apply for the SEED grants which total nearly \$10M in funding.

SEED grants support the entrepreneurship of immigrants and limited English proficient individuals, regardless of their immigration status, through the provision of training, outreach, technical assistance and microgrants to entrepreneurs launch or sustain a small business aimed at addressing a social problem or meeting a community need. To foster business innovation and equity, inclusion, and social responsibility, SEED will also include a demonstration project to support the creation and sustainability of worker-owned businesses and cooperatives.



PAID FAMILY LEAVE (PFL)

The Paid Family Leave (PF)L program allows California workers to take paid leave to bond with a new child or to care for a seriously ill family member. PFL pays up to 8 weeks of benefits in a 12-month period. Although PFL does not provide job protection, there are various federal and state laws that provide protected leave for up to 12 weeks. ETP has been designated to administrate \$1,000,000 in California State General fund dollars to support California small businesses impacted by the Paid Family Leave Program. This will help to offset the costs incurred when training employees to cover the duties of the individual utilizing PFL.

Businesses that are impacted by the PFL program will have increased costs such as training and upskilling existing staff to cover the duties of the employee on PFL, hiring and training additional staff to cover the duties of the employee on PFL, and the marketing, recruitment, and training costs to cover these activities. Each business may receive up to \$1,000 or \$2,000 per employee utilizing PFL. ETP works closely with a few select Multiple Employer groups to provide outreach and grant funds to California small businesses impacted by at least one employee utilizing the Paid Family Leave program.

EXPANSION FUNDS & CALIFORNIA COMMUNITY COLLEGE FUNDS (CCCF)

The state fiscal year 21/22 budget included additional monies for ETP's programs. Two additional funding guidelines were approved at the October 1, 2021 Panel Meeting, effective on the same date, are consistent with the ETP mission to attract and retain business, provide secure and good wage jobs with opportunities for advancement, as well as meet small business needs. The program is also consistent with the Panel's vision to support future-oriented and sustainable economic development, as well as quality job training that is equitable and inclusive through partnerships with business, labor, and government.

From the 2021 general fund dollars, ETP received:

- \$50 million to ETP "to expand its programs into high demand sectors." This ETP program is known as "Expansion Funds."
- \$15 million in general fund dollars to ETP "to align and operate with the community college system, in partnership with the California Community Colleges Strong Workforce Program." This ETP program is known as "California Community College Funds (CCCF)."

The goals are also in support of high-road employers, training leading to licensing and certification, and workforce training efforts for communities disproportionately impacted by the Pandemic. Funding is available for encumbrance/expenditure until June 30, 2024.

WORKFORCE LITERACY PILOT PROGRAM

In the 2022-23 State Budget, the Employment Training Panel (ETP) received \$10 million in one-time General Fund dollars to launch a Workforce Literacy Pilot Program. These funds will support expanding workplace literacy in contextualized English, digital skills, and technical skills training for incumbent workers, newly hired workers, and unemployed individuals, who are limited English proficient. This pilot program will enable participating single employers, organized labor, community based organizations (nonprofits), or trade associations-training organizations, to build skilled workforces and increase employee retention. The primary goal is to provide pathways to higher wages and better jobs for immigrants, refugees, and other limited English proficient individuals. The program is open to all industry sectors, and will likely include manufacturing, agriculture, construction, hospitality, retail, and others.

This program is currently in the development stage. Staff are evaluating stakeholder input, developing program guidelines, and setting up the administrative infrastructure to insure it is successful. ETP expects Guidelines to be approved by the Panel at the October Panel meeting and for contracting to begin in December of this year.



Healthcare Workforce Advancement Funds (HWAF)

The Budget Act appropriated, approved in AB 178, to ETP \$25 million in General Fund to train health and social workers. This allocation shall be known as the "Healthcare Workforce Advancement Funds" (HWAF) within ETP's programs. This funding is available for encumbrance or expenditure until June 30, 2027.

Funding appropriated from the General Fund to ETP for the purpose of workforce training, which is funding from a source other than the Employment Training Fund, is defined as an "Alternative Funding Source" subject to Unemployment Insurance Code section 10214.6 that mandates guidelines for the purpose of supporting and implementing an Alternative Funding Source program.

There are a shortage of health and human service workers, including workers for entry level positions such as Certified Nurse Assistants. The challenges to filling these positions with qualified workers is systemic. In addition, for those workers currently in entry-level positions, many who are women, persons of color, and immigrants, there is a greater need of structured support to build system-wide and strategic career pathways that lead to wage progression out of poverty and into earning livable wages. Due to limited access to resources, the worker shortage and career progression challenges are even greater for formally incarcerated women and workers in rural areas of the state. The ETP HWAF will provide a training incentive to reduce resource challenges as well as support the development of strategic system-wide career pathways, and wage progression for entry level workers.

California Advanced Defense Ecosystems & National Consortia Effort (CADENCE)

The California Advanced Defense Ecosystems & National Consortia Effort (CADENCE), through the California Governor's Office of Planning and Research (OPR) Military Affairs Unit, is designated by the U.S. Department of Defense (DoD) Under Secretary of Defense for Acquisition and Sustainment as a Defense Manufacturing Community, and includes multiple national security project components.

