

PANEL PACKET

July 2022



Employment Training Panel



PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, July 29, 2022 at 9:30 a.m.

VIRTUAL MEETING

Attention: In accordance with Government Code section 11133, this Panel Meeting will not have a physical presence; but rather, this Panel Meeting will be held through teleconferencing as noticed herein.

The Panel Meeting will be live streamed and open to the public on Zoom:

Join Zoom Meeting:

<https://us06web.zoom.us/j/86065925113>

Webinar ID: 860 6592 5113

One tap mobile: 888 278 0296 US Toll-free

Conference code: 1185529

Note: Representatives for the Proposals in this Panel Meeting are required to login to the webinar to answer Panel comment and questions.

*All times indicated below and the order of business are approximate and subject to change

Webinar Login For assistance, login and raise your hand or contact Ryan.Boyd@etp.ca.gov or Amina.Nasufovic@etp.ca.gov	9:00am	Ryan Boyd Amina Nasufovic
Webinar Instruction Intro Virtual: Audio-Ryan/Amina/Voice-Panel Only	9:30am	Ryan Boyd Amina Nasufovic
Call to Order by Acting Chairperson Virtual: Audio-Janice/Voice-Panel Only <ul style="list-style-type: none">Roll Call Hand-Raise Pause for Public Comment-Alayna <ul style="list-style-type: none">Action to Approve July Panel Meeting AgendaAction to Approve June Panel Meeting Minutes		Janice Roberts
Executive Report Virtual: Audio-Reg/Peter/Jaime/Tara/Michael/Voice-Panel Only		Reg Javier Peter Cooper

Panel Date: July 29, 2022

- Legislative/Budget/Other
- Budget Update and Action on Allocations
- Request Motion to Adopt Consent Calendar Projects/Action

Tara Armstrong
Michael Cable
Mario Maslac

Action Item on Approving a Cap for Apprenticeship
Proposals for Fiscal Year 22/23

Virtual: Audio-Mario/Voice-Panel Only

Mario Maslac

Review and Action on Proposals

Virtual: Audio-Presenters/ Voice-Presenters & Panel and
Contractors (if needed)

Virtual: Hand-Raise Pause for Public Comment-Alayna

Kellen Hernandez
Ryan Swier
Chris Hoover
Jana Lazarewicz

Opportunity for Panel Members to Request Agenda Items for Future Panel Meetings

Virtual: Voice available for Panel Only

Public Comment on Matters Not on the Agenda

Virtual: Hand-Raise for Public Comment via Voice - Alayna

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, Staff Attorney, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, Staff Attorney, 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, Staff Attorney, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, Staff Attorney, 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 July 25, 2022, 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

Aerojet Rocketdyne, Inc.-----	\$250,125
Aspen Skilled Healthcare, Inc. dba Aspen Healthcare, Inc. -----	\$499,560
B.R. Building Resources Company -----	\$289,800
Chatsworth Products, Inc. -----	\$177,560
Rocket Lab Space Systems-----WITHDRAWN -----	\$386,400
The Industrial Council of the City of Commerce, California -----	\$599,440

San Diego Regional Office

CALSPEC ENTERPRISES, INC. dba California Bath Restoration --	\$99,820
National Veterans Transition Services, Inc.-----	\$255,645
QC Manufacturing, Inc. dba QuietCool -----	\$103,500

San Francisco Regional Office

Advanced Composite Products and Technology, Inc. -----	\$100,740
American Health Education -----	\$298,800
Headway Technologies, Inc.-----	\$499,629
Ingomar Packing Company, LLC -----	\$487,600
Vander-Bend Manufacturing, Inc. -----	\$499,790

Sacramento Regional Office

Clarke & Rush Mechanical, Inc. -----	\$244,651
Crain Walnut Shelling, LP -----	\$226,550
La Tortilla Factory Inc.-----	\$350,635
The Wine Group, Inc.-----	\$490,774

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 06/21/22- 07/18/22

≤ \$75,000	Approved Date	Approved Amount
<hr/>		
<u>North Hollywood</u>		
SVD, Inc.	07/12/22	\$50,094
Zobrist Software Group, Inc. dba Zobrist Consulting Group	07/11/22	\$16,100
<u>San Diego Regional Office</u>		
Nextgen Associates, Inc.	07/12/22	\$53,360
<u>San Francisco Regional Office</u>		
Phil Barnett Plumbing Inc.	06/27/22	\$45,450
<u>Sacramento Regional Office</u>		
Poindexter Nut Company, Inc.	07/14/22	\$70,150



State of California—Labor and Workforce Development Agency

Employment Training Panel

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Zobrist Software Group, Inc. dba Zobrist Consulting Group



M e m o r a n d u m

To: Panel Members

Date July 29, 2022

From: Reg Javier
Director

Subject: **Future Meeting Sites**

<i>July Panel July 29, 2022</i>	ZOOM MEETING
<i>August Panel August 26, 2022</i>	CalEPA 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM
<i>September Panel September 30, 2022</i>	CalEPA 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM
<i>October Panel October 28, 2022</i>	CalEPA 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

In Person & Zoom Meeting
Thursday, June 30, 2022

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

Madison Hull
Member

Executive Staff

Reg Javier
Executive Director

Peter Cooper
Assistant Director

Jaime Gutierrez
Chief Deputy Director

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
Virtual & Zoom Meeting
Thursday, June 30, 2022

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:28 a.m.

II. ROLL CALL

Present

Janice Roberts
Chris Dombrowski
Gretchen Newsom
Rick Smiles
Douglas Tracy
Madison Hull

Executive Staff

Reg Javier, Executive Director
Peter Cooper, Assistant Director
Jaime Gutierrez, Chief Deputy Director

Absent

Gloria Bell
Ernesto Morales
Michael Cable

III. AGENDA

June agenda changes were made item one the Labor Secretary will not be joining today but attending July Panel meeting instead and Michael Cable is not in attendance today.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Agenda. All Panel Members present voted in the affirmative for approval of the Meeting Agenda.

Motion carried, 6 to 0.

IV. MINUTES

No changes to May Meeting Minutes

ACTION: Mr. Smiles moved and Ms. Newsom seconded the approval of the Meeting Minutes. All Panel Members present voted in the affirmative for approval of the Meeting Minutes from the last panel meeting.

Motion carried, 6 to 0.

V. REPORT OF DIRECTOR

Today's agenda covers 27 proposals, including 12 delegation orders. Contracting capacity was \$45 million down from prior year. Legislature dropped \$86 million across four programs. Two new programs launched besides CCCF and expansion the other two SEE and PFL. There was a new launch of Cal-E-Force. All our general funds money received this year is out in contracts. We still have a lot of work to do.

VI. REPORT OF THE ASSISTANT DIRECTOR

Three updates, first kickoff regarding apprenticeship program, window for applying for funding just closed May 31st. 60 applications were received for roughly \$30 million in funding. July Panel meeting we will be making recommendations on the cap for those. We anticipate applicants will be taking some reduction in amounts requested. Applications should come to panel at September panel meeting. Secondly regarding SEED (Social entrepreneurs for economic development). The governor's office has been watching this very closely. Governor Newsom and labor secretary Elegia visited an immigrant owned restaurant in downtown LA on June 10 that was funded by SEED. We will be seeking additional funding for this program for the 2023-2024 fiscal year. Thirdly, it's regarding the new funds for this fiscal year starting tomorrow. Legislature has agreed on a budget our two proposals did stay in the budget, we will receive funding for both health care and literacy. The health care workforce advancement fund was originally \$90 million to support job entry and career advancement for entry level and other workers. The \$90 million was reduce by \$25 million and now have extra requirements for participants. The Literacy Workforce Program did remain intact at \$20 million. This is for ETP to expand workplace literacy training and contextualized English digital skills and technical skills training for incumbent workers, allowing for employers to build skilled workforces increasing employee retention provide pathways to higher wages and better jobs for immigrants.

VII. UPDATE ON CAL-E-FORCE

Cal-E-Force is adding a lot of internal efficiencies such as refining, reporting to staff adding some automation like a county lookup. Tomorrow an automatic training letter goes out after approval from panel, reducing time. Working on Cal-E-Force grants we have seven grants within the system now. Last update is to our security infrastructure. Concentrating on making sure state requirements are followed for our upcoming audit and assessment.

VIII. REPORT OF THE CHIEF DEUPTY DIRECTOR

Regarding Funding:

Today's panel meeting is for approximately a little under \$5 million and includes 13 approved delegation orders totaling \$626,333. If all proposals are funded today the Panel will approve 27 projects. We do still have 262 applications in the queue and 90 applications in development with regional offices 27 applications under review by application and assessment unit, and 145 applications pending review. The estimated value of the 262 applications is just over \$52.8 million.

Regarding Demand and Allocations:

Total demand \$22.1 million in demand for single employer contracts. \$2.3 million for multiple employer contracts and \$6.6 million for small business, \$875,432 in demand for Critical Proposals and \$21 million for Apprenticeships. Please note 145 submitted applications pending review will roll into the next fiscal year 2023. We are currently allocated funding for state fiscal year 2122. We are currently within our allocated funding for the state fiscal year 2122.

Contracting capacity for this coming fiscal year 2023 is going up from the initial projected \$81 million to \$92.9 million. Slight correction to assistant director Cooper regarding literacy initiative actual funding is \$10 million not \$20 million. By category the allocation will be as follows: Single employer \$34.8 million; small businesses \$5.8 million; MEC's \$23.3 million; apprenticeships \$23.2 million; and critical proposals \$5.8 million for a grand total of \$92.9 million.

There is a subcommittee meeting we are trying to schedule immediately after the July panel meeting. It will include three major components: guidelines associated with the healthcare initiative; guidelines associated with the literacy initiative; and additional information around the code presentation following this report.

IX. CONSENT CALENDAR

ACTION: Mr. Smiles moved and Mr. Tracy seconded the approval of the Consent Calendar. All Panel Members present voted in the affirmative for approval of the Consent Calendar.

Motion carried, 6 to 0.

X. PRESENTATION REGARDING PRIORITY INDUSTRY CODE CHANGES

The North American Industry Classification System, known as NAICS was developed by Federal Statistical Agencies to classify and categorize business establishments for collection, analysis and publications of data related to the business economy of the North American countries, specifically Canada, Mexico and the U.S. Classification is similar to Dewey Decimal Systems but for industry sectors. There are 6 digits the first two designate the economic sector and the remaining four are comprised of industry groupings and national industry sub sectors. Every five years the Office of Management and Budget review the NAICS codes for potential revisions, so the classification system can keep pace with the changing economy. The last update was 2017, and the current revisions have just come out this year. ETP reviews the release codes for any revisions that directly affect ETP's priority industry designations. ETP reviews applicants NAICS codes to determine if the NAICS code is one of the designated is one that is designated as an industry being threatened by at a state competition. Priority industry designations provide higher reimbursements rates than non-priority and allows companies to qualify for the lower set priority wage. In times when there is a moratorium on certain industries the NAICS code will prevent or allow a company to be eligible to apply for ETP funding. We found 18 existing codes in the information technology priority industry that have changed. So this resulted in eight new 2022 code numbers, we have identified codes that have been consolidated into one new number.

Approval for the new eight codes with consolidation of numbers.

ACTION: Mr. Tracy moved and Mr. Smiles seconded the approval of the new eight NAICS numbers. All Panel Members present voted in the affirmative for approval of the new eight NAICS numbers.

Motion carried, 6 to 0.

ETP calls industries by their two digit codes but they should be looked at by the six digit designation. We will be researching to figure out what industries are affected and should be under our priority industries and give recommendations to the panel in future.

XI. REVIEW AND ACTION OF PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No. 8: West Coast Media News LLC.

Priority industry, repeat contractor, union involved (Pacific Media Workers Guild Local 39521). Funding requested \$499,583 for an estimated 749 job one trainees. Training will take place at three West Coast Media affiliates, California Newspapers Limited Partnership, Los Angeles Daily News Publishing Company and Monterey Newspapers LLC. Fifth ETP contract, third within five years. Does not have formal veterans program but hires. Union letter of intent submitted.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by West Coast Media News LLC in the amount of \$499,583. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

MULTIPLE EMPLOYER CONTRACTS

Tab No. 9: Insurance Education Association LLC

Repeat Contractor, funding requested \$354,000 for 300 trainees located throughout Southern California.

Question was raised how long has it been since last contract?

No details were known since company was acquired in 2020 there are new owners and new leadership. The current name is the same.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Insurance Education Associates LLC in the amount of \$354,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 10: Center for Employment Training.

Priority industry, repeat contractor. Funding requested \$403,300 for estimated 100 jobs one new hire trainees. 10 California locations, Coachella, Colton, El Centro, Oxnard, Salinas, San Diego, San Jose, Santa Maria, Soledad and Watsonville. Firth ETP contract, first in 5 years. Does not have Veterans Job number but has marketing materials for serve and train Veterans.

Concerns were raised regarding two areas, quality of training and pathways to quality construction careers. This is not an apprenticeship program yet proposal state electricians and being trained and receiving wages that are severely subpar to industry standards. Wage is as low as \$17.64 per hour.

Response given by Carlos Lopez, Program Direction was that wages are the allowable ETP minimum. They are interested in working with unions to pay higher wages for students.

Elaboration was asked for since it is against ETP policy and priorities to duplicate DHS approved apprenticeship training curriculum, yet much of commercial skills offered are duplicative and without DHS oversight and approval.

Mr. Lopez's response was that curriculums are based on employer demand and they are working with employers and also reviewed by Department of Education. So the Department of Education standards are being met. No they are not a formal apprenticeship programs but do work with unions who come to the programs and give presentations, tours and make referrals for those completing the training programs. They do have MC3, which is a job readiness they work with.

It was stated that programs operate on what's referred to as open rolling enrollments, where you can start the class anytime you are ready. This makes one think critically about the quality of training. Trainees are being told that they can come in at their leisure to fulfill their 900 hours of training. Multiple trainees have said that the curriculum is largely self-guided and lacking, not actually based on selecting a course and being taught by an instructor. A graduate from El Centro was provided a stack of books and told to go through them at his pace and he stated that he learned very little and that the curriculum does not appear to be instructor guided and the center of focus was on fulfilling the hours and the facility rather than learning a trade. The actual classes and curriculum does not appear to provide a level at all consistent with classroom based instruction of apprenticeships programs. The website states the trainee applicants are to complete 900 hours of education and training. And that CET charges \$14,000 in tuition for this training. Your ETP application states that only 260 of those hours will be funded by ETP. The remaining 640 hours will be covered by CET. The question is how exactly is ETP covering this cost? Or is the trainee paying the remainder of the tuition?

Response by Mr. Lopez was the trainees do not pay any cost of the tuition.

It was questioned why the website states promotional material \$14,000 for tuition?

Mr. Lopez answered it is a public requirement to list all training programs and tuition on the website. Their organization is accredited by the Department of Education and required to submit information on each of the programs and the hours range from 300-900. Funding pays for in kind they have several matching resources, Pell Grant is an in kind considered for paying

remaining tuition after ETP and again all training is accredited. As for other resources there is the large national farm worker training program that is in every center and can be used to match. Migrant seasonal farm worker profile is very similar to multiple barrier people we serve which is paid for the farm worker training program. Close working relationship with we own program and On Stop career centers and many referrals that pay a portion of the tuition along with the ETP money. Students are not charged for any resources or any money for the program. Then there are projects like one, two and one two is the Department of Labor grant that we have for serving women and not traditional skills that choose us as a match. Some instances, we have corporate donations, like Wells Fargo Givens program we had for almost 30 years, that pays for part of a match. So to be clear we have other resources to pay for in kind contributions. As far as instruction, I can't speak specifically to the student of El Centro. Our instructors, are approved by the Bureau of post-secondary education, range from five to 20 years of experience from the private sector. It may have been during COVID, when things were not going well because students were absent from training during that time. Beyond that we do have professional instructors, facilities and equipment at each of our facilities.

It was brought up that one of the facilities was recently visited and no instruction was occurring, just people working at their own pace, on boards in some of the hands of materials with printouts without instruction. What do they received when they graduate for the \$14,000 tuition and the 900 hours?

Mr. Lopez replied they get a certificate of completion and those who pass credential programs are awarded a credential from a private. We list the types of credentials and that if they pass they can get these credentials things like green awareness.

Related to that you state within your proposal that once a trainee in the electrical trade graduates from the program, they can pursue an electrical trainee card. But this is afforded to anyone that pays \$25 to the state of California. So it is clear that you are not providing certifications, or electrical skills certifications for your program. Does the graduate of your program receive any electrical skills certifications like an apprenticeship program?

Mr. Lopez answer that he did not know. They do work closely with the electrical union people and those that pass the test are qualified to go into apprenticeship.

It was questioned regarding the tuition coverage by Pell Grants and whether they are seeking to accept veterans in the programs and whether the GI bill covers the cost of tuition was raised.

Mr. Lopez answered on an individual basis.

It was concluded that CDT is not an employer, but a training facility. As a MEC applicant it is suspect that a list of employers was no included in the application. The training being offered without the connection of an apprenticeship gold standard of "earn while you learn" so the trainee at your facility is not earning they are just learning. It is evident that you take in trainees and then officer job placement after completion of the program. One of the graduates they spoke with regarding job placement stated that the staff member pulled a phonebook out from under their desk and randomly called construction contractors saying they had a graduate for placement. How does the job placement work?

Mr. Lopez we have staff in each center that work with our students and employers to make job placement. It also means working with the One Stop career centers in San Diego, all the center work in partnership for job placement.

It was questioned as to why employers were not included on the list as per usual. The employers are the ones telling you we need these certifications or skills, train these folks, generally speaking those employees are employed, not new hires.

Mr. Lopez state no these are new hires, they don't have a job yet. We probably should have packaged this differently by not calling them full on electricians because they are entry level electricians. So it's a feeder program, Training Agency, so that's why you don't see that 100.

There were grave concerns raised as it was felt that false promises to pathway to quality construction careers were being made. Throughout the website and interview it seems almost predatory to the communities it's the \$14,000 in tuition that is bothering. These communities deserve the resources they need. It is noble to serve the underserved communities but does not feel right to operate as a grant factory or charge \$14,000 in tuition without providing certifications, college credits and apprenticeship graduation or pathways. There are other programs that provide introduction to the construction industry for these populations, including second Change in Los Angeles, Homework in San Diego, also pre apprenticeship programs with Union and non-union organizations free of charge, including the trade orientation programs or Tops, in San Jose, where you are headquartered.

Response from Mr. Lopez was that they have been in business for over 50 years. Staff of 206 work hard. Staff are technical people, the journey level people in any service center work hard to get resources in the form of equipment for the students. He doesn't know if they comments were during the height of COVID, when there was not a lot of attendance and they did their best online. The tuition programs for all the courses are listed as form to help students get Pell Grants to get resources. The challenge is that these populations can have significant barriers to employment. Hard to find organizations that serve at risk youth and extra vendors that we serve and the low literacy. We have a history of placing over 200, 000 people in the last 52 years of the organization. But again, when it comes to tuition, we are following the Department of Education requirements.

It was questioned as to how they received funding in the past five years, since coming to panel. What was the problem? How did they get funding in the past? How did they perform during that time?

Mr. Lopez replied that he thought it was more like 10 years. The reality was that performance standards of 100% were very, very difficult to achieve. Meaning you recruit them, train them, complete them, place them in job and you get a 90 day retention. And the wage standard, for new hires for multiple people is very, very difficult. At that time their performance rate was 50-60% and they had to appeal to get more placement credit. At that time they did not have some of the employer accounts numbers to get credits. He believes it was raised closer to 80%. So basically due to the high performance standard of ETP being among the highest. So it had to do with the heart to serve populations, performance standards and trying to get a least for a nonprofit. There was a significant loss of funding and we had to come up with matching funds to pay for losses.

The idea of bringing this to the next panel meeting was given. Also, a better explanation of GI Bills and how that works and how many GI Bills have been taken from veterans for a program that does not provide certifications, college credits or admission into apprenticeship programs and well as information on what they actually receive for spending 900 hours with self-taught curriculum.

Mr. Lopez stated that the organization is approved by the Veterans Administration to serve veterans and veterans can apply for the GI Bill while there for education purposes as CET. There are other resources like the WIOA program. So often they save that money for college down the road. So they use other resources to pay for training such as Pell Grants.

It was brought up that opinions would not change at a future meeting.

ACTION: Mr. Dombrowski moved and Acting Chairperson Roberts seconded a motion to move the proposal to a future panel meeting.

Motion denied, 4 to 2.

A motion was then made to deny the proposal submitted by Center for Employment Training

ACTION: Ms. Newsom moved and Mr. Smiles seconded a motion to deny the proposal submitted by Center for Employment Training.

Motion carried, 4 to 1 (no comment from Chris Dombrowski).

Tab No. 11: Martinez Unified School District, Martinez Adult Education.

Priority industry not a repeat contractor. Funding requested \$483,960 estimated 120 new job number one trainees. One new hire medical skills with multiple barriers. Training will be delivered out of Martinez headquarters. Does not include a veteran job number.

The comment was made that the website stated that everything is free and no cost.

Answer by Suzanne Murphy, Director of Martinez adult education was the programs are for high school diplomas, English as a second language and career programs at no cost to the individuals.

ACTION: Mr. Smiles moved and Mr. Tracy seconded approval of the proposal submitted by Martinez Unified School District, Martinez Adult Education in the amount of \$483,960. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 12: Rightvarsity Technologies, LLC.

Priority industry and repeat contractor. Funding requested \$340,770. Estimated 20 trainees under job one retraining for small businesses. 90 for job number two new hire with multiple barriers and 10 job number three new hire veterans. Training delivered at Santa Clara headquarters. Second ETP contract in last five years.

No questions.

ACTION: Mr. Smiles moved and Ms. Hull seconded approval of the proposal submitted by Rightvarsity Technologies, LLC in the amount of \$340,770. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 13: SOMA AEC, Inc. dba Oxman College.

Priority industry and repeat contractor. Funding requested \$598,764 for 21 job number one retrainees for small businesses, 60 under job number two medical skins within HUA area and 60 for job number three medical skills with multiple barriers and 19 for job creation medical skills. Training in Oxman College's 17th ETP contract and its seventh in the last five years. Does not include veterans program but does offer veterans priority enrollment.

It was stated that they are pushing the envelope in coming so closely together with their ETP contracts and because of this it was recommended that if they are funded today they not come back for another year.

The question was asked if the trainees are new and have not been in the program before and that the potential earning were at only 71% of approved we they on track to get the whole 100%?

Response from Michael Dvorkin, President, we are at least the 70% that is required or probably more. These are new small businesses, new employers coming within each, we want to get funding out into the medical shortage.

Statement was made that we could run them concurrently.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by SOMA AEC, Inc. dba Oxman College in the amount of \$598,764. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 14: Porterville Adult School.

First time contractor. Funding request for \$564,620 to train 140 new hire trainees located in Tulare County. They are seeking a retention modification to 90 days out of 120 days was three employers or 500 hours within 180 days.

Elaboration was requested regarding job placement and whether they are currently employed or just new hires.

Ms. Larriann Torrez, Director of Adult Education responded that this is for three of the programs. Medical Assistant program which does have placement and about an 85% pass rate as of last program. Prior to COVID it was higher. Nursing Assistant program was 98% pass rate and 100% placement rate our surgical tech program that will be starting in August whose test scores they are sitting for.

ACTION: Mr. Smiles moved and Ms. Hull seconded approval of the proposal submitted by Porterville Adult School in the amount of \$564,620. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 15: Visalia Adult School, Visalia Unified School District.

First ETP contract. Funding request \$564,640 to 160 new hire trainees in one job number, training will be delivered at the schools Brasilia location. Providing training for jobs in the medical skills fields including medical billing and coding, medical assistants and certified nursing assistants. There is a correction to the wage range occupied by occupation title. The medical billing and coding wages start at \$18 per hour and the medical assistant wages start at \$17 per hour.

Clarification was requested on the other end of the wage range do they go up?

Ms. Tami Olson, Principal, answered that yes, wages that were in the first proposal were from last year. They pulled the numbers from students just hired the end of this school year and all including the CNA went up by almost \$1 in the area.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Visalia Adult School, Visalia Unified School District in the amount of \$564,640. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

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

Acting Chairperson Roberts provided an opportunity for Panel Members to request for consideration an Agenda Item for a future Panel Meeting.

No comments were made.

XIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

No comments were made.

XIV. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 10:48 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 \$500,000.

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 \$600,000 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 and multiple employer 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 informational item.

Presentation & Action Item on FY 22/23 Apprenticeship Cap:



Project Caps

- Staff recommend keeping the Apprenticeship Cap the same as last year:

	FY 21/22 Caps*	Proposed FY 22/23 Caps*
Single Employers (including Small Business)	\$500K	\$500K
Critical Proposals	\$600K	\$600K
MECs	\$600K	\$600K
Apprenticeship projects	\$600K	\$500K

- * Caps apply per contractor per FY

Thank you!





Training Proposal for:
Aerojet Rocketdyne, Inc.
Contract Number: ET23-0112

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Veterans	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,538	U.S.: 4,988	Worldwide: 4,988
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution
\$575,394

Total ETP Funding
\$250,125

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 Imp., HazMat, HAZWOPER, Mfg. Skills, OSHA 10/30	425	8-200	0-200	\$529	\$27.67
				Weighted Avg: 23			
2	Retrainee Veterans Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, HAZWOPER, Mfg. Skills, OSHA 10/30	50	8-200	0-200	\$506	\$27.67
				Weighted Avg: 22			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: \$21.73 per hour for Los Angeles County; \$21.57 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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Numbers 1 & 2		
Engineering Staff		110
Finance/Contracts Staff		90
Manufacturing Operations Staff		135
Supply Chain/Logistics Staff		50
Quality Assurance Staff		50
Supervisor/Manager		40

INTRODUCTION

Founded in 1942, Aerojet Rocketdyne, Inc. (AR) (www.rocket.com) is a world-recognized aerospace and defense leader providing propulsion and energetics to the space, missile defense, strategic, tactical missile and armaments areas in support of domestic and international markets. Aerojet Rocketdyne operates multiple locations nationwide. The Company's executive offices are in El Segundo, with additional locations in Rancho Cordova and Canoga Park. Training under this proposal will take place at all three locations.

Veterans Program

AR will train 50 Veterans (Job Number 2). The Company participates in veteran-focused job fairs and online recruiting events and conducts direct recruitment activities through various military/veteran associations.

PROJECT DETAILS

This will be AR's fifth ETP Contract; the third within the past five years. The last project focused on expanding and developing Additive Manufacturing technology and implementing new/upgraded systems affecting the organization. There may be some reoccurring Curriculum topics; however, there will be no duplication of training. All subject matter has been updated due to changes in technology and business needs.

AR has specified several elements driving the need for training in this proposed project. Those elements include:

New Contracts

- AR was chosen to support NASA's efforts to return astronauts to the moon by 2024 (Artemis Program). Artemis I is the first integrated test of NASA's Space Launch System (SLS) and Orion spacecraft. SLS is the next heavy-lift rocket that will carry humans farther and faster into deep space. SLS is launched by four of AR's RS-25 as its main engines. AR's RL10 engine propels the second stage of SLS. Both the RS-25 and RL-10 engines are designed and manufactured at Canoga Park.
- AR has been selected by Lockheed Martin to provide propulsion as a key member of its team supporting the Next Generation Interceptor (NGI) program. Lockheed Martin has been awarded a contract by the Missile Defense Agency (MDA) for the Technology Development phase of the NGI program, a key element of the MDA's missile defense system, designed to intercept and destroy incoming intercontinental ballistic missiles. Canoga Park is one of AR's sites working on this critical initiative.

New/Upgraded Systems and Initiatives

- The Company has recently finished renovations and major expansion of its Canoga Park facility to support production of new-generation RS-25 main engines for NASA's Space Launch System (SLS), which will send astronauts to the Moon as early as 2024.

Additive Manufacturing

- The Canoga Park expansion, which includes roughly 11,000 square feet of additional weld space also has additional additive manufacturing (3D printing) capabilities and new testing and storage facilities.

