

PANEL PACKET

December 2022



Employment Training Panel



PANEL NOTICE/AGENDA

**Friday, December 16, 2022
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/89424088458>

Webinar ID: 894-2408-8458

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 December Panel Meeting AgendaAction to Approve October Panel Meeting Minutes		Janice Roberts
Executive Report Virtual: Audio-Peter/Jaime/Tara/Michael/Voice-Panel Only <ul style="list-style-type: none">Budget/OtherBudget Update and Action on AllocationsRequest Motion to Adopt Consent		Peter Cooper Tara Armstrong Jaime Gutierrez

Panel Date: December 16, 2022

Calendar Projects/Action

Policy Committee Report

Virtual: Audio-Gretchen/Voice-Panel Only

Gretchen Newsom

**Presentation and Action Item on the Retrainee Job
Creation Wage**

Virtual: Audio-Lis/Voice-Panel Only

Elisabeth Testa

**Presentation and Action Item on Approving Multiple MEC
Contracts this Fiscal Year**

Virtual: Audio-Lis/Voice-Panel Only

Elisabeth Testa

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
Phil Boyer
Heather Miguel

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, December 12, 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

Aerovironment, Inc. -----	\$82,800
American Nuts, LLC -----	\$199,410
Applied Medical Resources Corporation -----	\$494,500
ASC Process Systems, Inc.-----	\$138,000
Bumble Bee Foods, LLC-----	\$457,470
Cornerstone OnDemand, Inc. -----	\$330,648
Fresno Surgery Center, L.P. dba Fresno Surgical Hospital -----	\$262,890
Horizon Nut, LLC -----	\$199,364
Monrovia Nursery Company -----	\$314,640
Organic by Nature, Inc. -----	\$132,480
Pacific Aire, Inc.-----	\$151,110
Peterson Brothers Construction, Inc. -----	\$187,404
PTI Technologies Inc. -----	\$333,270
Sky Rider Equipment Company, Inc. -----	\$117,300
Taller San Jose Hope Builders-----	\$108,896
Ultra Pro International LLC-----	\$91,195

San Diego Regional Office

American Education Systems Corp. dba American College of Healthcare and Technology -----	\$597,780
Clean Energy Fuels Corp.-----	\$98,325
Cobham Advanced Electronic Solutions Inc. -----	\$485,760
Cortica Behavioral Health Inc.-----	\$451,145
Erickson-Hall Construction Co. -----	\$209,300
Hyundai AutoEver America, LLC -----	\$127,420
Stir Foods, LLC -----	\$487,600

San Francisco Regional Office

Bellows Plumbing, Heating & Air, Inc.-----	\$250,470
Ingomar Packing Company, LLC-----	\$223,100
MBKT Corp. dba Pacific Coast Home Services -----	\$147,361
Omnicell, Inc. -----	\$491,280
RO Health, LLC -----	\$395,600
Ryzlink Corp. dba Chuwa America-----	\$425,500

Sacramento Regional Office

Automotive Calibration Specialists LLC-----	\$162,035
Central Valley Training Center, Inc.-----	\$319,600
Duarte Nursery, Inc. -----	\$165,600
Mariani Nut Company, Inc.-----	\$411,840
RuffStuff, Inc. -----	\$109,825
Tulare Joint Union High School District-----	\$295,200

Program Projects Unit

California American Fire Sprinkler Association Training Trust Fund-----	\$250,306
Spaulding Marine Center -----	\$25,586

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 10/18/22 – 12/06/22

≤ \$75,000	Approved Date	Approved Amount
<u>North Hollywood Regional Office</u>		
3-D Engineering, Corp.	11/21/22	\$31,740
Dante Valve Company	12/02/22	\$59,340
<u>San Diego Regional Office</u>		
Standard Inspection Services	12/06/22	\$66,240
Zonson Customization, Inc.	11/29/22	\$14,950
<u>San Francisco Regional Office</u>		
All-Ways Metal, Inc.	12/05/22	\$30,130
<u>Sacramento Regional Office</u>		
Aikyum, Inc. dba Aikyum Solar	11/03/22	\$10,120
CB Technologies, Inc.	11/03/22	\$30,590
Clima-Tech LLC	11/03/22	\$54,671
James E. Williams and Son, Inc.	11/17/22	\$28,635
KC Partners Corp. dba B & T Service Station Contractors	11/07/22	\$19,550



State of California—Labor and Workforce Development Agency

Employment Training Panel

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KC Partners Corp. dba B & T Service Station Contractors

Standard Inspection Services

Zonson Customization, Inc.



M e m o r a n d u m

To: Panel Members

Date December 16, 2022

From: Reg Javier
Director

Subject: **Future Meeting Sites**

<i>December Panel December 16, 2022</i>	<i>Virtual – Via Zoom Friday 9:30 AM – 3:30 PM</i>
<i>January Panel January 27, 2023</i>	CalEPA 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM
<i>February Panel February 24, 2023</i>	<i>Virtual – Via Zoom Friday 9:30 AM – 3:30 PM</i>
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**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
Friday, October 28, 2022**

Panel Members

Janice Roberts
Acting Chairperson

Gloria Bell
Member

Dee Dee Myers
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

Tara Armstrong
Deputy Director of
Technical Branch

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
Zoom Teleconferenced Meeting
Friday, October 28, 2022**

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:33 a.m.

II. ROLL CALL

Present

Janice Roberts
Gloria Bell
Gretchen Newsom
Rick Smiles
Chris Dombrowski

Executive Staff

Reg Javier, Executive Director
Peter Cooper, Assistant Director
Jaime Gutierrez, Chief Deputy Director
Tara Armstrong, Deputy Director of Technical Branch

Absent

Ernesto Morales
Madison Hull
Douglas Tracy

III. AGENDA

September agenda was reviewed.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Agenda with no changes. All Panel Members present voted in the affirmative for approval of the Meeting Agenda.

Motion carried, 5 to 0.

IV. MINUTES

Request for changes to copy from Tab 27 the 4th line "Comment was made that prevailing wage was paid regardless of whether it is a public or private job" be added to Tab 32 and Tab 51.

ACTION: Ms. Newsom moved and Mr. Smiles seconded the approval of the Meeting Minutes with changes to copy from Tab 27 the 4th line "Comment was made that prevailing wage was paid regardless of whether it is a public or private job" and add to Tab 32 and Tab 51. All Panel Members present voted in the affirmative for approval of the Meeting Minutes as moved.

Motion carried, 5 to 0.

V. REPORT OF DIRECTOR

Today's panel agenda includes 42 proposals, including six delegation orders for a total of about \$13.1 million in funding requests. There will be no Panel meeting in November, our next Panel meeting will be December 16 and will be virtual. Our January 27th Panel meeting is in person. The outlook for next fiscal year budget may be pretty tight, having potential impact on us. We have in past years, received additional funds (alternative funding) from the legislature for programs which we will continue to pursue. Our fiscal team is working on a plan for core ETP funds to maintain our current contracting capacity for next year. Alternative funds have two time limits one is encumbrance time limit and the other is completely spending our time limit. We have a limited period of time to cut and cover the funds. That is why we have been leaning heavily into this performance methods measurements around our utilization of tentative funded programs, if we don't use it we lose it back to the General Fund, unlike our ETP core funding.

VI. REPORT FROM ASSISTANT DIRECTOR

We are finishing up with apprenticeship proposals for the construction sector, non-construction apprenticeship programs will be coming up throughout the year. ETP applied for a grant with the National Skills coalition to help us look at how we can better serve small businesses and essential businesses. Expansion Fund contractors and Community College Fund contractors need to show documented performance to ensure that funds are being spent. These funds have a clawback provision that will allow us to reallocate the unused amount prior to them being lost.

VII. UPDATE ON CAL-E-FORCE

Some requested programs have been added under Cal-E-Force to help stakeholders with their contracts and to submit information. One is contract specific and stakeholders who have multiple contracts can look at them individually rather than grouped by type. The other is a training report which displays any training with over eight hours in one day. We've added some invoicing for automations for internal fiscal staff to help with efficiency.

VIII. REPORT FROM STAFF ATTORNEY

The legislative memorandum in the panel packet is essentially the final scorecard for the bills that we were tracking for you. September 30th was the last day for the Governor to either sign or veto any bill that had passed the Legislature by September 1st. There are two bills that are worth noting. The first is AB 1573 which was a small business technical assistance bill that was vetoed by the governor, this would have been a supplemental grant program. As Reg discussed given lower than expected state revenues, the Governor concluded that this program should be considered as part of the budget process. The second is AB 2949 which is an employee bereavement bill that would mandate among other things, five days of bereavement leave and some privacy protections, this bill was signed by the Governor and became law.

IX. REPORT OF THE CHIEF DEPUTY DIRECTOR

Regarding Funding

Today's Panel Meeting is for approximately \$13.1 million, which include six approved Delegation Orders for a total of \$259,785. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Director on a continuous flow basis. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 42 projects and one amendment. After today's panel meeting the Employment Training Panel will have approximately \$49.5 million left in contracting capacity for the fiscal year 2022-23.

Regarding Demand and Allocations:

There are 189 applications currently in demand and 78 applications are with the Regional Offices in development. With 47 applications under review with the applications and assessment unit and 64 submitted applications pending review. The estimated value of the 189 applications is \$43.4 million (\$28.1 million for single employers, \$5.9 million for multiple employer contracts, \$8.5 million for small business and \$441,600 for Critical Proposals. There is \$431,040 in demand for Apprenticeships). We are well within our allocations for this fiscal year.

X. CONSENT CALENDAR

It was requested that Tab 1 (Cart Mart, Inc.) and Tab 5 (Motivo Engineering, LLC) be pulled.

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

Motion carried, 5 to 0.

XI. ETP POLICY COMMITTEE MEETING

ETP Policy Committee met on Thursday, October 6th. The first agenda topic was use of productive lab training, centering on problematic practices that are allowing this training delivery method to be taken advantage of. As a result the committee has requested additional questions and justifications regarding productive lab training to be included in the applications and panel proposals going forward. Next the committee approved to move to full panel for approval the guidelines for the new Workforce Literacy Program. The last topic centered on a second new gen funded program, with the committee also approving the Healthcare Workforce Advancement program guidelines for full panel approval today.

XII. PRESENTATIONS

A presentation was given by CivicMakers reporting their progress.

A presentation was given by Amanda Burks for the nonprofit, nonpartisan National Skills Coalition.