CADENCE aims to strengthen the components that: support critical manufacturing sectors that provide key resources to the American warfighter and to commercial innovation; address DoD's modernization priorities, key policies, guidance and directives; and help maintain the national security manufacturing sector as one of the largest economic drivers in the State of California. CADENCE program activities focus on supporting California suppliers in the defense innovation and manufacturing base who are involved in the advancement of these specific key technologies or supply chains including, but not limited to, space, microelectronics, fifth-generation (5G) wireless technology, cyber, artificial intelligence, and fully networked command, control and communications (FNC3).

The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE) II

The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE) is a grant program funded by the U.S. Department of Defense, Office of Economic Adjustment through the California Governor's Office of Planning and Research (OPR). Launched in the fall of 2017, the program aims to bolster California's defense supply chain cybersecurity resilience, innovation capacity and diversification strategies and to support the growth and sustainment of California's cybersecurity workforce through cybersecurity-related education curricula, training, and apprenticeship programs. It includes several funded projects featuring a variety of cybersecurity resilience work, in partnership with a coalition of government agencies and community, industry, and educational institutions. Activities include: cybersecurity workshops, cybersecurity compliance assistance, cybersecurity labor market and skills gap analysis, cybersecurity provider mapping and guidance, cybersecurity for space systems, and cybersecurity-related education curricula, training, and apprenticeship programs.



CASCADE II builds on these activities and bolsters California's defense supply chain resilience through cybersecurity preparedness assistance programs and support for growing and sustaining its cybersecurity workforce. It again incorporates a wide array of partner organizations across 15 individual projects including work on education curricula, training, internship, and apprenticeship programs, and broadening capabilities and reach through train-the-trainer networks.

ETP was recognized for its successful engagement and partnership efforts under CASCADE. Through CASCADE, the Panel has increased the number of ETP training contracts that addressed cybersecurity workforce needs for manufacturing and aerospace contractors within the defense supply chain. ETP also served on the CASCADE Technical Advisory Committee to promote strategic alignment and facilitate additional partnership and contracting opportunities for ETP stakeholders.

Rapid Employment Strategies Pilot on Natural Disasters (RESPOND)

In April, 2014, the Panel approved the Rapid Employment Strategies on Natural Disasters (RESPOND) Guidelines. These guidelines were originally designed to address the Governor declared State of Emergency, due to extreme drought conditions. Due to the nature of California's climate, geology, and other factors, droughts are not the only natural disasters we may face. Fires, earthquakes, and other major disruptions to the State's economy and living conditions can arise, as the recent COVID-19 outbreak has demonstrated. Accordingly, at the Panel Meeting that took place on May 15, 2020, the RESPOND program was clarified to ensure that the definition of "Natural Disaster" is not limited to only extreme drought conditions, but shall also include any natural occurring disaster as determined by the Executive Director. The RESPOND Pilot Program provides funding under both ETP Core Funding (both OSC and SET). ETP Alternative Funding may apply if or when alternative funds are received from the General Fund. Both Single Employer and MEC Employers are eligible to participate in the RESPOND Program. Standard eligibility determination requirements apply.

NATIONAL SKILLS COALITION TECHNICAL ASSISTANCE PROJECT



Headquartered in California, ETP represents one of five states selected nationally to participate in the National Skills Coalition Technical Assistance Project. The objective of this project is to help identify the needs of the new term "essential worker." At the onset of the pandemic, ETP rapidly reacted to the urgent needs of workers across California, delivering the COVID Rapid Reemployment and Retraining Pilot. This Pilot Program served over 12,000 workers with \$18 million in funding specifically geared to job creation and new hire training for essential workers. As the economy bounces back from the impacts of the pandemic, ETP wishes to learn from this experience and focus on better serving small businesses and underserved communities that have been hit the hardest.

ETP's participation in the NSC TA Project would provide better assistance with:

- Information on frontline essential workers to direct our program and policy toward the most effective use of training funds.
- Organizing focus groups on essential workers and small business by providing impartial information to serve them through our Small Business Pilot program. ETP wants to better understand the barriers to participation for small businesses, particularly those located in disadvantaged communities.

We are committed to using this technical assistance project to advance policies that promote racially equitable outcomes for upskilling essential workers, creating a just and inclusive economic recovery that lifts up all workers and communities.

STRATEGIC PARTNERSHIPS

ETP is legislatively mandated to coordinate its program with local workforce investment boards, the CWDB, and other partners in the WIOA to achieve an effective and coordinated approach to the delivery of the State's workforce resources. ETP partners with LWDA, GO-Biz, CWDB, EDD, the CCCCO, CEC, and others at the State and local levels in coordinating resources and services to assist industries, businesses, and citizens having a positive impact on California's economy. ETP continues to expand its program and services in response to the dynamic economy by 1) seeking new partners with whom to collaborate, such as CEC, Office of the State Treasurer and local workforce investment boards, and 2) leveraging additional resources, such as Workforce Innovation and Opportunity Act Discretionary or CTP funding.