New Equipment

- Four new selective melting machines - \$5M
- Nondestructive Inspection Equipment-\$3.7M
- Horizontal vacuum furnace for brazing exotic engine material- \$300K
- Horizontal Boring Mill (Large Machining Tool)- \$2.3M

Training Plan

Training at the Canoga Park, El Segundo and Rancho Cordova locations will be delivered via class/lab, E-Learning, and Computer-Based Training (CBT) methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

Manufacturing Skills: Training will be offered to Engineering Staff, Manufacturing Operations Staff and Quality Assurance Staff in order to upgrade production skills and meet new customer requirements while also maintaining high quality standards. Topics include Geometric Dimensioning & Tolerancing, Electrical Systems, Functioning Gaging, Soldering Skills and Tool Design.

Computer Skills: Training will be offered to all occupations in complex systems required to perform their jobs more efficiently. Training topics include Computer Aided Design and Drafting, Hyperion System Skills, Resource Planning Extract Tool and Windchill System Skills.

Continuous Improvement Skills: Training will be offered to all occupations in order to refine operational efficiencies. Training topics include Leadership Skills, Risk Probabilities/Analysis, Six Sigma Skills and Total Quality Management.

Business Skills: Training will be offered to all occupations in order for workers to become more efficient and effective in their scope of responsibility. Training topics include Attention to Detail (ATD), Business Systems/Estimating Methods, Decision Making Skills and Export Training.

Hazardous Material: Training will be offered to Engineering Staff, Manufacturing Operations Staff and Quality Assurance Staff so that workers are equipped to operate appropriately while handling hazardous materials and conditions. Training topics include Air Quality, Hazard Communication, Propellants and Radiation Protection.

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.
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. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with

an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, all occupations will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab, which is a more convenient means of delivering basic training. Trainees will receive between 0-200 hours of CBT (some trainees may receive 100% CBT).

Commitment to Training

AR invests approximately \$1,550,000 on training efforts throughout its California facilities. The Company provides training in basic Microsoft applications as well as anti-harassment, company orientation, performance appraisal skills, violence in the workplace prevention, ethics training, and labor relations training topics. The Company also provides extensive on-the-job training at its own expense. 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 Manager of Learning and Development will oversee administration of this project with the support of Training Coordinators at each training location who will be responsible for scheduling, delivery, documentation of training and ensuring data is entered correctly into the Company's LMS system. Aerojet Rocketdyne has also retained an outside administrative consultant to assist with ETP administrative requirements.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the use of a Learning Management System for recordkeeping.

PRIOR PROJECTS

The following table summarizes Contractor's performances under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0410	Various	02/1/19-05/21/21	\$269,360	\$251,177.36 (93%)
ET17-0191	Various	09/12/16-09/11/18	\$652,110	\$268,739 (41%)

*ET17-0191 – The cessation of programs affected where the Company's products were manufactured and where its workforce is located. During the contract term, the Company took the proactive step to remove any trainee from the ETP project who were identified as a "possible" for transfer out-of-state or layoff. The Company has since had a successful ETP project.

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$14,500.

ADMINISTRATIVE SERVICES

TFP 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:

MANUFACTURING SKILLS

- Additive Manufacturing Metallagraphy
- Geometric Dimensioning & Tolerancing
- Blue Print Reading/Drawings
- CNC Programming
- Construction of Engineering Drawings
- Digital Radiography Skills
- Electrical Systems
- Engineering Design Skills
- Equipment Operation/Maintenance Skills
- Functional Gaging
- Hydraulic / Pneumatic Pressure Test
- Industrial Ergonomics
- Lean Manufacturing
- Manufacturing Operations Skills
- Material Handling/Testing
- Metallurgy for Non-Destructive Testing
- Methodology and Tool Overview
- Model Based Definition (MBD) Training
- Non-Destructive Testing (NDT)
 - ASNT
 - Industrial Radiography
- Phased Array Ultrasonic Testing
- Powered Industrial Vehicles (PIV)
- Production Metrology
- Soldering Skills
- Tool Design

COMPUTER SKILLS

- Calypso Software Basic Application Skills
- CMMi Level 3 Software Certification
- Computed Tomography Skills
- Computer Aided Design and Drafting
- Delmia Manufacturing Execution System (MES)
- Engineering/Modeling Software Application Skills
 - CETOL (Engineering Software)
 - CREO
 - Geometric Dimensioning and Tolerancing Software (GD&T)
 - PRICE
- Hyperion System Skills
- IBM Rhapsody/Rational Design System Skills
- Intermediate/Advanced MS Office Skills
- Maestro Academy (Oracle ERP System)
- Microsoft Access
- Microsoft Project Application Skills

- Microsoft SharePoint Application Skills
- Microsoft Visio
- MPM Extract Tool (Multi Stage Picking Out Method)
- Navigate
- Oracle – Business Intelligence (BI) Publisher
- Resource Planning Extract Tool
- Rocket University (Cornerstone – LMS)
- Software Engineering Process
- Webex
- Weibull Analysis
- Windchill System Skills

CONTINUOUS IMPROVEMENT

- Causal Analysis and Defect Prevention
- Change Management Skills
- Earned Value Management/Earned Value System
- Interpersonal Skills
- Leadership Skills
- Project Management Skills/Certification
- Quantitative Methods
- Risk Probabilities/Analysis
- Six Sigma Skills
- Strategic Planning Skills
- Teamwork/Leading Teams
- Time Management Skills
- Total Quality Management (ARBOS AR-Business Operating System)

BUSINESS SKILLS

- Advanced Communication Skills
- Attention to Details (ATD)
- Business Development/Sales Skills
- Business Systems/Estimating Methods
- Business/Technical Writing Skills/ Work Instruction Authoring
- Conflict Management Skills
- Decision Making Skills
- Documentation/Record Control
- Effective Presentation Skills
- Export Training
- Finance/Accounting/Budgets
- Government Contracting Skills (FAR & TINA)
- Individuals with Disabilities
 - Accessibility
 - Disability Sensitivity and Awareness
 - Employment Laws: Disability and Discrimination
 - Leading a Disability Inclusive Workforce
 - Recruiting, Interviewing and Hiring Applicants with Disabilities
- Industry Specific Regulations/Standards
- Meeting Management Skills
- Preparing Proposals
- PRICE True Planning

- Project/Materials Costing
- Subcontract Management Skills
- Train the Trainer Skills
- Understanding Contracting Types

HAZARDOUS MATERIALS

- Air Quality
- Global Fire Protection Training
- Hazard Communication
- Hazardous Materials/Waste Handling/Disposal
- Penetrant Inspection Skills
- Pressurized Systems
- Propellants
- Radiation Protection

HAZWOPER (OSHA Certified Instructor)

- HAZWOPER

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

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

CBT Hours

0-200

MANUFACTURING SKILLS

- Adhesive Bonding and Torque Lock - CBT | 9CC1000P (1 hr)
- Aerial Lifts - 36m | ES2013-C (0.5 hr)
- Air Quality Compliance | 9CC4065P (1 hr)
- Back Safety | ES2002 (1 hr)
- Beryllium Safety Certification | 9CC4021CP (1 hr)
- Beryllium Safety Orientation | 9CC4021P (1 hr)
- Borescope Handling - CBT | 9CC6000P (1 hr)
- Calibrated Instrument Control | QA2285 (0.5 hr)
- Compressed Gas | ES2001 (0.5 hr)
- Contamination Analysis I & II Online | 9CC1002P-CBT (1 hr)
- Crimping of Electronic Connectors | 9CC1007P-CBT (1 hr)
- Derivative Classification Training | SE1049 (1 hr)
- Dry Film Lube Inspection | 9CC1004QP (1 hr)
- Electrical Arc Flash - 36m | ES2016 (0.5 hr)
- Electrical Safety for Qualified Workers - Annual | ES2003 (0.75 hr)
- Electrical Safety for Unqualified Workers - 36m | ES2022 (0.75 hr)
- Electro Chemical Etch - CBT | 9CC1006P-CBT (1 hr)
- Electrostatic Discharge Control (Excluding Electrically Initiated Explosive Devices) | QA1030 (1 hr)
- EN1277-M1-CLM Tools Introduction | EN1277-1 (0.25 hr)
- EN1277-M2-DOORS Next Generation User Interface | EN1277-2 (0.25 hr)

- Forklift Safety - 36m CBT | ES2005 (1 hr)
- Hearing Conservation - 12m CBT | ES2006 (0.25 hr)
- Hearing Protection Awareness CBT | ES2006-1 (0.25 hr)
- Heat Illness Prevention - Annual | ES2015-1 (0.5 hr)
- Hydraulic / Pneumatic Pressure Test and Safety | 9CC5007P (1 hr)
- Hydraulic Safety and Emergency Shutdown | ES2336-O (0.25 hr)
- Indoor Overhead Cranes | 9CC2002P (1 hr)
- Laboratory Safety | ES2012 (0.5 hr)
- Lead Safety - Annual | ES2021-C (1 hr)
- Lead Safety - Awareness | ES2021 (1 hr)
- Lockout / Tagout Authorized/Affected | ES2008 (1 hr)
- Lockout/Tagout Authorized/Affected - 24m | ES2008-C (1 hr)
- Lube Anti-Seize | 9CC1018P (1 hr)
- Lube Application for S.P.A.C.E. Assy - CBT | OP3987-O (0.5 hr)
- Machine Guarding | ES2010 (0.5 hr)
- Mass Spectrometer Leak Test - CBT | 9CC1014P (1 hr)
- Personal Protective Equipment | ES2011 (1.5 hr)
- Person-In-Charge (PIC) Certification | 9CC2026P (1 hr)
- Portable Fire Extinguishers | ES2017 (0.5 hr)
- Portable Ladder Safety Awareness | ES2019 (0.5 hr)
- Production Hardware & Test Equipment Handling Requirements for New Hires | EN1307 (0.25 hr)
- Recurring Safe Operation of Electric Pallet Jacks Online Training | ES1892 (0.5 hr)
- Replic of Comp Surfaces - CBT | 9CC3269P-CBT (1 hr)
- Respirator Use and Care | ES1236 (0.25 hr)
- RS-25 Norbar USM Recertification | 9CC1926P (3 hr)
- Solid Energetic Materials Safety Awareness | ES1246 (0.5 hr)
- Solid Propellant and Explosive Decontamination Guidelines | ES1247 (2 hr)
- Specialized Safety Cable Training | 9CC51561P (1 hr)
- Spill Prevention | ES2024 (0.5 hr)
- THAAD Boost Motor OPSEC | SE1050 (0.5 hr)
- Torque Wrench Training | OP3992-O (1 hr)

COMPUTER SKILLS

- Be a Human Firewall - Trivia Gameshow | IT1041 (0.25 hr)
- BI102: Intro to Reporting and Analytics for Procurement | SC1041 (0.75 hr)
- BI105: Intro to Reporting and Analytics for Finance | FN1008 (0.75 hr)
- BI106: Intro to Reporting and Analytics for Projects | PM1038 (0.75 hr)
- BI108: Intro to Reporting and Analytics for Quality | IT1007 (0.75 hr)
- BI301: OBIEE Dashboards, Scorecards and KPIs | IT1015 (0.5 hr)
- Creating and Managing Diagrams In Visio 2016 | HR1327 (1 hr)
- Creating Photo Albums, Sections, Transitions, and Animations in PowerPoint 2016 | HR1321 (0.75 hr)
- Customizing and Managing Outlook 2016 | HR1315 (1 hr)
- Firewall Refresher Training | CN1059 (0.5 hr)
- Getting Started with Project 2016 | HR1326 (1 hr)
- Getting Started with Windchill | EN1321 (0.5 hr)
- Getting to Know Microsoft OneNote 2016 | HR1319 (1 hr)

- Headers, Footers, Page Numbering, and Layout in Word 2016 | HR1324 (0.75 hr)
- How to Approve or Reject Windchill Objects | EN1325 (0.25 hr)
- How to Customize Your Windchill Screen | EN1328 (0.25 hr)
- Introduction to Navigate | EN1322 (0.5 hr)
- Introduction to Windows 10 | HR1450 (0.5 hr)
- Managing Conversations and E-mail in Outlook 2016 | HR1317 (1 hr)
- Microsoft Excel 2016 Essentials: Charts, Tables, and Images | HR1310 (1 hr)
- Microsoft Excel 2016 Essentials: Creating, Editing, and Saving Workbooks | HR1311 (1 hr)
- Microsoft Excel 2016 Essentials: Data Presentation Strategies | HR1312 (1 hr)
- Microsoft Excel 2016 Essentials: Formatting Data | HR1313 (1 hr)
- Microsoft Excel 2016 Essentials: Formulas and Functions | HR1314 (1 hr)
- Microsoft Office 2016: First Look Functionality and Collaboration | HR1308 (0.5 hr)
- Microsoft Office 2016: First Look Modern Productivity | HR1309 (1 hr)
- Modifying and Formatting Slides in PowerPoint 2016 | HR1322 (1 hr)
- P-Card Training | FN1006-Online-Class-With-Test (1 hr)
- PivotTable Filters, Calculations, and PowerPivot | HR1278 (1 hr)
- Removable Media Data Transfer (RMDT) Briefing | SE1036 (0.5 hr)
- Searching in Windchill | EN1323 (0.5 hr)
- SharePoint Workflow for TINA Sweep | FN1141-O (1 hr)
- Spot the Phish Game: Foundational | IT1038 (0.25 hr)
- Supplier Property Administration for Buyers | SC1465-O (0.5 hr)
- Using Illustrations, Styles, and Themes in Word 2016 | HR1325 (1 hr)
- Using Slide Show Presentation Tools in PowerPoint 2016 | HR1320 (0.75 hr)
- Using the Calendar to Schedule Appointments, Events, and Tasks in Outlook 2016 | HR1316 (0.75 hr)
- Working with Microsoft OneNote 2016 | HR1318 (1 hr)
- Working with the Interface and Performing Basic Tasks in Word 2016 | HR1323 (1 hr)
- Writing Effective E-mails and Instant Messages | HR1246 (0.5 hr)

CONTINUOUS IMPROVEMENT

- Active Listening Skills for Professionals | HR1231 (0.5 hr)
- Adapting Your Conflict Style | HR1252 (0.5 hr)
- ARBOS Overview and Methodology | CI1036-O (0.5 hr)
- Beating Procrastination by Boosting Your Creativity and Drive | HR1236 (0.5 hr)
- Become a Great Listener | HR1245 (0.5 hr)
- Caring for Yourself (Mindfulness) | HR1447 (1.75 hr)
- Choosing the Right Interpersonal Communication Method to Make Your Point | HR1244 (0.5 hr)
- Connecting with Others through Diplomacy and Tact | HR1256 (0.5 hr)
- Developing a Personal Accountability Framework | HR1237 (0.5 hr)
- Difficult People: Can't Change Them, so Change Yourself | HR1248 (0.5 hr)
- Difficult People: Strategies to Keep Everyone Working Together | HR1249 (0.5 hr)
- Difficult People: Why They Act That Way and How to Deal with Them | HR1247 (0.5 hr)

- Diplomacy and Tact in Challenging Situations | HR1255 (0.5 hr)
- Emotional Intelligence: Building Self-Management Skills | HR1226 (0.5 hr)
- Emotional Intelligence: Owning Your Emotions | HR1225 (0.5 hr)
- Facing the Management Challenges of Difficult Behavior and Diverse Teams | HR1265 (0.5 hr)
- How to Manage Difficult Conversations | HR1266 (0.5 hr)
- Improve Your Mental Wellness | HR1442 (0.25 hr)
- Overcoming Unconscious Bias in the Workplace | HR1269 (0.5 hr)
- Positive Atmosphere: Establishing a Positive Work Environment | HR1220 (0.5 hr)
- Receiving Feedback | HR1219 (0.5 hr)
- Recognize and Acknowledge Stress | HR1444 (0.25 hr)
- Roadblocks to Excellent Listening | HR1230 (0.5 hr)
- Root Cause Analysis and Corrective and Preventive Action | QA1500-Online Class (1 hr)
- Self-Assess Your Mental Wellness | HR1441 (0.25 hr)
- Take a Deep Breath and Manage Your Stress | HR1267 (0.25 hr)
- Take Care Of Your Mental Health At Work | HR1440 (0.25 hr)

BUSINESS SKILLS

- ADMS Control Center General User Training | QA2088-Online-Class (0.5 hr)
- ADMS Document Owner and Content Expert Training | QA3807 (0.25 hr)
- Aligning Unit Goals and Imperatives | HR1264 (0.5 hr)
- Basic Budgeting for Non-financial Professionals | HR1259 (0.5 hr)
- Basic EVM and IPP Procedure Training | PM1174 (0.75 hr)
- Becoming an Inspirational Leader | HR1329 (0.5 hr)
- Bid and Proposal Training | PE1003 (1 hr)
- Building a Leadership Development Plan | HR1263 (0.5 hr)
- Capturing the Attention of Senior Executives | HR1330 (0.5 hr)
- Classified IS Trusted Download | SE1013 (1 hr)
- Classified IS User - Refresher (HVL) | SE1015 (1 hr)
- Classified IS User - Refresher (SAC) | SE1015 (0.5 hr)
- Cost Volume | PE1002 (2 hr)
- CYBER | Social Engineering Trivia | SE1053 (0.5 hr)
- Delivering Feedback | HR1254 (0.5 hr)
- Developing an Effective Business Case | HR1253 (0.5 hr)
- Elevated and Privileged Access | IT1037-Online Class (0.5 hr)
- EN1277-M3-Organizing Artifacts | EN1277-3 (0.25 hr)
- EN1277-M4-Views | EN1277-4 (0.25 hr)
- EN1277-M5-Attributes & Tags | EN1277-5 (0.25 hr)
- EN1277-M6-Comments | EN1277-6 (0.25 hr)
- EN1277-M7-Links and Traceability Analysis | EN1277-7 (0.25 hr)
- EN1277-QUIZ - DNG Commenter Training | EN1277-Q (0.25 hr)
- ENG-P-4.02.06, Development Test Planning and Reporting Training | EN1253-O (0.5 hr)
- ENG-P-4.02.08, Development Test Management & Control Training | EN1262-O (0.5 hr)
- ENG-P-4.02.11 Assessment of Launch Readiness R3 Major Update | EN1348 (0.25 hr)
- ENG-P-5.04.01, Product Test Requirements Training | EN1309-O (0.5 hr)

- Ensuring Successful Presentation Delivery | HR1257 (0.5 hr)
- Estimating Business System Overview | PE1004 (1 hr)
- Estimating Methods Module 1 | PE1000-1 (1 hr)
- Estimating Methods Module 3 | PE1000-3 (1 hr)
- Estimating Methods Module 4 | PE1000-4 (1 hr)
- Estimating Methods Module 5 | PE1000-5 (1 hr)
- Estimating Methods Module 6 | PE1000-6 (1 hr)
- Estimating System Command Media Walkthrough | PE1011 (0.5 hr)
- EVM Baseline Maintenance and Change Control Training | PM1164-Online Class (0.5 hr)
- EVM Refresher Training - Planning, Budgeting, Work Authorization | PM1160 (0.5 hr)
- EVM Refresher Training: Estimate at Completion | PM1162 (0.5 hr)
- EVM Scheduling Training | PM1161 (0.5 hr)
- Facing Challenges as a First-time Manager | HR1229 (0.5 hr)
- Finding Your Bearings as a Project Manager | HR1241 (0.5 hr)
- Government Contract Accounting Module 1 | PE1005-1 (1 hr)
- Government Contract Accounting Module 2 | PE1005-2 (1 hr)
- HIPAA | HR1439 (0.5 hr)
- How Culture Impacts Communication | HR1221 (0.5 hr)
- HR Competencies, Training, Organizational Knowledge & Awareness Directive Update for AS9100D Compliance | HR1162-Online Class (0.25 hr)
- Implementing and Sustaining Change | HR1261 (0.5 hr)
- Improving Your Technical Writing Skills | HR1258 (0.5 hr)
- Industrial Security Briefing | SE1009 (1 hr)
- Insider Threat Program Training | SE1039 (0.5 hr)
- Intro to Supplier Action & Information Request (SAIR) System | QA3894 (0.5 hr)
- Introduction to Business Continuity | EN1281 (0.5 hr)
- Knowing the Signs: Preventing Bribery | EC1007 (0.5 hr)
- Leading through Positive Influence | HR1224 (0.5 hr)
- Leading Your Team through Change | HR1262 (0.5 hr)
- Legal Hold Training | LG1119 (0.25 hr)
- Managing Employee Development | HR1328 (0.5 hr)
- Managing Multigenerational Employees | HR1235 (0.5 hr)
- MDA Counterfeit Avoidance Awareness Training (OLT) | QA2053 (1.5 hr)
- Motivating Your Employees | HR1223 (0.5 hr)
- Online Course for PDRM Phase 1 Training | EN1335-OLT (0.5 hr)
- Planning an Effective Presentation | HR1233 (0.5 hr)
- Preventing Unhealthy Workplace Conflict | HR1250 (0.5 hr)
- Privileged User Training | SE1035 (0.25 hr)
- Procurement Integrity | PE9998 (1 hr)
- Program Engineering Leadership | EN1338-O (0.5 hr)
- Proposal Engineering Support Training (ENG-T-2.03.01.01.001) | EN1315 (1 hr)
- Proposal Kick Off Meeting Work Instruction | PE1012 (0.5 hr)
- Supporting Proposal Audit | PE1001-Online Class-With-Test (1 hr)
- The Art and Science of Communication | HR1242 (0.5 hr)
- The Reality of Being a First-time Manager | HR1228 (0.5 hr)
- Thinking Critically: Coming to Terms with Assumptions | HR1331 (0.5 hr)

- Thinking Critically: Drawing Conclusions with Confidence | HR1333 (0.5 hr)
- Thinking Critically: Getting Your Arms around Arguments | HR1332 (0.5 hr)
- Thinking Strategically as a Manager | HR1268 (0.5 hr)
- Trust Building through Effective Communication | HR1243 (0.5 hr)
- Using Communication Strategies to Bridge Cultural Divides | HR1222 (0.5 hr)
- Whistleblowing: Managing Questions and Concerns | EC1006 (0.5 hr)
- Working Out and Through Conflict | HR1251 (0.5 hr)

HAZARDOUS MATERIALS

- Bloodborne Pathogens | ES2000 (0.75 hr)
- Closed Controlled Area Briefing | SE1023 (0.5 hr)
- Electrostatic Discharge (ESD) | 9CC1012P (0.5 hr)
- Emergency Warning Systems - Los Angeles Operations | 9CC9911P (0.5 hr)
- Environmentally Controlled Area - Clean Room Access | 9CC5003P (1 hr)
- Hazard Communication - 36m | 9CC4050P-C (0.75 hr)
- Hazard Communication | 9CC4050P (0.75 hr)
- Hazardous Waste Handling | 9CC4004P (1 hr)
- HAZMAT Transportation Security | SE1038-O (1 hr)
- Hydrofluoric Acid Safety | EHS3Z116F (1 hr)
- Injury and Illness Prev prog (IIPP) SH&E Awareness - LA Ops | 9CC4500P (1 hr)
- Injury and Illness Prevention Program and SH&E Awareness (SAC) | ES1064 (1 hr)
- Material Handling Awareness | 9CC419810P (1 hr)
- RCRA Hazardous Waste Generator Training | ES2237 (1 hr)
- Specific Haz Com Acids and Caustics | 9CC4050-2 (1 hr)
- Specific Haz Com Metals | 9CC4050-7 (1 hr)
- Specific Haz Com Solvents | 9CC4050-11 (1 hr)
- Storm Water Pollution Prevention | ES2023 (1 hr)

HAZWOPER

- HAZWOPER: Chemical Fundamentals | ES2031 (0.75 hr)
- HAZWOPER: Emergency Response and Decontamination | ES2033 (1.5 hr)
- HAZWOPER: Fire Prevention & Protection | ES2040 (1 hr)
- HAZWOPER: Hazardous Substance Recognition & Identification | ES2034 (0.75 hr)
- HAZWOPER: Intro to HAZWOPER for Waste Site Workers | ES2030 (1 hr)
- HAZWOPER: PPE and Other Hazard Control Measures | ES2038 (1.5 hr)
- HAZWOPER: Radiation & Biological Exposures | ES2039 (1.25 hr)
- HAZWOPER: Temperature Extremes | ES2035 (0.75 hr)
- HAZWOPER: Written HAZWOPER Plans & Programs | ES2036 (0.75 hr)

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:

Aspen Skilled Healthcare, Inc. dba Aspen Healthcare, Inc.

Contract Number: ET23-0113

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Medical Skills Training Job Creation Initiative SET Priority Rate HUA	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Diego, San Joaquin, Contra Costa, Santa Clara, San Francisco, Marin, Sonoma	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU 2015 California's Long Term Caregivers		
Number of Employees in:	CA: 2,709	U.S.: 2,709	Worldwide: 2,709
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$849,252

Total ETP Funding
\$499,560

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	Medical Skills Training SET Priority Rate	Computer Skills, Continuous Impr, MST-Didactic, MST-Preceptor	546	8-200	0	\$552	\$29.41
				Weighted Avg: 24			
2	Medical Skills Training SET Priority Rate Job Creation Initiative	Computer Skills, Continuous Impr, MST-Didactic, MST-Preceptor	275	8-200	0	\$552	\$17.64
				Weighted Avg: 24			
3	Medical Skills Training SET Priority Rate HUA	Computer Skills, Continuous Impr, MST-Didactic, MST-Preceptor	84	8-200	0	\$552	\$16.17
				Weighted Avg: 24			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1: \$29.41 per hour for Priority Statewide Average Wage. Job Number 2 (Job Creation): \$18.11 per hour for Los Angeles County; \$17.89 per hour for San Diego County; \$17.64 per hour for San Joaquin and Sonoma Counties; \$19.42 per hour for Contra Costa County; and \$19.61 per hour for Santa Clara, San Francisco, Marin Counties; Job Number 3 (HUA): \$16.17 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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 and 2 (Job Creation); and up to \$1.03 per hour may be used in Job Number 3 (HUA)

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
RN		110
LVN		50
		59
Occupational Therapist		109
Physical Therapist		110
Speech Therapist		108
Job Number 2:		
RN		30
		23
LVN		50
		26

CNA		50
		50
		46
Job Number 3:		
LVN		10
		10
		12
CNA		10
		20
		20

INTRODUCTION

Founded in 2009, Aspen Skilled Healthcare, Inc. dba Aspen Healthcare, Inc. (www.aspenhealth.com), (Aspen) offers nursing and rehabilitative senior care at its healthcare facilities throughout California. Aspen facilities are certified by Medicare, Medi-Cal, and various HMO's. Aspen provides health care for patients who no longer require acute hospitalization but have ongoing medical needs that require care from a nurse. These services include short-term and long-term skilled nursing care, activities of daily living, catheter management, medication management, hospice, behavioral health support, diabetes management care, breathing support, colostomy care, developmental disabilities, incontinence and bladder management, IV management, management of feeding tubes, wound care and treatment, monitored intake of food and liquids, osteoporosis. Aspen also provides long-term nursing care for patients with Parkinson's disease, psychiatric conditions such as bipolar/manic depression and schizophrenia, stroke, traumatic brain injury, Alzheimer's and dementia care, and special dietary and meal services.

This proposal will include a total of 14 California Aspen affiliate facilities listed below.

- Marina Pointe Healthcare & Sub Acute Culver City
- Kei-Ai Los Angeles Healthcare Center- Los Angeles
- Kei-Ai South Bay Healthcare Center – Gardena
- Hillcrest Heights Healthcare Center – San Diego
- Berkley East Convalescent Hospital – Santa Monica
- Berkley Post-Acute – Van Nuys
- Riverwood Healthcare Center-Stockton
- Lodi Nursing and Rehabilitation-Lodi
- La Casa Via Transitional Care – Walnut Creek
- Stonebrook Health and Rehabilitation-Los Gatos
- Pacific Heights Transitional Care – San Francisco
- The Avenues Transitional Care – San Francisco
- South Marin Health and Wellness Center - Greenbrae
- Petaluma Post-Acute Rehabilitation - Petaluma

Veterans Program

The Company actively welcomes Veterans for open positions for which they are qualified but does not maintain outreach programs specifically for the veteran workforce. Aspen estimates that 2.5-3% of the workforce is comprised of Veterans.