XIII. REVIEW AND ACTION OF ITEMS PULLED FROM CONSENT CALENDAR

Tab No. 1: Cart Mart, Inc.

Repeat contractor. Funding requested \$89,700 to train 65 workers including 25 new employees. Training will take place at Cart Mart's five locations in San Diego, Orange, Los Angeles and Riverside counties. Correction to wage range by occupation table for administration trainees under job number one the correct wage should be \$27 to \$59.

The applicant was asked to elaborate as to what the wage payments, specifically the incentive bonus of up to \$3 per hour that is being used to meet the post retention wage in job number one is and how it is structured. Is there a risk that Cart Mart will not be able to claim them and the work if the incentive bonus is not met? How does that work?

Ms. King responded that there are three group of employees eligible to receive this incentive (transportation, technicians and the leads) and there are two incentive programs. Structure is simple, delivery drivers are eligible to receive based on delivery completion percentage, 90% is \$300 per month and 98% is \$500. A wage increase of \$3.12 per hour. Incentive is paid monthly.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Cart Mart, Inc. in the amount of \$89,700. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 5: Motivo Engineering, Inc.

Repeat contractor. Second contract in the past five years. Funding requested \$108,675 to train 100 retrainees over two job numbers. Training will take place at locations in Los Angeles and Orange counties. Training will be focused on implementing new equipment (laser cutter and press) and new enterprise resource software. Its prior project earned 99% of their awarded funding amount.

Comment was made that the 18% productive lab is acceptable, however under the training curriculum it says under commercial skills productive lab things such as manufacturing practices, inventory management, inspection techniques, and GMP's which are not productive lab. In your narrative you outlined as to what kind of equipment you'll be using but are a bit squishy under commercial skills. It was requested that Motivo relook at their productive lab training. Productive lab is anything that cannot be taught in the classroom or on the floor. It means that you cannot transport heavy equipment, or a prototype or anything into the classroom. So better clarification is needed. What you have listed in your narrative; running grinding machines, presses, lays, machinery, prepare composite and layout, technology, welding, CAD systems these are things that should be under productive lab. Request was made to cut out the commercial skills.

Mr. Dunham responded that the productive lab was meant to be only equipment operations on the shop floor. Yes, they can remove the commercial skills.

ACTION: Acting Chairperson Roberts moved and Ms. Newsom seconded approval of the proposal submitted by Motivo Engineering, Inc. in the amount of \$108,675, with the

reconfiguration of the commercial skills agenda in the training curriculum. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

XIV. REVIEW AND ACTION OF COMMITTEE MEETING GUIDELINES

Workforce Literacy Guidelines

Workforce Literacy pilot guideline changes were made as per the policy committee meeting. The guidelines will include giving priority to programs with training certifications. The community based organization definition includes that the organizations must have a least two years' experience providing literacy education. A reimbursement rate for distant learning and hybrid learning which will be under one delivery method, with a reimbursement rate of \$19 per hour. The definition is defined as formal interaction, which uses one or more technologies to deliver instruction to students who are separated from the instructor which supports regular and substantive interactions between the students and the instructor. Either synchronously or asynchronously and may include utilizing technology to assist with the comprehension of the curriculum. No program should be more than 50% if CBT. Per the policy meeting the wording has been changed from primarily to majority. Lastly, the definition for qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree and has a minimum of two years of directly relevant teaching experience.

Public comment from Andre questioned whether CBT would need to have a cap.

Response was that only 50% of CBT training would be reimbursed. Also instruction needs to be met with ratios (ETP ratio is 20 to 20) and rosters with class set schedules and curriculum.

Public comment made by Mr. Sachs that there is a requirement for the instructor to have a BA or other college degree. This is restrictive. He suggested that this requirement be removed.

Response was given that a bachelor's degree and two years of experience are required. This determined based on research and feedback. There will be three information sessions provided, these will be a requirement, and communications will be going out.

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

Motion carried, 5 to 0.

HealthCare Workforce Advancement Fund

AB 178 allocated \$25 million for the Healthcare Workforce Advancement Fund The aim of the fund is to provide pathways for entry level workers for both wage and career progression into higher paying occupations. ETP is targeting entities that are not eligible for core funding. Since these are general funds, it means we can deviate from the legislative guidelines that govern our core funded projects. For example, there will be four years terms, up to 400 hours of training, required wage and occupation progressions and the amounts of the contracts will be higher than

ETP traditional core funded contracts (up to \$1 million) and we will even allow amendments. The Fund will include clawback features with 60% performance benchmarks within the first year. Guidelines will include 25% within the first six months and 60% within the first year performance benchmarks. Only those health and human service employers not eligible for Employment Training tax will be eligible. (We currently provide between \$16 and \$18 million per year to healthcare entities that are eligible for funding). Current and past performance will be factors. Prohibition on concurrent enrollment remains the same, one application per fiscal year, all other eligibility requirements in the core funding remain. Entry level and other workers, those who do not have a four year degree (such as long term care behavioral health, allied health, respiratory therapists, phlebotomists, telehealth workers, community health and social workers) training may lead towards licensing and certification. Hours of training may differ case by case with up to 400 hours which can be requested and the contractor will be required to provide wages at enrollment and at the end of training, with training being reported within 90 days of delivery. Applicants may be asked to provide information about their plan or policy. The policy committee adapted these guidelines.

ACTION: Mr. Smiles moved and Ms. Bell seconded the approval of the Healthcare Workforce Advancement Fund Guidelines as adapted by the policy committee. All Panel Members present voted in the affirmative for approval as moved.

Motion carried, 5 to 0.

Retrainee Job Creation Guidelines

In 2018 the policy committee meeting imposed a \$15 minimum wage for retrainee job creation, prior to that the new hirer wage was quite a bit lower. In October ETP performed its annual calculation of what ETP minimum wage requirements are for next calendar year starting in January. It was found that the statewide minimum wage had risen to \$15.50 surpassing the imposed retraining job creation wage. For this reason due to urgency (we have already published our wages for next year) we are coming to Panel directly to discuss the different options. Option one would be to eliminate the retrainee job creation wage, which would revert to pre 2019 rules where the wage would be governed by the new higher minimum wage. Which is the lowest wage requirements for ETP. This option would allow the Panel to continue with pre 2019 rules but then bring it back to the policy committee for further discussion. Option two would be to remove the retrainee job creation wage and hold trainees to wage levels which are much higher than new hire requirements, which would lose any incentive for job creation for those trainees to be tracked in that way. ETP would rather encourage tracking and training because these are the jobs created within 90 days before the start of training or during the course of training. Option three is the in between to pick a wage somewhere in between the two. Using the minimum wage of \$15.50 and pegging it to \$2 more than that or \$1 more than that or \$1.50. So when the statewide minimum wage increases in the future this kind of redetermination would not be necessary. This could potentially affect alternatively funded programs as well.

Concern was raised as to the memo saying that the RJC wage does not appear in any legislative or regulatory wage. Do we have the authority?

Response was that there was a determination of authority last time based upon the panel's discretion for establishing policies. So ETP would be utilizing that same authority.

Comment was that option three seems to be the unanimous choice the one with the addition of the \$2 over minimum wage.

ACTION: Mr. Smiles moved and Ms. Newsom seconded the approval of option 3 with the \$2 addition to the minimum wage. All Panel Members present voted in the affirmative to table this to the next policy committee meeting for review.

Comment was made that the new hire minimum wage at \$17.50

Mr. Jester commented that this would raise the wage for the Central Valley but lower the wage for Alameda, Marin, San Mateo, Santa Clara, San Francisco, and Contra Costa Counties giving an unfair advantage to the metropolitan areas. This would be a detriment to high unemployment areas. He requested that it should be discussed and considered.

Comment was given that it did not make a difference before when it was implemented.

Comment was raised that Panel should consider using a percentage rather than a specific amount. Back when the \$2 extra was added it was about 15% over the \$13 minimum wage and now would be about 13% which means that the percentage increase will shrink as the minimum wage goes up making the \$2 less valuable.

Comment was made that we are recalculating every year and this is something we should consider. If the Panel would like to choose option one we can bring this matter back to the policy committee for further discussion. A policy committee meeting could be scheduled for mid to late November and any decisions made would be brought back to Panel for the December meeting.

Comment was made that if the matter goes back to the policy committee the issue of authority could also be looked into further if needed.

Mr. Smiles withdrew his prior motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded the approval to table this matter and take to the policy committee meeting for review to be brought back to the Panel. All Panel Members present voted in the affirmative to table this to the next policy committee meeting for review.

Motion carried, 5 to 0.

PERFORMANCE CLAWBACK

We are hitting the one year benchmark on performance of the expansion and CCCF funded projects. Provisions have been built into the contracts that require that they should have 60% performance by this time. Our Legal Unit will start sending notices to those who are not meeting the benchmark. ETP may choose to invoke the clawback provision to some of the funds that are not performing well. We may be bringing a change in guideline to allow for amending up above the cap on the projects that are doing well, to be able to redistribute and maximize the use of these funds, since our authority to spend the expansion and CCCF funds is very short and expires in 2024.

XV. REVIEW AND ACTION OF PROPOSALS

A request was made for each proposal to explain in their opening remarks what programs and policies they are employing to bring more women, people of color and persons from disadvantaged communities into the apprenticeship program, and how are you measuring your success in that regard. In an effort to share information.

A second request was made to include this information in the narrative.

APPRENTICESHIPS

Tab No. 10: Apprentice and Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry.

Repeat contractor. Funding requested \$489,514 to train 311 trainees in one job number.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Apprentice and Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry in the amount of \$489,514. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 11: Associated Builder sand Contractors of Southern California Inc. Merit Training Trust Fund.

Repeat contractor. Funding requested \$498,760 to train 250 trainees over four job numbers.

Questions were raised: Is the program you offer only four years to train electricians? It's usually five. And what is the North Orange County ROP that you are accredited through? What does ROP stand for? Is prevailing wage paid?

Ms. Burdick responded that four years is correct. The North Orange County ROP (Regional occupational program) is the local education agency. We are state approved apprentice programs. Yes, prevailing wage is paid across the board.

Mr. Betat commented that he is not the consultant for this group and to please remove him for the record.

ACTION: Mr. Smiles moved and Mr. Dombrowski seconded approval of the proposal submitted by Associated Builder sand Contractors of Southern California Inc. Merit Training Trust Fund in the amount of \$498,760. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 12: Finishing Trades Institute of District Council 36 Joint Apprenticeship Training Trust Fund.