ETP'S PARTNERING AGENCIES ARE COMPRISED OF THE FOLLOWING:

- CALIFORNIA WORKFORCE DEVELOPMENT BOARD
 GOVERNOR'S OFFICE OF BUSINESS & ECONOMIC
- GOVERNOR'S OFFICE OF BUSINESS & ECONOMIC DEVELOPMENT
- WORKFORCE SERVICES BRANCH AND LABOR MARKET INFORMATION DIVISION, WHICH ARE CURRENTLY IN THE EMPLOYMENT DEVELOPMENT DEPARTMENT
- DIVISION OF APPRENTICESHIP STANDARDS AT THE DEPARTMENT OF INDUSTRIAL RELATIONS
- CALIFORNIA COMMUNITY COLLEGES CHANCELLOR'S OFFICE
- CALIFORNIA ENERGY COMMISSION

THE EMPLOYMENT TRAINING PANEL

Historically, the State has created workforce programs in various entities in response to specific needs and available funding. 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.

ETP will continue to support greater collaboration with these partner agencies during the 2021-24 fiscal years and beyond.

Partnerships allow ETP to multiply the impact of our funds and resources. Alternative sources of funding from partner agencies can allow ETP to respond to workforce training in new and emerging economic sectors.

In 2021-24, ETP will seek out new partnerships to support the work of Governor Newsom's Future of Work Commission, particularly those focused on supporting underserved populations and communities.

https://www.labor.ca.gov/labor-andworkforce-development-agency/fowc/



PARTNERS & INTERMEDIARIES

• LABOR & WORKFORCE DEVELOPMENT AGENCY

- EMPLOYMENT DEVELOPMENT DEPARTMENT
- CALIFORNIA WORKFORCE DEVELOPMENT BOARD
- CALIFORNIA DEPARTMENT OF INDUSTRIAL
 RELATIONS
 - DIVISION OF APPRENTICESHIP STANDARDS
- AGRICULTURAL LABOR RELATIONS BOARD
- PUBLIC EMPLOYMENT RELATIONS BOARD
- UNEMPLOYMENT INSURANCE APPEALS BOARD

- GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT
 - (GO-Biz)
 - California Business Investment Services (CALBIS)
 - California Office of the Small Business Advocate (CalOSBA)
- CALIFORNIA COMMUNITY COLLEGES CHANCELLOR'S OFFICE
- CALIFORNIA DEPARTMENT OF REHABILITATION
- CALIFORNIA ENERGY COMMISSION
- OFFICE OF PLANNING AND RESEARCH
- CALIFORNIA MILITARY COUNCIL
- CALIFORNIA ALTERNATIVE ENERGY AND ADVANCED TRANSPORTATION FINANCING AUTHORITY (CAEATFA)
- CALIFORNIA LABOR FEDERATION
- CALIFORNIA MANUFACTURERS AND TECHNOLOGY ASSOCIATION
- CALIFORNIA MANUFACTURING AND TECHNOLOGY CONSULTING (CMTC)
- THE CORPORATION FOR MANUFACTURING EXCELLENCE (MANEX)
- CALIFORNIA WORKFORCE ASSOCIATION
- CALIFORNIA FORWARD

PROGRAM & PROCESS IMPROVEMENTS

Policy Committee

The ETP Policy Committee was founded in 2017. Three Panel members sit on the Committee, which meets approximately 6 times per fiscal year. The Policy Committee meetings are broken into two sections: a first section for discussion of policy items, and a second section for policy proposals needing action. Many items heard at Committee are eventually moved to the full Panel for approval. The Policy Committee aids ETP in developing and fine-tuning policies by fostering an open, public dialogue around policy issues at ETP. The Committee meetings are open to the public, and stakeholders contribute considerably to Committee discussions. Upcoming Policy Committee meeting information, as well as historical documents, can be found on the ETP website here: https://etp.ca.gov/panel-meetings/policy-committee/.

Telework

ETP has formed a telework workgroup comprised of cross-unit staff to work on the best solutions for the future state of teleworking. Upholding ETP's mission while ensuring the health of our staff is the focus of this workgroup. Teleworking will continue to utilize communication technology that includes Microsoft Teams and Zoom.

TECHNOLOGY

ETP's Website

ETP's website utilizes a modern interface that is backed by the California Office of Digital Innovation. ETP continues to focus on offering a user-centered, accessible, and mobile-friendly website. <u>Etp.ca.gov</u> serves as a starting point for public users to view important updates, access program information and knowledge, and to access ETP's Cal-E-Force & Cal-E-Grant systems. In addition to these services, our website also offers integrated digital forms. These forms provide a way for public users to request information and submit valuable feedback. ETP is proudly certified to be in compliance with California Government Code Sections 7405 and 11135.