Union Support

CNA's and LVN's employed at Aspen's two facilities included in this proposal, namely The Avenues Transitional Care Center and the Pacific Heights Transitional Care Center, are represented by SEIU 2015 California's Long Term Caregivers. The union has submitted a letter of support for this training project.

PROJECT DETAILS

This is Aspen's second ETP training project, and this funding request is in response to changes to several factors in the healthcare industry:

- 1) regulatory changes on new requirements from Centers for Medicare and Medicaid;
- 2) adapting to changes to patient care in response to the aftermath of COVID19 pandemic;
- 3) adjusting business operations to the approval of patient care legislation for Skilled Nursing Facilities in the State of California which includes the California SB 97 that imposes a requirement of 3.5 hours of direct care service hours per patient daily; and
- 4) responding to Aspen's steady growth and supporting ongoing plans of expansion requiring a critical need to hire additional staff to meet patient census and care demands.

Aspen will continue to meet these changes through new training sessions with its nursing staff. In addition, service expansions have rolled out at all Aspen facilities, including but not limited to neuro (stroke), cardiac rehabilitation, pulmonary, and dialysis programs bringing more patients with more complex diagnoses from acute care hospitals. In this proposal, Aspen plans to educate all frontline patient care staff on the required competencies to care for any unique or new diagnoses, programs and procedures to accommodate patients and prevent hospital readmission of skilled nursing patients.

In 2018, Aspen had a total of 17 facilities in California and has grown to 27 facilities presently, with the recent acquisitions of 5 skilled nursing facilities in 2021 and plans to acquire additional locations in the next two years.

This application for funding represents the training needs at 14 of Aspen's 27 facilities, eight of which will be newly added to the ETP training program. The newly acquired facilities are Kei-Ai South Bay Healthcare Center, Berkley East Convalescent Hospital, Berkley Post-Acute, Hillcrest Heights Healthcare Center, La Casa Via Transitional Care, Pacific Heights Transitional Care, The Avenues Transitional Care, and Petaluma Post-Acute Rehabilitation. Aspen has grown steadily since the last ETP contract.

In addition, the healthcare industry adapts to the new normal in patient care based on the ongoing effects of the COVID19 pandemic, in-patient census continues to rise at Aspen facilities due to a combination of factors: elective surgeries resume at acute care hospitals, post-surgical patients are once again being regularly transported to Aspen's facilities for rehabilitation, and care prior to returning home. The ongoing effects of the pandemic have also caused many patients to delay seeking medical care for health problems and acute conditions have led to complex medical situations requiring a need for care at the skilled nursing level. Lastly, as California's population continues to age, the demands for skilled nursing care increased with many patients not well to live independently or require specialty care for complex medical issues such as dementia and Alzheimer's.

All these factors are driving the need to hire and train additional staff to meet patient care demands and changing regulatory requirements faced by Aspen. As a result, this proposal represents a larger training plan from its prior ETP contract.

Retrainee - Job Creation

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

Aspen has committed to hiring 53 new Registered Nurses, 76 Licensed Vocational Nurses and 146 Certified Nurse Assistants in (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 newly hired staff will fill positions within the 14 Aspen facilities participating in this ETP proposal. Aspen’s steady growth and expansion triggered the company’s need to hire additional staff to meet increasing patient census and remain compliant to SB 97 healthcare regulation. All new hire trainees will receive an average of 24 hours of training although additional hours of training will be based on employee experience and skill level upon hiring. Training will prepare staff to successfully transition into a fast-paced care environment and prepare Registered Nurses with standardized skill sets to provide safe patient care.

Training Plan

Trainees will receive 8-200 hours of training over 21 months under this Contract. Training will teach staff new processes and changes in compliance with CMS regulations that include patient care and readily accessible report outcomes. Training will be delivered by in-house instructors.

Computer Skills: Training will be offered to all occupations to ensure staff can readily use the Company’s electronic medical record keeping system (EMRS). Training will include software updates and retrieving patient information via EMRS.

Continuous Improvement: Training will be offered to all occupations to improve employee communication skills, quality improvement, and documentation skills.

Medical Skills Training-Didactic: This training will be offered to all occupations to increase medical staff knowledge and capabilities to provide quality patient care. Medical Skills training will be provided to nursing staff to ensure staff follow advanced clinical processes. Curriculum entails content on patient care, safety, and assessment, respiratory care, wound management, dementia care, and infection control. Skills attained will include specialty care provided to the elder population.

Medical Skills Training-Preceptor: This training will be offered to all occupations to ensure medical staff can provide hands-on assistance to patients, as well as demonstrate they can perform medical related tasks. Nurses will receive one-on-one training to ensure competency, as well as demonstrate medical staff can assist patients with medical tasks such as ventilator and tracheotomy care, wound care, pneumonia, congestive heart failure, behavior testing, and cardiovascular changes.

Commitment to Training

Aspen spends approximately \$66,000 annually on training per facility in California. Aspen facilities will continue to provide new hire orientation, in-services, sexual harassment prevention, and computer skills training. Training delivered to staff is company-wide, job specific, and mandatory.

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 has retained Training Funding Partners (TFP) to aid in the administration of the ETP program. In addition to TFP's assistance, Aspen's Directors of Staff Development (DSD) at each facility will oversee the training programs, and the Clinical Resource Director will serve as the main point person for the project. Aspen has a training schedule in place and is ready to begin training upon approval.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, trainees employed in a Priority Industry qualify for a wage modification up to 25% below the statewide average hourly wage. Aspen is requesting the wage modification from \$39.21 to \$29.41 for trainees in Job Number 1.

High Unemployment Area/Wage Modification

The 84 trainees in Job Number 3 work in San Joaquin County, a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%, under the Panel's standards. Trainees in an HUA qualify for the Standard Minimum Wage instead of the Statewide Average Hourly Wage.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Aspen is requesting this modification from \$21.57 per hour to \$16.17 per hour.

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 \$ %
ET19-0128	Laguna Niguel	07/01/2018– 06/30/2020	\$292,240	\$277,513 (95%)

DEVELOPMENT SERVICES

Aspen retained NTSI in Ladera Ranch to assist with development of this proposal for a flat fee of \$24,939.

ADMINISTRATIVE SERVICES

Aspen retained TFP in Fountain Valley to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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

8 -200

Trainees may receive any of the following:

MST DIDACTIC

- Antibiotic (ABT) Stewardship
- Advanced Cardiac Life Support
- Annual Skills Update
- Basic Life Support
- Behavior Management
- Behavioral Health Skills
- Blood Glucose Testing
- Body Mechanics
- Cardiac Conditions
- Change of Condition Management
- Dementia/Alzheimer's
- Diabetic Management
- End of Life Care
- Enteral Feeding Tube Management
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities, bedrail systems, etc.)
- Gastrointestinal System
- Incontinence Management (colostomy care, urinary catheter care)
- Infection Control
- Infection Preventionist Certification
- Intravenous Therapy
- Laboratory
 - Electrolyte Imbalance
 - Arterial Blood Gas Interpretation
- Medication Administration Management
- Medication Monitoring
- Mobility Skills
- Neurological Conditions
- Neurovascular System
- Pain Management (Acute and Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Transfer Techniques
- Physical, Occupational, Speech Therapy
- Psychotropic Medication Management
- Resident Emergency Response
- Resident and Family Education
- Residents with Special Needs
- Respiratory Care
- Restorative Nursing
- Restraint and Restraint Reduction
- Safe Injection Training

- Skeletal/Orthopedic Conditions
- Urinary Management (foley catheter, input/output)
- Wound Care Certification
- Wound Management

MST PRECEPTOR

Inpatient & Outpatient Care Unit

- Advanced Assessment Skills
- Advanced Clinical Skills
- Assessing of Tube-Fed Individuals with Diabetes Mellitus
- Assisting and performing self-care skills with patients
- Facilitating functional gains of each patient
- Bedrail QR Coding
- Bedrail Use and Safety
- Bowel and bladder training of patients
- Cardiac Conditions
- Cardiovascular changes
- Clinical Certification Skills
- Clinical Skills Review
- Colostomy Care
- Daily Living Skills
- Dementia Care
- Enteral Management
- Feeding Tube
 - Insertion
 - Preventing Complications
 - Site Care
 - Removal
- Functional mobility and ambulation
- Gastrointestinal Conditions
- Hemovac/Pnuemovac
- Infection Control
- Incontinence Management (colostomy care)
- Intravenous Therapy
 - Bolus
 - Intermittent
 - Continuous
- Isolation Techniques
- Managing Patients with Neurovascular Conditions
- Medication Management / Black Box Warnings
- Patient Assessment and Care
- Patient Care Documentation & Charting
- Patient Safety
- Pain Management
- Positioning of patients for correct body alignment
- Range of Motion Exercises
- Residents with Special Needs
- Respiratory Assessment & Care
- Safe Injection Training
- Safe Patient Handling

- Skeletal/Orthopedic Conditions
- Skin condition management and prevention
- Vital Sign Monitoring
- Use of the Call Light System
- Wound Management

COMPUTER SKILLS

- Electronic Medical Records Application Skills
- Electronic Tablet for Bedside Charting
- Omnicell
- Point-Click-Care
- Real-Time
- Simple LTC

CONTINUOUS IMPROVEMENT

- Administration
- Clinical Services System Management
- Communication Skills
- Compliance
- Conflict Resolution
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Cultural Sensitivity Training
- Customer Service
- Director of Nursing Huddles
- Director of Staff Development Certification (train the trainer)
- Documentation
- Five Star Rating System
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Medical Records
- Person Centered Care
- Problem Analysis and Problem Solving
- Team Building
- QAPI Process
- QASP Process

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.

seiu 2015

California's Long Term Caregivers

Union Support Letter

June 17, 2022

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand that Aspen Skilled Healthcare, Inc. is requesting ETP funding for The Avenues Transitional Care Center and Pacific Heights Transitional Care Center. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:

- The Avenues Transitional Care: New Hire Certified Nurse Assistants (CNA) - **22 New Hire CNAs**
- Pacific Heights Transitional Care Center: New Hire Licensed Vocational Nurses (LVN) and Certified Nurse Assistants (CNA) – **32 New Hire CNAs, 13 New Hire LVNs**

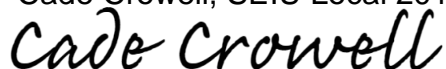
Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

Cade Crowell, SEIU Local 2015 Union Representative





Retrainee-Job Creation

Training Proposal for:

**CALSPEC ENTERPRISES, INC. dba California Bath
Restoration**

Contract Number: ET23-0105

Panel Meeting of: July 29, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Diego, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 71	U.S.: 71	Worldwide: 71
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$114,542

Total ETP Funding
\$99,820

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l. Skills	68	8-200	0	\$1,265	\$29.41
				Weighted Avg: 55			
2	Job Creation Priority Rate SET SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm'l. Skills Skills	10	8-200	0	\$1,380	\$17.81
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: (SET/Priority Industry): \$29.41 per hour
Job Number 2(SET/Job Creation): \$17.81 for Orange County; \$17.89 for San Diego County ;and \$19.61 for Santa Clara County

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$0.71 for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		3
Supervisor/Manager		5
Technician		60
Job Number 2		
Technician		10

INTRODUCTION

Founded in 1991 and headquartered in Santa Ana, CALSPEC ENTERPRISES, INC. dba California Bath Restoration (CalBath) (www.calbath.com) is a fully licensed Class B General Contractor that provides bathroom and kitchen remodeling to residential homeowners, property management companies, hotel/motels, realtors and contractors.

CalBath has three locations across California and will be training in each of those locations as follows: Santa Ana and Newport Beach in Orange County, San Diego in San Diego County.

CalBath will also include training in a fourth location at its closely-held affiliate Cal Bath of San Jose, Inc. which is located in San Jose, in Santa Clara County. This will be CalBath's second ETP contract and the second within the past five years.

Veterans Program

While the Company doesn't have a formal targeted Veterans program, CalBath encourages Veterans to apply.

Special Employment Training

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. In addition, CalBath is considered to be a small business by ETP standards and as such managers/supervisors may be included in the training to follow the ETP SET guidelines.

➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$39.21 to \$29.41). The Company requests this modification.

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 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.

Training for new employees will help aid in the Company's effort to increase market share and customer base as well as help in retention of clients and employees.

PROJECT DETAILS

Competition in the bathroom and kitchen remodeling and refinishing industry has increased. CalBath places a high value on training its employees to stay competitive in the industry by increasing its market share, build upon the skill sets of its staff by fostering their career paths and holding retention, as well as to ensure customer satisfaction and requirements are met and fulfilled to industry standards.

In 2017, CalBath created several written documents and manuals that support its commitment to standardized training. The Company is currently working on operation manuals for Quality Control, Refinishing Technicians, Customer Service, Field Representatives and Office Managers. CalBath trains each employee to its standards in Sales, Customer Service, Refinishing and Installation to offer quality work from start to finish.

The Company will now also be able to include its affiliate, within the San Jose location, in this training project which will extend the amount of trainees and training to occur from the previous project.

For its industry CalBath reports there are no trade association or vocational schools that teach the particular skills needed by the Company. CalBath trains and teaches nearly every employee that is hired how to perform the services provided.

Training Plan

Training will be delivered via Class/Lab, E-Learning and Productive Lab in the following:

Business Skills: Training will be offered to all occupations and includes courses such as coaching skills, conflict management skills, customer service, leadership, and performance management planning.

Commercial Skills: Training will be offered to all occupations and includes courses such as equipment and operations, installation techniques, job cost, and site logistics.

Computer Skills: Training will be offered to all occupations and includes courses such as GPS software, iSalt, customer relationship management (CRM), and QuickBooks.

Continuous Improvement: Training will be offered to all occupations and includes courses such as process improvement, quality systems and procedures, and problem solving/decision making.

Hazardous Materials Skills: Training will be offered to all occupations and includes courses such as hazard communication, material safety data sheets, and toxic substances.

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. Trainer to Trainee ratio will be 1:1. PL-Commercial Skills training will be offered to all occupations and includes equipment operations, field operational procedures and refinishing/renovating techniques. Equipment used are drills, hand tools, spray guns, cleaning products. Trainees will receive up to 60 hours of PL training.

Commitment to Training

CalBath's training budget is \$100,000 to help in training its staff to be up-to-date on the latest protocols and procedures in the construction field.

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 Human Resource Managers. Designated staff members will assist at each facility to ensure rosters are completed accurately. A third party administrator has been retained to assist with administrative functions as well.

Impact/Outcome

Training will allow CalBath to implement new curriculum, related to the new processes described herein. This will allow the Company to expand the amount of training it can provide to its incumbent workforce to enable CalBath to continue to meet the increasing needs of its clients and provide excellent customer service and solutions.

Alternative Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

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 \$ %
ET19-0273	Santa Ana	11/5/18 to 2/4/21	\$46,800	\$46,800 (100%)

DEVELOPMENT SERVICES

The Company retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$1,950.

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/E-Learning

8-200 Trainees may receive any of the following:

Business Skills

- Budget
- Coaching Skills
- Communication
- Contracts
- Conflict Management
- Customer Service
- Developing New Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination

Commercial Skills

- Equipment and Operations
- Installation Techniques
- Job Cost
- Materials Handling and Storage
- Painting
- Power Tool Use and guarding
- Product and Service Knowledge
- Prepping/Protecting Property
- Refinishing/Renovate Techniques
- Respiratory Protection
- Site Logistics
- Work Zone Traffic Control

Computer Skills

- Customer Relationship Management
- GPS Software
- iSalt
- Jobber
- MarketSharp
- Microsoft Office
- QuoteWerks
- QuickBooks
- Time Tracking
- Website

Continuous Improvement

- Process Improvement
- Problem Solving/Decision Making
- Productivity Improvement

- Quality Systems and Procedures
- Team Building

Hazardous Material

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

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

Productive Lab Hours (1:1)

0-60

Commercial Skills

- Equipment Operations
- Field Operational Procedures
- Refinishing/Renovate Techniques

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:
Chatsworth Products, Inc.
Contract Number: ET23-0111

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 180	U.S.: 635	Worldwide: 692
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution
\$275,535

Total ETP Funding
\$177,560

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, Management Skills, Mfg Skills,PL-Mfg. Skills	163	8-200	0	\$920	\$21.57
				Weighted Avg: 40			
2	Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Impr. Mfg Skills, PL-Mfg Skills	20	8-200	0	\$1,380	\$17.64
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$21.57 per hour for Ventura County

Job Number 2 (Job Creation): \$17.64 per hour for Ventura County

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$0.64 per hour Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		6
		17
Technician		6
Operations Staff		70
		35
		24
Manager/Supervisor		5
Job Number 2		
Operations		20

INTRODUCTION

Founded in 1991 and headquartered in Simi Valley, Chatsworth Products, Inc. (CPI) (www.chatsworth.com) manufactures IT infrastructure equipment for a large variety of customers that include top Fortune 100 companies, government organizations and local businesses. The various types of equipment produced includes Servers and Network Cabinets, Open Rack Systems, Wall Mounted Systems, Environmental Monitoring Systems and Grounding Solutions. CPI has manufacturing plant in Simi Valley, Texas, North Carolina and multiple international locations.

Veterans Program

CPI recruits Veterans through targeted ads and working with Veterans Affairs facilities. However, there is no Veteran Job component in this project.

PROJECT DETAILS

This will be the Company's third ETP Agreement, the second in the last five years. The previous project focused on developing worker skill sets and technological capabilities to continue efficient production. In this proposed project, training will focus on new equipment training (Fabrication, Press Brake, Welding, Powder Coating, Assembly, Robotic) and modern manufacturing techniques).

The manufacturing sector has seen a knowledge drain over the years, not just at the skilled operator level but also in the soft skills and technical levels such as Manufacturing and Process Engineering, supervisory and manufacturing management where the colleges are not teaching hands on practical skills to graduates. This training will enhance workers skill set and standardize work instruction across the organization.

Additionally, CPI recently moved into a new facility in Simi Valley, doubling its manufacturing floor size from 65 000 SqFt to 125 000 SqFt and has invested over \$9M in equipment to set CPI up as a plant of the future. This new environment has enabled employees to sharpen their current skills as well as learn the new skills necessary for these changes.

For the above-mentioned reasons, CPI is proposing a larger training plan from prior project in order to meet current business needs.

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.

As a result of CPI moving into a larger facility in early 2022, the Company has increased its manufacturing efforts and therefore will hire 20 new Operational Staff (Job Number 2). These Technicians will work in various departments such as Welding, Assembly and packing. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be delivered in Simi Valley via Class/Lab, E-Learning and Productive Lab by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to all occupations. Training will promote administrative efficiency and provide staff with the knowledge and skills to run the business effectively. Training topics include Business Administration, Project Management and Time Management.

Computer Skills: Training will be offered to all occupations to become more proficient in the use of software platforms. Training topics include Paycom, Mercury Gate, Q79 System and Hippo Systems.

Continuous Improvement: Training will be offered to all occupations and includes all aspects of quality improvement and customer relations process improvement. Training topics include Quality Management System, ISO Readiness and Quality Control Procedures.

Management Skills: Training will be offered to Managers/Supervisors in Team Building, Problem Solving, Public Speaking and Risk Management.

Manufacturing Skills: Training will be offered to Technicians, Operations Staff and Managers/Supervisors. Trainees will gain the skills and knowledge to operate and maintain production equipment to ensure product quality. Training topics include Trumpf Operator, Robotic Welder, Saw Operator and Tap Machine Operator.

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.

CPI will train Operations Staff, Technicians and Managers/Supervisors in PL- Manufacturing Skills. PL will allow trainees to perform their duties while safely developing their skills. Trainees will receive hands-on training in Rumpf and Amada Equipment, Nordson Paint booth, Emmegi CNC, Mig / Tig Welding, RMU printing Machine and BOD Machine. PL training will supplement the courses listed in class/lab training. Training will be under constant supervision with a 1:1 trainer-to-trainee ratio. Production is expected to be lower during PL as the trainer will coach and mentor the trainees. This will be done to ensure the highest quality of work is done. CPI is requesting up to 100 hours of PL training due to the safety precautions and the specialized equipment used.

Commitment to Training

CPI's annual training budget is approximately \$176,000 for their Simi Valley facility for on-the-job training related to specific job functions. The Company is committed to improving performance and knowledge for all employees. 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 has a structured training plan in place and is ready to begin training upon project approval. The Human Resources Manager will oversee project administration with the assistance of the Human Resources Administrator, Training Director, Training Facilitator and Operations Manager who will assist in providing contract maintenance.

Temporary to Permanent Hiring

The Company will train between 20 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 3-6

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.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

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 \$ %
ET18-0133	Agoura Hills	11/06/17- 11/05/19	\$73,710	\$73,710 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

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

- Business Administration
- Inventory Control
- Conflict Management
- Customer Complaints
- Goal Setting
- Project Management
- Time Management
- Presentation Skills
- Providing Quality Customer Service
- Product and Technical Knowledge
- Training for the Trainer

COMPUTER SKILLS

- EPICOR
- Paycom
- MS Office (Intermediate)
- Dekra
- KACE Help Desk
- Mercury Gate
- SolidWords
- PDM
- QT9 System
- VKS System
- TruTop (Trumpf Programming)
- Hippa System
- SnagIt
- PLC Software

CONTINUOUS IMPROVEMENT

- DFM (Design for Manufacturing)
- JIT
- TQM
- Andon
- Kaizen
- Kanban
- Six Sigma
- 5S
- Failure Mode and Effects Analysis
- Statistical Process Control
- Root Cause Analysis
- Quality Management System
- Value Stream Mapping

- Lean Manufacturing
- ISO Readiness
- Quality Control Procedure

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Strategic Planning and Policy Deployment
- Team Building
- Coaching Practice
- Risk Management
- Problem Solving
- Leadership Skills
- Public Speaking

MANUFACTURING SKILLS

- Trumpf Operator
- Press-Brake Operator
- Welding
- Robotic Welding/Trumpf/Amada Programming
- Painter Procedure
- Paint Line Control Operator
- Paint Line Hanging Process
- Paint Line Offloading and Inspection Process
- Box On Demand Operator
- Saw Operator
- Press Operator
- Wet Grainer Operator
- Deburring Machine Operator
- Tap Machine Operator
- Pem-Insert Operator
- Riveting Process
- Grinding Process
- RMU Operator
- Product Assembly
- Product Packing
- Logistics
- Facility Maintenance Mechanic
- In-Process Inspection
- Blueprint Reading
- Shop Math
- GD&T
- Production
- Writing Standard Operating Procedures
- Good Manufacturing Practices
- New Procedures for Lean Manufacturing Projects
- Manufacturing Logistics Management
- Supply Chain Optimization
- Safety Skills
- Production/Inventory Management

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

Productive Lab Hours

0-100 Trainees many receive any of the following:

MANUFACTURING SKILLS (Ratio 1:1)

- Trumpf Operator
- Press-Brake Operator
- Welder
- Robotic Welding/Trumpf/Amada Programming
- Painter /Paint Line Operator
- Paint Line Offloading and Inspection
- Box On Demand Operator
- Saw Operator
- Press Operator
- Wet Grainer Operator
- Deburring Machine Operator
- Tap Machine Operator
- Pem-Insert Operator
- RMU Operator
- Product Assembly
- Product Packing
- In-Process Inspection
- Blueprint Reading

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:
Clarke & Rush Mechanical, Inc.
Contract Number: ET23-0123

Panel Meeting of: July 29, 2022

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET SB <100 Job Creation Initiative Veterans	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 88	U.S.: 88	Worldwide: 88
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$423,095

Total ETP Funding
\$244,651

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 Rate SB <100 SET	Business Skills, Commercial Skills, Computer Skills, OSHA 10, PL-Commercial Skills	76	8-200	0	\$1,518	\$29.41
				Weighted Avg: 66			
2	Priority Rate SB<100 SET Veterans	Business Skills, Commercial Skills, Computer Skills, OSHA 10, PL-Commercial Skills	7	8-200	0	\$1,518	\$29.41
				Weighted Avg: 66			
3	Priority Rate SB<100 SET Job Creation	Business Skills, Commercial Skills, Computer Skills, OSHA 10, PL-Commercial Skills	67	8-200	0	\$1,771	\$20.00
				Weighted Avg: 77			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: **Job Numbers 1 and 2:** \$29.41 per hour for Sacramento County;
Job Number 3: \$17.64 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

Up to \$2.41 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$1.41 per hour may be used to meet the Post Retention Wage for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 Retrainees		
Consultants		2
Consultants Band 2		6
Team Leads		6
Technicians		18
Technicians Band 2		27
Technician Installers		17
Job Number 2 Veterans		
Technicians		7
Job Number 3 Job Creation		
Consultants		1
		4
Team Leads		5
Technicians		15
		20
Technician Installers		12
		10

INTRODUCTION

Founded in 1963 and headquartered in Sacramento, Clarke & Rush Mechanical, Inc. (Clarke & Rush) (www.clarke-rush.com) specializes in designing, engineering, and installing custom heating and cooling systems, dual pane windows, doors, and plumbing services to residential homeowners and tenants. Training under this proposal will be delivered at the Company's location in Sacramento. This will be Clarke & Rush's second ETP Contract and the second in the last five years.

Veterans Program

Clarke & Rush employs Veterans and supports the hiring of additional Veterans. There will be seven Veteran trainees participating in training under Job Number 2.

PROJECT DETAILS

In the prior Contract, Clarke & Rush focused on basic skillset training for new employees, Title 24 mandates, and updated installation/maintenance procedures. For this proposal, Clarke & Rush will continue training on the continuous changes mandated by Title 24 including the ever-increasing efficiency ratings. These continuous updates require ongoing training for all occupations to keep trainees apprised of the requirements, impacts, and changes.

In addition, the Company has expanded its services to include Wi-Fi water metering, geothermal heat pump upgrades, electric high efficient air conditioners, and water heaters upgrades. These new services require training and cross-training to all technician occupations and Team Leads. In depth training will be provided to these occupations so they become subject-matter experts in the installation and maintenance of the new products and services. All occupations will also receive training on the new services so they can provide consumers with proper information and service needed.

Furthermore, Clarke & Rush continues to develop leaders and team skills to create an ever increasing culture of efficiency, excellent service and quality while streamlining processes, flushing out waste, and reducing costs.

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.

Clarke & Rush recently partnered with state and local programs that offer green energy efficient upgrades and water mitigation to consumers and farmers in the Northern Coastal region. Due to this partnership, the Company anticipates an increase in demand for green energy projects include installing and maintaining geothermal heat pumps, smart thermostats, electric high efficient air conditioners, and electric water heaters upgrades. Water mitigation services include Wi-Fi water metering and Wi-Fi enabled irrigation controllers. In addition, over the past two years the Company has experienced a 21% increase in demand and projects another 18% increase over the next two years. To meet demands, Clarke & Rush will hire 67 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.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training will provide trainees the skills to effectively and efficiently maintain business operations. Training topics include Planning and Execution, Innovation Tools and Processes, and Negotiation Skills.

Commercial Skills: Training will be offered to all occupations except Consultants and Consultants Band 2. Training is intended to improve upon the employee's knowledge of proper techniques for working with equipment and on the job experience. Training topics include System Sizing, Inverter Technology, Identifying Waste Products, and Connected Home Technology.

Computer Skills: Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Service Titan and Trenchless Video X-Ray.

Productive Laboratory

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

Clarke & Rush will train Team Leads, Technicians, Technicians Band 2, and Technician Installers on maintenance tune up procedures, field tools/gauges, advanced diagnosis, and equipment operation. Training is 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 construction 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 1:1 trainer-to-trainee ratio. Clarke & Rush will provide up to 75 hours of PL training due to in-depth coursework.

Certified Safety Training

1. 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.

Commitment to Training

The current annual training budget is approximately \$202,000. Most of the training is for new hire orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be provided by qualified in-house trainers and vendors. Clarke & Rush has designated the Human Resources Manager to oversee the ETP Contract. In addition, the Site Manager, Human Resources Coordinator, and two staff members will help with scheduling training and uploading rosters. In addition to the assigned staff members, Clarke & Rush has also retained the services of a third-party subcontractor with extensive ETP experience to assist with administration.