Repeat contractor. Funding requested \$494,479 to train 289 trainees in one job number.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Finishing Trades Institute of District Council 36 Joint Apprenticeship Training Trust Fund in the amount of \$494,479. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 13: Los Angeles & Orange Counties Air Conditioning & Refrigeration Apprentice Training Committee.

Repeat contractor. Funding requested \$494,661 to train 309 trainees over three job numbers.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Los Angeles & Orange Counties Air Conditioning & Refrigeration Apprentice Training Committee in the amount of \$494,661. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 14: Operating Engineers and Northern California Surveyors Pre-Apprentice and Apprentice and Journeyman Affirmative Action Training Fund.

First time contractor. Funding requested \$441,507 to train 215 trainees over three job numbers.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Operating Engineers and Northern California Surveyors Pre-Apprentice and Apprentice and Journeyman Affirmative Action Training Fund in the amount of \$441,507. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 15: Southern California Floor Covering Apprenticeship & Training Trust Fund.

Funding requested \$413,800 to train 311 trainees over two job numbers.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Southern California Floor Covering Apprenticeship & Training Trust Fund in the amount of \$413,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 16: U.A. Local 342 Joint Apprenticeship and Training Trust.

Repeat contractor. Funding requested \$493,433 to train 288 apprentice retrainees.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by U.A. Local 342 Joint Apprenticeship and Training Trust in the amount of \$493,433. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 17: Bay Area Counties Roofing Industry Apprenticeship Training Fund.

Repeat contractor and priority industry. Ninth ETP contract within the last five years. Funding requested \$493,641 to train 80 job ones and 231 trainees under job two. Training will be delivered at its Livermore facility.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Bay Area Counties Roofing Industry Apprenticeship Training Fund in the amount of \$493,641. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 18: Carpenters Training Trust Fund for Northern California.

First time contractor. Funding requested \$494,000 to train 304 apprentice trainees.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Carpenters Training Trust Fund for Northern California in the amount of \$494,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No.19: Heat and Frost Insulators and Allied Workers of Northern CA and Local 16 Apprenticeship Training Trust.

Repeat contractor. Funding requested \$349,044 to train 204 apprentice trainees.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Heat and Frost Insulators and Allied Workers of Northern CA and Local 16 Apprenticeship Training Trust in the amount of \$349,044. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 20: Northern California Elevator Industry Joint Apprentice Training Committee

Repeat contractor. Funding requested \$494, 000 to train 304 apprentice trainees.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Northern California Elevator Industry Joint Apprentice Training Committee in the amount of \$494,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 21: Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund.

Repeat contractor. Funding requested \$494,126 to train 214 apprentice trainees.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund in the amount of \$494,126. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

SINGLE EMPLOYER CONTRACTS

Tab No. 22: Bernards Bros, Inc.

Repeat contractor. Funding requested \$310,500 to train 300 workers. Training will take place at their five locations in San Fernando, Irvine, Ontario, Fresno and San Luis Obispo.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Bernards Bros, Inc. in the amount of \$310,500. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 23: Relativity Space, Inc. (Critical Proposal).

Critical proposal, new contractor. Funding requested \$383,640 to train 834 workers, including 284 new employees. Training will take place in Long Beach location. This is a project that is a result of a collaboration between ETP and GoBiz to engage partnerships and organizations to develop contracts for commercial space, Department of Defense Supply Chain and other advanced technologies in California. There is a correction to the health benefits section, they does pay health benefits but they are not being used to meet ETP wages.

Elaboration was requested regarding wage ranges that are very wide with engineers earning between \$25 up to \$150 and similarly the support staff and the manufacturing technician wages. How any of the engineers are earning closer to the bottom?

Response from Mr. Yamaguchi was that most fall within the midrange.

Request was made that in future please deviate in next application those ranges a bit more so they are not so broad for all occupation titles in one.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Relativity Space, Inc. (Critical Proposal) in the amount of \$383,640. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 24: United Parcel Service, Inc.

Repeat contractor. Funding requested \$414,000 to train 500 workers. Training will take place at their two facilities in Montello Park and Riverside. Please note that there is a correction to the Union section of the proposal, there are two unions that represent United Parcel Service Workers missing is Teamsters Joint Council 7. ETP has both union letters on file.

Question was asked if there is a solid commitment to retain these workers and not “gigify” them and make them 1099 positions which would then not qualify for ETP funding.

Response made by Mr. Simpson that he thought the Twitter gigify was in reference to the drivers that are temporary help for the Christmas season. They absolutely have confirmed it through management that they are going to hit 500 full time UPS drivers.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by United Parcel Service, Inc. in the amount of \$414,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 25: Vitas Healthcare Corporation of California.

Repeat contractor. Funding requested \$499,928 to train 572 workers. Training will take place at Vitas 13 locations throughout California.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Vitas Healthcare Corporation of California in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 26: Balfour Beatty Construction, LLC.

Repeat contractor, third ETP contract second in the last five years. Funding requested \$247,020 to train 277 retrainees over three job numbers. Training will take place at the San Diego, Orange, Riverside and Sacramento locations. Balfour Beatty’s prior project earned 72% of their awarded funding amount.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Balfour Beatty Construction, LLC in the amount of \$247,020. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 27: Bapko Metal, Inc.

Request to Table for a future Panel meeting due to waiting on union letters.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the request to table the proposal submitted by Bapko Metal, Inc. in the amount of \$327,750 for future Panel meeting. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 28: Bill Howe Plumbing, Inc.

Priority industry and new contractor. Funding requested \$298,540 to train 175 retrainees under job one and 45 job creation trainees under job two. Training will take place at the company's San Diego location.

Question was raised regarding productive lab which looks to be about 50%. Why do they need 50%?

Response from Mr. Sacks was that they are looking at approximately 45 trainees receiving about 35 hours, so comes down to about 12% productive lab.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Bill Howe Plumbing, Inc. in the amount of \$298,540. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 29: Exo Imaging, Inc.

Priority industry and first time contractor. Funding requested \$285,200 to train 100 trainees under job one retraining and 80 under job two job creation retraining. Training will be delivered at company's Santa Clara location.

Question was asked as to what kind of experience they had in the ETP process.

Ms. Ruggeri responded that they have prior experience working with companies going through the entire ETP application process and implementing training with the organizations successfully and getting reimbursed for training.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Exo Imaging, Inc. in the amount of \$285,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 30: H.M. Electronics, Inc.

Priority industry and repeat contractor. Funding requested \$270,066 to train 579 under job one retrainee and 66 under job two job creation retrainee. 5th ETP contract and fourth in the last five years. Training will be delivered at the company's Carlsbad and Alameda facilities.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by H.M. Electronics, Inc. in the amount of \$270,066. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 31: Musco Olive Products, Inc.

Priority industry and a repeat contractor. Funding requested \$161,345 to train 129 under job one retrainees and 22 under job two job creation retrainees. 2nd contract with ETP first in the last five years. Training will be delivered at the company's headquarters in Tracy. Correction the other two facilities in Orland and Lindsay will not be part of this proposal. The other correction was that farm staff was separated out and should be under storage yard staff.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Musco Olive Products, Inc. in the amount of \$161,345. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 32: North Star Emergency Services, Inc. dba NORCAL Ambulance.

Priority industry and a first time contractor. Funding requested \$450,800 to train 400 under job one retrainee medical skills and 90 under job two job creations retrainee medical skills. Training will be conducted at its northern and central California locations.

Questions regarding occupation title EMT and emergency medical technician where it states that 40 will be at a wage range of \$19.81 an hour to \$20 an hour and then 170 at \$20.01 an hour and 15 at \$25.01 up to \$33/95. Do the EMT's move up in their wages? Do their wages progress with this training? Specifically the 40 that are in the wage range in the 19 cents difference. When do they get to move up and bump up to the next year wages?

Ms. Popnoe replied that at six months after training they get an additional 50 cents a year and at a year they get a \$1 increase. Then every year after they get 3% more with the opportunity to earn more as they promote and train into different types of shifts like advanced care and critical care.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by North Star Emergency Services, Inc. dba NORCAL Ambulance in the amount of \$450,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 33: Threshold Enterprises, LTD.

Priority industry and a repeat contractor. Funding requested \$495,880 to train 490 under job one retrainee. Training will be delivered at the Scotts Valley manufacturing facility. 3rd ETP contract third in last five years.

Question was raised as to why the threefold increase in funding over last year (\$143,000 to \$495,000). Threshold barely squeaked by with 85%

Mr. Sacks responded that they have a pilot project in place and are having great success. They have built infrastructures to train their folks and are preparing to move to a learning management system.

Comment was made that the productive lab under the training curriculum and manufacturing skills much of it is not productive lab such as inventory control. Be careful in future with the training curriculum and make sure it is solid productive lab.

Comment was made that with the shaky performance last time the proposal should be right sized to 85% of the request. Reducing the funding by 15%

Mr. Sacks responded that 10% would be better.

Ms. Arndt agreed to the 15% reduction.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Threshold Enterprises, LTD in the amount not to exceed \$421,500. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 34: Foster Poultry Farms, LLC.

Repeat contractor. Funding requested \$499,100 to train 1065 workers, including 80 new employee. Training will take place at Livingston location.

Comment was made that the turnover rate is at 14% which is on the higher end and this is the sixth contract. Looking at the wages for job number two under job creation, specifically for the occupations of sanitation and also production whose wages are much lower than job number one for retraining. How soon will these trainees and workers progress in their wages after receiving training? Can the wage ranges for job number two be elevated to match job number one wages for sanitation and production?

Mr. Sims (Foster Poultry Farms, LLC) agreed that the wages ranges for job number two be elevated to match job number one wages for sanitation and production.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Foster Poultry Farms, LLC in the amount of \$499,100 with the amendment to increase job number two wages to match those of job number one. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 35: George Reed, Inc. dba Basic Resources, Inc.

Request to withdraw proposal.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval to table for future Panel meeting the proposal submitted by George Reed, Inc. dba Basic Resources, Inc. in the amount of \$496,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

MULTIPLE EMPLOYER CONTRACTS

Tab No. 36: Associated Builders and Contractors Central California Chapter.

Repeat contractor. Funding requested \$349,320 to train 355 trainees in job number.

Comment was made that this is the ABC related to the oil producers and contractors of the Central Valley and does not perform prevailing wage work or public works.

Mr. Johnson responded that was correct.