SYSTEM CONSOLIDATION

ETP completed the migration of nearly 2,300 Legacy contracts to our Cal-E-Force cloud-based contracting system in a joint collaboration spanning our entire department and our consultants. This is a monumental milestone for our department and our stakeholders who now have access to seven years of contracting data in one system. Currently, there are nearly 2,700 contracts in Cal-E-Force, over 10 million different data fields from recently migrated contracts added to Cal-E-Force and 175.6 million points of data transferred overall.

Contract Management System (Cal-E-Force)

Cal-E-Force has been instrumental in helping ETP become more efficient, responsive, and strategic. ETP's Cal-E-Force system holds two subcategories: Cal-E-Program for ETP's Core funded program and Cal-E-Grants for ETP and CWDB's grant funding opportunities.

- Cal-E-Program holds over seven years of Contract Data allowing staff and stakeholders to look at prior contract information and future planning for applications/contracts. Cal-E-Program is continuing to add enhancements to streamline the application process, the internal contract development pieces and print forms for routing and approvals.
- Cal-E-Grants is a shared platform for ETP and CWDB allows customers to apply to many different grant funding opportunities. This system allows the application process to start online from the beginning and allows agency efficiencies for processing, routing, and report requirements.

Security

ETP is continuously educating its end users regarding the types of security risks in order to maintain a secure environment. ETP follows the State of California's Cal-Secure Information Security Maturity Roadmap. Cal-Secure outlines innovative information, privacy, and cybersecurity roadmaps that incorporates hundreds of hours of feedback from the state government security community and has several key features. Cal-Secure is broken into three strategic categories - people, process, and technology. Each category contains strategic priorities to address their respective critical shortfalls or concerns. An area of focus this period for ETP will be addressing any findings from ETP's Information Security Program Audit.

Internal Management System - TrackIt

ETP is looking into a single Mobile Device Management (MDM) system. Mobile Device Management (MDM) through a single product would simplify the distribution and management of ETP mobile devices and cut costs incurred from using multiple products to achieve the same solution.

eSignature

ETP offers eSignature with Contracts and Modifications, allowing staff to collect and manage secure digital signatures for these documents and streamline the signature process, while also eliminating the need to mail paper documents. Additional functions of ETP workflows that require signatures will be included in the eSignature process over time and will also be integrated with the Cal-E-Force & Cal-E-Grant systems.

SharePoint Improvements

ETP uses SharePoint Online, a cloud- based Microsoft web application as its intranet. SharePoint allows our users from across the state to work collaboratively and exchange information across the organization. This year our ETPNet SharePoint workgroup is introducing changes that will improve our SharePoint intranet's efficiency and allow our users to work more productively. Some of these changes include new reference categories that will replace old categories, new filterable tags and a new HR site dedicated to just HR information and documents.

Grant Management System (Cal-E-Grants)

Within the Cal-E-Force system is Cal-E-Grants, which is a system to apply for grant funding opportunities. This is a collaboration that includes ETP's Grants, California Workforce Development Board (CWDB), and most recently Division of Apprenticeship Standards (DAS) Grants and allows us to promote and streamline workforce opportunities within the Labor and Workforce Agency. Since going live, the system has accepted applications for 7 funding opportunities offered to employers throughout California. Cal-E-Grants has facilitated over \$100+ million in grants. The Cal-E-Grants team is continuing to add additional funding opportunities and provides resources to support current and new grants.

Delegation Order

The Panel has designed a process called "Delegation Order" to allow for projects to be reviewed and approved prior to a panel meeting. For this process, the Panel has given its authority to ETP's Executive Director to review and approve projects on a flow basis that are Single Employer Proposals.

- These proposals are reviewed on a flow basis by the Executive Director without consulting the Panel Chair, with a "reservation of right" to appear before the full Panel.
- This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar, which are grouped contracts decided on a majority vote by the Panel.
- Revisions to a Contract may be approved via Delegation Order based on the dollar amount of the contract.

For more information on the delegation order, please see our website.

North American Industry Classification Systems (NAICS)

The Panel establishes funding priorities for the fiscal year based on the demand of employers for trained workers, and on changes in the State's economy. ETP designates industries and specifically Priority Industry (PI) designations using the North American Industry Classification Systems (NAICS).

ETP priority industries have remained static over the years and is taking a more meaningful approach in identifying industries to concentrate on for eligible funding. Historically, ETP priority designations have had an informal process and have remained unchanged.

ETP will be working with a third party research firm to gain insight from an outside lens on NAICS industries to be determined as a priority, to make the biggest impact in California Businesses and employees.

Group Start Up Meetings (GSUM)

Launched in March 2020, ETP's Group Start-Up Meeting (GSUM) was established to revolutionize communication and collaboration with stakeholders. The GSUM Workgroup will continue conducting meetings with contractors statewide to ensure the largest reach and potential impact on contractors. However, starting in January 2023 the GSUM Workgroup rebranded the GSUM presentation as ETP's Contractor Onboarding meeting. This transition will change the meeting focus from a Regional Office/Monitoring Analyst function of a Start-Up Meeting and allow a broader set of topics and ETP staff to participate in meeting. This will broaden out the conversation to include more aspects of the ETP organization and encourage more collaboration on the project from ETP staff that work with contractors at various times throughout and after the contract lifecycle.