Special Employment Training

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

➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$39.21 to \$29.41). The Company requests this modification for Job Numbers 1 and 2.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

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 \$ %
ET20-0300	Sacramento	5/1/2020 – 4/30/2022	\$250,240	\$250,240 (100%)

DEVELOPMENT SERVICES

Synergy Management Consultants, LLC in Grass Valley assisted with the development for a flat fee of \$15,500.

ADMINISTRATIVE SERVICES

Synergy Management Consultants, LLC will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Trane Supply in Sacramento has been retained to provide Commercial Skills and PL-Commercial Skills training for a fee of \$25,750.

Heat Exchanger in Sacramento has been retained to provide Commercial Skills and PL-Commercial Skills training for a fee of \$25,000.

Mitsubishi in Los Angeles has been retained to provide Commercial Skills and PL- Commercial Skills training for a fee of \$21,790.

Other trainers will be identified as they are retained.

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

8-200 Trainees may receive any of the following:

Business Skills

- Principles of Highly Successful Leaders
- Developing SMART Annual Goals
- Pre-Week Planning & Execution
- External Environment Analysis
- Planning and Execution
- Effective Customer Service
- Team Building
- Building Strong Relationships
- Innovation Tools and Processes
- Persuasion Strategies
- Communication Skills
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills
- Active Listening Skills
- Understanding and Managing Expectations

Commercial Skills

- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced Air Conditioning Systems
- Advanced Diagnosis
- Metering Devices
- Nest System Controls/Smart System
- Advanced Wiring and Schematics
- Nest Thermostats
- Maintenance Tune Up Procedures
- Field Tools/Gauges
- Air Quality Diagnostics
- Inverter Technology
- Ventilation Systems Certifications- Blower Door/ Weatherization
- Certification-Duct Testing
- Certification-Air Filtration
- Certification-NGAT (Natural Gas Application Testing)
- Certification- Home Energy Auditing
- Identifying Waste Products
- Waste Products Remediation Analytics
- Waste Remediation Planning
- Waste Removal Solutions
- Trenchless Systems and Tooling
- Wi-Fi Smart Water Meter
- Driver Safety

- Lifting Safety
- Ladder Safety
- Work Site Safety
- Electrical Safety Hazards
- Equipment Safety

Computer Skills

- Service Titan Software Skills
- Microsoft Office Intermediate and Advanced
- Google Suites
- Using Field Tablets
- Zoom and Microsoft Teams
- Scheduling and Installation Applications
- Trenchless Video X-Ray
- Water Leak Video Inspection Software

OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Productive Lab Hours

0-75 Trainees may receive any of the following:

Commercial Skills (Trainer-to-Trainee Ratio 1:1)

- Thermal Dynamics
- Switches and Electrical Components
- Heat Pump Systems
- Air Conditioning Systems
- Metering Devices
- System Controls/STS
- Motors
- Whole Home Fans
- Inverter Type Systems
- Digital Tools
- Wiring
- Thermostats
- Tune Up Procedures
- Air Quality Diagnostics and Methodologies
- Ventilation Systems
- Barriers Methodologies
- Diagnostics
- HVAC Maintenance Service
- Drawings/Plans
- Plastic Pipes and Fittings
- Copper Pipe and Fittings
- Cast Iron Pipe and Fittings
- Fixtures and Faucets
- Disposals
- Drains- Roof, Floor and Area
- Valves
- Water Heaters
- On Demand Hot Water Systems

- Pipes and Supply Lines
- Gas and Fuel Systems
- Back Flow Systems
- Sewage and Pump Systems
- Equipment Operation

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

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:
La Tortilla Factory Inc.
Contract Number: ET23-0121

Panel Meeting of: July 29, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus, Los Angeles, San Diego, Sonoma, Alameda, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 300	U.S.: 300	Worldwide: 300
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution
\$417,689

Total ETP Funding
\$350,635

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, Mgmt. Skills, HazMat, OSHA 10, PL-Mfg. Skills	193	8-200	0-18	\$1,495	\$21.57
				Weighted Avg: 65			
2	Job Creation Priority Rate Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, Mgmt. Skills, HazMat, OSHA 10, PL-Mfg. Skills	30	8-200	0-18	\$2,070	\$17.64
				Weighted Avg: 90			

*Post-Retention Wage is the Contractual wage.

Minimum Wage by County: **Job Number 1:** \$21.57 per hour in Stanislaus, San Diego, Sonoma and Yolo Counties; \$21.73 per hour in Los Angeles County; \$23.53 per hour in Alameda County
Job Number 2: \$17.64 per hour in Stanislaus, Sonoma and Yolo Counties; \$18.11 per hour in Los Angeles County; \$17.89 per hour in San Diego County; \$19.61 per hour in Alameda County

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

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

Up to \$2.37 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$1.97 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 – Retrainee		
Administration		8
Distribution		1
		10
		2
IT Staff		1
Maintenance Staff		1
		8
Production		8

		24
		2
Quality Assurance		3
Research and Development		2
Sales and Marketing		3
		73
		1
Sanitation		2
		3
Supply Chain Staff		5
Warehouse		5
		5
		2
Managers/Supervisors		24
Job Number 2 – Job Creation		
Production		20
Warehouse		10

INTRODUCTION

Founded in 1977 and headquartered in Santa Rosa, La Tortilla Factory Inc. (La Tortilla) (www.latortillafactory.com) produces, packages and distributes a variety of tortilla products. Its goods include fat free flour tortillas, low carb tortillas, gluten free tortillas, extra virgin olive oil wraps, and handmade style corn tortillas. Customers include Safeway, Albertsons, Kroger Foods and direct-to-customer sales via its website. La Tortilla has seven facilities throughout California (Ceres, Commerce, Santa Rosa (2), Vista, Oakland and West Sacramento). ETP training will be delivered at all of these location.

Veterans Program

La Tortilla actively recruits and hires Veterans through Bradley Morris staffing/recruiting services, local workforce agencies, such as CalJobs, Sonoma County Job Link and Facebook community groups. However, the Company did not specifically include a Veteran component in this project.

PROJECT DETAILS

This will be La Tortilla's fourth ETP Contact, and the fourth in the last five years. Prior training focused on operations efficiencies and processes. The training was to bring both incumbent and new trainees current with updated company procedures. This training project will focus on new food safety practices and an increased emphasis in sustainable practices such as zero waste products.

La Tortilla has increased production to accommodate demand brought forth by the COVID 19 supply chain shortages. The Company is at the forefront of shifting away from many of the manual operations to automate and improve efficiencies. La Tortilla is expanding its services to create mega lines of production focused on increased gluten free products, as well as, its most popular items. To support this increased production, La Tortilla is implementing updates to its Enterprise

Resource Planning (ERP) software and hardware that will touch every department and locations of operation. This will require unified training within all of the seven manufacturing sites.

Additionally, La Tortilla remains committed to creating promotional growth opportunities to its labor force and have created various structured training plans focused on increasing skill sets and creating a positive working environment to encourage retention and promotion. Training in Operations Best Practices, Account Management, Route Operation, Process Improvement and Leadership Development will give trainees transferable skills while promoting the Company's culture.

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.

La Tortilla has opened a new mega line of production focused on Gluten Free products and will hire 30 new employees (Job Number 2) to support the new production line. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be delivered in Class/Lab, Productive Lab (PL), Computer-Based Training (CBT) and E-Learning by in-house experts and vendors as needed in the following:

Business Skills: Training will be provided to all occupations in administrative efficiency and will provide staff with the skills to operate the business effectively. Training topics include Data Driven Decisions, Operation Best Practices, Financial Reporting & Analysis and Supervisory Skills Training.

Commercial Skills: Training will be offered to all occupations, except Administration, to increase knowledge of manufacturing related practices. Training topics include Account Management, E-Commerce Processes, Gluten Free Training, Merchandising, Product Launch Training and Route Operation.

Computer Skills: Training will be offered to all occupations to improve internal processes and increase employee's proficiency in the use of various business software solutions. Training topics include Automation Controls, ERP Software, Information Technology Training and Jet Reports.

Continuous Improvement: Training will be offered to all occupations. Staff will receive training to improve on continuous process changes within La Tortilla in order to remain competitive within the industry. Training topics include Process Improvement, Production Efficiency and Root Cause.

Manufacturing Skills: Training will be offered to all occupations, except for Sanitation, IT and Maintenance Staff. Training will focus on equipment processes aimed to produce higher yields of quality product. Training topics include Basic Food Facility Defense, Critical Control Points, Forklift, Good Manufacturing Practices, Packaging, Pallet Truck and Safe Quality Food Implementation.

Management Skills: Training will be delivered to Managers and Supervisors. Training will focus on enhancing skills to create a productive work atmosphere to motivate, positively lead, and coach staff. Training topics include Leadership Development, Managing for Change, Managing in a Growth Environment and Managing with Data Driven Decisions.

Hazardous Materials: Training will be offered to Production, Maintenance Staff and Warehouse. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Ammonia Awareness, Hazardous Analysis Critical Control Point and Safety Data Sheets.

Certified Safety Training

1. 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-Manufacturing Skills training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Training will be delivered to Production, Maintenance Staff and Warehouse. The trainer will demonstrate step-by-step instructions and then observe trainees perform these tasks. Training will be provided on Forklift, Packaging, Pallet Truck and Shipping/Receiving.

Training will provide staff with the tools they need to complete their job duties. Production will be impacted because an experienced staff member will be used to train and observe trainees. Since machine operation is a hands-on task and the Company believes that it is not something that can be accomplished primarily through reading materials. La Tortilla is requesting a 1:3 trainer-to-trainee ratio and is requesting up to 60 hours of PL per trainee.

Computer-Based Training

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-18 hours of CBT.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

High Unemployment Area

Job Number 1 has four trainees that work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Stanislaus County is qualifies under 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. However, the Company is not requesting a wage modification.

Commitment to Training

La Tortilla has an annual training budget of approximately \$25,000 for each location and 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. At the completion of the ETP training, La Tortilla 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 VP of Operations will be responsible for program oversight and communication with ETP. The Director of HR, along with the HR Supervisor and Coordinator, 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. La Tortilla has hired an experienced administrative subcontractor who will assist with the implementation, compliance, reporting and reimbursements for the contract.

Temporary to Permanent Hiring

The Company will train 10 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). 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

COVID Pilot Project

The Company has an active contract with ETP under the COVID 19 Pilot Project, with a term of 6/28/21 to 6/27/23. Of an estimated 50 trainees, 43 have been enrolled and 43 have received the minimum hours of training.

PRIOR PROJECTS

The following table summarizes performance by La Tortilla under ETP Contracts that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0225	Multiple	12/23/19 – 12/22/21	\$393,760	\$393,760 (100%)
18CS-0047-000	Multiple	09/05/17 – 09/04/19	\$241,104	\$241,104 (100%)

DEVELOPMENT SERVICES

Economic Incentives Advisory Group (EIAG) in Phoenix, AZ assisted with development for no fee.

ADMINISTRATIVE SERVICES

EIAG will also perform administrative services for a fee not to exceed 9% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

Business Skills

- Data Driven Decisions
- Financial Reporting & Analysis
- Operations Best Practices
- Sales & Marketing Best Practices
- Supervisory Skills Training

Commercial Skills

- Account Management
- American Institute of Baking Training
- E-Commerce Processes
- Gluten Free Training
- Institute of Food Technologists Training
- Merchandising
- Product Launch Training
- Research & Development Training
- Route Operation

Computer Skills

- Automation Controls
- Enterprise Resource Planning Software
- Human Resources Information System Training
- Information Technology Training
- Jet Reports

Continuous Improvement

- Process Improvement
- Production Efficiency
- Quality Inspection
- Root Cause

Hazardous Materials

- Ammonia Awareness
- Hazard Analysis Critical Control Point
- Safety Data Sheets

Management Skills (Managers/Supervisors/Leads Only)

- Leadership Development
- Managing for Change
- Managing in a Growth Environment
- Managing with Data Driven Decisions

Manufacturing Skills

- Automated Controls
- Basic Food Facility Defense
- Critical Control Points
- Food Safety Modernization Act Training
- Forklift
- Good Manufacturing Practices (GMP)
- Intro to Food Allergens
- Intro to Food Safety Standards and Safe Quality Foods
- Lockout Tagout
- New Equipment Training
- Packaging
- Pallet Truck
- Safe Quality Foods Implementation
- Shipping/Receiving

OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Productive Lab (Trainer-to-Trainee Ratio 1:3)

0-60

Trainees may receive any of the following:

Manufacturing Skills

- Forklift
- Packaging
- Pallet Truck
- Shipping/Receiving

Computer-Based Training

0-18

Trainees may receive any of the following:

Manufacturing Skills

- Ammonia Accident Prevention - 25 min
- Ammonia Awareness - 22 min
- Asbestos Awareness - 27 min
- Bacteria Basics - 23 min
- Basic Food Facility Defense – Distribution - 25 min
- Basic Food Facility Defense - 32 min
- Cleaning and Sanitizing Procedures for Food Manufacturers - 37 min
- Combustible Dust - 28 min
- Confined Space for Affected Employees - 22 min
- Confined Space for Attendants - 35 min
- Controlling Salmonella in Food Manufacturing - 32 min
- Dangerous Microorganisms in Food Manufacturing - 40 min

- Driver Food Safety Standard Operating Procedures - 17 min
- Effective Pest Control Practices - 32 min
- Effective Record Keeping Practices - 23 min
- Electrical Safety - 48 min
- Environmental Monitoring Basics - 37 min
- Food Safety for Selectors – Overview - 20 min
- Foodborne Illness and Employee Reporting - 37 min
- Globally Harmonized Hazard Communication: Pictograms and Hazards - 43 min
- Globally Harmonized Hazard Communication: Pictograms and Hazards – Refresher - 18 min
- Globally Harmonized Hazard Communication: Safety Data Sheets - 42 min
- Globally Harmonized Hazard Communication: Safety Data Sheets – Refresher - 18 min
- Globally Harmonized Hazard Communication: Standard Labels - 35 min
- Globally Harmonized Hazard Communication: Standard Labels – Refresher - 20 min
- Good Laboratory Practices: Overview of Good Laboratory Practices - 18 min
- Good Manufacturing Practices for Maintenance Personnel - 28 min
- Good Manufacturing Practices: Effective Hand Washing Techniques - 28 min
- Good Manufacturing Practices: Personal Hygiene – Distribution - 22 min
- Good Manufacturing Practices: Personal Hygiene - Fluid Products - 20 min
- Good Manufacturing Practices: Promoting Personal Hygiene - 27 min
- Hand and Power Tools - 33 min
- Hazardous Communication (pre- Globally Harmonized) - 35 min
- High Lift Truck Review - 27 min
- Introduction to Clean in Place - 23 min
- Introduction to Food Allergens - 28 min
- Introduction to Food Fraud - 23 min
- Introduction to Food Safety Standards - 30 min
- Introduction to FSMA (Food Safety Modernization Act) - 22 min
- Introduction to Hazard Communication - 25 min
- Introduction to Root Cause Analysis - 28 min
- Lean Manufacturing - 27 min
- Lift Truck Operator Overview - 28 min
- Lift Truck Safety Awareness - 28 min
- Loading Food Safety Standard Operating Procedures – Overview - 23 min
- Lock Out Tag Out Procedures - 33 min
- Machine Guarding - 38 min
- Material Handling – Distribution - 28 min
- Overview of Dangerous E. Coli - 37 min
- Overview of Hazard Analysis Critical Control Point (HACCP) - 27 min
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors - 42 min
- Overview of Preventive Controls - 28 min
- Pallet Truck Review - 22 min
- Preventing Food Contamination - 37 min
- Preventing Foodborne Illness - 27 min

- Proper Handling of Food Allergens - 30 min
- Receiving Food Safety Standard Operating Procedures – Overview - 25 min
- Understanding Listeria and its Danger to Food - 35 min
- Waste Management Procedures and Proper Disposal - 22 min

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

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:

QC Manufacturing, Inc. dba QuietCool

Contract Number: ET23-0102

Panel Meeting of: July 29, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 110	U.S.: 117	Worldwide: 117
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$396,800

Total ETP Funding
\$103,500

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., Manufacutring Skills, PL-Manufacturing Skills, PL-Computer Skills	45	8-200	0	\$1,150	\$21.57
				Weighted Avg: 50			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Impr., Manufacutring Skills, PL- Manufacturing Skills, PL- Computer Skills	45	8-200	0	\$1,150	\$17.64
				Weighted Avg: 50			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee) - \$21.57 per hour for Riverside County; Job Number 2 (Job Creation) - \$17.64 per hour 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

Health benefits of up to \$2.50 per hour for Job Number 1 and up to \$0.64 per hour for Job Number 2 may be used to meet the Post-Retention Wages.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		15
		20
Professionals/Engineers		10
Job Number 2 (Job Creation)		
Production Staff		24
Administrative Staff		3
		5
Professionals/ Engineers		7
Supervisors/ Managers		6

INTRODUCTION

Founded in 1999 and headquartered in Temecula, QC Manufacturing, Inc. dba QuietCool (QuietCool) (<https://quietcoolsystems.com/>) manufactures whole house fan systems (ventilation cooling systems) that utilize less energy than traditional HVAC Systems. Products include ventilation, attic, and garage fans. The Company's customers include homeowners, builders and contractors. This is the Company's second project; the second in the last five years.

Veterans Program

QuietCool is not seeking a separate veteran job number, however, the Company works with Riverside Department of Social Services to recruit local veterans to jobs. The Company also utilizes online portals and social media to recruit local veterans in the area.

PROJECT DETAILS

In the previous project, the training focused on the addition of a new facility, which necessitated training on new equipment, etc. In this proposed training plan, this project will focus on enhancing skills via continuous improvement training as well as training new hires, necessitated by company growth overall.

QuietCool will be introducing new product lines to keep up with new and advanced environmental standards. Through the introduction of new products and technologies, customer demands have increased, which has led to an increase in production which will require continuous upgrading of employees' skills in processes, equipment, and products.

QuietCool has also recently expanded its customer base to include builders such as Lennar, KB Homes, and others. As such, the Company will hire additional staff to fulfill the high demand for its products. The Company added 20 new hires to staff in the previous contract and is planning to hire more over the next five years. These newly hired employees will require extensive training.

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.

QuietCool is increasing business capacity by hiring new employees. As demand for its products increase, the Company must increase staff to keep up with both customer and production demands. The Company will hire 45 new employees (Job Number 2) over a 2 year period to ensure production and customer demands are met. The date-of-hire for trainees will be within the three months before contract approval or within the term-of-contract.

Training Plan

Training will be delivered via Class/Lab, E-Learning, Video Conference and Productive Laboratory (PL) delivery methods in the following:

Business Skills: All occupations will receive training in business skills. The purpose of this training is to provide workers with the skills required to manage client communications and relationships, ensure better internal interdepartmental communication, and grow management skills necessary to run complex projects while responding to customer demands.

Computer Skills: All occupations will receive Computer Skills Training. Training will focus on CamWorks, AutoDesk, DasyLab, Google Mail, Lean Six Sigma and Project Management Software to ensure the effective use of systems and equipment to maintain current production goals and demands. Administrative Staff and Managers/Supervisors will receive training in Microsoft Office, Database training, and Payroll Processing training to maximize efficiency and improve efficiency and productivity companywide.

Continuous Improvement: Administrative Staff, Production Staff, Professional/ Engineers and Managers and supervisors will receive continuous improvement to enhance on the job skills. Training will focus on enhancing current skills to foster the innovative culture of the Company.

Teambuilding, problem-solving, Process Controls, and performance management will enhance current skills as well as foster innovation essential to maintaining the Company's current growth.

Manufacturing Skills: The requisite staff will receive training necessary to keep up with production. Training will include assembly skills, calibration, control charts, equipment operation, maintenance & troubleshooting, Good manufacturing processes, Kanban, Machine set up/ Operation, Quality Inspection, etc.

Productive Laboratory – Computer Skills/ Manufacturing Skills

Trainees may produce goods for profit as part of the PL training. The instructor will be dedicated to training delivery during all hours of training.

PL training enables newly hired production staff to work with a certified trainer on a 1:1 trainer-to-trainee ratio on the floor to gain skills necessary to properly assemble machines. The training will also ensure that trainees are able to operate the Company's software to process orders and respond to customers. This training will be important to the Company's continued expansion, innovation, and success. This training correlates with new products and technologies being introduced, which is spurring continued company growth. Further expansion of skill sets acquired through productive lab training will lead to increased flexibility and continued professional development of all staff at the Company. Trainees will receive up to 24 hours of PL.

Temporary to Permanent Hiring

The Company expects to train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). 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.

Commitment to Training

The company currently has an annual training budget of \$150,000 for training in various required courses. 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 Human Resources department, overseen by the Head of Human Resources, will be in charge of administering the project by providing the program training to management and employees, collecting the rosters and entering the needed information on ETP's website. The HR Department will oversee all new hires to ensure trainees receive proper training and training is documented.

Alternative Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

Impact/Outcome

The proposed ETP funds will allow the Company to properly train employees up to company and industry standards.

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 \$ %
ET19-0397	Temecula	1/1/2019- 12/31/2021	\$74,724	\$74,724 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab, E-Learning, Video Conference Hours**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting, Credit, Order Processing, Invoicing Skills
- Coaching Skills
- Communication Skills
- Customer Relations
- Facilitator Skills
- Finance/ Accounting Procedures
- Goal Setting
- Interpersonal Communication
- Leadership Skills
- Leading Change
- LEED (Leadership Energy Environmental Design)
- Negotiation Skills
- Planning Skills
- Problem Solving
- Conflict Resolution
- Product/ Service Knowledge
- Program/ Project Management
- Sales & Marketing
- Strategy Deployment Process (X-Matrix)
- Team Building
- Work Processes/ Procedures

COMPUTER SKILLS

- CamWorks
- Computer-Aided Design
- AutoDesk
- DasyLab
- Electronic Data Interchange
- Engineering Design
- Enterprise Resource Planning
- Flow Simulation
- Google Mail
- Labview
- Lean Six Sigma
- Magento
- Machine Programming
- Mathcad
- Microsoft Office (Intermediate/Advanced)
- OnShape
- Payroll Processing/ Human Resources
- Project Management
- Sequel Server
- Simscale
- SolidWorks
- Training Manager
- Vault

CONTINUOUS IMPROVEMENT

- 5S
- Lean Process Improvement/ Kaizen
- Problem Solving/ Six Sigma
- Process Controls
- Performance/ Process/ Quality Improvement
- Teambuilding
- Value Stream Mapping
- Hazardous Materials Handling and Communication

MANUFACTURING SKILLS

- Assembly Skills
- Calibration
- Control Charts
- Daily Status Package/ Operational Strategy Execution
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing Processes
- Just in Time
- Inspection Techniques
- Inspection Tool Selection and Care
- Kanban
- Machine Set up/ Operation
- Manufacturing Math
- Quality Inspection
- Quality Assurance Equipment
- Shipping/ Receiving
- Structural Drawings
- Standard Operation Procedures
- Total Productive Maintenance (TPM)
- Tool Use, Calibration, Maintenance, and Repair
- UL Certification
- Welding Skills

PL Hours

0-24

Trainees may receive any of the following:

COMPUTER SKILLS (1:1 Trainer-to-Trainee ratio)

- Enterprise Resource Planning
- SAP Business Online

MANUFACTURING SKILLS (1:1 Trainer-to-Trainee ratio)

- Good Manufacturing Processes
- Equipment Operation, Maintenance & Troubleshooting

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

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



Training Proposal for:
The Industrial Council of the City of Commerce, California
Contract Number: ET23-0108

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Transportation Warehousing (48-49) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$560,832		\$38,608 8%		\$599,440

In-Kind Contribution:	50% of Total ETP Funding Required	\$528,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30	508	8-200	0	\$1,180	\$21.73
				Weighted Avg: 48			

***Post-Retention Wage is the Contractual wage.**

Minimum Wage by County: \$21.73 for Los Angeles County

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

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

Participating employers may use 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
Operator		35
		35
		15
Production Staff		35
		30
		15
Technician		15
		40
		35
Sales Staff		10
		14
Maintenance Staff		25
Shop Lead		43
Administrative Staff		26
Shipping Staff		35
Engineer		20
Clerks/Warehouse Staff		30
Supervisor		10
		20
Manager		20

INTRODUCTION

Founded in 1959, the Industrial Council of the City of Commerce, California (Industrial Council) (www.industrialcouncil.org) is a non-profit membership organization whose mission is to promote commercial, industrial, education, and legislative actions to benefit its members and those concerned with the welfare of the community. As part of its service, Industrial Council provides training to its members.

The Industrial Council has over 200 members from various sectors such as manufacturing, aerospace, food processing, and logistics. The core group of participating employers represents over 100% of the requested funding, all are categorized as priority industry companies.

Veterans

Although there is no Veterans component in this project, the Industrial Council works closely with the Women's Veteran Alliance to support Women Veterans in the workplace. Additionally, some participating employers have a hiring preference for Veterans, have Veterans on staff, and may include Veterans in the proposed trainee population.

PROJECT DETAILS

Employer Demand

This will be the Industrial Council's second's ETP Contract within the last five years. The first ETP Contract approved at the May 2021 Panel Meeting was completed within 10 months of the contract term. This proposal will be similar to the prior contract serving new employers and trainees who were not able to participate in the last contract. Training will focus on retraining of incumbent workers to meet the business needs of participating employers as they struggle to keep up with competitors particularly in this very challenging time during the COVID pandemic. Many companies are rebuilding their workforce by bringing back furloughed employees and plan to hire as their business returns to pre-COVID levels.

This new proposal will address the training needs of participating employers who have expressed the need to upgrade and build employees' skills to work in a highly competitive and continuously changing environment. Training is a crucial component to meet the demands that companies are currently facing today. These employers will receive customized training in Business, Computer, Manufacturing, Continuous Improvement and Certified Safety Skills training.

Training Plan

Training will be delivered via Class/Lab and E-Learning in the following:

Business Skills: Training will be offered to all occupations to improve communication skills, customer service and business problem solving.

Computer Skills: Training will be offered to all occupations to design, program, implement, and troubleshoot new computer software programs. Training will also help employees become proficient in Microsoft Suite and accounting software.

Continuous Improvement: Training will be offered to all occupations to work in teams, improve workflow, and trouble and resolve problems.

Manufacturing Skills: Training will be offered to Production Staff and Operators to operate new equipment, read blueprints, and inventory management.

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 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.

Curriculum Development

Training is customized based on the participating employers’ overall company goals to address their specific needs for improvement and employees’ job duties. Participating employers’ specific demands for training are determined based on training assessments and feedback from its members. It is designed to effectively improve the workplace and enhance employee skills to maintain and grow their businesses.

Post-training assessments and employer/employee surveys will be conducted to ensure that the training is of the highest quality and meets the demand of the employer. The curriculum will be continually revised according to the demands and feedback.

Marketing and Support Costs

The Industrial Council’s marketing efforts are conducted through its website, newsletter, emails, meetings and mixes. It has a board consisting of 22 members and 10 ambassadors who work with the community to promote its business, both large and small, in the City of Commerce and surrounding areas.

The Industrial Council has built strong relationships and collaborations with neighboring Chambers in East Los Angeles, Montebello, Downey, Pico Rivera, Vernon and Alhambra. It has also maintained strong partnerships with local organizations such as Project Return Peer Support Network, Friends of MUSD Foundation, East Los Angeles Sheriff’s Dept., YMCA, Rotary Club, Human-I-T, and Women Veterans Alliance for employer outreach and recruitment. The Industrial Council requests, and staff recommends, the standard 8% support costs to cover marketing, recruitment, and assessment of additional employers which will continue throughout the contract term.

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

The Executive Director will oversee the implementation and administration of this project. Support Staff will manage the day-to-day internal administration. An outside consultant has also been retained to assist in the project administration and to ensure that all training records are in compliance with ETP requirements. Training will be provided by Industrial Council trainers who are subject matter experts and vendors. A detailed training schedule is in place to start immediately upon Panel approval.