Request was made to insert into proposal that the training is not duplicative of the DAS approved apprenticeship training and that Mr. Betat is not a consultant but Propel Consulting is on this proposal.

Mr. Johnson responded that it is not duplicative.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Associated Builders and Contractors Central California Chapter in the amount of \$349,320. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

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

Acting Chairperson Roberts provided an opportunity for Panel Members to request agenda items for future panel meetings.

No comments were made.

XVII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

Daniel Mariano inquired about approval of the consent calendar.

Acting Chairperson Roberts explained the consent calendar process.

XVIII. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 1:18 p.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.



Memorandum

Employment Training Panel

To: Panel Members

Date: December 16, 2022

From: Lis Testa, Policy Manager

File:

Subject: Retrainee Job Creation Wage for FY 22-23

Retrainee Job Creation Wage for FY 22-23

I. Brief Issue Statement:

Each year in October, the Employment Training Panel (ETP) calculates the required minimum wages for all of our trainee categories for the following calendar year. The ETP recently calculated the new required minimum wages for all trainee categories for calendar year 2023. During this process, ETP noted an issue with the Retrainee Job Creation (RJC) wage, which is what we are here to address.

II. Background

RJC trainees are 'newly hired', meaning, they are new employees who have been hired anywhere from 90 days before the ETP contract term begins, through any time during the contract, as long as they can meet their minimum training and retention requirements during the contract term.

Historically, RJC trainees have been held to the New Hire required minimum wages, which in general, are out lowest required wage levels.

In 2018, the Panel expressed concern that we were potentially incentivizing companies to pay the lowest wages possible, and asked for a review of the RJC wage in particular. This item came to the December, 2018 Policy Committee meeting for discussion.

At the February, 2019 Panel meeting, the Panel voted to institute a new RJC specific wage, which they set at a firm \$15 per hour.

For 2023, the statewide minimum wage for all companies regardless of business size is \$15.50 per hour. Therefore, the pre-set RJC wage of \$15 has now fallen below the statewide minimum wage. Hence, we are here today to obtain Panel's direction on how they would like the RJC wage to be handled from this point on.

III. Proposal

The Policy Committee met on this topic again at the November 29, 2022 meeting, and agreed upon the following recommendation to Panel for full approval:

Set a new RJC wage somewhere above the New Hire wage but below the Retrainee wage. This approach is parallel to the approach Panel took in 2019. The Policy Committee recommends that the RJC wage to be set to \$1.50 above the statewide minimum wage. This will then eliminate the need for ETP staff to return to Panel for additional action on the RJC wage as the statewide minimum wage increases. For example, the 2023 statewide minimum wage is \$15.50 and using this approach would set the RJC wage to \$17.00 for 2023.

IV. Recommendation

The ETP staff is requesting Panel's feedback and if in agreement, an action item to formally approve the new RJC wage at \$1.50 above the statewide minimum wage.



M e m o r a n d u m

Employment Training Panel

To: Panel Members

Date: December 16, 2022

From: Lis Testa, Policy Manager

File:

Subject: Allowing MECs Two Contracts for SFY 22-23

Allowing MECs Two Contracts for SFY 22-23

I. Brief Issue Statement:

Currently, Multiple Employer Contracts (MEC) are allowed only one core-funded contract each fiscal year. The MECs may be awarded an Employment Training Fund (ETF) core-funded contract and an alternate-funded contract within the same fiscal year, but can only receive one new ETF core-funded contract each fiscal year.

For State Fiscal Year (SFY) 22-23, MEC demand is low with approximately \$14 million left in the MEC allocation once all pending MEC applications have been processed. This is most likely due to the additional alternatively funded programs that were implemented last year – the Expansion and CA Community College Fund programs. The MECs have been working through their older existing ETF core-funded contracts plus the alternative-funded contracts and some MECs may believe that the current limit of one contract per SFY applies to the alternate-funded contracts as well, and so have not applied for additional contracts.

The Employment Training Panel (ETP) would like to allow MECs to be awarded two core-funded contracts for the remainder of SFY 22-23. This change for SFY 22-23 will help address the current lack of MEC demand ETP is experiencing, and will help ETP utilize the MEC fund allocation. The ETP staff has already received interest in this approach from multiple MECs. Staff also recognizes the increased potential liability in this approach, and has developed some standards that can be used to mitigate the risk.

Additionally, this approach is a way to further the Panel's long-expressed desires to see new employers, new trainees, and new training curriculum in our ETP contracts. Expanding the ETP program to new employers and trainees is the main goal of this effort.

II. Proposal

Allow MECs to be awarded two core-funded contracts in SFY 22-23, and will expire on June 30, 2023. For next FY 23-24, MECs will again be limited to only one core-funded contract per FY.

The restriction on concurrent enrollment will remain in place. This means that no trainee can participate in more than one contract at a time.

These 'doubled' contracts will be monitored more closely to help ensure high performance in both contracts. Contractors should be aware that there may be more hands-on customer service for these projects. Developers and Monitors will also be reviewing these projects to ensure that the second awarded contract is in no way a duplicate of the first awarded contract. If these contracts are chosen for audit, the Audit Unit will review these contrast with extreme care.

Performance results of these 'doubled' contracts will be included in subsequent Panel proposals – and ETP requests that Panel hold contractors to the amount earned on the lowest performing contract for their new contract for SFY 23-24. Additionally, in order to be awarded a second ETF core-funded contract this SFY, performance from all contracts currently in progress will be taken into consideration.

Contractors must plan on including either new Participating Employers or new curriculum content in the second ETF core-funded contract for this SFY. As noted above, expanding the reach and impact of the ETP program is the main goal of this effort. Therefore, contracts must contain either new employers – which by default bring new trainees into ETP – or new curriculum content if the contract will contain repeat Participating Employers, or both new employers and new curriculum, in order to be considered for approval. Monitors will likewise help ensure the uniqueness of the second contract during their reviews.

III. Recommendation

The ETP staff is requesting Panel's feedback and if in agreement, an action item to formally approve allowing MECs two ETF core-funded contracts this fiscal year, with the limits outlined above, and as agreed upon by Panel.



**Training Proposal for:
Aerovironment, Inc.**

Contract Number: ET23-0219

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura, Sonoma	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: 838	U.S.:1,134	Worldwide: 1,227
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution
\$447,000

Total ETP Funding
\$82,800

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	Business Skills; HazMat; Computer Skills; Continuous Impr; Manufacturing Skills	180	8-200	0-60	\$460	\$21.57
				Weighted Avg: 20			

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

Minimum Wage by County: \$21.57/Hour in Ventura and Sonoma 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 \$1.56 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation – Job Number 1		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Engineering/IT/Technician Staff		25
		75
Managers		20
Manufacturing Staff		10
		15
Operations Staff		10
		25

INTRODUCTION

Founded in 1971 and headquartered in Arlington, VA, Aerovironment, Inc. (Aerovironment) is a company that primarily designs, develops, manufactures, and supports the operation of unmanned Aircraft Systems (UAS), tactical missile systems, and other similar defense systems. These systems provide situational awareness, multi-band communications, force protection, and other mission critical effects.

Aerovironment primarily provides products and services to the United States Department of Defense and dozens of other allied nations. Customers also include law enforcement departments and first responders. Training will take place at the company’s six California locations, four in Simi Valley, one in Petaluma, and one in Moorpark. This will be Aerovironment’s second ETP contract and the second within the last five years.

Veterans Program

The Company does not have a specific veteran recruitment outreach program at this time; however, it is in the process of developing a more robust veteran outreach program to target and attract veterans. The Company currently employs several veterans.

PROJECT DETAILS

In recent years, the drone market was in its infancy and development phase and had not yet broken into the mainstream for use in military or defense installations. In 2016, the drone industry received rapid adoption when the Federal Aviation Administration (FAA) granted hundreds of new exemptions for companies to operate drones in the U.S. These exceptions opened up new industries and use cases for drone technology. Industries such as insurance, construction, and agriculture are now adopting the use of drones with a broad range of applications for drone technology.

Finding highly qualified and trained staff to support these various operations has proven to be challenging for the industry. Due to the technical nature of drone operation and the various individually unique use cases, education and training has become a priority and huge focus within the company. Training will focus on the full skills development of all employees across the entire organization. Integrating soft skills and hard skills so that all employees can smoothly work across business units, communicate effectively to both internal and external team members and customers, and ensure all employees have the appropriate level of training to provide the highest level of service and support to customers adopting these new products and technology systems.

Aerovironment also recently acquired some smaller, complimentary businesses that align with its business goals. The Company will provide extensive training to employees of those companies so that they can seamlessly integrate and assimilate into their new roles.

Additionally, Aerovironment was recently awarded several new contracts, including a \$8.5 million dollar contract by the U.S Department of Defense. These new Contracts will require additional work and supplemental skills training for its California workforce, including extensive business unit training so that employees can effectively manufacture the product in a timely manner and also provide on-going support and service.

Training Plan

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

Business Skills: Training will be offered to all occupations. Trainees will receive additional supplemental training that will enhance business procedures, improve communication, customer support and improve marketing and sales. Topics include advanced communication skills, improving business processes, and marketing/sales skills.

Computer Skills: Training will be offered to all occupations and will focus on ensuring all employees are properly trained on proprietary software used within the Company. Training will also focus on how to properly keep sensitive company data secure through growing threats on cybersecurity. Topics include Cybersecurity, Phishing, and Aerovironments proprietary software system for its defense products.

Continuous Improvement: Training will be offered to all occupations. Training will focus on improving the entire organization through significant Lean Six Sigma training, leadership training, and team building. Topics include LSS training, Leadership Skills, and Team building.

Manufacturing Skills: Training will be offered primarily to Manufacturing and Operations Staff. Training will focus on the technical nature of systems and machine operation, ensuring all employees are proficiently trained to independently use the machines. Topics include Engineering Skills, Product Export skills, and Manufacturing processes.

Hazardous Materials Skills: Training will be offered primarily to Operations and Manufacturing Staff and Managers. This training will review safety protocols and proper handling of potentially

hazardous materials. Topics include hazard communication, hazardous materials awareness, and properly handling and disposal.

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 0-60 hours of CBT.

Electronic Recordkeeping/LMS

The Company will be using its own Learning Management System (LMS) through Workday. ETP staff has reviewed and approved the use of this system.

Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method for training that will be delivered through E-Learning.

Commitment to Training

Aerovironment spends approximately \$700,000 annually on training including general onboarding training along with core training on skills appropriate to respective job duties. This training proposal will allow the Company to introduce more in-depth training curriculum and extensive training for further skills development.