In, addition one of the more exciting aspects coming in 2023-24 is the implementation of our Contractor Cohort Communication project. This CCC project will focus on strategic messaging to each cohort throughout the contract lifecycle. The message in the communication will be based on the time remaining within the contractors contract so they can work proactively to administer their projects based on ETP recommendations and information. This will create a centralized message from ETP to create consistency and support for all contractors throughout the contract term. The messages will utilize videos, how to guides and infographics to support the contractors efforts to work independently.

FUTURE PLANNING

The CivicMakers

CivicMakers is a strategic consultancy and community of practitioners that believes in the power of inclusive, collaborative design to shape a better world. They partner with governments, nonprofits, and mission-driven companies to unearth human insights and co-create solutions to public challenges.

Nearly eight years ago, CivicMakers began as a way to bring people together around shared opportunities and challenges in the civic space, and has grown to be a leading human-centered design consultancy in the Bay Area and across California. You can read more about their projects and clients here.

What is CivicMakers' role at ETP?

The CivicMakers team will be primarily comprised of Virginia Hamilton and Judi Brown, who will be performing two major roles at ETP:

1. Reviewing our First-In, First-Out application process.

CivicMakers along with the Design Team (small group of ETP managers and staff), will evaluate the efficiency, applicability and equity of the process and report on whether or not we need to change it, by using a Human Centered Design (HCD) approach. The Design Team will use HCD, a creative approach to problem solving that puts the 'human' firmly at the center of the problem solving process when designing products or services. HCD is all about building a deep empathy with the people/organization you're designing for, generating ideas, building prototypes, and eventually putting your innovative new solutions out in the world. The Design Team will use HCD techniques to understand the perspectives of panel members, stakeholders, and staff.

2. Capacity-building and training for managers and staff.

The focus of this effort is to build on the knowledge and skills of all ETP members. The first training will be focused on the Human-Centered Design (HCD) approach, as described above. Training will include specific processes such as empathy interviewing, journey mapping, prototyping and testing and to the extent possible, be done within the context of improving the application process, the experience of employers working with ETP, and the staff's processes.

Future Objectives

As ETP propels forward into the future, we prepare for new and exciting changes to assist in the upskilling of California's workforce and solidify our stance in the global economy. To further these objectives, we continue to research strategies to seek and foster new partnerships with other public-private agencies, provide diversified training in highgrowth sectors, additional assistance to small businesses and underserved communities and secure additional funding streams to increase training opportunities for the advancement of our State's workers. We continue to stay committed to improve the lives of California's workforce.

In effectively executing these objectives, we plan to evaluate the efficiency of our program by implementing future changes including monitoring trainee wage comparisons before and after training outcomes.

Program Effectiveness Workgroup

The Program Effectiveness Workgroup (PEW) was formed in the Summer of 2022 and is a collaborative effort across multiple units within ETP. With the goal of efficiently tracking trainee and contract data to measure the ETP's impact on the California economy, the workgroup strives to improve data collection processes in adherence to legislative mandates. The workgroup is currently in the development phase with the hopes to implement this process by Fiscal Year 2023.

APPENDICES

More details are available

See the following sections for additional information on:

- ETP's Priority Industries Descriptions
- Clean Transportation Program (CTP)

ETP's Priority Industries Descriptions

Agriculture

Over the past 10 years, California's agricultural exports have grown substatially.¹ For the 2020 crop year, California agricultural exports totaled \$20.8 billion.² Almonds continue to be California's top valued agricultural export at more than \$4.6 billion in value with dairy and dairy products second at just over \$2 billion. Of the top 57 commodities exported (which represent \$17.6 billion), 17 showed an increase in export value of 5 percent or more. The top 10 export destinations accounted for 70.5% of the 2020 export value.³

Allied Healthcare

Allied healthcare occupations generally support nurses and certified skilled medical workers. Many employees work at the bedside or behind the scenes to prevent disease transmission, such as COVID-19, provide laboratory, imaging, and other critical services to diagnose and treat and rehabilitate patients of all ages. Healthcare is one of the state's highest growth industries. By 2050, California's population is projected to reach 45 million people.⁴

An aging baby boomer population, coupled with the Affordable Care Act (ACA) which spurred the creation of Covered California, means more people are in need of care and there are less people to deliver it. The Affordable Care Act enacted by former President Obama combined with Covered California allows Californians the ability to buy health coverage that cannot be denied or canceled if they are sick or have pre-existing health conditions.⁵ As a result, millions of Californians now have healthcare coverage, including rural and disadvantaged communities, where access to quality healthcare services can often be limited. Many of those covered are foreign born. Thus, it is critical to provide relevant, regional training, and education that prepares healthcare workers to deliver high-quality health services to diverse populations in all areas of the state.