Alternate Recordkeeping

Staff has reviewed and approved Industrial Council's request to use an alternate recordkeeping method.

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.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0297*	Los Angeles	05/21/2021- 05/20/2023	\$309,960	\$309,960 (100%)

*Although this contract term ends in 2023, all training and retention were completed in March 2022. The Final Contract Closeout invoice has been approved for 100% completion.

DEVELOPMENT SERVICES

DLI & Associates LLC in San Juan Capistrano assisted with the development of this proposal at no cost.

ADMINISTRATIVE SERVICES

DLI & Associates LLC will also perform administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

Customs Corporate Communications of Redondo Beach has been retained to provide Continuous Improvement and Manufacturing Skills training for \$200,000. Other training vendors will be retained as needed.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Writing
- Customer Service
- Communication
- Leadership
- Goal Setting
- Managing Change
- Performance Management
- Problem Solving
- Project Coordination
- Time Management
- Change Management
- Project Management
- Sales Skills

COMPUTER SKILLS

- Microsoft Office Suite (Intermediate and Advanced)
(Excel, Word, Access, PowerPoint)
- SharePoint
- QuickBooks and Accounting Software
- Computer Design Software
- E-Commerce
- Enterprise and Manufacturing Management Systems

CONTINUOUS IMPROVEMENT

- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen 7S
- Process Improvement
- Process Mapping
- Problem Solving
- Root Cause Analysis
- Set Up Time Reduction
- ISO Auditor Training
- Process Management
- Quality Engineering
- Set Up Time Reduction
- Six Sigma
- Statistical Process Control
- Team Building

MANUFACTURING SKILLS

- Inventory Management
- Blueprint Reading
- Advanced Measurement Tools and Techniques
- Electrical Fundamentals
- Drive Systems Maintenance
- Programmable Logic Controllers'

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

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.

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Industrial Council of the City of Commerce	CCG No.: ET23-0108
Reference No: 22-0506	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: American Trading	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3415 South Sepulveda Blvd.	
City, State, Zip: Los Angeles, CA 90034	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 62	
Total # of full-time company employees in California: 58	
Company: FUJI Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14420 Bloomfield Ave.	
City, State, Zip: Santa Fe Springs, CA 90670	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 164	
Total # of full-time company employees in California: 151	
Company: Goodridge	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 529 Van Ness Ave.	
City, State, Zip: Torrance, CA 90501	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 250	
Total # of full-time company employees in California: 70	
Company: Integra Technologies Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 321 Coral Circle	
City, State, Zip: El Segundo, CA 90245	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 75	
Total # of full-time company employees in California: 71	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Industrial Council of the City of Commerce		CCG No.: ET23-0108
Reference No: 22-0506		Page 2 of 2

Company: Paramount Global	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16430 Phoebe Ave.	
City, State, Zip: La Mirada, CA 90638	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 79	
Total # of full-time company employees in California: 65	

Company: Prolacta Bioscience	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 757 Baldwin Park Blvd.	
City, State, Zip: City of Industry, CA 91746	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 272	
Total # of full-time company employees in California: 272	

Company: RSR Quemetco	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 720 S. 7 th Ave.	
City, State, Zip: City of Industry, CA 91746	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 262	
Total # of full-time company employees in California: 262	

Company: Smurfit Kappa	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1161 E. Walnut Street	
City, State, Zip: Carson, CA 90746	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 47,000	
Total # of full-time company employees in California: 420	



Training Proposal for:
The Wine Group, Inc.

Contract Number: ET23-0120

Panel Meeting of: July 29, 2022

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Fresno, Kern, Madera, Monterey, San Joaquin, Sonoma, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Food and Commercial Workers – Wine, Distillery & Allied Workers, Local 186D		
Number of Employees in:	CA: 1,093	U.S.: 1,250	Worldwide: 1,360
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$900,000

Total ETP Funding
\$490,774

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., Mfg. Skills	69	8-200	0	\$1,081	\$21.57
				Weighted Avg: 47			
2	Retrainee Priority Rate HUA	Computer Skills, Cont. Imp., Mfg. Skills	385	8-200	0	\$1,081	\$17.00
				Weighted Avg: 47			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$21.57 per hour for Sonoma County; \$23.53 per hour for Alameda County

Job Number 2 (HUA): \$16.17 per hour for Fresno, Kern, Madera, Monterey, San Joaquin, and Tulare 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 for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		3
		5
General Workers		5
		2
Maintenance Staff		7
		3
Operational Staff		18
		4
Racker/Blender Staff		4
		4
Subforeman		1
		1
Supervisors		2
		2
Utility Staff		2
		1

Warehouse Staff		3
		2
Job Number 2		
Administrative Staff		10
		5
		5
General Workers		38
		14
Maintenance Staff		20
		17
Operational Staff		42
		28
		15
Racker/Blender Staff		46
		15
Subforeman		15
		16
Supervisors		10
		5
Utility Staff		35
		26
Warehouse Staff		13
		10

INTRODUCTION

Founded in 1981 and headquartered in Tracy, The Wine Group, Inc. (TWG) (www.thewinegroup.com) is one of the world's largest wine producers. TWG operates 13 wineries throughout the world, producing more than 56 million cases of wine in the United States. Customers include big box stores, grocery stores, distribution centers and entertainment venues. Current brands include Cupcake, Concannon, Benziger, Corbett Canyon, Big House and Franzia. The Company plans to train workers at its facilities in Alameda, Fresno, Kern, Madera, Monterey, San Joaquin, Sonoma and Tulare counties.

Veterans Program

TWG recruits Veterans, though they are not included in the training population. TWG participates in various job hiring events from colleges to community job fairs and lists available positions on veteran-specific job boards.

Union Support

The United Food and Commercial Workers – Wine, Distillery & Allied Workers, Local 186D represents General Workers, Maintenance Staff, Racker/Blender Staff, Subforeman, Operational Staff, Utility Staff, and Warehouse Staff at all California locations. A letter of support has been submitted.

PROJECT DETAILS

This will be TWG's fifth ETP Contract and the third in the last five years. Previous training focused on Lean Manufacturing, warehousing, farming principles, and equipment such as bottling lines, holding tanks, and can lines. For this Contract, training will focus on new equipment upgrades (over 22M) that will be installed throughout 2022 including Scanners, Press Control, Enzymatic Analyzer and Air Mixing System. All occupations except Administrative Staff will receive basic training to ensure the equipment is properly operated and maintained. Operational Staff and Supervisors will receive in depth training to ensure accuracy and competency of all equipment.

The Company is also building on cross-training that was not completed in the prior Contract due to COVID-19 setbacks and teleworking. Cross-training is important for TWG to allow the Company flexibility in assignments and coverage when departments are shorthanded. Cross training is also important so all occupations comprehend the importance of all areas of TWG including insight into the development of new proprietary products.

Some training topics may be repeated from prior projects and some trainees in this project participated in the previous contract. However, there will be no duplication of training in any course.

Training Plan

Training will be delivered via Classroom/Laboratory and E-Learning by in-house experts and vendors as needed in the following:

Computer Skills: Training will be offered to all occupations to improve software skills. Training topics include Intalex.

Continuous Improvement: Training will be offered to all occupations and will focus on eliminating waste and improving company processes. Training topics include Total Quality Management and 5S.

Manufacturing Skills: Training will be offered to all occupations except Administrative Staff. Training will improve the employee's knowledge of proper techniques for working with equipment and the production of the product. Training topics include Electrical, Lab Quality and Packaging Mechanics.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

High Unemployment Area

Trainees (Job Numbers 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, Kern, Madera, Monterey, San Joaquin and Tulare 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. TWG requests a wage modification from \$21.57 per hour to \$17.00 per hour for Job Number 2 in order to serve workers in lower-wage occupations.

Commitment to Training

The current annual training budget is approximately \$450,000 annually for all locations and includes new hire orientation and safety training.

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

➤ **Training Infrastructure**

The Learning and Development Manager (headquarters) will administer the ETP Contract. Administrative Staff at each facility will assist with administration and manage duties at their own facility. The Company also retained a third party subcontractor with extensive knowledge of ETP to assist with administration of the Contract.

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 \$ %
ET19-0294	Madera, Ripon, McFarland, Fresno, Cutler, Sanger	12/17/18 – 12/16/20	\$684,424	\$673,691 (98%)
ET17-0101	Madera, Ripon, McFarland, Fresno, Cutler, Sanger	7/1/16 – 6/30/18	\$749,988	\$749,988 (100%)

DEVELOPMENT SERVICES

BLI Company in Lubbock, Texas assisted with development of this proposal for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

BLI Company 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**

8-200

Trainees may receive any of the following:

Computer Skills

- InteleX
- Microsoft Suite (Intermediate and Advanced)
- Microsoft Teams
- Social Media Platforms

Continuous Improvement

- 5S
- Audits – How to prepare at any level
 - OSHA, FDA
 - Shift Change Hand-offs
- Leadership and Management Essentials
 - Time & Stress Management
 - Growth Mindset Personal and Professional
 - Inclusive Leadership within the workforce
 - Advanced Change Management
 - People Leader Modules
 - Leading with Empathy, Recognition & Acknowledgement
 - Leading All Generations Inclusively
 - Promoting a Respectful Workplace
 - Courageous Conversations
- Own Your Own Career Path
- Foundations
- Interdepartmental Training
- Developing Current and Future Leaders
- Total Quality Management

Manufacturing Skills

- Cellar Equipment
- Contractor Vendor Safety Approval Process
- Crush
- Dock Safety
- Electrical
 - Electrical Troubleshooting
- Equipment
- Flow
- Food Safety
- Forklift
- Handling Products
- Housekeeping/Good Manufacturing Practices
- Lab Quality
- Line Flow

- Maintenance
- Mobile Bottling Equipment
- Motor Controls
- Multi-Meters
- Packaging Equipment Maintenance and Operation of Mobile Unit
- Packaging Mechanics
- Refrigeration System
 - Programable Logic Control Refrigeration Control Panels
 - Activities and Precautions
 - Operations
- Pressure
- Relays
- Release Valves
 - Troubleshooting and Energy Conservation
- Research & Development
- Scaffolding
- Shock Paths
- Starters
- Temperature
- Two Stage, Direct Expansion, Flooded - Troubleshooting
 - Shipping and Receiving Procedures

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.



UFCW-WINE, DISTILLERY & ALLIED WORKERS, LOCAL 186D

329 Downey Ave.
Modesto, CA 95354-1297

Phone (209) 524-4245
Fax (209) 524-7066

June 28, 2022

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand The Wine Group is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: General Worker – 7; Maintenance – 22; Racker/Blender – 21; Subforeman – 17; Operator 117; Utility – 6; Warehouse - 128

Exhibit E

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,
Dee Chacon
President
Local 186D



Retrainee-Job Creation

Training Proposal for:

B.R. Building Resources Company

Contract Number: ET23-0104

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SET	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 180	U.S.: 180	Worldwide: 180
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$486,225

Total ETP Funding
\$289,800

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 Priority Rate SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr, Hazmat	170	8-200	0	\$1,380	\$29.41
				Weighted Avg: 60			
2	Job Creation Priority Rate SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr, HazMat	40	8-200	0	\$1,380	\$29.41
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: **Job Number 1:** \$29.41/Hour (SET/Priority Industry),
Job Number 2: \$17.89/Hour (SET/Job Creation) for San Diego County.

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

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation – Job Number 1		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administration		30
Estimator		40
Project Engineer		60
Project Lead		40
Job Number 2		
Administration		10
Estimator		10
Project Engineer		10
Project Lead		10

INTRODUCTION

Founded in 2016, B.R. Building Resources Company provides professional construction services. The Company is a commercial builder that provides a full range of construction management, general contracting, design build, integrated delivery, and pre-construction services. The Company specializes in high quality metal stud framing, drywall installation, acoustical ceilings, steel framing, and painting. This will be B.R. Building Resources Company's first ETP contract.

Veterans Program

Although the Company does employ veterans, there is not a specific veteran's outreach program at this time.

PROJECT DETAILS

The construction industry is constantly evolving. The continual upskilling of employees is critical to ensure that employees are adequately trained and up-to-date on all industry changes. For example, Leadership in Energy and Environmental Design (LEED) has become an important certification in the construction industry. Upskilling will allow the Company to aggressively compete when bidding for projects and contracting with developers and other partner companies to execute building plans.

Changes in technology, green construction processes, energy efficiency certifications and design practices require constant updating of skillsets. To address this, B.R. Building Resources Company has recently implemented several new applications (Building Information Modeling, PlanGrid, and 3-D Rendering software) and needs to provide extensive training to all employees to ensure they are proficient working on these new platforms. These applications will help streamline efficiency when different business units are working and communicating with each other.

Additionally, newly integrated software in communication, document sharing and storage, and operations are being used by both office and field employees; however, there is a current lack of training and knowledgeable staff who understand how to fully utilize and maximize the benefits of these applications. This training will focus on creating the foundation for all employees to be proficient in these applications, as well as further build upon that foundation to become experts in their respective units to help streamline workflow across different functions.

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 be hiring new employees across all occupations throughout California. Currently, the Company has two locations: one in Los Angeles and a second in San Diego. The Company is growing and plans on opening additional satellite offices in Northern California; however those locations are still being planned and not part of this project. The Company will hire 40 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.

Training Plan

Business Skills: Training will be offered to all occupations and will focus on building soft skills as well as a new foundation for newly implemented software so that cross functional departments can effectively collaborate and communicate with each other.

Commercial Skills: Training will be offered primarily to Estimators, Project Engineers and Project Leads. This training will focus on building skills necessary for field employees that need to communicate with partnering contractors and developers. This training will focus heavily on using specialized tools and complex software programs to analyze projects.

Computer Skills: Training will be offered to all occupations and will focus on the development of foundational skills for all office- and field-based employees. This training will focus on topics such as internal drafting and proposal tools, requests for proposals and invoicing and estimation. This will allow employees to understand the inner workings of each department and cross-functional units.

Continuous Improvement: Training will be offered to all occupations and will focus on internal process improvements, teamwork and collaboration, and change management. This training will help build interpersonal skills and provide the tools and knowledge to help employees adjust to

constantly changing environments. Training will also help with adapting to external forces such as the COVID 19 pandemic.

Hazardous Materials Skills: Training will be delivered to all occupations and focus on how to safely handle hazardous materials. Training includes Hazardous Materials Handling.

Special Employment Training

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.

➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$39.21 to \$29.41). The Company requests this modification.

Commitment to Training

The Company spends approximately \$200,000 annually on training. This training typically covers basic on-boarding, safety training, and other federally mandated training. This proposed project will allow the Company to implement a new in depth training curriculum for new processes and procedures for changing construction practices and evolving technologies.

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 training program will be administered by B.R. Building Resources Company management alongside with a third part administrator who will assist in reporting, uploading, and tracking the training documentation in the ETP CAL E FORCE system.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

DEVELOPMENT SERVICES

B.R. Building Resources Company retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$2,900.

ADMINISTRATIVE SERVICES

B.R. Building Resources 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

- Accounting
- Client Relations
- Communication/Conflict Resolution
- Design Build Budgeting
- Estimating
- Job Costing
- Leadership
- Marketing & business Development – Sales
- Negotiation
- Presentation Skills
- Product Knowledge
- Project Management

Computer Skills

- Accounting/Project Management – Foundation
- Asset Tracker
- Blue Beam
- Customer Relationship Management (CRM)
- Dashboard
- EBM – Estimating
- Field Building Industry Management (BIM)
- Financial Accounting Software
- InDesign
- Job Management System (JMS)
- Microsoft Office – Projects
- Plexxis
- Smart sheet
- Scheduling Software
- Timekeeping system/Mobile App Virtual & Augmented Reality
- Virtual Design & Construction

Commercial Skills

- Change Order
- Documentation, Daily Logs, RFI (Request for Information)
- Energy Efficiency
- Estimating
- Equipment Operations
- Field Operational Procedures
- Green Construction
- Installation Techniques
- Materials Ordering, Handling, and Storage
- Scaffold, Sign, Signals, and Barricades
- Site Procedures and Logistics
- Storm Water Pollution Prevention Program
- Supplier Diversity
- Trenching/Excavation

- Underground Utility
- Walk Through Procedures
- Work zone Traffic Control
- Workflow/Work Practices

Continuous Improvement

- Goal Setting
- Lean Techniques
- Mentoring
- Performance/Process/Productivity Improvement
- Project Planning/Delivery
- Quality Control
- Sustainability
- Teamwork
- Zero Waste

Hazardous Materials

- Handling Hazardous Materials
- Globally Harmonized System

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Rocket Lab Space
Systems
ET23-0103

WITHDRAWN



Retrainee-Job Creation

Training Proposal for:

Advanced Composite Products and Technology, Inc.

Contract Number: ET23-0117

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: A. Salinas

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SB <100	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 52	U.S.: 62	Worldwide: 62
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution
\$55,000

Total ETP Funding
\$100,740

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, HazMat	61	8-200	0	\$1,380	\$21.57
				Weighted Avg: 60			
2	Job Creation Initiative Priority Rate Retrainee SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills HazMat	12	8-200	0	\$1,380	\$17.81
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$21.57 per hour for Orange County.

Job Number 2: \$17.81 per hour for Orange County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff		3
		3
Engineering Staff		1
		1
		1
President		1
Production Staff		17
		30
Supervisors/Managers		1
		2
		1

Job Number 2: Job Creation		
Administrative Staff		1
		1
Engineering Staff		1
Production Staff		3
		4
Sales Staff		1
Supervisors/Managers		1

INTRODUCTION

Founded in 1977 and headquartered in Huntington Beach, Advanced Composite Products and Technology, Inc. (ACPT) (<http://www.acpt.com/>) provides its composites manufacturing products and services to markets including, but not limited to, Space & Aviation, Defense, Oil & Gas, Commercial and Automotive. ACPT's internal strategies include process control using LEAN Manufacturing and the organization system 5S. ETP training will be delivered at the Company's headquarters in Huntington Beach. This will be ACPT's second ETP project, and it's second in the last five years.

Veterans Program

Although there is not a separate Veterans' Job Number in this proposal, ACPT is committed to veteran inclusion and encourages veterans to apply for positions within the Company.

Retrainee - Job Creation

In this proposal, ACPT will hire 12 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. 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, ACPT's current customer base is expanding and the need to grow its sales and production force with effective training programs will help ACPT drive growth and expansion in the industry, as well as increased operations to help facilitate these changes.

PROJECT DETAILS

Training Plan

The following training will be conducted via Class/Lab and E-Learning by in-house experts in the following:

Business Skills: Training will be offered to Administrative Staff, the President, Sales Staff, and Supervisors/Managers on course topics that include Communication, Financial Analysis, Inventory Management System and Customer Service Excellence.

Computer Skills: Training will be offered to Administrative Staff, the President, Sales Staff, and Supervisors/Managers on course topics that include AutoCad, Customer Management Software, ERP Software, Microsoft Office (Intermediate and Advanced) and QuikBooks.

Continuous Improvement: Training will be offered to Administrative Staff, Engineering Staff, Production Staff, and Supervisors/Managers on course topics that include LEAN Manufacturing, Process Control, Research/Development and Scrap Reduction.

Manufacturing Skills: Training will be offered to Engineering Staff, Production Staff, and Managers/Supervisors on course topics that include Equipment Operation, Maintenance, and Troubleshooting, Inspection Procedures, Operational Planning and Processes, Production Machinery, Reliability Centered Maintenance and Workplace Organization/5S.

Certified Safety Training

Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff and Engineering Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is Western EHS Service.

Commitment to Training

ACPT’s annual training budget in California is \$100,000 and includes equipment use, production capabilities, and formulation and implementation of internal performance strategies. The training also involved improvement of process controls for their production programs and manufacturing initiatives. 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

ACPT’s President (dedicated administrator), HR Manager and Document Control Associate will oversee the project. The Company has also retained a third-party subcontractor to provide support for ETP administration for the duration of the Contract’s term.

Impact/Outcome

ETP training will continue to elevate the productivity and capabilities of ACPT’s employees following its previous contract. Cross-training as well as process function enhancement are some of the focuses ACPT will be moving forward on with this new ETP training contract. The company expects greater efficiency and opportunities for trainees by giving them the ability to provide support across all its departments. This new ability will allow ACPT to remain competitive in their industry, while improving management of its current customer contracts and its expected customer base expansion. ETP funding gives ACPT extra resources to reduce production time and increase revenue, meeting its customer’s needs and strengthening its training opportunities.

Alternate Recordkeeping

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

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-0254-000	Huntington Beach	4/28/18 – 4/23/20	\$99,940	\$95,433 (96%)

DEVELOPMENT SERVICES

ACPT retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a flat fee of \$1,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication
- Customer Service Excellence
- Financial Analysis
- Inventory Management System
- ISO
- Leadership and Team Development
- Logistics
- Organizational and Time Management
- Planning & Scheduling
- Product Data Management
- Sales Management
- Strategic Marketing

COMPUTER SKILLS

- AutoCad
- Customer Management Software
- ERP Software
- Label Matrix Barcode Software
- Microsoft Office (Intermediate and Advanced)
- QuikBooks
- Query Report Writer
- UPS/FEDX Supply Chain Software

CONTINUOUS IMPROVEMENT

- Down-Time Elimination
- LEAN Manufacturing
- Process Control
- Research/Development
- Scrap Reduction
- Set-Up Minimization

MANUFACTURING SKILLS

- Best Production Methods
- Equipment Operation, Maintenance, and Troubleshooting
- Inspection Procedures
- Lean Practices
- Material Supply Chain
- Operational Planning and Processes
- Production Machinery
- Reliability Centered Maintenance (RCM)

- Supply Chain Management
- Warehouse/Shipping and Receiving
- Workplace Organization/5S

HAZARDOUS MATERIALS (1:40 Ratio)

- HazMat Handling
- Industrial Hygiene

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

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



Retrainee-Job Creation
Training Proposal for:
Headway Technologies, Inc.
Contract Number: ET23-0115

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 884	U.S.: 884	Worldwide: 884
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution
\$593,890

Total ETP Funding
\$499,629

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	452	8–200	0	\$552	\$23.53
				Weighted Avg: 24			
2	Job Creation Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	145	8–200	0	\$1,725	\$19.61
				Weighted Avg: 75			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$23.53 per hour for Santa Clara County
Job Number 2 (Job Creation): \$19.61 per hour for Santa Clara County

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff, Business Staff, Finance Staff		4
		9
Production Staff, Operator, Technician, Lead, Handler		210
		170
IT Professional, Engineer		23
Technical Director		6
Supervisor/Manager		30
Job Number 2		
Production Staff, Operator, Technician, Lead, Handler		120
		25

INTRODUCTION

Founded in 1994 and based in Milpitas, Headway Technologies, Inc. (Headway) (www.headway.com) designs and manufactures recording heads for high-performance hard disk drives used in portable computers and computer servers. Headway continues to research and develop the next generation of disk drives to maintain large customer accounts with Toshiba, Seagate and HGST. ETP training will be delivered at the Company's five locations in Milpitas.

This is Headway's sixth ETP Contract, and it's third in the past five years. Previous training focused on newly hired staff and a select number of incumbent workers in Manufacturing Skills to keep pace with its expanding facilities in Milpitas and the Company's skill-upgrade initiatives. In this proposal, incumbent workers (Job Number 1) will receive customized coursework that was not delivered under any previous ETP Contract and any similarly worded course titles have been refreshed with updated content.

Veterans Program

Although Headway does not have a formal Veterans' program in place for recruitment, the Company does hire and employ Veterans through its normal hiring practices. Additionally, Headway posts open positions onto EDD's employment website that is reportedly linked to America's Job Bank and is accessible to potential veteran candidates.

Retrainee – Job Creation

The Company will hire 145 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. 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.

New staff will train staff on recently purchased production equipment and software (estimated value of \$3.4M). Headway added approximately 9,000 additional square feet of manufacturing space in 2019 with an additional 40,000 square feet of clean room in progress and reportedly has ample room to accommodate the new staff members.

PROJECT DETAILS

This proposal assists Headway in reaching its cross-training goals related to increasing production-line activities. By cross-training Production Staff to perform low-level engineering tasks as part of its progressive career path, Headway reports Senior Engineers can better focus on designing new products. The Company also seeks to further decrease waste by implementing new tools in Digital and Energy Transformation to stay current with industry trends to remain competitive. Emerging technology continues to necessitate constant training on 20-plus in-house certifications and a high level of investment in new equipment.

The proposal also reinforces continued hiring and intensive training to meet demands for highly skilled technical manufacturing workers at the Milpitas locations.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Business Development Marketing, Strategic Implementation and Effective Presentations.

Continuous Improvement: Training will be offered to all occupations and include Manufacturing Process Instruction, Teambuilding and Problem Solving.

Computer Skills: Training will be offered to Engineers, Supervisors/Managers, IT Professionals, and Administrative Staff and include Systems and Tools for Engineers, Adobe and Ramen.

Manufacturing Skills: Training will be offered to Leads, Production Staff and Technicians and include Photolithography, HDD Technology and Industrial Electronics.

Productive Lab- Manufacturing Skills

The Panel reimburses for training delivered in a 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. An estimated 200 (35% of the total proposed trainees) Production Staff and Technician trainees will receive PL- Manufacturing Skills' training from experienced in-house operators to operate equipment and produce disk-drive components.

Trainees will receive up to 200 hours in PL, and estimate 100 (mostly the newly hired in Job Number 2) will need 100% of PL training due to new processes and new equipment. The requested PL trainer-to-trainee ratio is 1:3. Many of the machines staff operate require competency before they can be safely operated independently. Certifications for operating new machines (Photo, Plating, Polish, Vacuum, Cleanroom and Wafer Handling) will increase productivity, help avoid personal injury, and/or decrease product damage.

Impact/Outcome

With ETP funds for supplemental training, Headway aims to: internally certify production employees on new tools and equipment; lower costs by reducing waste by 5% within two years; achieve a 5% product-yield goal to improve overall production as a result of engineering improvements within two years; upgrade skills to advance careers; and, increase coaching skills for Managers and Supervisors.

Commitment to Training

Headway's annual training budget in California is approximately \$250,000 and includes new-hire orientation, compliance training, health and safety, basic-computer skills and department specific training requests.