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 the Company's Organizational Effective Specialist and Manager. They will be responsible for organizing and directing training, tracking and uploading the rosters in to the ETP systems, and handling communication and meetings with ETP staff. The Company has also retained the services of a third party subcontractor to assist with the administration of this training proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0257	Monrovia	03/01/19 – 05/28/21	\$364,000	\$239,669 (66%)

The project finished with less than 75% as a result of COVID 19 Pandemic restrictions. The shutdown, and social distancing requirements greatly hindered overall training efforts as the Company had to pause in-person training to make the appropriate business adjustments. To ensure successful training completion on this proposal, the Company has created a robust training schedule and implemented various delivery methods so that if there is a change in the way training is delivered, the Company can seamlessly pivot to continue to provide training to frontline employees. The Company has also slimmed down its occupations to be trained and lowered weighted average of hours to a more manageable number.

DEVELOPMENT SERVICES

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$4,140.

ADMINISTRATIVE SERVICES

Aerovironment, Inc. retained Training Funding Partners in Fountain Valley 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: Curriculum**Class/Lab/E-Learning**

Trainees may receive any of the following:

Business Skills

- Improved Business Process Skills
- Advanced Communication Skills
- Contract/Negotiation Skills
- Customer Support
- Marketing/Sales Skills
- Presentation Skills/Meeting Management
- Train-the-Trainer
- Emotional Intelligence
- Remote Work
- Critical Thinking
- Time Management
- Problem Solving

Computer Skills

- AeroVironment Proprietary System Skills
- Cybersecurity
- Phishing

Continuous Improvement Skills

- 5S/Lean Six Sigma/Design for Six Sigma
- Change Management
- Coaching/Feedback
- Critical Thinking
- ISO Skills
- Leadership Skills
- Manufacturing Best Practices
- Process Improvement/Management Skills
- Project/Program Management
- Quality System Processes
- Troubleshooting

Hazardous Materials Skills

- Hazard Communication
- Hazardous Materials Awareness
- Hazardous Materials Handling and Disposal

Manufacturing Skills

- Engineering Skills
- Personal Protective Equipment
- Product Export Skills
- Proprietary Manufacturing Processes
- Value Engineering Skills
- Work Instruction Skills

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Remarkable Customer Service (1 hour)
- Understanding Unconscious Bias (1 hour)
- Inclusive Leadership (1 hour)
- Providing Service Excellence (1 hour)
- Time Management Basics (1 hour)
- Email Etiquette (2 hours)
- Decision Making (1 hour)
- Facilitating Meetings and Groups (7 hours)
- Navigating Relational Conflict (1 hour)
- Working with Difficult People (8 hours)
- 3 Routes to Good Communication (1 hour)
- 8 Keys to a More Respectful Workplace: In Doubt? Find Out! (1 hour)
- 8 Keys to a More Respectful Workplace: Listen for Understanding (1 hour)
- 8 Keys to a More Respectful Workplace: Recap (1 hour)
- AV ITAR and Export Training (1 hour)
- Business Execution: 01-Execution Strategies (1 hour)
- Business Execution: 02-Inspiring Workplace Excellence (1 hour)
- Business Execution: 03-Turning Ideas Into Actions (1 hour)
- Complaint Handling (1 hour)
- Developing Your Customer Focus (1 hour)
- Effective Listening Training (1 hour)
- Effective Meetings (1 hour)
- Effective Presentation Design (1 hour)
- General Data Protection Regulation (1 hour)
- Generating Great Ideas (1 hour)
- Handling Conflict: An Employee's Guide (1 hour)
- Handling Difficult Customers (1 hour)
- Handling Difficult People (1 hour)
- Handling Difficult People Round 1 - Conflict Management (1 hour)
- Healthy Communication: 01. Types of Communication at Work (1 hour)
- Healthy Communication: 02. How to Communicate Well at Work (1 hour)
- Healthy Communication: 03. How Not to Communicate (1 hour)
- Improving Operations by Enabling Growth (1 hour)
- Individual Listening Skills (1 hour)
- Information Security Training (1 hour)
- Interpersonal Communication (1 hour)
- Keys to a More Respectful Workplace Introduction (1 hour)
- Nonverbal Communication: Aligning Nonverbal Communication with Intentions (1 hour)
- Over the Rainbow Customer Service Training (1 hour)
- Persuasion & Negotiation Training (1 hour)
- Respect: How to be Respected (1 hour)
- Respect: Working with Dislike (1 hour)
- Service Matters: Advice for New Team Members (1 hour)
- Service Matters: Building Rapport (1 hour)
- Service Matters: Demonstrating You Care (1 hour)

- Service Matters: Excellent Customer Service Natural or Learned? (1 hour)
- Service Matters: Handling Bad Days (1 hour)
- Service Matters: Handling Varied Customer Styles (1 hour)
- Service Matters: Introduction (1 hour)
- Service Matters: Is the Customer Always Right? (1 hour)
- Service Matters: Motivation to Excel (1 hour)
- Service Matters: Taking Ownership (1 hour)
- Service Matters: What's in it for You? (1 hour)
- Service Matters: Who Would Replace You? (1 hour)
- The Art of Execution (1 hour)
- The Art of Influence (1 hour)
- The Importance of Good Communication Skills (1 hour)
- The Power of One- Taking Accountability to Get Results (1 hour)

Computer Skills

- Power BI Masterclass (Beginner to Advanced) (6 hours)
- Mastering Excel 365 - Beginner (2022) (2 hours)
- Excel 365: Beginner (4 hours)
- Adobe Acrobat DC Pro: Beginner (3 hours)
- Introduction to SQL Training (16 hours)
- CompTIA Network+ N10-007 (26 hours)
- Project 2013: Beginner (2 hours)
- OneNote 2013 (1 hour)
- Outlook 365: Beginner (3 hours)
- SQL - Basics Training (2 hours)
- Cyber Security Awareness (1 hour)
- Intermediate Microsoft Word 2016 Training (1 hour)
- Advanced Microsoft Outlook 2016 (1 hour)
- Autotime Training (1 hour)
- Creating an Online Spreadsheet (1 hour)
- Cyber Security Basics (1 hour)
- Excel 2016 - Frequently Used Formulas and Functions (1 hour)
- Excel 2016 - Pivot Tables (1 hour)
- Excel 2016 - Statistical Analysis (1 hour)
- Excel 2016 PC (1 hour)
- Excel Online Training (1 hour)
- Handling Sensitive Information Securely (1 hour)
- Mobile Device Security (1 hour)
- Outlook 16 Training (1 hour)
- PowerPoint 2016 - Adding Media (1 hour)
- PowerPoint 2016 - Present & Share (1 hour)
- PowerPoint 2016 - Shapes & SmartArt (1 hour)
- PowerPoint 2016 - Working with Pictures (1 hour)
- PowerPoint 2016 (Mac) (1 hour)
- PowerPoint 2016 (PC) (1 hour)
- Understanding Cyber Security (1 hour)
- USB Attack (1 hour)
- Word 2016 - Mail Merge (1 hour)
- Word 2016 - Table of Contents and References (1 hour)
- Word 2016 - Tables and Graphics (1 hour)

- Word 2016 - Tracking Changes & Comments (1 hour)
- Word 2016 (Mac) (1 hour)
- Word 2016 (PC) (1 hour)
- Word 2016 Newsletter (1 hour)

Continuous Improvement Skills

- Agile Project Management: 02. Traditional vs. Agile Project Management (1 hour)
- Agile Project Management: 04. Agile Manifesto Principles 7-12 (1 hour)
- Agile Project Management: 05. Value Driven Project Management (1 hour)
- Agile Project Management: 06. Setting Vision and Prioritization in Agile Projects (1 hour)
- Agile Project Management: 07. Scrum and Extreme Programming (XP) Methodologies (1 hour)
- Agile Project Management: 09. Planning Agile Projects (1 hour)
- Agile Project Management: 11. Implementing Agile Projects (1 hour)
- Agile Project Management: 15. Soft Skills and Servant Leadership in Agile Projects (1 hour)
- Agile Project Management: 03. Agile Manifesto Principles 1-6 (1 hour)
- Accelerate Goal Achievement (1 hour)
- Acting Effectively on a Team (1 hour)
- Becoming a Great Leader: Building an Effective Leadership Team (1 hour)
- Becoming a Great Leader: Characteristics (1 hour)
- Becoming a Great Leader: Creating Followership (1 hour)
- Becoming a Great Leader: Developing Followers (1 hour)
- Becoming a Great Leader: Developing Yourself (1 hour)
- Becoming a Great Leader: Effective Delegation (1 hour)
- Becoming a Great Leader: Empowering Followers (1 hour)
- Becoming a Great Leader: Fundamentals (1 hour)
- Becoming a Great Leader: How to be a Follow-able Leader (1 hour)
- Becoming a Great Leader: How to Motivate Employees (1 hour)
- Becoming a Great Leader: Introduction (1 hour)
- Becoming a Great Leader: Leadership and Power (1 hour)
- Becoming a Great Leader: Motivational Leadership (1 hour)
- Becoming a Great Leader: Putting It All Together (1 hour)
- Building Accountability: Managing Yourself (1 hour)
- Building Accountability: Taking Ownership (1 hour)
- Building Accountability: Trust and Performance at Work (1 hour)
- Coaching Skills: Captain (1 hour)
- Coaching Skills: Contributor (1 hour)
- Coaching Skills: Introduction (1 hour)
- Coaching Skills: Key Player (1 hour)
- Coaching Skills: Rookie (1 hour)
- Coaching Skills: The Coaching Conversation (1 hour)
- Coping with Change: Change Behaviors (1 hour)
- Coping with Change: Change for Managers (1 hour)
- Coping with Change: Change Model (1 hour)
- Coping with Change: Change Phases (1 hour)
- Coping with Changes in Your Team (1 hour)
- Creating the Mindset for Your New Role (1 hour)
- Critical Thinking (1 hour)