Biotechnology and Life Sciences

Home to the largest life sciences cluster in the world and a source of the greatest number of products in clinical development, California is a global leader in biotechnology and medical technology. California's life sciences community helps people around the world, as innovators from the San Francisco Bay Area to San Diego tackle many unmet challenges in healthcare, energy production, agriculture and other areas.

¹ "California Agricultural Exports," *California Department of Food and Agriculture*, p 10,

https://www.cdfa.ca.gov/Statistics/PDFs/2021_Exports_Publication.pdf Accessed 2 September 2022. ² "California Agricultural Exports," *California Department of Food and Agriculture*, p 113,

https://www.cdfa.ca.gov/Statistics/PDFs/2021_Exports_Publication.pdf Accessed 2 September 2022. ³ "California Agricultural Exports," *California Department of Food and Agriculture*, p 2,

https://www.cdfa.ca.gov/Statistics/PDFs/2021_Exports_Publication.pdf Accessed 2 September 2022.

⁴ "California's Population," *Public Policy Institute of California*, par 1, January 2022, <u>https://www.ppic.org/publication/californias-population/</u> Accessed 2 September 2022.

⁵ "Affordable Car Act in California," *California Competes*, <u>https://a29.asmdc.org/affordable-care-act-california</u>. Accessed 2 September 2022.

Next to new treatments, the most important thing the life sciences sector produces is economic growth. In 2020, life sciences companies directly employed 313,320 Californians. Indirect and induced employment brings that total to 1,119,274. The industry is second only to computer technologies among high-tech industries in California employment.

As the overall economy has grown, California's life sciences community has more than kept pace. In 2020, the life sciences sector directly employed 313,230 Californians and was responsible for paying \$158,555 in average wages and salary during the year, which is above the average for all industries considered together for the state. California leads the nation with 12,914 life science companies employing over 313,000 people, and earning over \$230 billion in annual revenues. California's venture capital investment has also been on the rise in recent years, with \$81.1 billion in 2020, up \$15.1 billion from 2019.⁵

Construction

Due to overall economic and population growth, demand for new buildings, roads, and other structures, is expected to increase creating new jobs in construction and extraction occupations. An additional 4 percent increase in construction and extraction occupational employment is projected from 2021 to 2031, about as fast as the average for all occupations and a gain of about 252,900 new jobs.6 The Employment Development Department's Labor Market Information Division (LMID) report a 13% percent change of employment for Painters, Construction and Maintenance projected between 2020 -2030.⁷

In recent years, federal stimulus funds and bonds have brought new transportation infrastructure investments, fueling high-priority transportation corridor improvements, trade infrastructure and port security projects, transit and passenger rail improvements, state and local partnership transportation projects, and improvements to streets, levees, and roads. Over the next ten years, labor needs for highway and transportation infrastructure improvements and nonresidential and public works projects will remain a priority and are expected to increase to support the demands of a growing population.

With the "greening" of the construction industry, opportunities are emerging in green construction jobs. Along with new construction projects there are many buildings being weatherized and retrofitted to achieve the Leadership in Energy and Environmental Design (LEED) certification.9 Green construction occupations encompass all aspects of the building trades and provide opportunities for workers at various skill levels, from apprentice to journey-level. As California continues to lead the nation in the development of new technologies, renewable energy, and the sustainable design and construction of more efficient buildings, the demand for skilled workers in green building trades will continue to rise.

⁵ California Life Sciences Sector Report, California Life Sciences Organization, 2021. <u>https://www.califesciences.org/california-life-sciences-sector-report/</u>. Accessed 2 September 2022

⁶ Occupational Outlook Handbook, Construction and Extraction Occupations, Bureau of Labor Statistics, 2021, <u>https://www.bls.gov/ooh/</u> <u>construction-and-extraction/home.htm</u>. Accessed 2 September 2022.

⁷California Occupational Employment Projections Between 2012-2022, Fig 1, The top 10 Fastest Growing Occupations with the Highest Percent Change of Employment Between 2012-2022, p 2, 19 September 2014, Employment Development Department, <u>https://labormarketinfo.edd.ca.gov/data/employment-projections.html</u> Accessed 2 September 2022.

Goods Movement and Transportation Logistics

As the fourth largest economy, globally, 10% of all US exports are handled by California. This crucial industry supports over 5 million (almost 1 in 4) jobs in California.⁸ The state's prosperity is tied to exports and imports of both goods and services by California-based companies, to exports and imports through California's transportation gateways, and to movement of human and capital resources. ⁹ The 2020 Trade Corridor Enhancement Program provides three years of programming FY 2020-21 through FY 2022-23, for an estimated total of \$1.001 billion of funds for infrastructure improvement projects for this vital industry.¹⁰ These projects will more efficiently enhance the movement of goods along corridors that have a high freight volume.¹¹ As California's goods movement industry expands and transportation logistics technologies advance, they will remain among the state's highest priorities and a source of high-wage jobs.