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 Employee Relations Manager (dedicated administrator) has a structured training department with four dedicated internal Administrators and five in-house trainers. Training is scheduled to be delivered by in-house experts with vendors as needed. Headway has also retained a third-party subcontractor, California Training Administration (CTA) to assist with ETP administration.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternative recordkeeping method.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0178	Milpitas	4/2/18 – 4/1/20	\$344,250	\$344,250 (100%)
ET16-0226	Milpitas	11/6/15 – 11/5/17	\$580,006	\$432,596 (75%)

DEVELOPMENT SERVICES

CTA in San Jose assisted with development for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Development/Marketing
- Client Communication Skills
- Customer Service
- Effective Presentations
- Efficiency/Quality Improvements
- Finance/Accounting Processes
- Headway Product Training
- Negotiation Skills/Professionalism
- Project Management
- Strategic Implementation/Strategic Planning
- Support Skills (Customer, Supplier, Sales)

COMPUTER SKILLS

- Adobe
- DCS – Document Control System
- Strategic Talent Management Software (TDK-TMS)
- Strategic Learning Management System (TEDS, EVERFI/FOUNDRY, WeConnect (SkillSoft & Percipio)
- Microsoft Tools (Intermediate & Advanced)
 - Word
 - Excel
 - PowerPoint
- SharePoint
- Systems and Tools
- JMP/SAS (software/programming languages)
- AutoCAD (Computer-Aided Design)
- SolidWorks
- IBM – i5 Operating System Training
- IBM – RPG Programming Training
- SysIS – Understanding MESA system architecture
- Outlook
- PeopleSoft
- SAP
- AST – Applicant Tracking System (CareerBuilder)
- Dynamics Tools
- Paycom Payroll tools
- PlanSource Portal
- Marketing Advertising Tools
- Hysitron
- Raman
- Atomic Force Microscope
- Scanning Electron Microscope
- Energy Dispersive X-Ray
- WIP Tracking System

CONTINUOUS IMPROVEMENT

- Business Etiquette
- Quality Audit Processes (ASQ Certification)
- Customer Communications (Internal/External)
- Effective Communications
- Efficiency/Quality Improvements
- Good Manufacturing Practices
- High Performance Work-Teams HPWT
- Managing Multiple Priorities/Time-Sensitive Deadlines
- New Lead/Supervisor Techniques
- Problem Solving/Process Improvement/Process Innovation
- Project Management Skills
- Quality 101/Lean Quality Improvements
- SPC (Writer & Reader)
- Team Building/Team Meetings/Relationship Building
- ISO 9001
- Situational Leadership
 - Managing & Leading Change
 - Coaching/Motivating Others to Excellence
 - Motivating Employees in the Work Place
 - Improving Job Performance
 - Handling Difficult Situations
 - Train the Trainer

MANUFACTURING SKILLS

- Manufacturing Process Instruction
 - Photolithography
 - Vacuum
 - Plating
 - Polish
 - Advanced Expeditor Training
 - Supply Chain & Inventory Certification (APICS)
 - Cleanroom Certification
 - Data Storage Devices
 - Field Device Tool Specifications
 - Final Inspection
 - Material/Product Handling
 - Hard Disk Drive Technology
 - Job Skills Update/Work Instructions WI
 - Electrostatic Discharge
 - Reader/Writer Process Review
 - Shipping/Receiving Techniques
 - Wafer Handling
 - Warehouse & Inventory Processes
 - Manufacturing Cross Training
 - Critical Scrap Investigation
 - Industrial Electronics
 - Lock Out/Tag Out
 - Vacuum Theory/Vacuum Equipment
 - Programmable Logic Controller Controls
 - Parker Motion
 - Yaskawa
 - NSK (calibration meter)

- Advanced Mechanical Design
- Design Techniques
- Engineering Process Instruction
- Hidden End-Point Knowledge
- Nano-Scale Applications
- Process Review (Reader/Writer)
- Product Development
- Thermal Assisted Magnetic Recording Development

Productive Lab Hours

0–200

MANUFACTURING SKILLS (1:3 Ratio)

- Manufacturing Process Instruction
 - Equipment Certification
 - Photolithography
 - Vacuum
 - Plating
 - Polish
 - Equipment Maintenance
 - Cleanroom Certification
 - Material Handling
 - Manufacturing Cross Training
 - Operating Production Equipment
 - Testing/Troubleshooting
 - Job Skills Update/Work Instructions WI

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

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



Training Proposal for:

Ingomar Packing Company, LLC

Contract Number: ET23-0116

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Manufacturing (E)	
	Priority Rate		Agriculture (11)	
	Seasonal		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	SET			
	HUA			
Counties Served:	Merced	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 145	U.S.: 145	Worldwide: 145	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	3%			

FUNDING DETAIL

In-Kind Contribution
\$516,150

Total ETP Funding
\$487,600

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, Continuous Impr, Manufacturing Skills, PL-Manufacturing Skills	80	8–200	0	\$690	\$16.17
				Weighted Avg: 30			
2	Seasonal Retrainee Priority Rate SET HUA	Business Skills, Computer Skills, Continuous Impr, Manufacturing Skills, PL-Manufacturing Skills	235	8–200	0	\$1,840	\$16.17
				Weighted Avg: 80			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$16.17 per hour for Merced County (HUA Wage).

Job Number 2: \$16.17 per hour for Merced County (HUA Wage).

Health Benefits: ☒ Yes ☒ No This is employer share of cost for healthcare premiums – medical, dental, vision. (Yes for Job Number 1, No for Job Number 2)

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: HUA Retrainee		
Administrative Staff / Support Staff / Finance Staff / Clerks		3
Marketing Staff / Sales Staff		2
Production Staff / Operators		20
Technicians / Leads / Mechanics		20
		20
IT Professionals / Engineers		5
Supervisors / Managers		10
Job Number 2: HUA Seasonal Workers		
Production Staff / Operators		205
		30

INTRODUCTION

Founded in 1983 and headquartered in Los Banos, Ingomar Packing Company, LLC (Ingomar) (www.ingomarpacking.com/) manufactures industrial tomato products such as tomato paste and diced tomatoes. Ingomar supplies tomato products to companies such as Heinz, Campbell Soup, Barilla, and Del Rosino. Training will be provided at the Company's two facilities in Los Banos.

Veterans Program

Although Ingomar does not have a formal veterans' program in place for recruitment, the Company does hire and employ veterans through its normal hiring practices. Additionally, Ingomar posts open positions onto EDD's employment website that reportedly links to America's Job Bank and is accessible to potential veteran candidates.

PROJECT DETAILS

This will be Ingomar's third ETP project, and it's second in the last five years. Remaining competitive is driving changes, while prompting the need for supplemental training such as responding to climate change, rapid changes in prices (industry wide) for tomato products, and responding to supply and demand challenges. Trainees will receive customized coursework that was not delivered under any previous ETP Contract, while any similarly worded course titles are represented to be refreshed with updated content.

Additionally, the Company recently invested over \$1,150,000 in new production and packaging equipment. Staff will be cross-trained on operations of new equipment and new procedures to support upward mobility efforts, while decreasing downtime and waste to become more efficient and to meet future hiring plans for workers acquiring advanced skills.

Training Plan

The following training will be conducted via Class/Lab, E-Learning, and Productive Lab (PL) delivery methods:

Business Skills: Training will be offered to Administrative Staff / Support Staff / Finance Staff / Clerks and Marketing Staff / Sales Staff occupations on course topics like Customer Service, Finance / Accounting Processes, Ingomar Product Training, and Project Management.

Computer Skills: Training will be offered to Supervisors / Managers, IT Professionals / Engineers, Administrative Staff / Support Staff / Finance Staff / Clerks, and Marketing Staff / Sales Staff occupations on course topics like Maintenance Management System, Document Control System, and Microsoft Tools (Intermediate & Advanced).

Continuous Improvement: Training will be offered to all occupations on course topics like Coaching Effective Teams, Quality Techniques / Lean Quality Improvements, and Good Manufacturing Practices to improve processes, deliver products efficiently, and reduce waste.

Manufacturing Skills: Training will be offered to Production / Operation Staff and Technicians / Leads / Mechanics on course topics that include Manufacturing Process Instruction (MPI), Maintenance / Installation, Material Handling, and Operating Production Equipment.

Productive Laboratory (PL- Manufacturing Skills)

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.

In this proposal, PL- Manufacturing Skills will be delivered using a trainer-to-trainee ratio of 1:3 due to the teamwork structure of the workplace picking and assembly lines. While some PL training will be performed using a 1:1 ratio, the Company is requesting 1:3 for up to 200 hours of PL training for an estimated 100 workers primarily (Seasonal) Production Staff. This workforce requires more PL hours due to the new machines and new procedures and a percentage of the population have not worked on these particular machines before.

High Unemployment Area

Trainees (Job Numbers 1 & 2) work in Merced 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. The Company is requesting the 25% wage modification, from \$21.57 per hour to \$16.17 per hour for Job Numbers 1 & 2.

Special Employment Training (SET) HUA Seasonal Worker (Job Number 2)

Under SET, the participating employer is not required to demonstrate out-of-state competition.

➤ Retention Modification:

The Panel may modify the retention period for Seasonal trainees, making it 500 hours within 12 months with up to three employers within terms.

Commitment to Training

The Company invests \$33,500 annually per facility in California for training on introductory computer skills, safety skills, company policies and procedures, and newly hired 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

Ingomar has a detailed training plan in place. The Company's HR Department will coordinate with Supervisors to oversee all training efforts and to ensure recordkeeping requirements are met. An estimated 25 internal trainers who are in-house subject-matter experts are delivering training. The Company has also retained a third-party subcontractor, California Training Administration (CTA), with extensive ETP administration experience to work with ETP and its staff to administer the project.

Impact/Outcome

- Reduce waste by increasing efficiency
- Reduce carbon footprint by implementing solar powered options into production processes
- Conserve wetlands and water usage by utilizing new drip irrigation technologies
- Upskill workforce to better satisfy customer driven production requirements and meet the Company's growth goals

Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

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 \$ %
ET18-0231	Los Banos	5/25/2018– 5/24/2020	\$215,280	\$215,280 (100%)

DEVELOPMENT SERVICES

Ingomar retained CTA in Rocklin to assist with development of this proposal for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

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

8–200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Development / Marketing
- Client Communication Skills
- Customer Service
- Finance / Accounting Processes
- Ingomar Product Training
- Project Management
- Strategic Implementation / Strategic Planning
- Supply Chain Improvements
- Support Skills (Customer, Supplier, Sales)

COMPUTER SKILLS

- Document Control System
- Alchemy Platform
- Maintenance Management System
- Microsoft Tools (Intermediate & Advanced)
 - Word
 - Excel
 - PowerPoint
- Canopy System
- NOVAtimes
- Paylocity
- Social Media Tools for Marketing & Sales

CONTINUOUS IMPROVEMENT

- Coaching Effective Teams
- Customer Communications (Internal/External)
- Effective Communications
- Efficiency / Quality Improvements
- Good Manufacturing Practices
- SQF – Quality Management
- High Performance Work-Teams HPWT
- Managing Multiple Priorities / Time-Sensitive Deadlines
- New Lead / Supervisor Techniques
- Problem Solving / Process Improvement / Process Innovation
- Quality Techniques / Lean Quality Improvements
- SPC / ISO
- Team Building / Team Meetings / Work Group Objective
- Situational Leadership
 - Managing & Leading Change
 - Floor Leader Skills
 - Coaching / Motivating Others to Excellence
 - Motivating Employees in the Work Place
 - Improving Job Performance

- Handling Difficult Situations
- Advanced Communication Skills
- Train the Trainer

MANUFACTURING SKILLS

- Manufacturing Process Instruction (MPI)
 - Bins, Drums, Pallets
 - Boilers, Control Room, Hydraulic Equipment
 - Split Flume System, Dual Finishers
 - Pomace Auger, Seed Separator
- Calibration, Repair, Testing
- Clean in Place Procedures and Standards
- Clarification: Critical Scrap Investigation (CSI)
- Cleanroom / Sterile Equipment
- Ecolab Chemicals
- Field Management (Solar, Irrigation, Waste Water)
- Handling Hazardous Materials
- Hydraulic / Fork Lift
- Ingomar Manufacturing Techniques (IMT)
- Job Skills Update / Work Instructions WI
- Maintenance / Installation
- Material Handling
- Operating Production Equipment
- Sanitation Processes
- Shipping / Receiving Techniques
- Shop Floor Hazards and Protection
- Tomato Truck Operation
- Vacuum Theory / Vacuum Equipment
- Warehouse & Inventory Processes

Productive Lab Hours

0–200

MANUFACTURING SKILLS (Ratio 1:3)

- Manufacturing Process Instruction (MPI)
 - Equipment Certification
 - Equipment Maintenance
 - Material Handling / Waste Disposal
 - Operating Production Equipment
 - Testing / Troubleshooting
 - Warehouse Inventory Procedures

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:

Vander-Bend Manufacturing, Inc.

Contract Number: ET23-0118

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, San Joaquin, Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 811	U.S.: 811	Worldwide: 811
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution
\$900,000

Total ETP Funding
\$499,790

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	195	8–200	0	\$874	\$21.57
				Weighted Avg: 38			
2	Job Creation Initiative Retrainee Priority Rate	Cont. Improv., Mfg. Skills, PL - Mfg. Skills	358	8–200	0	\$920	\$17.64
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$23.53 per hour for Santa Clara County; \$21.57 per hour for Sacramento and San Joaquin (All Other Counties) counties.

Job Number 2: \$19.61 per hour for Santa Clara County; \$17.64 per hour for Sacramento and San Joaquin (All Other Counties) 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 for Job Number 1 may be used to meet the Post-Retention Wage.

Up to \$0.64 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
CNC Machinist		8
		25
Inspector		5
Lead Production Staff		20
Machine Operator		5
		42
Manager / Supervisor		5
Production Staff		28
		57
Job Number 2: Job Creation		
Production Staff		90
		208
		60

INTRODUCTION

Founded in 1980 and headquartered in San Jose, Vander-Bend Manufacturing, Inc. (Vander-Bend) (www.vander-bend.com) is a subsidiary of Aterian Investment Partners. Vander-Bend provides contract manufacturing for custom precision sheet metal, welded frames, precision machining, custom-cable harness, and electro-mechanical assembling. The Company also provides product design and a full range of support services. At the end of 2019 and early 2020, Vander-Bend acquired J.L. Haley Enterprises, Inc. and TMK Manufacturing, Inc., two manufacturing company located in Rancho Cordova and Santa Clara. ETP-funded training will be delivered to employees at its San Jose, Santa Clara, Stockton, and Rancho Cordova facilities.

Vander-Bend's customer base includes approximately 250 companies ranging from small startups to Fortune 100 firms in the in the IT, medical, bio-technology, semiconductor, telecommunications, and robotics industries. Companies include: KLA Corporation, Facebook, BD Medical Supplies, Bloom Energy, and Flextronics.

This will be Vander-Bend's third ETP project, and its third within the last five years. Previous ETP training focused on upskilling and retaining employees with little to no manufacturing experience. In this proposal, the Company will train newly-hired and incumbent employees on new and updated equipment including CNC machines, brake presses, coordinate-measuring machines, hardware installation machines, welding machines, and assembly equipment. Manufacturing Skills are needed as technologies in the industry continue to become more advanced. This training will not repeat training on any products or services that were part of its prior ETP Contract.

Veterans Program

Even though Vander-Bend does not plan to include a separate Veteran's Job Number, the Company actively seeks veteran-recruitment organizations to attend meetings to recruit veterans.

Retrainee - Job Creation

Due to Vander-Bend's business-capacity growth, the Company will hire 358 new employees (Job Number 2). Job Creation trainees will receive a weighted average of 40 hours of ETP-funded training as these individuals are hired with little to no manufacturing experience.

The Company has worked with Intuitive Surgical for years and during the pandemic, surgeries have decreased significantly. With the loosening of the pandemic guidelines, Intuitive Surgical is ramping up orders considerably, resulting in Vander-Bend expediting its product delivery. Additionally, Vander-Bend recently added Amazon which is requesting many of the Company's products. To meet these business demands, Vander-Bend is increasing headcount and machinery per square foot at all facilities, adding new shifts at various facilities (i.e. a weekend shift at JL Haley), and moving services to facilities (i.e. welding at Stockton).

The date-of-hire for trainees will be within the three-month period before contract approval or within the term-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.

Temporary to Permanent Hiring

The Company will train 25 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). Vander-Bend 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.

PROJECT DETAILS

In this proposal, the main objective is for Vander-Bend to further develop the CNC Machinist program by training staff who are level 1 to level 2. The CNC Machinist program was developed last year for trainees to learn the operation procedures of the CNC machines. Level 2 Machinist must develop operational skills on the vertical mill, horizontal mill or lathe. Due to the complexity and tightly tolerance operation (e.g. - finishing versus roughing), trainees must be able to troubleshoot each equipment in order to be a Level 2 Machinist.

Training Plan

The following training will be conducted via Class/Lab, E-Learning, and Productive Lab (PL) delivery methods:

Continuous Improvement: Training will be offered to all occupations on course topics such as 5S Overview, Identifying and Eliminating Waste, and Lean Manufacturing. Training will ensure trainees gain skills to implement improvement in productivity.

Manufacturing Skills: Training will be offered to CNC Machinists, Inspectors, Lead Production Staff, Production Staff, and Machine Operators on course topics such as Welding, Adhesive Application/Bonding/Properties, and Blueprint Reading/Interpretation to be able to use the current and new machines.

Productive Laboratory (PL- Manufacturing Skills)

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.

The proposed PL- Manufacturing Skills' training will offer training opportunities on production lines and procedures used throughout the manufacturing facility. A total of 530 trainees working as CNC Machinist, Inspector, Machine Operator, and Production Staff who interface with new and/or improved manufacturing processes will attend PL Training.

PL training will ensure that CNC Machinist, Inspector, Machine Operator, and Production Staff acquire the critical skills needed to perform their jobs at a quality standard acceptable by regulatory bodies. PL training at Vander-Bend is an interactive training event directly supervised by a qualified trainer. All trainers are lead production workers whose job is to monitor production, troubleshoot issues and help optimize performance. The Company will also utilize a higher-level operator who does not have supervisory duties; nonetheless, this operator has a very unique skill or ability to work on a particular machine or part. The trainer's time is dedicated to the delivery of PL. CNC Machinist, Inspector, Machine Operator, and Production Staff are certified as competent only after completing all PL assignments and passing a skills' competency test. Upon certification of their competency, the trainee can independently produce goods that are for sale. In order to meet global market demands and the large amount of newly hired staff, Vander-Bend is requesting a trainer-to-trainee ratio of 1:2. ETP will fund up to 60 hours of PL per trainee.

High Unemployment Area (HUA)

Some trainees (Job Number 1 & 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in San Joaquin County 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. However, the Company is not requesting a wage modification.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Vander-Bend reports that the annual training budget per facility in California is \$120,000. The Company provides new-hire orientation, safety training, and basic-job skills' training to its employees at its own cost. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Vander-Bend's Training Manager (dedicated administrator) will oversee the training program. The Company has also identified two other Human Resources staff to help coordinate training and track training hours. In each training facility, there will be a manager or supervisor and multiple in-house trainers who are subject-matter experts and who will be responsible for scheduling, delivering, and documenting training. It may also use outside, external-training vendors if needed.

Electronic Recordkeeping

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

Impact/Outcome

Vander-Bend's training plan will support its need to develop the Manufacturing Skills of staff who will receive a joint certificate from Vander-Bend and Tooling U SME. Vander-Bend also utilizes part of the National Institute of Metalworking Standards' (NIMS) self-certification process. The Company does anticipate working with NIMS to possibly further utilize their certification system.

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 \$ %
ET20-0179	San Jose, Rancho Cordova, Stockton	11/4/19 – 2/1/22	\$335,225	\$335,225 (100%)
18CS-0070	San Jose, Stockton	10/2/17 – 10/1/19	\$200,952	\$200,952 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

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

- 5S Overview
- Identifying and Eliminating Waste
- Lean Manufacturing
- Root Cause Failure Analysis
- Six Sigma
- Proper Hand Washing
- Work Area Preventative Measures
- Management Skills
- COVID-19 Screening

MANUFACTURING SKILLS

- Abrasives
- Adhesive Application / Bonding / Properties
- Algebra Fundamentals
- American National Standards Institute Insert Selection
- Arc Welding
- Assembling
- Automated Systems and Control
- Battery Selection
- Bearing Applications
- Belt Drive Applications
- Bending Fundamentals
- Blueprint Reading / Interpreting
- Bonding Process
- Calibration and Documentation
- Canned Cycles for the Lathe
- Canned Cycles for the Mill
- Centerless Grinder
- Ceramics
- Chucks, Collets, and Vises
- Circuits
- Clamping
- Clutch and Brake Applications
- Coordinate Measuring Machines
- CNC Machines
- CNC Lathe
- CNC Mill
- Coating
- Composite Process, Inspection and Defect Prevention
- Conductor Selection
- Contamination and Filter Selection
- Control Devices

- Cutting
- Cylindrical Grinder Operation
- Direct Current (DC) Circuit Components
- DC Motor Applications
- DC Power Sources
- Deceleration Methods
- Design for Manufacturability and Assembly (DFM / DFA)
- Die Bending Operations
- Distribution Systems
- Dressing and Truing
- Electrical Instruments and Units
- Electrode
- Electric Motors
- Electric Semiconductor Devices
- End Effectors
- Exotic Alloys
- Fabrication
- Fastener Threads
- Flux-cored Arc Welding (FCAW) Applications
- Ferrous Metals
- Fluid Power
- Fluid Systems / Conductors
- Flux Selection
- G Code Programming
- Geometric Dimensioning & Tolerancing
- Gear Applications
- Geometry
 - Gear
 - Welding
 - Circles and Polygons
 - Lathe Tool
 - Lines and Angles
 - Mill Tool
 - Triangles
- Gas Metal Arc Welding Applications
- Grinding
- Gas Tungsten Arc Welding
- Hardness Testing
- Hole Standards and Inspections
- Hydraulics
- Impact of Workplace Material
- Industrial Network Integration
- Injection Modeling
- In-Line Inspection Application
- Lathe
- Lifting and Moving Equipment
- Linear Instrument Characteristics
- Logic and Line Diagrams
- Lubricating
- Machine Operation / Tools

- Magnetism
- Manufacturing Costs
- Materials for Composites
- Mazak
- Measuring System Analysis
- Measurements
- Mechanical Properties / Systems / Variables
- Metals
- Mills
- Molding
- Motors
- Motor Drive Systems
- National Electric Code (R)
- National Institute of Metalworking Standards Core
- Nonferrous Metals
- Non-Threaded Fasteners
- Optical Comparators
- Oxyfuel
- Parallel Circuit Calculations
- Photoelectric and Ultrasonic Devices
- Photonic Semiconductor Devices
- Physical Properties
- Plasma Cutting
- Plastics
- Pneumatics
- Polymer Composite Processes
- Power Transmissions
- Precision Machine Design
- Press Brake Operations
- Process Flow Charts
- Properties for Fasteners
- Print Reading
- Prismatic
- Reduced Voltage Starting
- Repair Methods
- Relays, Contractors, and Motor Starters
- Reversing Motor Circuits
- Rigging
- Robot Application and Programming
- Robotics
- Sensors
- Submerged Arc Welding Applications
- Shielded Metal Arc Welding Applications
- Soldering
- Solenoids
- Solid-State Relays and Starters
- Statistical Process Control
- Specs for Servomotors
- Spring Applications
- Statistics

- Steel
- Supporting and Locating Principles
- Surface Finishing Composites
- Surface Grinder
- Surface Preparation
- Surface Texture and Inspection
- Thermal Cutting
- Thermoforming
- Thermosets
- Thermoplastics
- Thread Standards and Inspections
- Threaded Fasteners
- Timer and Counters
- Tolerance
- Torque
- Trigonometry
 - Sine, Cosine, Tangent
 - The Pythagorean Theorem
- Troubleshooting
- Units of Measurement
- Vacuum Bagging Technique
- Vision Systems
- Welding

Productive Lab Hours (1:2 Ratio)

0–60

MANUFACTURING SKILLS

- Assembling
- CNC Machines
- Fabrication
- Welding
- Surface Preparation
- Machine Operation
- Grinding

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:
Crain Walnut Shelling, LP
Contract Number: ET23-0122

Panel Meeting of: July 29, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA Priority Rate	Industry Sector(s):	Manufacturing (E) Agriculture (11) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tehama	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 375	U.S.: 375	Worldwide: 375
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution
\$325,000

Total ETP Funding
\$226,550

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	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials	137	8-200	0	\$1,150	\$16.17
				Weighted Avg: 50			
2	Retrainee Job Creation HUA	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials	50	8-200	0	\$1,380	\$15.00**
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

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

Minimum Wage by County: Job Number 1: \$16.17 per hour for Tehama County

Job Number 2 (Job Creation/HUA): \$15.00 per hour for Tehama County

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

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

Up to \$1.17 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: HUA/Retrainee		
Packing Staff		60
Production Operators		30
		10
Sanitation Staff		14
Forklift Staff		5
Shipping/Receiving Staff		3
		2
Shop Staff		10
		3
Job Number 2: HUA Retrainee/Job Creation		
Packing Staff		30
Production Operators		10
Sanitation Staff		2
Forklift Staff		2

Shipping/Receiving Staff		3
Shop Staff		3

INTRODUCTION

Founded in 1982 and headquartered in Los Molinos, Crain Walnut Shelling, LP (CWS) (www.crainwalnut.com) is one of the largest family-owned producers, packers and shippers of English Walnuts in California. In addition to family production, the Company has marketing agreements with over 500 growers to help meet supply and demand in both the United States and all major international markets. CWS produces walnut meats to local and international retail grocery store chains, bakers, bakery supply distributors, ice cream manufacturers, cereal makers, multi-national food manufacturers, club, and big box stores. Training will be delivered at the Company facility in Tehama County.

This will be CWS's third ETP Contract and the third within the past five years.

Veterans Program

CWS actively recruits and hires Veterans through staffing/recruiting services, local workforce agencies, such as CalJobs, and Facebook community groups. However, the Company did not specifically include a Veteran component in this project.

PROJECT DETAILS

In the prior ETP Project, the Company focused training on continuous improvement initiatives to promote greater collaboration across the Company. Under this proposal, CWS plans to focus training on the increased amount of harvest production, equipment and technology.

CWS has structured its existing training plan to focus on increasing productivity and enhancing customer service. The Company has identified the need to cross-train and develop the skills of its staff on workflow processes including project planning and management to ensure the Company can meet and exceed customer expectations. Training will also focus on on-and-off field operations to ensure manufacturing and the delivery of products are made on time. The training plan will address any production and harvesting deficiencies and allow the Company to standardize its processes and training so that it can assure its clients will receive the highest quality product.

Additionally, CWS continuously improves all aspects of its business to provide customers with the best service. In the previous ETP project, the Company invested over \$5 million in technology upgrades to sorting and slicing equipment, such as Key Technology Veryx Electronic Sorting and Laser Line 7. In this project, CWS training will focus on other equipment upgrades to its Radiation/X-Ray machines, as well as, Receiving & Grading Techniques to ensure the best product is provided to meet the customer's needs.

In addition, CWS remains committed to creating promotional growth opportunities to its labor force and have created various structured training plans focused on increasing skill sets and creating a positive working environment to encourage retention and promotion. Training in Employee Management, Inventory Control, Leadership, Product Knowledge, Project Planning and Sales Skills will give trainees transferable skills while promoting the Company's culture.

Some training topics may be repeated from prior projects and some trainees in this project participated in the previous contract. However, there will be no duplication of training in any course.

Training Plan

Training will be delivered in Class/Lab and E-Learning methodologies in the following:

Business Skills: Training will be offered to all occupations and will focus on increasing customer service skills. Training topics include Customer Service, Data Entry, Employee Management, Inventory Control, Project Planning and Sales Skills.

Commercial Skills: Training will be offered to all occupations. Training will focus on improving manufacturing related processes. Training topics include Conveyance Systems, Electrical Systems, Farm Tractor Operations, Food Safety, Good Manufacturing Practice, Logistics, Packing Techniques, Welding and Yard Truck.

Computer Skills: Training will be offered to all occupations, except Sanitation Staff. Training will focus on existing software. Training topics include AutoCAD, Kronos, MS Office (Intermediate and Advanced), Solid Works and Managers Plus.

Hazardous Materials: Training will be offered to all occupations. Training will focus on cross-training all staff on proper protocols and procedures. Training topics include Lockout/Tagout, Handling/Cleanup Hazardous Materials and Global Harmonized System Hazard Communications.

High Unemployment Area

All trainees work in Tehama 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. CWS is requesting a wage modification from \$21.57 per hour to \$16.17 per hour for Job Number 1 and from \$17.64 per hour to \$15.00 per hour for Job Number 2.

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.

After the recent changes on COVID mandates, the Company anticipates harvest yields to be significantly higher in the upcoming seasons. To better support increased production yields, the Company anticipates growing its workforce by 50 new employees (Job Number 2) including Packing Staff, Production Operators, Sanitation Staff, Forklift, Shipping/Receiving Staff and Shop Staff. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Commitment to Training

The Company's annual training budget is approximately \$400,000 for training that includes compliance, performance management, and company procedures. The Company is committed to improving facility efficiencies and knowledge for all team members. 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**

CWS has a structured training plan in place. The Company's General Manager will oversee project administration with two Human Resource assistants and several Project Managers assigned to handle training rosters and tracking performance. Training will be delivered by in-house experts and vendors as needed.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

COVID Pilot Project

The Company has an active contract with ETP under the COVID 19 Pilot Project, with a term of 5/17/21 to 5/16/23. Of an estimated 100 trainees, 74 have been enrolled and 72 have received the minimum hours of training.

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
ET21-0152	\$187,010	8/10/2020 – 8/9/2022	315	0	0

Based on ETP Systems, 11,813 reimbursable hours have been tracked for potential earnings of \$230,262.83 (123% of approved amount). The Contractor is currently in the process of closing out this contract and final earnings of 100% based on all collected training data.