- Critical Thinking and Problem Solving (1 hour)
- Decision Making (1 hour)
- Discussing Your New Leadership Role (1 hour)
- Effective Decision Making (1 hour)
- Emotional Intelligence - Perceiving Emotions (1 hour)
- Emotional Intelligence (1 hour)
- Emotional Intelligence Essentials (1 hour)
- Emotional Intelligence Fundamentals (1 hour)
- Emotional Intelligence: What is Emotional Intelligence? (1 hour)
- Establishing Yourself as a Leader (1 hour)
- Get Smarter With Goals (1 hour)
- Goal Setting (1 hour)
- Goal-Setting in the Workplace (1 hour)
- Handling Change (1 hour)
- Helping Others Achieve Goals (1 hour)
- How Do I Build an Effective Leadership Team (1 hour)
- Kaizen: The Philosophy of Continuous Improvement (1 hour)
- Leadership in Times of Change (1 hour)
- Making an Impact (1 hour)
- Making Change Happen (1 hour)
- Making Decisions (1 hour)
- Making Your New Management Position Successful Part A (1 hour)
- Making Your New Management Position Successful Part B (1 hour)
- Managing Difficult People (1 hour)
- Master Lean Thinking to Boost Value and Results (1 hour)
- Project Teams Rely on Each Other (1 hour)
- Reducing Resistance to Change (1 hour)
- Reinforce Great Teamwork (1 hour)
- S.M.A.R.T. Goals (1 hour)
- Share Your Knowledge and Expertise (1 hour)
- Situational Leadership (1 hour)
- Stepping up to Leadership (1 hour)
- Successful Time Management (1 hour)
- Team Building: 01. What is Team Building? (1 hour)
- Team Building: 02. Types of Teams (1 hour)
- Team Building: 03. Effective Team Members (1 hour)
- Team Building: 04. Team Development and the Tuckman Model (1 hour)
- Team Building: 05. Characteristics of a Successful Team (1 hour)
- Team Building: 06. Teams in Crisis Situations (1 hour)
- Team Norms and Expectations (1 hour)
- Teamwork in Critical Situations (1 hour)
- Teamworking (1 hour)
- The Art of Negotiation (1 hour)
- The Fundamentals of Ownership Thinking (1 hour)
- Transformational Leadership: Creating Focus During Change (1 hour)
- Transformational Leadership: Dealing with Resistance (1 hour)
- Transformational Leadership: Transforming the Organization (1 hour)
- Understand the Expectations of a New Role (1 hour)
- What It Takes to Be a Leader (1 hour)



**Training Proposal for:
American Nuts, LLC**

Contract Number: ET23-0207

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: L. Vuong

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:	Los Angeles	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: 179	U.S.: 189	Worldwide: 189
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$254,323

Total ETP Funding
\$199,410

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills	30	8-200	0	\$1,173	\$21.73
				Weighted Avg: 51			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills	140	8-200	0	\$1,173	\$16.30
				Weighted Avg: 51			

*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 (HUA): \$16.30 per hour for Los Angeles County

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

Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 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		2
		2
		1
Customer Service Representative		2
		3
Food Safety/Quality Assurance Staff		2
		2
		1
Human Resources Staff		5
Manager/Supervisor		5
Production Staff		2
		2
		1
Job Number 2 (HUA)		
Administrative Staff		5
Customer Service Representative		5

Food Safety/Quality Assurance Staff		30
Production Staff		100

INTRODUCTION

Founded in 1988 and headquartered in Sylmar, American Nuts, LLC (American Nuts) (www.americannuts.com) manufactures an array of nuts, seeds, dried fruits, and other ingredients. Its products include almonds, Brazil nuts, cashews, hazelnuts, macadamias, peanuts, pecans, pine nuts, pumpkin seeds, sunflower seeds, and a wide variety of dried fruits (apricots, banana chips and blueberries). American Nuts also offers custom roasting, bulk wholesale, ingredient sourcing, in-house packaging and one-stop solution services to current and future customers. Customers include wholesaler groceries and food manufacturing such as Dole, Curation and Sargento. Additionally, American Nuts products are sold across the U.S. and worldwide.

Veterans Program

Although the Company does not have a separate Veterans Job Number, American Nuts encourages and actively recruits Veterans into its workforce through Employment Development Department – Work Source.

PROJECT DETAILS

This is American Nuts' first ETP Contract. In this proposal, American Nuts requests ETP funding to train 170 full-time employees at its Sylmar location. To remain competitive and support current and future business needs, American Nuts must develop the skill sets of its workforce in order to adapt to the new business environment resulting from the COVID-19 pandemic. Personal safety, food safety and health of each employee of the organization is of primary importance. The Company also faces challenges related to technological advances, best manufacturing practices, customer demands and business growth (by 25%). Therefore, American Nuts has developed and designed a training plan to keep staff employed, safe, and updated with industry requirements.

The Company's goal is to become a value-focused, customer-driven organization and a high performance workplace. To support this shift in business, American Nuts has implemented a formalized and company-wide training plan that will introduce cross training, improve standard operating procedures, manufacturing processes, customer service and business operation, and support new technologies and systems. Workers will receive in-depth training in all aspects of the business including internal systems, company products and services, customer specifications, process improvements and new technological advances. ETP funding will assist American Nuts to upgrade worker skills, increase production efficiencies, meet industry standards, provide quality products at a low cost, and effectively manage overall business growth. Workers will gain skills to optimize job performance, better serve customers and improve competences. Training will take place at its Sylmar facility and be provided by in-house subject matter experts.

Training Plan

Training will be provided via Classroom/Laboratory, Videoconference, and E-Learning in the following:

Business Skills: This training will be offered to all occupations and will focus on business processes and operations, customer service, and Product Knowledge. Training will improve and

increase employee skills to work more effectively, and help lead the Company through a new business environment.

Computer Skills: This training will be offered to occupations to help workers become more proficient in the Company's various software applications necessary to provide efficient and effective customer services and tools to effectively perform their job functions. All employees will be provided training in multiple applications and software such as Microsoft Office (Intermediate and Advanced), Enterprise Resources Planning (ERP), and Senitron.

Continuous Improvement: This training will be offered to all occupations, with an emphasis on eliminating waste, Lean Six Sigma skills, Process Improvement, and Production Data. Training is designed to help the Company establish and maintain flawless production processes, quality assurance measures, process improvement, time management, and food safety.

Manufacturing Skills: This training will be offered to Food Safety/Quality Assurance Staff, Managers/Supervisors, and Production Staff. Training will help trainees maintain, operate and improve highly automated equipment and systems, and best manufacturing and operational practices. This training will also upgrade worker's job skills, delivery flexibility, and increase production to meet growing customer demand.

Commitment to Training

American Nuts has a current annual training budget of approximately \$315,000 for its Sylmar facility. The Company's training consists of basic job skills training, new employee orientation, OSHA-mandated safety training, on-the-job training program for manufacturing skills and basic computer skills. Most training is delivered via class/lab and on-the-job 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. After the completion of ETP training, the Company will continue to provide its workforce the skillsets they need to develop and grow within the Company.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. The Human Resources Specialist and two staff (HR Generalist and Operations Manager) will oversee ETP training and all administrative responsibilities including scheduling training, enrollment, recording and tracking, verifying training and retention completion, Learning Management System (LMS) tracking, invoicing, participating in ETP monitoring activities and ensure compliance with all ETP requirements.

Electronic Recordkeeping/LMS

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

High Unemployment Area

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

➤ 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. American Nuts is requesting a 25% wage modification from \$21.73 to \$16.30 per hour for trainees (Job Number 2).

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Processes and Operations
- Customer Service
- Product Knowledge
- Project Management
- Business Writing
- Process Improvement
- Sales Skills
- Phone Etiquettes

Computer Skills

- Company's Various Software Applications
- Microsoft Office(Intermediate and Advanced)
- ERP Software (Enterprise Resources Planning)
- Senitron (Inventory Software)

Continuous Improvement Skills

- Eliminating Waste
- Lean Six Sigma Skills
- Process Improvement
- Production Data
- Production Processes
- Quality Assurance Measures
- Time Management
- Food Safety

Manufacturing Skills

- Equipment/Systems Operations and Maintenance
- Best Manufacturing and Operational Practices
- Manufacturing Processes
- Quality Management
- Food Safety
- Warehouse and Packing Practices and Processes



Retrainee-Job Creation

Training Proposal for:

Applied Medical Resources Corporation

Contract Number: ET23-0212

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) 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: 3,497	U.S.: 3,953	Worldwide: 4,902
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

In-Kind Contribution
\$636,900

Total ETP Funding
\$494,500

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, Cont. Imp., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	450	8-200	0-100	\$690	\$21.57
				Weighted Avg: 30			
2	Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	200	8-200	0-100	\$920	\$17.81
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1(Retrainee): \$21.57 per hour in Orange County; Job Number 2(Job Creation): \$17.81 per hour in 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 Number 1 and up to \$1.81 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Manufacturing Staff		59
		59
		58
Information Technology & Systems		11
		11
		11
Engineering Staff		35
		35
		36
Administrative Staff		8
		8
		8
Customer Service/Clinical Development		13

		13
		13
Supervisor/Manager		36
		36
Job Number 2 (Job Creation)		
		26
Manufacturing Staff		26
		26
		5
Information Technology & Systems		5
		5
		15
Engineering Staff		16
		16
		4
Administrative Staff		4
		3
		6
Customer Service/Clinical Development		6
		5
		11
Supervisor/Manager		11
		10

INTRODUCTION

Founded in 1987 and headquartered in Rancho Santa Margarita, Applied Medical Resources Corporation (Applied Medical), (www.appliedmedical.com) develops, manufactures, markets, sells and distributes medical devices and technologies used in minimally invasive and general surgery. Applied Medical's technologies and equipment are used across Cardiac, Vascular, Urologic, Obstetric and Gynecologic specialties. Customers include Hospitals, Surgical centers and other health care providers.

Applied Medical has locations globally; however, only employees at the Rancho Santa Margarita, Lake Forrest, and Irvine sites will participate in this proposal.

Veterans Program

Applied Medical currently does not have a formal outreach program to hire Veterans. However, all qualified veteran candidates are encouraged to apply for positions through the Company's normal hiring process.

PROJECT DETAILS

This is Applied Medical's second ETP-funded project and second in the last five years. Prior training focused on Manufacturing Skills in order to improve production line steps. In this proposal, training will focus primarily on the introduction and expansion of new automation technologies such as programming, testing, and design. Training will also focus on the expansion in manufacturing methodologies.

Applied Medical has integrated automation and advanced robotic applications into its production lines, which have shifted production line processes. The Company continues to refine its manufacturing processes to make them more effective and efficient. As part of this, Applied Medical looks to automate the manufacturing of subassemblies and finished products when feasible. Automation processes include the need for design, programming, wiring, and assembly, all of which require learning new computer languages and the use of the latest robotic equipment. In addition to automation, Applied Medical is also expanding current manufacturing capabilities such as plastic injection molding, metal injection molding, mold development, CNC machining, grinding, and others.