Green/Clean Technology

California is committed to increasing energy efficiency and the sustainable use of resources. The California Energy Commission's Renewables Portfolio Standard (RPS) guides the State's conversion of retail and public utilities to renewable sources. Since 2006, California's Governors have set increasingly aggressive benchmarks demanding higher percentages of California's electricity to be produced by renewable sources. In 2015, Governor Brown signed legislation requiring retail sellers and publicly owned utilities to procure 50 percent of their electricity from renewable resources by 2030.¹² In Sept. of 2022, Governor Newsom signed SB1020 which sets interim goals for retail electricity's switch, entirely, to renewables by 2045 as well as requiring all state agencies to switch to 100% renewable energy by 2035.¹³ California's pioneering clean energy movement is advancing a strong economy by simultaneously increasing revenues and employment gains while sustaining a healthy environment. Green/clean technology encompasses innovation, creating a vibrant and clean market, growing efficiency savings for businesses, and leveling the playing field for renewal energy to compete fairly with polluting sources of energy. Industries with significant presence in the state include: Advanced Grid Technologies, Advanced Electricity Generation, Building Energy Efficiency, Advanced Transportation and Advanced Fuels.¹⁴

⁸ "Spotlight on Commerce's Key Economic Data." United States Department of Commerce, 2 September 2022, <u>https://performance.commerce.gov/stories/s/c36u-jyd9</u>

⁹ "Trade Statistics." CalChamber Advocacy, 2021, <u>https://advocacy.calchamber.com/international/trade/trade-statistics/</u>

¹⁰ California Transportation Commission, "2022 Trade Corridor Enhancement Program Guidelines." August 2022, p. 4.

¹¹ "Trade Corridor Enhancement Program (TCEP)." California Transportation Commission, 2020, <u>https://catc.ca.gov/programs/sb1/trade-corridor-enhancement-program</u>

¹² Renewables Portfolio Standard (RPS), California Energy Commission, <u>https://www.energy.ca.gov/programs-and-topics/programs/</u> renewables-portfolio-standard. Accessed 2 September 2022

¹³ SB-1020 Clean Energy, Jobs and Affordability Act of 2022 <u>https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB1020/</u> Accessed 2 September 2022.

¹⁴ "Climate and Clean Energy,"<u>https://business.ca.gov/industries/climate-and-clean-energy/</u>. Accessed 2 September 2022.

Information Technology Services

Information Technology Services The Information Technology (IT) industry has powered the growth of the world economy as organizations are driving efficiency, delivering quality services through innovative solutions. In 2022, California continued its rank as the nation's leading cyberstate. California ranked #1 in net tech employment and in diversity:

- California's net tech employment was an estimated 1,411,447 workers in 2021, a gain of 5,165 net new jobs year-over-year;
- Highest tech wages nationally, with median state wage of \$116,729;
- High-tech payroll of \$493 billion;
- High-tech businesses: 54,303 and
- Highest Innovation Per Capita.

Information Technology Services is a fast-growing industry, with employment in computer systems design and related services projected to increase by 56.4 percent by 2024.¹⁵ The Bureau of Labor Statistics (BLS) expects tremendous employment opportunities in the industry as the demand for computer-related occupations face significant growth due to rapid advances in artificial intelligence, cloud computing, big data, and information security.

Manufacturing/Food Production

Manufacturing/Food Production Manufacturing spurs job creation up and down the supply chain. Growth in the manufacturing industry has a job multiplier effect that favorably impacts other industries. With the top ten manufacturing and food production employers based in California, its workforce accounted for a total of over 11 million employees, producing more manufacturing jobs than any other state. California is the highest ranking state for manufacturing jobs in the country. In 2019, the total output from manufacturing in California was \$324.43 billion, accounting for 10.36 percent of the state's total output and employing 7.57 percent of the state's total workforce.¹⁶

Multimedia/Entertainment

Multimedia/Entertainment and the motion picture industries remain a staple of the State's economy, providing significant employment multiplier effects on the economy, creating highwage, high-skill jobs which extend beyond the motion picture industry as an essential source of economic activity, tax revenue and tourism in California. According to projections, the Arts and Entertainment industries' employment is expected to grow by almost 30% in the coming year.¹⁷

California's multimedia and motion picture industry is becoming more competitive, projected to bring more filmmakers to the State in the upcoming years. Enacted in January 2015, the five-year Film and Television Tax Credit program increased fiscal year funding from \$100 million to \$330 million annually through FY 2019-20, and in 2018, it was extended for an additional 5 years. The first three fiscal years of Program 2.0 produced substantial economic impact. The approved productions for Fiscal Year 1 of Program 3.0 are estimated to generate \$2.6 billion of direct instate spending. This includes \$992 million in qualified wages.¹⁸

¹⁵ Cyberstates 2022, State of the Tech Workforce, March 2022, <u>https://www.cyberstates.org/pdf/CompTIA_Cyberstates_2022.pdf?_sm_au_=iVV5nS1vtR52HZJP</u>. Accessed 27 October 2022
¹⁶ 2021 Colifornia Manufacturing Eacts. National Accessibility of Manufacturing Eacts. National Accessibility of Manufacturing Eacts.