DEVELOPMENT SERVICES

Propel Consulting Group of El Dorado Hills assisted with development for a flat fee of \$13,000.

ADMINISTRATIVE SERVICES

Propel Consulting Group 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:

Business Skills

- Customer Service
- Data Entry
- Employee Management
- Financial Analysis & Reporting
- Inventory Control
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Project Planning
- Sales Skills

Commercial Skills

- Conveyance Systems
- Electrical Safety
- Electrical Systems
- Emergency Response
- Farm Tractor Operations
- Food Safety
- Forklift Training
- Fumigation Techniques
- Good Manufacturing Practices
- Inventory Techniques
- Laser Equipment/Settings
- Lifts & Ladders
- Logistics
- Machine Guarding
- Mechanic Techniques
- Metal Detector
- Packing Techniques
- PPE Training
- Production Techniques
- Radiation/X-Ray Operations
- Receiving & Grading Techniques
- Respiration Training
- Sanitation Techniques
- Sheller Equipment Operations
- Shipping Operations
- Shop Equipment
- Spudnik Operation

- Welding
- Yard Truck

Computer Skills

- AutoCAD
- CAP - Internal Software
- Kronos
- Managers Plus
- MS - Office (Intermediate/Advanced)
- Solid Works

Hazardous Materials

- Globally Harmonized System Hazard Communications
- Handling/Cleanup Hazardous Materials
- Lockout/Tagout

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Training Proposal for:
National Veterans Transition Services, Inc.

Contract Number: ET23-0101

Panel Meeting of: July 29, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	New Hire Veterans	Industry Sector(s):	MEC (H) Services (61,71,72,81,92) Manufacturing (33) Information / Multi Media (51) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$240,350		\$15,295 20%		\$255,645

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Veterans	Computer Skills, Business Skills, Commerical Skills, Continuous Impr., Manufacturing Skills, Medical Skills	95	8-200	0	\$2,691	\$17.89
				Weighted Avg: 110			

***Post-Retention Wage is the Contractual Wage**

Minimum Wage by County: Job Number 1 (New Hire) - \$19.61 for Alameda, Marin, San Mateo, Santa Clara and San Francisco Counties; \$19.42 for Contra Costa County; \$18.11 for Los Angeles County; \$17.81 for Orange County; \$17.89 per hour for San Diego County and \$17.64 for all other Counties.

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

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

Participating employers may use up to \$2.50 in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Numer 1 (Veteran - New Hire)		
Administrative Staff 1		5
Administrative Staff 2		5
Emergency Medical Technicians 1		10
Emergency Medical Technicians 2		5
Emergency Medical Technicians 3		5
Information Technology Staff		20
Managers/ Supervisors		5
Medical Technicians 1		5
Medical Technicians 2		5
Medical Technicians 3		5
Production Staff 1		5
Production Staff 2		5
Security Specialists		5
Technical Staff 1		5
Technical Staff 2		5

INTRODUCTION

Founded in 2010, National Veterans Transition Service, Inc. (NVTSI) (<http://www.nvt.si.org/>) is a San Diego-based non-profit organization dedicated to assisting veterans in adjusting to civilian life and securing meaningful employment after military service. NVTSI assists veterans in many facets of life including: employment, career, education, housing, personal effectiveness/well-being, and community-life functioning. NVTSI is eligible for ETP funding as a Workforce Investment Act Funding recipient. This will be NVTSI's third ETP Contract within the last five years.

NVTSI has developed a comprehensive military-to-civilian transition program named REBOOT, which is designed to address the personal and social aspects of transitioning to civilian life. REBOOT builds upon a service member's military training and skills to help redefine personal identity, purpose in life, and desired occupation. The program bridges the gap between military and civilian worlds, assisting with the transition from life in the service to civilian life, serving both active duty individuals and veterans.

NVTSI's services are funded through a variety of sources including individual donors. However the organization primarily relies on funding from foundations such as the Bank of America Charitable Foundation, Wells Fargo Charitable Foundation and the San Diego Foundation. No funds will be duplicated under this proposal. Additionally, the organization implemented a social enterprise model in which it recruits businesses that pay membership fees and in return are provided workforce development services by NVTSI.

Employers pay annual membership fees to NVSTI in exchange for workforce development services and veteran job candidate referrals. These member employers offer feedback on training curriculum and programs offered by NVSTI. This feedback is given via employer surveys and meetings held with NVTSI staff. Additionally NVTSI has an advisory board which consists of elected officials, workforce development professionals, military personnel and employers. NVTSI also works closely with up to 600 non-member employers across Southern California each year.

Employer Demand

NVTSI representatives meet with these employers to identify hiring goals and determine how hiring veterans will assist the companies.

Utilizing data from Indeed.com and Labor Market Information Data provided by EDD, NVTSI continuously identifies the needs of its employer membership base, often revamping its offerings based on those specific workforce needs of its partners.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Higher support costs are provided to enable entities to reach participants for this program.

- Incidental Placement: Placement with public and nonprofit entities is permissible, not to exceed 25%.
- Curriculum: At least 50% of total training must consist of vocational skills training.
- Retention: Full-time employment definition is reduced 30 hours per week during the consecutive 90-day retention period.

PROJECT DETAILS

NVTSI has committed to train 95 unemployed veterans who have been discharged from military service. NVTSI plans to place these trainees in employment as Administrative Staff, Emergency Medical Technicians, Information Technology Staff, Manager/Supervisors, Medical Technicians, Production Staff, Security Specialists, and Technical Staff across Southern California.

Curriculum Development

NVTSI delivers numerous training sessions each year. Employer and trainee feedback is obtained on a regular basis after training and placement with employers. Trainees submit course evaluations and employers provide feedback. NVTSI uses the information to understand what changes need to be made to the program and curriculum for long term success in transitioning Veterans to the civilian workforce.

The training proposed for this project will help the employers meet their expanding needs for skilled Security, Information Technology, Manufacturing, and Medical skills resource employees.

Training Plan

Newly Hired Veteran trainees will receive 110 hours of training over the two year period in the following:

Business Skills: Training will be offered to all occupations in job preparation skills to teach trainees business fundamentals. These skills will focus on communication skills, action planning, goal setting and leadership skills in order to prepare trainees leaving the armed forces to work in a new business environment. Additionally, trainees will learn project management skills and time management.

Computer Skills: Training will be offered to IT Specialists to ensure that trainees are well versed in cybersecurity and database solutions. Trainees who complete the course will become skilled information technology specialists. Classes offered will include business intelligence applications, cybersecurity, database security, database solutions, information technology solutions/ internet tools, internet security systems, MS Office, both intermediate and advanced, MS Project, website social networking and windows server support and maintenance.

Commercial Skills: Training in this skill will further the skills of the trainees gained whilst actively employed in the service. This training will be offered to Security trainees. Training will include, close protection, control points, force options, improvised explosive devices, intelligence data, surveillance procedures, weapon deployment, comprehension of threat, effective striker, embarking and disembarking, incident reports, irate employees, personality types, surveillance teams, tactical solutions and weapon take away procedures.

Continuous Improvement: Training will be offered to all occupations focusing on decision making, conflict resolution and problem solving. NVTSI will work with trainees to enhance communications and interpersonal communications/relationships, build teamwork/network and reduce conflict. Trainees will be taught to identify and utilize problem solving techniques to make decisions and implement solutions that will help them reduce and eliminate inefficiencies in the workplace, again enhancing and building upon skills gained whilst actively in the service.

Manufacturing Skills – Training will be offered to Production Staff and delivered by Quality Controlled Manufacturing, Inc. at its facility. Trainees will receive training on CNC Machine Operation, Manufacturing Processes, Project Flow, Reading Blueprints, Standard Operating Procedures, and Statistical Process Control

Medical Skills (Didactic) – As there is a continuing need for employees with medical training in some capacity, NVSTI has partnered with employers to ascertain the current needs and gaps in skills for trainees in this industry. As such, a training program has been crafted to include anatomy & physiology, identify medical conditions, lifesaving interventions, manage medical conditions, medical emergencies, medical service operations, medical transportation, patient assessment procedures, patient management, pre-hospital care procedures, standard operation procedures, trauma emergency procedures, equipment supplies, serum & plasma, universal precautions, venipuncture, and venous anatomy. Trainees who complete this program will be fully skilled and able to enter the field as medical services technicians and emergency medical technicians. This training will be offered to all medical skills trainees including medical technicians and emergency medical technicians.

Medical Skills - Trainees who complete this program will be fully skilled and able to enter the field as medical services technicians and emergency medical technicians. These trainees will receive classroom and laboratory training in both emergency medical services and phlebotomy standard operating procedures. This training will be offered to all medical skills trainees including medical technicians and emergency medical technicians.

Marketing/Support Costs

NVSTI will place trainees with employers who have operations in Orange, Los Angeles, Kern, Alameda, San Diego and Santa Clara Counties. NVSTI has received commitment from employers with open positions for at least 95 trainees and expect additional employers to make commitments to hire NVSTI trained new hires.

The core group of 5 employers consists of 1 small businesses and 4 large employers across Southern California, of which, 3 are priority industries.

NVTSI uses its resources to work with partner agencies across San Diego County to recruit recently separated veterans to the program. Partnerships include the San Diego Veterans Coalition, San Diego Career Centers, and California Department of Veterans Affairs. Additionally NVTSI works with military branches in San Diego and receives referrals of service members who will be leaving active service within 90 days.

NVTSI requests support costs of 20% for Veterans in Job Number 1 for trainee outreach and recruitment, job placement and employer outreach and recruitment to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends approval of the support costs.

Placement and Retention

In addition to the ETP funded curriculum NVTS provides coaching on resume writing and mock interviewing to help trainees prepare for the civilian workforce. It also offers courses that assist trainees in learning their personality traits and communication styles so they utilize that information to be successful once in the workplace.

The organization works with agencies and employers across San Diego County as well as its member employers to assist trainees in finding gainful employment. NVTS staff conducts face-to-face visits, identify client goals, design improvement projects, and determine how hiring veterans will help meet the company's objectives.

Trainer Qualifications

All NVTSI instructors are Veterans with a minimum of four years of instructional experience who are considered to be subject matter experts in their respective fields. Instructors are evaluated

regularly by students and NVTSI staff to ensure training remains up to date with current workforce demands.

Tuition Reimbursement

In accordance with Title 22, CCR, Section 4412.1, NVTSI represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

Trainer-to-Trainee Ratio

The trainer-to-trainee ratio for new-hires is 1:15. NVTSI is requesting a waiver to hold classes at 1:20 because the REBOOT classes are normally held with between 20-25 trainees per trainer which has proven to be the most effective class size in which trainees bond with each other and learn best. This will also allow for flexibility in new hire trainees attrition. The trainer-to-trainee ratio will not exceed 1:20.

To ensure the training model meets trainee needs, trainees complete a pre- and post-program survey to determine if their needs were met while in the program. NVTSI requests that each trainee complete a course critique after each module of training to ensure that both instructors and the class sizes are meeting student needs. ETP Staff recommends the waiver to increase the trainer-to-trainee ratio to 1:20.

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

NVTSI's Executive Director will manage the proposed ETP project. NVTSI will also utilize a Program Coordinator who will be responsible for conducting needs assessments, scheduling training and collecting ETP rosters. National Training Company, Inc. will provide administrative services for the proposed training plan and will assist with inputting data into the ETP Online Systems.

NVTSI schedules all REBOOT training courses on site at its San Diego location and communicates with all instructors of those training sessions. The REBOOT Plus Project Management section of training, will also occur at NVTSI's San Diego location. NVTSI's Executive Director and Program Coordinator will work with training vendors to schedule and collect ETP rosters for training delivered at the vendor's location.

Alternate Recordkeeping

NOCC will use an approved alternate recordkeeping for E-Learning/Videoconferencing training sessions. The Trainers will submit all training documents upon completion of each training session.

Impact/Outcome

NVTSI understands the need to assist veterans in the transition from active duty to civilian life. This includes separation and finding gainful employment, should a service member choose to do so once the career in the military has ended. The funding received from ETP via this proposal will

ensure that NVTSI can continue to offer its unique services to veterans who have dutifully served the country.

PRIOR PROJECTS

The following table summarizes Contractor's performance by NVTSI under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0367	San Diego	12/10/2018-09/09/2021	\$144,768	\$116,749 (80%)
*ET17-0178	San Diego	9/01/2016-8/31/2018	\$164,604	\$72,211 (44%)

* ET17-0178, NVTSI enrolled 166 trainees with 154 trainees receiving more than 8 class hours for a total of 9,552 class hours. The total delivered training hours equated to potential earnings of amount approved. However, only 26 out of those trainees were placed, which limited eligibility for reimbursement from ETP.

NVTSI targeted long term unemployed Veterans who were on different types of public assistance. Although jobs were offered, trainees declined to accept jobs. In addition, NVTSI targeted active duty personnel who were due to separate from service in 90 days. Ninety days proved to be too short of an advance period in which to engage the potential trainee prior to separation. Prior to engaging with NVTSI, many of these service members had already made decisions regarding their civilian transition. To address these concerns and ensure the next proposal was successful, NVTSI changed how they work with unemployed Veterans, including a more in-depth evaluation process. NVTSI engaged with active duty personnel nine months prior to separation from military service to discuss training, employment, and career opportunities. NVTSI believes the earlier engagement with these trainees will result in their using NVTSI services and accepting a job after separation and training. These adjustments resulted in higher earnings in most recent project (ET19-0367).

DEVELOPMENT SERVICES

NVTSI retained National Training Company Inc. in Irvine to assist with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

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

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Business Processes
- Communication Skills
- Creating Action Plans
- Goal Setting
- Project Management
- Time Management

COMPUTER SKILLS

- Business Intelligence Applications
- Cybersecurity
- Database Security
- Database Solutions
- Information Technology Solutions
- Internet Tools
- MS Office (Intermediate/ Advanced)
- MS Project
- Website Social Networking
- Windows Server Support and Maintenance
- Windows Techniques

COMMERCIAL SKILLS

- Close Protection
- Control Points
- Force Options
- Improvised Explosive Devices
- Intelligence Data
- Standard Operating Procedures
- Surveillance Procedures
- Team Roles
- Weapon Deployment
- Comprehension of Threat
- Effective Striker
- Embarking and Disembarking
- Incident Reports
- Irrate Employees
- Personality Types
- Proactive Surveillance
- Standard Operating Procedures
- Surveillance Teams
- Tactical Solutions

CONTINUOUS IMPROVEMENT

- Coaching
- Critical Thinking Skills
- Decision Making
- Goal Setting
- Leadership Skills
- Logistics, Transportation and Distribution
- Measuring for Success
- Problem Solving and Resolution
- Process Analysis
- Production and Inventory Management
- Supply Chain
- Supply Chain Logistics & Distribution Management

MANUFACTURING SKILLS

- CNC Machine Operations
- Manufacturing Processes
- Project Flow
- Reading Blueprints
- Standard Operating Procedures
- Statistical Process Control

MEDICAL SKILLS (Didactic)

- Anatomy and Physiology
- Identify Medical Conditions
- Life Saving Interventions
- Manage Medical Conditions
- Medical Emergencies
- Medical Service Operations
- Medical Transportation
- Patient Assessment Procedures
- Patient Management
- Pre-Hospital Care Procedures
- Standard Operating Procedures
- Trauma Emergency Procedures
- Equipment and Supplies
- Serum and Plasma
- Universal Precautions
- Venipuncture
- Venous Anatomy
- Phlebotomy Standard Operating Procedures

MEDICAL SKILLS (Preceptor)

- Emergency Medical Services Standard Operating Procedures
- Phlebotomy Standard Operation Procedures

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

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



Training Proposal for:
American Health Education

Contract Number: ET23-0114

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	New Hire Veterans Medical Skills Training SET Priority Rate	Industry Sector(s):	MEC (H) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	N/A		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$257,600		\$41,200 20%		\$298,800

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Priority Rate Veterans Medical Skills Training SET	Business Skills, Computer Skills, Cont. Improv., Medical Skills (Didactic & Preceptor)	100	8-260	0	\$2,988	\$17.64
				Weighted Avg: 112			

***Post-Retention Wage is the Contractual Wage**

Minimum Wage by County: \$19.61 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$19.42 per hour for Contra Costa County; and, \$17.64 per hour for all other Northern CA Counties.

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

Used to meet the Post-Retention Wage?: ☒ Yes ☐ No ☐ Maybe
Up to \$1.89 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Emergency Medical Technicians		15
		25
		20
Medical Technicians		5
		10
		15
Technical Staff		5
		5

INTRODUCTION

Founded in 2003 and headquartered in Livermore, American Health Education (American Health) (<https://americanhealtheducation.com/>) is a public and private training agency that provides medical skills training to individuals who plan to pursue or advance a career in pre-hospitals, hospitals, COVID-19 medical clinics, and fire departments. The agency offers training such as Emergency Medical Technician (EMT), Basic Life Support, and CPR. Graduates of the program are typically placed with ambulance companies, hospitals, and COVID-19 medical clinics throughout Northern California. ETP-funded training will be delivered at American Health's headquarters in Livermore. This will American Health's first ETP Contract.

Veterans Program

In this proposal, American Health will train 100 New Hire Veterans (Job Number 1). The agency advertises its classes and recruits veterans by posting on Facebook, Instagram, Google, and other online forms of social media. A portion of the Veteran population participating in this project

may include transitioning active duty veterans who are within one year prior to their anticipated separation date from service. Higher support costs are available to reach participants for this program.

➤ **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for the Veteran trainees (Job Number 1), not to exceed 25%.

➤ **Retention Modification**

Full-time employment is required for a minimum of 30 hours per week during the consecutive 90-day employment retention period; and/or,

Due to trainees being Veterans, retention may be 500 hours within 272 days with one or more participating employers.

PROJECT DETAILS

Employer Demand

Available labor market information provided by EDD projects a 10.9% increase in Emergency Medical Technician, Medical Technician, and Technical Staff jobs per year in the Northern California area. This equates to approximately 1,800 new jobs per year. Additionally, according to the Bureau of Labor Statistics, there are approximately 4,050 open Emergency Medical Technician, Medical Technician, and Technical Staff jobs at this time. The mean wage is \$26.74.

Currently, American Health has identified a need for more than 500 employment opportunities for unemployed veteran trainees. Training in this proposal will assist these unemployed veterans in reskilling their knowledge on current medical technologies to prepare them to be placed in companies such as NORCAL Ambulance, COVID-19 medical clinics, and fire departments.

Training Plan

Training will be conducted via Class/Lab, E-Learning, and Clinical Preceptor (Medical Skills) delivery methods to all occupations in the following:

Business Skills: Course topics include Communication Skills, Conflict Resolution, Healthcare Administration, and Management Essentials.

Computer Skills: Course topics include Electronic Medical Records, Evidence Based Practice, and Microsoft Office (Intermediate / Advanced).

Continuous Improvement: Course topics include Ambulance Operation Skills, Documentation, Inspection Procedures, and Radio Communication Protocols.

Medical Skills (Didactic): Course topics include Airway Management, Anatomical Terms, Artificial Ventilation, Burns, Cardiac Emergencies, COVID-19 Procedures, Emergency Medical Care, Mass Casualty Incident, Medical Terminology, Moving Patients, Oxygen Therapy, Therapeutic Communication, Trauma Skills, and Vital Signs.

Medical Skills (Preceptor): Course topics include Abdominal Injuries, Anatomy Physiology, Assessment-Based Management, Cardiology, Clinical Decision Making, Gastroenterology, Head & Spine Injuries, Musculoskeletal Trauma, Pediatrics, and Standard Operating Procedures.

Medical Skills' Trainer-to-Trainee Ratio for Clinical Preceptor

Per ETP's Medical Skills (MS) guidelines, preceptor training is a type of clinical training during which trainees observe hands-on skills performed by a registered nurse or practitioner (i.e. – preceptor/mentor) in a productive work environment. After observing the preceptor, trainees perform the skills under the preceptor's close supervision. Competencies and skills are integral to preceptor training. Training is designed to ensure trainees acquire specific skills/competencies. Training is typically provided using a 1:1 trainer-to-trainee ratio. However, the ratio must not exceed 1:10 (per MS guidelines). This higher 1:10 ratio allows flexibility and is more cost effective than adhering to lower trainer-to-trainee ratios. In most cases, the ratio used will be lower.

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

American Health's Director (dedicated administrator) will oversee the ETP project. Along with the dedicated administrator, an Enrollment Specialist and Coordinator will assist in scheduling training, collecting rosters, and performing any other internal administrative duties. There will also be 17 instructors who are subject-matter experts to conduct the training. American Health has also retained a third party subcontractor, National Training Company, Inc. (NTC), to oversee ETP administration.

Impact/Outcome

Upon completion of training, trainees will receive Emergency Medical Technician- Basic (EMT-B) certification which will be transferrable to most EMT positions.

Curriculum Development

American Health's curriculum topics are specified by State agencies and is developed to match State requirements. Additionally, American Health has worked closely with NORCAL Ambulance as to how the curriculum should be changed to meet its requirements.

Marketing and Support Costs

American Health has a number of methods for conducting outreach and recruitment for its training programs which includes mailing of marketing materials to advertise its programs and working closely with clients using employer and employee evaluations to determine training needs. Many trainees who complete the program will be hired by NORCAL Ambulance other local transport ambulance companies. American Health matches the veterans' interests with NORCAL Ambulance's hiring needs. The agency works with transitioning service members before they are released from service. The agency conducts personal interviews and written surveys to determine what the trainees need. American Health requests 20% in support costs for Job Number 1 (Veterans).

Training Agency Certification

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

American Health is eligible as a training agency based on the following:

- BPPE licensure valid until October 31, 2023
- Certification by BPPE School Code: 18469156

Tuition Reimbursement

American Health 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.

Special Employment Training – New Hire

Under Special Employment Training (SET), new hire participants are not required to be “unemployed” nor placed into an employer experiencing out-of-state competition. These trainees are subject to the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage.

Alternate Recordkeeping

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method.

DEVELOPMENT SERVICES

American Health retained NTC in Irvine to assist with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

The Company also retained NTC 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/E-Learning Hours**

8-260

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Conflict Resolution
- Healthcare Administration
- Management Essentials

COMPUTER SKILLS

- Electronic Medical Records
- Evidence Based Practice
- Microsoft Office (Intermediate / Advanced)

CONTINUOUS IMPROVEMENT

- Ambulance Operations Skills
- Documentation
- Inspection Procedures
- Radio Communication Protocols
- Standard Operating Procedures

MEDICAL SKILLS (Didactic)

- Airway Management
- Ambulance & Medical Equipment Operation
- Anatomical Terms
- Artificial Ventilation
- Burns
- Cardiac Emergencies
- COVID-19 Procedures
- Emergency Medical Care
- Mass Causality Incident
- Medical Terminology
- Moving Patients
- Oxygen Therapy
- Pre-Hospital Care Report
- Therapeutic Communication
- Trauma Skills
- Vital Signs
- Clinical Decision Making
- Discharge Planning
- Medical Documentation
- Obstetrics & Gynecology
- Research Principles and Evidence-Based Practice

MEDICAL SKILLS (Preceptor) (1:10 Ratio)

- Abdominal Injuries
- Anatomy Physiology
- Assessment-Based Management

- Cardiology
- Clinical Decision Making
- COVID-19 Procedures
- Gastroenterology
- Head & Spine Injuries
- Musculoskeletal Trauma
- Pediatrics
- Standard Operating Procedures
- Supervised Clinical Field Ambulance Training
- Therapeutic Communication
- Toxicology and Substance Abuse
- Trauma Skills

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

Note: Reimbursement for New Hire training is capped at 260 total training hours per trainee, regardless of method of delivery.



Training Proposal for:
NextGen Associates, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0106

Approval Date: July 12, 2022

Panel Meeting of: July 29, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate SET	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Bernardino, Orange, Venutra, Los Angeles, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 75	U.S.: 135	Worldwide: 135	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution

\$63,428

Total ETP Funding

\$53,360

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Field Technicians, Administration Staff, Leads

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 SET SB<100	Business Skills Computer Skills Comm Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	58	8-200	0	\$920	\$29.41
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$29.41 per 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 Number 1.

OVERVIEW

Year Company Founded:	1982	Company Headquarters: <input type="checkbox"/> Single location Ontario, CA
Total Number of Facility locations in California	5	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Ontario, CA • Lake Forest, CA • Escondido, CA • Ventura, CA • Paramount, CA 	
Nature of Business:	<ul style="list-style-type: none"> • NextGen Associates, Inc. (www.smemt.com) (NextGen) provides reconstruction, remodeling, remediation, emergency clean up, water, mold, fire damage repair, and disaster restoration services for commercial and residential buildings. 	

Customer Base:	<ul style="list-style-type: none"> NextGen's Customer base includes manufacturing, production, emergency restoration, remediation and construction companies across multiple industries.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> In the previous project, the Company created a training program with a substantive curriculum for the purpose of providing new employees with skills necessary to respond to both changing industry standards and customer demands whilst working in the field. However, NextGen has seen an increase in competition in the remediation and reconstruction industry, which has warranted the need for further in depth, complex training to better respond to customer demands and remain effective in a competitive industry. The Company has also expanded its customer base to include more industries resulting in increased demand and a need for further training. As such, the Company has implemented a "black belt" training program for field staff with the skills that would qualify for leadership roles within the company. NextGen has also implemented a management training program as well as a financial literacy and sales training program.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> In this project, NextGen's training plan will target current employees in the skills necessary to promote up within the Company. These trainees will receive Commercial, Computer, Continuous Improvement, Business, HAZMAT and OSHA 10/30 Skills training. With these skills further developed, it is NextGen's hope that these trainees will become leaders and future trainers within the company for newly hired staff. NextGen has also implemented a management training program as well as a financial literacy and sales training program.
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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

Continuous Improvement	Business Skills	Computer Skills
Commercial Skills		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
Productive Laboratory	Justification: <input checked="" type="checkbox"/> Certification Standards
	40 PL Hours per-trainee
	Occupations Receiving PL Training: Field Technicians, Administrative Staff, Leads
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The CEO will have project oversight with the assistance of the Human Resource Supervisor. Training will be conducted by a Manager at each of the training locations. There will also be an assigned administrative staff person to coordinate training at each location. Under the previous project, the Company struggled with implementing both a training program and project administration. Now, there is a better understanding of both the training process and the administrative process because the training program is now fully implemented. The training will be more often and more involved, which will lead to less turn over in the company. The Company has also employed the services of an administrative third party to assist with all project administration.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement, Productive Lab – Commercial Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> Administration: Training Funding Source is the subcontractor who will conduct administrative tasks on behalf of contractor. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> The last contract focused on training internal staff so that staff could remain current on industry standards and respond to customer demands while in the field.

	The previous contract also focused on cross training.
<ul style="list-style-type: none"> Difference in Training Plan: 	There will be no job creation trainees in this project. This project will focus specifically on retrainees. The training courses will be more in depth and create opportunities for upward mobility for trainees within the company.

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 \$ %
ET19-0460	Lake Forest, CA	5/02/2019- 10/28/2021	\$60,320	\$45,729 (76%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13%
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
- Coaching Skills
- Communication Skills
- Conflict Management
- Customer Service Skills
- Developing New Opportunities
- Leadership Skills
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination
- ACT Customer Relationship

COMPUTER SKILLS

- GPS Software
- Microsoft Office (Intermediate & Advanced)
- QuickBooks
- RMS Software
- Time Tracking
- Website Planning

COMMERCIAL SKILLS

- Construction Techniques
- Demolition
- Electrical Skills
- Equipment and Operations
- Framing
- Installation Techniques
- Job Cost Analysis
- Materials, Handling & Storage
- Painting & Staining
- Plumbing Techniques
- Power Tool Use & Guarding
- Prepping/ Protecting Property
- Restoration from Fire, Water, Smoke or Mold Damage
- Respiratory Protection
- Site Logistics

CONTINUOUS IMPROVEMENT

- Process Improvement
- Problem Solving/ Decision Making
- Productivity Management
- Quality Systems and Procedures
- Team Building

HAZARDOUS MATERIALS

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab (Ratio 1:1)

0-40 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Equipment and Operations
- Restoration from Fire, Water, Smoke or Mold Damage
- Field Operational Procedures

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

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



RETRAINEE-JOB CREATION

Training Proposal for:

Phil Barnett Plumbing Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET22-0340

Approval Date: June 27, 2022

Panel Meeting of: July 29, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: A. Salinas

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 20	U.S.: 20	Worldwide: 20
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution

\$32,908

Total ETP Funding

\$45,540

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Technicians, Owner, VP of Operations.