These expansions and advancements have increased the need for incumbent and new hire staff to advance in their skill sets and roles in order to remain competitive and meet business work demands. In order to bridge skill gaps and meet business work demands, Applied Medical has developed a comprehensive training curriculum.

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.

Applied Medical continues to expand business capacity to meet customer demand for new and innovative medical devices and technologies. To meet this demand, the Company will hire 200 new employees (Job Number 2). The Company is growing at a rate of 8%-10% per year and is hiring at a robust pace. The Company has hired over 400 new hires between 2021 and 2022. 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 at the Company's three facilities in Rancho Santa Margarita, Irvine and Lake Forest via Classroom/Laboratory, E-Learning, Productive Lab (PL) and Computer-Based Training (CBT) by in-house experts and vendors as needed in the following:

Business Skills: All occupations will be provided Business Skills training. Courses include Communication Fundamentals, Meeting Effectiveness, Collaboration and Project Management.

Computer Skills: All occupations will be provided Computer Skills training. Courses include Computer Aided Design (CAD), Microsoft Excel (Intermediate/Advanced), Data Sheet Organization, Enterprise Resource Planning (ERP) and Material Requirements Planning (MRP).

Continuous Improvement: All occupations will be provided training in Finite Elements Analysis, Good Documentations Practices, and Root Cause Analysis.

Management Skills: All Managers/Supervisors will be provided training in Coaching, Managing Change and Root Cause Analysis.

Manufacturing Skills: All Manufacturing and Engineering occupations will be provided training in Aerial Lift Operation, Injection Mold Part Design Workshop, Gap Analysis, and Manufacturing Variance Analysis.

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 0-100 hours of CBT.

Productive Laboratory (Manufacturing Skills)

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.

Applied Medical will provide approximately 35 hours of PL-Manufacturing Skills to 160 new and existing Engineers and Manufacturing Staff on new technology, Assembly Procedures Fabrication Equipment, Electrical Equipment and Standard Operation Procedures best delivered through the productive lab method. With new equipment and machinery often comes the need for skill enhancement and, thus, the need for additional training. This applies to both existing and new trainees. Each new piece of equipment/machine is unique, and the process for each new piece of equipment differs from the previous one. Even as trainees perform their regular job duties, they are still required to learn the new process. Courses are outlined within the PL-Manufacturing Skills course topics under the direction and constant supervision of an experienced subject-matter expert. Although certifications will not be gained through PL, trainees will acquire advanced knowledge and skills in machining, electrical discharge machining and advanced metals processing.

The majority of trainees will receive a mixture of class/lab and productive lab training, there will be approximately 40 trainees who will receive 100% of training in productive lab, particularly in production procedures. Applied Medical agrees that PL hours will be capped at 35 hours. The Company is requesting a trainer-to-trainee ratio of 1:1.

Alternate Recordkeeping

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

Commitment to Training

The Company currently spends \$3,750,000 annually for training per facility. The Company provides mandatory training (including Sexual Harassment Prevention and safety training) and elective training in Business Skills, Computer Skills, Continuous Improvement, Management Skills and Manufacturing Skills.

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

➤ Training Infrastructure

The Senior Director of Applied Learning and the Vice President of Global Education Division will oversee this project. There will be a Manager at each site coordinating and assisting in the process. Applied Medical has a detailed training schedule in place and is ready to begin training upon approval.

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 \$ %
ET20-0301	Rancho Santa Margarita	6/1/2020-5/31/2022	\$373,635	\$373,635 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Fundamentals
- Operating Room Protocol
- Supply Chain
- Project Management
- Meaningful Feedback
- Goal Setting Basics
- Business Leadership
- Business Mindfulness
- Meeting Effectiveness
- Collaboration
- Finance Management

Computer Skills

- Computer-Aided Design
- Data Sheet Organization
- Microsoft Excel (Intermediate/Advanced)
- Shop Order Review
- ERP Software
- MRP Software

Continuous Improvement Skills

- Finite Elements Analysis
- Good Documentation Practices
- Team Communication
- Customer Service
- Design for Manufacturing
- Root Cause Analysis

Management Skills (Managers/Supervisors/Leads Only)

- Coaching
- Emotional Intelligence
- Managing Change
- Giving Feedback
- Situational Leadership
- Goal Setting
- Conflict Resolution
- Career Planning
- Risk Assessment
- Setting Expectations
- Interviewing

- Delegation
- Budgeting & Forecasting

Manufacturing Skills

- Aerial Lift Operation
- Controls Charting and Process Capability Studies
- Injection Mold Part Design Workshop
- Line Clearance and Traceability
- 5S Methodology
- Labor Capacity
- Gap Analysis
- Key Performance Indicators
- Line Balancing and Takt Time
- Manufacturing Variance Analysis
- The Science of Stamping
- Standard Operating Procedures
- Equipment Repair
- Electrical Equipment Procedures
- Inspection Procedures

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

Trainees may receive any of the following:

Manufacturing Skills

- Product Assembly
- Component Fabrication Equipment Operations
- Component Forming Equipment Operations
- Component Installation
- Electrical Equipment Operations
- Production Assembly

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Acceptance Sampling Plan Training [0.15]
- Advanced Laser Safety [0.30]
- Advanced Metals Processing Overview [0.30]
- Alexis for Breast - Quiz [0.15]
- AMR and AM [0.25]
- Angioscopy and Visual Valvulotomy Product Profile [0.15]
- Antitrust Laws [0.20]
- ATS Customer Service Pre-Learning [0.30]
- Bloodborne Pathogens [0.20]
- Bloodborne Pathogens Safety Awareness [0.20]
- Company Story [0.10]

- Concur II - Expense Reporting [0.15]
- Concur III – Allowance Reporting [0.15]
- Corporate Finance Fundamentals [0.15]
- CRM Vocabulary (ENG) [0.10]
- Customer Experience Reports (CERs) [0.20]
- Departments Overview: Engineering [0.30]
- Electrical and Fire Safety [0.15]
- Emergency Preparedness [0.20]
- Emergency Response Team Training [0.25]
- Engineering Drawings [0.20]
- Ergonomics Awareness [0.15]
- Fall Prevention and Safety [0.15]
- Foreign Manufacturer Registration [0.15]
- Fundamentals of International Regulations [0.15]
- Fundamentals of Standards and the Standards Database [0.15]
- General Data Protection Regulation (GDPR) Awareness [0.20]
- Getting the Product into the OR [0.15]
- Government Accounts and Applied [0.20]
- Government Accounts: DOD Account Implementation [0.20]
- Government Accounts: VA Account Implementation [0.20]
- Group Purchasing Organizations (GPOs) [0.15]
- Handling Complaints [0.15]
- Handling Surgeon's Ideas [0.15]
- Harassment-Free Workplace: Field Team Members [0.15]
- Healthcare Economics Course [0.15]
- Healthcare Reimbursement [0.20]
- HIPAA and Patient Privacy (Field Team) [0.20]
- HIPAA Privacy & Security [0.15]
- Hospital Key Attributes and Performance Metrics [0.25]
- Hospital Landscape [0.15]
- Human Factors Engineering [0.15]
- Human Factors Usability Engineering Process [0.15]
- iBPM Tour [0.10]
- iCRM Leads [0.10]
- Inspection Readiness Awareness [0.15]
- Instructions for Use (IFUs) [0.20]
- Intellectual Property (IP) Roundup [0.20]
- Interactions with Health Care Professionals (HCP) [0.30]
- Introduction to Applied's Quality Management System [0.5]
- Introduction to CERs and MDRs [0.10]
- Introduction to Hospital and Doctor Reimbursement [0.10]
- Introduction to MOTUS [0.10]
- Introduction to Patents [0.10]
- Introduction to Surgery; the Ectomy [0.15]
- Introduction to Vendor Credentials Certification [0.15]
- Introduction to Workplace Ethics [0.15]
- Japanese Market Environment [0.115]
- Laparoscopic Cholecystectomy Procedural Overview [0.15]

- Learning Objectives 101 [0.10]
- Market Authorization Holder [0.15]
- Medical Device Requirements - Japan [0.15]
- Meeting Effectiveness [0.30]
- National Patient Safety Goals [0.15]
- Off-Label Promotion [0.20]
- OR Protocol & Aseptic Techniques (Meets AORN Guidelines) [0.20]
- Physician Payments Sunshine Act [0.20]
- PIT Final Exam [0.15]
- PIT Fundamentals [0.15]
- PIT Operations [0.15]
- PIT Physics [0.15]
- PIT Safety [0.15]
- Process Busters Overview [0.20]
- Process Improvement Methodologies at Applied [0.15]
- Product Configuration Training [0.30]
- Product Obsolescence Process [0.15]
- Products to Patients [0.45]
- Project Management [0.20]
- Project Management Fundamentals [0.15]
- Proper Respirator Fitting and Seal Check [0.15]
- Protected Health Information [0.15]
- Purchasing as a Team [0.15]
- Purchasing as a Team-SME Version [0.15]
- Purchasing Controls - Purchasing Policy and SNC [0.15]
- Purchasing Controls - Supplier and Item Qualification [0.15]
- Purchasing Controls - Trending and SCARs [0.15]
- Quality Data and Controlled Documents [0.15]
- Radiation Safety for Field Team [0.15]
- Reading and Understanding Clinical Studies [0.15]
- Recognizing Reprocessed Trocars [0.15]
- Redlining Controlled Documents [0.15]
- Reviewing and Approving Documents [0.30]
- Router Redlining for Permanent Changes [0.15]
- Router Redlining for Permanent Changes - Document Control [0.15]
- Simsei Simulation Training [0.15]
- Site Visit Web App Overview & Tutorial [0.15]
- Stacker Program [0.15]
- Supplier Controls at Applied [0.15]
- Supply Chain Stakeholders [0.20]
- Technical Writing Guide [0.15]
- Tenders [0.15]
- The Applied Business Model [0.30]
- Third Party Inspections [0.15]
- Turret Stockpicker [0.20]
- Value-Based Care Overview [0.15]
- Vehicle Safety [0.15]
- Visual Design 101 [0.15]

- CRM Mobile App Overview [0.20]
- Automation Curriculum: Estimating Machine Cost [1.0]
- Automation Curriculum: SolidWorks [1.0]
- Automation Curriculum: 3D Printing [1.0]
- Leadership Pre-Work: Managing Change [0.15]
- Rapid Prototype Injection Molding [0.25]