¹⁶ 2021 California Manufacturing Facts. *National Association of Manufacturers*, 2021, <u>https://www.nam.org/state-manufacturing-data/2021-</u> california-manufacturing-facts/ 17 Short Term Inductor Employment Projections. *State of Oplifumity*, *Employment*, 2000, https://www.nam.org/state-manufacturing-data/2021-

¹⁷ Short Term Industry Employment Projections. *State of California, Employment Development Department*, 2022, <u>https://data.edd.ca.gov/</u> Employment-Projections/Short-Term-Industry-Employment-Projections/5jre-fccg

¹⁸ Film and Television Tax Credit Program, Progress Report. *California Film Commission*, Nov 2021, <u>https://www.nam.org/state-manufacturing-data/2021-california-manufacturing-facts/</u>

Technical Services

According to the US Bureau of Labor Statistics (BLS), the technical services sector comprises establishments that specialize in performing technical activities for others, which require a high degree of expertise and training.¹⁹ The Silicon Valley, located in the southern part of the San Francisco Bay Area is a global hub for the technology industry and is home to many of the world's largest high-tech companies providing technical services to various industries. Some major technical services industries include scientific research and development, management, scientific and technical consulting services, architectural and engineering services. After a spike in unemployment, California is on the brink of fully recovering the jobs it lost during the pandemic induced recession. Over the course of the next two years, the biggest gains will be the professional, scientific and technical services subsector which is projected to add 121,200 jobs.²⁰

 ¹⁹ "Industries at a Glance." U.S.Bureau of Labor Statistics, 25 October 2022, <u>https://www.bls.gov/iag/tgs/iag54.htm</u>
 ²⁰ "California Jobs Market Briefing." *Employment Development Department*, 5 September 2022, <u>https://edd.ca.gov/siteassets/files/pdf/ca-jobs-market-briefing-2022.pdf</u>

Clean Transportation Program (CTP)

Clean Transportation Program (CTP) Created in 2007 and administered by the California Energy Commission (CEC), CTP, formerly known as Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP), strives to transform California's fuel and vehicle types to meet the state's climate change policies. ETP's partnership with CEC was established to address workforce training issues aligned with CTP goals and objectives. ETP exhausted \$11.5 million in CTP funding through an interagency agreement that concluded at the end of FY2020/2021.

ETP continues to serve on the CTP Investment Plan Advisory Committee to provide input and work with Advisory Committee member organizations to establish new workforce partnerships aligned with equity and ZEV technology deployment goals. Using core program funding, ETP will continue to develop contracts focused on Zero-Emission Vehicle (ZEV) manufacturing and infrastructure to further address California's ZEV workforce needs. ETP will continue to pursue opportunities to leverage or obtain alternative funding sources.

Zero-Emission Vehicles and Renewable Fuel Technology

Through its partnership with the California Energy Commission (CEC), the Clean Transportation Program (CTP), ETP has funded over \$16.7M in job skills training in clean transportation technologies including Zero-Emissions Vehicle (ZEV) manufacturing companies, transit and apprenticeship workers directly reducing vehicle emissions in California.^[1] Through this training California workers and their employers have been able to innovate and deploy ZEV technologies into communities impacted by high vehicle emissions and address the workforce development needs of employers across the industry sector to ensure that California remains the leader in clean vehicle technology.

ETP has developed partnerships supporting local and statewide business recruitment strategies for manufacturers of vehicles, vehicle components and infrastructure and building from the technological innovation and employer driven job skills to support workforce development efforts in economically disadvantaged communities. Partnerships with Go-Biz, can be leveraged to introduce and improve ZEV related job skills and increase compensation and retention of California manufacturers as well as advanced technology companies innovating the ZEV marketplace. At the same time working with workforce partners, including the California Workforce Development Board (CWDB), the California Community Colleges including UpSkill California[^{2],} and the California Labor Federation AFL-CIO, ETP can expand and sustain efforts to bring training and employment opportunities to traditionally underserved Californians. ETP also participates on the Governor's Interagency Working Group on Zero-Emission Vehicles leveraging CTP and ETP core funding to support workforce training to support job creation and career pathways in zero emission vehicle manufacturing and infrastructure. Additional information is available in the Appendices/CEC.

^[1] \$16.7M ETP funded training includes Clean Transportation Program IA agreements \$13.5M and a conservative estimate of core program training for ZEV manufacturers (calculated at \$3.185M since FY2015/16). The specific dollar amount of IBEW apprenticeship agreements with Electric Vehicle Infrastructure Training Program (EVITP), EV Charging and Permitting wasn't included in this figure.

^[2] Upskill California is a collaboration of California Community Colleges and College Districts that contract with ETP. ETP provides additional technical assistance to support engagement and outreach to expand the number of colleges contracting with ETP and the number of industry sectors served by these colleges

THE EMPLOYMENT TRAINING PANEL

2021-24 STRATEGIC PLAN

WAS PREPARED BY THE RESEARCH & ANALYTICS DIVISION:

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