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 SET	Business Skills Comm Skills Continuous Impr. Computer Skills	22	8-200	0	\$1,380	\$29.41
				Weighted Avg: 60			
2	Job Creation SB<100 Priority SET	Business Skills Comm Skills Continuous Impr. Computer Skills	11	8-200	0	\$1,380	\$19.61
				Weighted Avg: 60			

***Post-Retention Wage is the Contractual Wage**

Minimum Wage by County: Job Number 1 (SET Retrainee): \$29.41 per hour (Modified Statewide Average Wage).

Job Number 2 (SET Job Creation): \$19.61 per hour for Alameda 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 and 2.

Other Compensation: Incentive pay ("bonus"), which is a normal and recurring part of the Company's employee compensation for Technicians, may be used in addition to health benefits for some trainees to meet the ETP-minimum wage.

Job Number 1: the average bonus amount is \$4.20 per hour.

Job Number 2: the average bonus amount is \$3.75 per hour.

OVERVIEW

Year Company Founded:	2005	Company Headquarters: <input checked="" type="checkbox"/> Single location Livermore, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> Livermore (Alameda County) 	
Nature of Business:	<ul style="list-style-type: none"> This first-time ETP Contractor provides long-term plumbing solutions for its commercial and residential customers. 	

Customer Base:	<ul style="list-style-type: none"> • Homeowners • Lessors • Apartment complexes • Commercial businesses
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Customers demand faster delivery of estimates and project delivery, calling for subcontractors to participate in the preconstruction, planning and development stages of production. ETP funding will provide the company's employees with proper training to handle the increased velocity of business functions. • The construction and plumbing industry is rapidly adopting technology in communication, document sharing/storage, and operations' management. • The company's current residential and commercial business customer base is expanding, and the company will be actively seeking contracts with more of these customers outside of their current employ.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • The upskill of incumbent and newly hired employees will help the Company remain competitive in the industry. • The Company will be providing training in new technology - such as tankless water heaters, new means of hot water circulation, and smart irrigation systems - to keep up with an expanding customer base and service area. • Training will allow employees to become subject-matter experts on use of various tools like pipe cutters, water meter keys, deburring tools and more in order to better serve current and future customers. • Training will allow personal and professional growth for employees and help them to maintain long-term career goals.
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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

Business Skills	Computer Skills
Commercial Skills	Continuous Improvement

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
Technicians require a lengthened training experience to properly learn the required skills and be able to apply them to meet customer expectations through new and improved plumbing services. As such, the 60-hour weighted average is necessary.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>The Company's VP of Operations (dedicated administrator) will be overseeing the training project's progress and administration. It has also retained a third-party subcontractor- Training Funding Source (TFS) will be providing support for ETP administration for the duration of the Contract's term. ETP training will be delivered by in-house subject-matter experts and by outside training vendors on a case-by-case basis.</p> <p>The Company's annual training budget in California is \$100,000 for new hire orientation and other required skills. ETP funds will not displace the existing financial commitment to training.</p>
<ul style="list-style-type: none"> Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> Administration: <p>TFS is managing administrative tasks for the Company.</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	TFS	Seal Beach	\$1,900
Administrative	TFS	Seal Beach	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

- Budget
- Coaching Skills
- Communication
- Contracts
- Conflict Management
- Customer Service
- Developing New Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination

COMMERCIAL SKILLS

- Drains and Sewer
- Equipment and Operations
- Installation Techniques
- Job Cost
- Materials Handling and Storage
- Painting
- Power Tool Use and Guarding
- Product and Service knowledge
- Prepping/Protecting Property
- Refinishing/Renovate Techniques
- Respiratory Protection
- Site Logistics
- Standard Operating Procedures (SOP)
- Water Heater & Filtration
- Work Procedures

COMPUTER SKILLS

- Customer Relationship Management (CRM)
- Service Titan
- GPS Software
- Microsoft Office (Intermediate/Advanced)
- QuoteWerks
- QuickBooks
- Time Tracking
- Website

CONTINUOUS IMPROVEMENT

- Process Improvement
- Problem Solving/Decision Making
- Productivity Improvement
- Quality Systems and Procedures
- Team Building

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:
Poindexter Nut Company, Inc.

Delegation \leq \$75,000 Single Employer

Contract Number: ET23-0119

Approval Date: July 14, 2022

Panel Meeting of: July 29, 2022

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Fresno	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 316	U.S.: 316	Worldwide: 316	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	9%			

In-Kind Contribution

\$95,000

Total ETP Funding

\$70,150

HUA Only:	Number of trainees in HUA location: 190
Occupations to be Trained:	Production Staff, Administration Staff, Sales and Marketing, Scheduling Logistics, Quality Assurance, Warehouse Shipping, Front-Line Manager, Supervisor, Safety Staff, Maintenance Mechanic, Sanitation 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 HUA	Business Skills, Cont. Imp., Mfg. Skills, Comm'l. Skills, Computer Skills, HazMat, Mgmt. Skills	170	8-200	0	\$345	\$16.17
				Weighted Avg: 15			
2	Retrainee Priority Job Creation HUA	Business Skills, Cont. Imp., Mfg. Skills, Comm'l. Skills, Computer Skills, HazMat	20	8-200	0	\$575	\$15.00*
				Weighted Avg: 25			

***Post-Retention Wage is the Contractual Wage**

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. *ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification.

Minimum Wage by County: Job Number 1 (Retrainee): \$16.17 per hour in Fresno County
Job Number 2 (Job Creation): \$15.00 per hour in Fresno 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:	1969	Company Headquarters: <input checked="" type="checkbox"/> Single location Selma, California (Fresno County)
Facility location(s) where training will occur		<ul style="list-style-type: none"> Selma (Fresno County)

Nature of Business:	<ul style="list-style-type: none"> • Poindexter Nut Company, Inc. (Poindexter) specializes in manufacturing a various assortment of tree nuts. Products include whole and chopped pecans, walnuts, almonds, cashews and pistachio nuts.
Customer Base:	<ul style="list-style-type: none"> • Retailers • Wholesalers • Institutional Entities
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Increase in production in response to demand in the United States as well as foreign countries. • Change in varietal make up on the products to meet customer demands. • Growing the Company's Certified Organic production to meet customer demands.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Increased production require staff to become more efficient in all aspects of business. Production Scheduling, LEAN Processes, and Production Equipment Maintenance and Operation training will help staff increase productivity while maintaining the quality of product the Company expects. • New varietals and expansion of the "Certified-Organic" product lines will require staff to become experts in the field. Sustainable Agriculture Practices, Sanitation Best Practices, and Organic Produce Certification Requirements to help staff learn best practices in food production. • Poindexter plans to cultivate talent from within the organization to fill leadership roles in the future. Management and Supervisor training will provide staff an opportunity to gain the skills to promote into management positions as the company grows.
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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

Business Skills	Computer Skills	Continuous Improvement
Management Skills	Manufacturing Skills	Commercial Skills

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift;
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Veterans Program

Number of Veterans	Although there is no Veteran job number, Poindexter holds job fairs several times a year and there is outreach to Veterans' organizations in an attempt to attract Veteran applicants.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>The Company has a structured training plan in place. The Human Resource Manager will oversee project administration with the assistance of a Human Resource Specialist. Two Quality Assurance staff will scheduling and documenting training. A third party administrator will assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.</p>	
<ul style="list-style-type: none"> Trainers: <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement Skills, Manufacturing Skills, Commercial Skills, Computer Skills, Hazardous Material Skills, Management Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined </p>	
<ul style="list-style-type: none"> Administration: <p>Poindexter has retained an administrative subcontractor to assist with the administering of the training contract.</p> <p> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor </p>	

Repeat Contract.

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	This will be the Company's second contract in the last five years.
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> Machinery and Equipment upgrades Cross-Training for staff to be able to work on multiple work stations. British Retail Consortium, compliance training.
<ul style="list-style-type: none"> Difference in Training Plan: 	While some training related to production may be similar, this training project is more focused on growth and variety of products.

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 \$ %
ET20-0106	Selma	7/1/2019- 9/28/2021	\$139,840	\$69,519 (50%)

Training completely stopped as this contract was during the height of the COVID-19 pandemic. Focus shifted from training to safety for management and HR staff. This project has been right-sized to prior contract performance.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions	Visalia	\$4,900
Administrative	Strategic Business Solutions	Visalia	Not to exceed 13% of payment earned
Training Vendors	To Be Determined		

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

8-200

Trainees may receive any of the following:

Business Skills

- Account Development
- Production Scheduling
- Purchasing Best Practices (APICS)
- Effective Communications
- Export Documents Processing Standards
- Organic Produce Certification Requirements
- Scheduling and Logistics Training

Commercial Skills

- PLC Training
- Production Equipment Repair
- Packaging Equipment Repair
- Rotary Valve Pump Service and Repair
- Electrical Panel Safety
- Mechanical Seal Repair and Maintenance

Computer Skills

- Microsoft Office 360 Applications (Intermediate/Advanced)
- DataTech Software Upgrades Training
- REACTS SAP Upgrades Software Training
- IRF Barcode Scanning System Training

Continuous Improvement

- Team Building
- Leadership
- Food Product Safety
- British Retail Consortium
- Alchemy Training
- LEAN Processes
- Sustainable Agricultural Practices
- Sanitation (Food Grade) Best Practices
- Confined Space
- Combustible Dust
- Harness and Height Training

Hazardous Materials

- HAZMAT Training

Management Skills (Managers/Supervisors/Leads Only)

- Coaching and Mentoring
- Supervisors Skills Training

Manufacturing Skills

- Production Equipment Maintenance and Operation
- Computer Programmable Equipment operation
- Materials Handling Equipment Operation
- Packaging Equipment Operation
- HHACP Training

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

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



RETRAINEE-JOB CREATION

Training Proposal for:

SVD, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0109

Approval Date: July 12, 2022

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 64	U.S.: 64	Worldwide: 64
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution

\$52,181

Total ETP Funding

\$50,094

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration Staff, Laboratory Staff, Maintenance Staff, Manager/Supervisor, Mechanic, Operator, Warehouse 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 SB<100 Priority	Business Skills Continuous Impr. HazMat Mfg. Skills Management Skills OSHA 10/30 PL-Mfg. Skills	62	8-200	0-100	\$759	\$21.73
				Weighted Avg: 33			
2	Retrainee SB<100 Priority Job Creation	Business Skills Continuous Impr. HazMat Mfg. Skills Management Skills OSHA 10/30 PL-Mfg. Skills	4	8-200	0-100	\$759	\$18.50
				Weighted Avg: 33			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1: \$21.73 per hour for Los Angeles County.

Job Number 2 (Job Creation): \$18.11 per hour for Los Angeles 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 Number 1.

OVERVIEW

Year Company Founded:	2005	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur		<ul style="list-style-type: none"> Sun Valley (Los Angeles County)

Nature of Business:	<ul style="list-style-type: none"> SVD, Inc. (SVD) manufactures dairy products including Greek yogurt, coconut almond butter, and coconut milk.
Customer Base:	<ul style="list-style-type: none"> SVD's products are distributed nationally via private labels and regionally through grocery stores such as Ralphs. The Company's products also reach local markets through well-known distributors such as United National Foods Incorporated and KeHe Distributors.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> SVD's workforce has grown by 20% over the past 24 months. This increase in workforce is the direct result of increased production demand, new product releases, and new equipment purchases. Consistent business growth continues to drive operational changes at SVD, and the Company has developed a 5-year strategic plan to ensure effective and efficient continuity of operations. The proposed training is a key component of the Company's plan for continued success.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Training will focus on manufacturing skills that reflect current industry standards (Good Manufacturing Practices, Standard Operating Procedures). The Company's dedication to Lean Manufacturing needs to be enhanced. Supervisors/Managers need to be upskilled to become better leaders and mentors for future growth. SVD intends to implement a comprehensive cross-training program to remove skill barriers throughout the organization and to help newer employees advance into growth positions more quickly. The Company also needs to continually educate staff on COVID-19 related protocols.
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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	Continuous Improvement	Hazardous Materials
Management Skills	Manufacturing Skills	OSHA 10/30

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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	<input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification:
	<input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Maintenance Staff, Mechanic, Operator, Warehouse Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: SVD's Controller will oversee project administration and implementation of training. SVD's Plant Foreman will meet with department heads to customize training material, coordinate training schedules, and track/document training. The Company's Human Resources Manager will be responsible for running necessary training data reports and providing the administrative consulting team with timely project performance information. Multiple in-house staff (department managers and supervisors) will deliver training. Outside training vendor, Intertek Alchemy, will also provide class instruction on various topics from the approved curriculum. Administrative consultant, Economic Incentives Advisory Group, will assign a three-member team to support project implementation, compliance, reporting, and payment invoicing. SVD has a training plan in place and is prepared to commence training upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Continuous Improvement, Management Skills, Manufacturing Skills, OSHA

- **Administration:**

An experienced internal project team will work closely with an ETP administrative consultant to ensure that training and documentation adhere to ETP requirements.

- ☒ In-house
- ☒ Subcontractor

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • The previous ETP contract focused primarily on new production equipment (purchased in 2018) training and good manufacturing practices training content, also purchased in 2018 from Intertek Alchemy.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • The proposed training will build upon the prior project by upskilling workers for improved manufacturing procedures, new COVID-19 related changes, and updated industry practices impacting overall manufacturing efficiency and safety. Also, SVD's workforce has grown by approximately 20% since its last ETP contract, so this proposal will include several employees who did not participate in the previous contract.

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 \$ %
ET19-0280	Sun Valley	10/10/2018 – 01/07/2021	\$48,152	\$36,855 (77%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Economic Incentives Advisory Group	Phoenix, AZ	\$5,000
Administrative	Economic Incentives Advisory Group	Phoenix, AZ	Not to exceed 9% of payment earned
Training Vendors	Intertek Alchemy	Austin, TX	\$7,600

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

8-200

Trainees may receive any of the following:

Business Skills

- Forecasting
- Communicating Effectively in the Workplace
- Solving Problems at Work
- Coaching
- Effective Recordkeeping Practices
- Product Knowledge
- Brand Recognition
- Consumer Education

Continuous Improvement

- Eliminating Waste
- Process Improvement
- Production Workflow
- Lean Manufacturing
- Root Cause Analysis

Hazardous Materials Skills

- Ammonia Awareness
- Ammonia Accident Prevention and First Aid
- Asbestos Awareness
- Effective Pest Control Practices
- Waste Management Procedures and Proper Disposal
- Hazardous Communication

Management Skills

- Communication Best Practices
- First Time Manager
- Leadership Skills
- Teambuilding and Coaching

Manufacturing Skills

- Confined Spaces for Attendants
- Lift Truck Safety Awareness
- Hand and Power Tools
- Lockout/Tagout Procedures
- Machine Guarding
- Personal Protective Equipment
- Slips, Trips and Falls
- Combustible Dust
- Working at Height
- Confined Spaces for Affected Employees
- Knife Safety Basics (Product Knives)
- Cleaning and Sanitizing Procedures for Food Manufacturers
- Introduction to Clean in Place

- Introduction to Food Allergens
- Proper Handling of Food Allergens
- Preventing Foodborne Illness
- Foodborne Illness and Employee Reporting
- Employee Illness Reporting
- Dangerous Microorganisms in Food Manufacturing
- Bacteria Basics
- Overview of Dangerous E.coli
- Understanding Listeria and its Dangers to Food
- Controlling Salmonella in Food Manufacturing
- Good Manufacturing Practices
- Preventing Food Contamination
- Water Hose Safety
- Air Hose Safety
- Basic Food Facility Defense
- Overview of Hazard Analysis Critical Control Point
- Introduction to Food Safety Standards
- Environmental Monitoring Basics
- Introduction to Food Safety Modernization Act
- Introduction to Food Fraud
- Overview of Preventive Controls
- Introduction to Pasteurization
- Overview of the Raw Milk Receiving Process (US)
- Lift Truck Operator Overview
- High Lift Truck Review
- Pallet Truck Review
- Material Handling – Distribution
- Basic Food Defense
- Maintaining the Cold Chain
- Food Safety Standard Operating Procedures
- Good Laboratory Practices
- New Product Processes
- Heat Exhaustion
- COVID-19 Protocols
- Operator Training

OSHA 10/30 (OSHA certified Trainer)

- Bloodborne Pathogens
- Electrical Safety
- Introduction to Ergonomics
- Exit Routes
- Emergency Action Plans
- Fire Prevention Plans
- Fire Protection
- Personal Protective Equipment (PPE)

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

Productive Lab (PL) Hours

0-24

PL – Manufacturing Skills (1:1 ratio)

- Equipment Functions and Operation
- Warehouse Functions and Workflow

Computer-Based Training (CBT) Hours

0-100

CBT – Manufacturing Skills

- Ammonia Awareness (0.22 hours)
- Ammonia Accident Prevention (0.25 hours)
- Heat Exhaustion (0.28 hours)
- Bloodborne Pathogens (0.25 hours)
- Confined Spaces for Attendants (0.35 hours)
- Electrical Safety (0.48 hours)
- Fire Prevention and Protection (0.27 hours)
- Introduction to Fire Extinguishers (0.48 hours)
- Lift Truck Safety Awareness (0.22 hours)
- Lift Truck Safety Awareness – Refresher (0.13 hours)
- Hand and Power Tools (0.33 hours)
- Hazard Communication (pre-GHS) (0.35 hours)
- Introduction to Hazard Communication (0.25 hours)
- GHS Hazard Communication: Pictograms and Hazards (0.43 hours)
- GHS Hazard Communication: Pictograms and Hazards – Refresher (0.18 hours)
- GHS Hazard Communication: Standard Labels (0.35 hours)
- GHS Hazard Communication: Standard Labels – Refresher (0.20 hours)
- GHS Hazard Communication: Safety Data Sheets (0.42 hours)
- GHS Hazard Communication: Safety Data Sheets – Refresher (0.18 hours)
- Introduction to Respirators (0.28 hours)
- Hearing Protection (0.30 hours)
- Lockout/Tagout Procedures (0.33 hours)
- Lockout/Tagout Procedures – Refresher (0.13 hours)
- Machine Guarding (0.38 hours)
- Personal Protective Equipment (PPE) (0.23 hours)
- Slips, Trips and Falls (0.23 hours)
- Slips, Trips and Falls – Refresher (0.15 hours)
- Combustible Dust (0.28 hours)
- Asbestos Awareness (0.27 hours)
- Working at Height (0.22 hours)
- Confined Spaces for Affected Employees (0.22 hours)
- Knife Safety Basics (Product Knives) (0.22 hours)
- Cleaning and Sanitizing Procedures for Food Manufacturers (0.37 hours)
- Introduction to Clean in Place (0.23 hours)
- Introduction to Food Allergens (0.28 hours)
- Introduction to Food Allergens – Refresher (0.12 hours)
- Proper Handling of Food Allergens (0.30 hours)
- Proper Handling of Food Allergens – Refresher (0.15 hours)

- Preventing Foodborne Illness (0.27 hours)
- Foodborne Illness and Employee Reporting (0.37)
- Employee Illness Reporting (0.13 hours)
- Dangerous Microorganisms in Food Manufacturing (Fahrenheit) (0.40 hours)
- Dangerous Microorganisms in Food Manufacturing (Lacto-Vegetarian Fahrenheit) (0.23 hours)
- Bacteria Basics (0.23 hours)
- Bacteria Basics – Dairy (0.23 hours)
- Overview of Dangerous E.coli (0.37 hours)
- Overview of Dangerous E.coli – Product (0.33 hours)
- Understanding Listeria and its Dangers to Food (0.35 hours)
- Controlling Salmonella in Food Manufacturing (0.32 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques (0.28 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques – Dairy (0.23 hours)
- Good Manufacturing Practices (GMPs): Effective Hand Washing Techniques – Refresher (0.12 hours)
- Good Manufacturing Practices (GMPs): Promoting Personal Hygiene – Dairy (0.28 hours)
- Good Manufacturing Practices (GMPs): Promoting Personal Hygiene – Refresher (0.13 hours)
- GMPs for Maintenance Personnel (0.28 hours)
- Preventing Food Contamination (0.37 hours)
- Preventing Food Contamination – Dairy (0.33 hours)
- Water Hose Safety (0.20 hours)
- Air Hose Safety (0.07 hours)
- Basic Food Facility Defense (0.32 hours)
- Basic Food Facility Defense – Refresher (0.15 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) (0.27 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) – Refresher (0.13 hours)
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors (0.42 hours)
- Introduction to Food Safety Standards (0.30 hours)
- Introduction to Food Safety Standards and SQF (0.35 hours)
- Introduction to Food Safety Standards and BRC (0.33 hours)
- Environmental Monitoring Basics (0.37 hours)
- Effective Pest Control Practices (0.32 hours)
- Waste Management Procedures and Proper Disposal (0.22 hours)
- Effective Record Keeping Practices (0.23 hours)
- Introduction to Food Safety Modernization Act (FSMA) (0.22 hours)
- Introduction to Food Fraud (0.23 hours)
- Overview of Preventive Controls (0.28 hours)
- Overview of Preventive Controls – Dairy (0.30 hours)
- Introduction to Pasteurization (0.07 hours)
- Overview of the Raw Milk Receiving Process (US) (0.30 hours)
- Being a Successful Supervisor (0.32 hours)
- Communicating Effectively in the Workplace (0.28 hours)

- Solving Problems at Work (0.33 hours)
- Implementing Coaching and Observations (0.13 hours)
- Exploring the Roles and Behaviors of a Coach (0.17 hours)
- Lift Truck Operator Overview (0.28 hours)
- High Lift Truck Review (0.27 hours)
- Pallet Truck Review (0.22 hours)
- Slips, Trips, and Falls – Distribution (0.30 hours)
- Material Handling – Distribution (0.28 hours)
- Personal Hygiene – Distribution (0.22 hours)
- Basic Food Defense – Distribution (0.25 hours)
- Maintaining the Cold Chain (0.30 hours)
- Receiving Food Safety Standard Operating Procedures (SOPs) – Overview (0.25 hours)
- Food Safety for Selectors – Overview (0.20 hours)
- Food Safety for Selectors - Safe Pallet Building Practices (0.10 hours)
- Food Safety SOPs - Pre-load Temperature Checks (0.07 hours)
- Loading Food Safety Standard Operating Procedures (SOPs) – Overview (0.23 hours)
- Overview of Good Laboratory Practices (0.18 hours)
- Lean Manufacturing (0.27 hours)
- Introduction to Root Cause Analysis (0.28 hours)

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



Training Proposal for:

Zobrist Software Group, Inc. dba Zobrist Consulting Group

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0100

Approval Date: July 11, 2022

Panel Meeting of: July 29, 2022

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 14	U.S.: 14	Worldwide: 14
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution

\$27,727

Total ETP Funding

\$16,100

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative/Sales Staff, Developer, 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	Priority Retrainee SB<100	Business Skills Computer Skills Continuous Impr.	14	8-200	0	\$1,150	\$21.73
				Weighted Avg: 50			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: \$21.73 per hour for Los Angeles 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 Number 1.

OVERVIEW

Year Company Founded:	2001	Company Headquarters: <input checked="" type="checkbox"/> Single location Woodland Hills, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> Woodland Hills (Los Angeles County) 	

Nature of Business:	<ul style="list-style-type: none"> Zobrist Software Group, Inc. dba Zobrist Consulting Group (Zobrist) designs and develops computer software, websites and self-service portals. Its products and services include ecommerce platforms, eBusiness strategies and consulting/internet software management. Its services assists clients manage databases, emails, merchandise, financials, technical support, payment solution assessment and security services. In addition, Zobrist's unique business model and software flexibility, offers
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	customized website personalization services (i.e., user convenience, security and 24/7 monitoring, maintenance, technical support availability).
Customer Base:	<ul style="list-style-type: none"> • Manufacturing • Distribution/Call Center • Retail: The North Face, Lee Jeans, Wrangle, Vans, Jansport, Timberland, Mazda, Toshiba of America Business Systems, 3M and Unitek
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Technology advances and customer demands are increasing in this new business environment. • Zobrist continues to strive to meet customers' expectations by delivering IT solutions and services to increase productivity and reducing operational costs. • Introduce new technologies to customers, such as: VueJS, Salesforce, Coremedia, Mulesoft, Salsify, Bloomreach and Adobe Commerce Cloud technologies. • Zobrist implements and upgrades software to keep abreast with technological advances and customer demand. • The Company is committed to meet technological challenges in an ever changing environment to remain competitive.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • The Company's goal is to provide workers with the necessary technical skills required to integrate new services and products, adapt to new technologies and systems, improve customer services, attract new clients and reduce costs. • Zobrist has developed a company-wide training program, which includes Business Skills, Computer Skills and Continuous Improvement. Trainees will gain knowledge and skills necessary to deliver sophisticated products and services, become more consistent and effective, improve performance and support overall business operations. • Upon completion of training, trainees have an opportunity to become certified in the following technologies: AWS Cloud, AWS Solution, Mulesoft and Coremedia. • Certification allows the Company to gain new businesses and clients, and trainees can potentially gain new job opportunities, increase wages and career advancement. • The Company anticipates a 10 to 15 percent increase in business and workforce within the contract term.
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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

Business Skills	Computer Skills	Continuous Improvement
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours
Zobrist requests a waiver to exceed the Weighted Average of 45 training hours per trainee. Given the need for intensive training of new high technology and complexity of learning software applications, the trainees will need to complete 120 training hours. However, Zobrist is requesting a cap of 50 training hours per trainee, and the Company will assume the cost and expense of the additional hours.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Zobrist's Executive Assistant/Office Manager will oversee training and administration responsibilities including scheduling training, coordinating with staff, securing rosters and complying with all ETP requirements. Zobrist has also retained a third party administrator, Training Funding Source to assist with administrative duties including enrollment, data tracking, invoicing and monitoring activities. A detailed training schedule is in place, and Zobrist is ready for training to commence upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills and Continuous Improvement <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> Administration: Internal Executive Assistant/Office Manager and Training Funding Source <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	This will be the Company's third contract in the last five years.
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<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Software training in IBM Commerce, Smart Merchandise and Mobiecom applications. • Successfully expanded its business across the US and in Europe. • Created an automated help desk with artificial intelligence to support customers.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<p>Trainees will not be receiving duplicate training. New technologies such as VueJS, Salesforce, Coremedia, Mulesoft, Salsify, Bloomreach and Adobe Commerce Cloud will be provided to all workers for the first time. The Company's goal is to provide workers with the necessary technical skills in advanced hardware and software programs as well as operation systems, integrate new products and services, adapt to new technologies and keep up with industry changes and customer demand.</p>

PRIOR PROJECTS

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0137	Woodland Hills; Irvine	11/15/17 – 11/14/19	\$49,920	\$49,920 (100%)
ET16-0191	Woodland Hills; Irvine	09/12/15 – 09/11/17	\$46,800	\$46,800 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,127
Administrative	Training Funding Source	Seal Beach	13% of payment earned
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

- Social Media
- LinkedIn Marketing

COMPUTER SKILLS

- Salesforce Commerce Cloud
- Business to Consumer
- AWS Cloud Associates
- AWS Solution Architect
- Mulesoft
- Coremedia
- Front-end Development Skills
- ReactJS and VueJS Applications
- NextJS and NuxtJS Software
- Platform and Software (Mulesoft, Micro-Services, and GraphQL)
- Development Operations
- Cloud Operations

CONTINUOUS IMPROVEMENT

- Presentation skills
- Communication skills
- Agile Refresher (Principles and Practices)
- Knowledge Transfer (Problem Solving, Innovation Practices, Collaboration)
- Process Improvement
- Social Relations
- Teambuilding

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