Computer Skills

- ALM - Create Test Case [0.20]
- ALM - Execute Test Case [0.20]
- ALM - Introduction and User Interface [0.20]
- Ariba [0.20]
- ART DIR Update for Loftware Integration [0.20]
- Bag Traceability - ZDIL [0.15]
- Change Master Enhancements [0.15]
- Concur - Expenselt [0.5]
- Concur I - Booking Travel [0.15]
- Conference Call Best Practices [0.15]
- Design Controls Introduction [0.15]
- Design Controls Overview [0.15]
- Design Controls Traceability Enhancement [0.15]
- Design for Manufacturing: Metal Injection Molding (MIM) [0.15]
- Design Input Output Overview [0.15]
- Design Input Overview [0.15]
- Design Transfer [0.15]
- Design Verification Validation and Test Protocol and Reports [0.15]
- Development/Production Release Process (AMR) [0.15]
- Device Master Record Training (SOP 1-0010) [0.15]
- Digital Issuance - ZCO27 [0.15]
- eDHR — Deviations [0.20]
- eDHR — Display-Only Functions [0.20]
- eDHR — How to TECO Shop Orders [0.20]
- eDHR — Task Completion & Order Confirmation [0.20]
- eDHR — The Scrap Log & Return to Supplier Log [0.20]
- eDHR — The Shop Order Screen [0.20]
- EJRs Document Approval [0.15]
- EJRs Document Completion [0.15]
- EJRs Document Creation [0.15]
- Electrical Hardware and Design [0.15]
- Electronic Part Requests Web App [0.15]
- Engineering Inventory App Course: Approver Role [0.15]
- Engineering Inventory App Course: Creator Role [0.15]
- Engineering Inventory App Course: Warehouse TM [0.15]
- eQMS – AM CAR (Corrective Action Request) [0.15]
- eQMS - AM SCAR (Supplier Corrective Action Request) [0.25]
- eQMS AM-NCIR Action Owner Course [0.15]
- eQMS AM-NCIR Display Search Course [0.15]
- eQMS AM-NCIR Initial Approver Course [0.15]

- eQMS AM-NCIR Initiator Course [0.15]
- eQMS AM-NCIR Investigator Course [0.15]
- eQMS AM-NCIR MRB Course [0.15]
- eQMS AM-NCIR Quality Approver Course [0.15]
- eQMS CAPA Board Approver Course [0.15]
- eQMS CAPA Certified Investigator Course and Quiz [0.15]
- eQMS CAPA Coordinator Role Course [0.15]
- eQMS CAPA Effectiveness Approver Course and Quiz [0.15]
- eQMS CAPA Processing Course and Quiz [0.15]
- eQMS CAPA Search & Display [0.15]
- eQMS Complaints Action Owner Course [0.15]
- eQMS Complaints Approving Manager (AM) Course and Quiz [0.15]
- eQMS Complaints Certified Investigator (CI) Course and Quiz [0.15]
- eQMS Complaints Certified Quality Approver (CQA) Course and Quiz [0.15]
- eQMS Complaints Clinical Development Course and Quiz [0.15]
- eQMS Complaints Course: Action Owner Course and Quiz [0.15]
- eQMS Complaints Creator Course and Quiz [0.15]
- eQMS Complaints Investigator Course and Quiz [0.15]
- eQMS Complaints Owner Course and Quiz [0.15]
- eQMS Complaints Search Course [0.15]
- eQMS Internal Audit - Process Owners [0.20]
- eQMS Internal Audit - Quality Team [0.15]
- eQMS NCIR Certified Quality Approver (CQA) Course [0.15]
- eQMS NCIR: Action Owner Course [0.15]
- eQMS NCIR: Certified Investigator (CI) Course [0.15]
- eQMS NCIR: Display Search Course [0.15]
- eQMS NCIR: Initiator Course [0.15]
- eQMS NCIR: Investigator Course [0.15]
- eQMS NCIR: Material Review Board (MRB) Approver Course [0.15]
- eQMS SCAR Action Owner Course [0.15]
- eQMS SCAR Approver Role Course [0.15]
- eQMS SCAR Initiator Role and Introduction Course [0.15]
- Esker Sales Order Processor Quiz [0.15]
- Esker Teaching Quiz [0.15]
- Excel Basics [0.15]
- Feedback Submission Portal Introduction [0.15]
- Field Self-Service App Overview [0.15]
- GoToMeeting Conference Call Tutorial [0.15]
- How to Host a Meeting with Microsoft Teams [0.15]
- iCRM Tour [0.15]
- Introduction to Applied's eDHR Application [0.20]
- Introduction To Censhare [0.30]
- Introduction to SAP PLM [0.15]
- KABA [0.15]
- Malicious Links [0.30]
- MI Audit and Gap Analysis - OLP Level I Knowledge Check [0.15]
- Microsoft Excel eLearning- Beginner to Intermediate [0.15]
- Nikon Programming - Metal Blade Import Addendum Video [0.15]

- Nikon Programming - Metal Blade Part 1 Video [0.15]
- Nikon Programming - Metal Blade Part 2 Video [0.15]
- Nikon Programming - Metal Blade Part 3 Video [0.15]
- Nikon Programming - White Plastic Video [0.15]
- Nikon Programming Overview [0.15]
- Nikon VMR [0.15]
- Paperless Returns Process: Navigating the QM System [0.15]
- PLM103 Working with Documents [0.15]
- Privacy and Information Security [0.15]
- Production Self-Service [0.15]
- QS Training Portal: Generating QS Training Reports [0.15]
- Quality Systems Training Portal — Team Leader [0.15]
- Quality Systems Training Portal — Team Member [0.15]
- SAM Introduction & Tutorial [0.15]
- SAP CIC205 Customer Interaction Center Agent Quiz [0.20]
- SAP Course 1 - Release Production Order (Part 1) [0.20]
- SAP Course 2 - Release Production Order (Part 2) [0.20]
- SAP Course 3 - Create TO [0.20]
- SAP Course 4 - Confirm Transfer Orders [0.20]
- SAP Course 5 - Print Label - ZLABEL [0.20]
- SAP Course 6 - Confirm Inventory Management [0.20]
- SAP Course 7 - Confirmations [0.20]
- SAP Course 8 - Order Replacement Components [0.20]
- SAP HR200 Global Personnel Administrator Quiz [0.20]
- SAP HR210 Payroll Administrator Quiz [0.20]
- SAP HRTM210 Payroll Time Administrator Quiz [0.20]
- SAP HRTM230 Course and Quiz [0.20]
- SAP HRTM250 Cross Org Unit User Quiz [0.20]
- SAP LE 250: (ZSFA03, 04, 05) [0.20]
- SAP LE WH Clerk Confirm Quiz [0.20]
- SAP LE WH Clerk Create Quiz [0.20]
- SAP LE WH Clerk Picker Quiz [0.20]
- SAP LE WH Clerk ZLABEL Quiz [0.20]
- SAP LE WH Supervisor Block Quiz [0.20]
- SAP LE WH Supervisor Cancel Quiz [0.20]
- SAP LE WH Supervisor Delivery Quiz [0.20]
- SAP LE WH Supervisor T.O. Quiz [0.20]
- SAP LE WH Supervisor T.R. Quiz [0.20]
- SAP LE220 ZWSB Blender Quiz [0.20]
- SAP LE230 Shop Floor Machine Operator Course and Quiz [0.20]
- SAP LE240 Shop Floor Material Handler Course and Quiz [0.20]
- SAP LE250 Auto TO Confirmation [0.20]
- SAP LE260 Label Verification and Validation Course [0.20]
- SAP LE270 Warehouse Clerk (Confirm) [0.20]
- SAP LE270 Warehouse Clerk (Create) [0.20]
- SAP LE270 Warehouse Clerk (ZLABEL) [0.20]
- SAP LE270 Warehouse Clerk Picker Course & Quiz [0.20]
- SAP LE270 Warehouse Supervisor Block Course and Quiz [0.20]

- SAP LE270 Warehouse Supervisor Cancel Course and Quiz [0.20]
- SAP LE270 Warehouse Supervisor Delivery Course and Quiz [0.20]
- SAP LE270 Warehouse Supervisor TO Course & Quiz [0.20]
- SAP LE270 Warehouse Supervisor TR Course and Quiz [0.20]
- SAP LO DC Supervisor Course Update [0.20]
- SAP LO DC2 Course I Update [0.20]
- SAP LO DC2 Course II Update [0.20]
- SAP LO DC2 Quiz [0.20]
- SAP LO DC3 Course I Update [0.20]
- SAP LO DC3 Course II Update [0.20]
- SAP LO DC3 Course III Update [0.20]
- SAP LO DC3 Course IV Update [0.20]
- SAP LO DC3 Document Control Technician III Quiz [0.20]
- SAP LO INCOMING RGA Quiz [0.20]
- SAP LO QC Clean Room Online Course [0.20]
- SAP LO QC Clean Room Update [0.20]
- SAP LO QC Product Verification Online Course [0.20]
- SAP LO QC Product Verification Update [0.20]
- SAP LO QC Receiving Inspection Online Course [0.20]
- SAP LO QC Receiving Inspection Update [0.20]
- SAP LO QC RGA Online Course [0.20]
- SAP LO QC Sub Assembly Online Course [0.20]
- SAP LO QC Sub Assembly Update [0.20]
- SAP LO QC Supervisor Online Course [0.20]
- SAP Materials Disposition Planning Reports Course [0.20]
- SAP MM210 Online Purchasing Requisitioner Quiz [0.20]
- SAP MM230 Global Warehouse Clerk Course and Quiz [0.20]
- SAP MM250 Global Goods Receipt Processor Quiz (STO) [0.20]
- SAP MM250 Goods Receipt Processor1 Quiz (PO's) [0.20]
- SAP MM280 Quality Course [0.20]
- SAP MM280 Quality Quiz [0.20]
- SAP Overview Course – Shop Order Process [0.20]
- SAP PLM DTR Approvals Course and Quiz [0.20]
- SAP PLM How to Create a Manual DTR Course and Quiz [0.20]
- SAP PLM102 Engineering Change Process Overview [0.20]
- SAP PLM103 Working with Documents (DIRs) [0.20]
- SAP PLM104 Master Data Implementation – Materials/BOMs, Documents, and Routers [0.20]
- SAP PLM105 Design Control Procedure - Artwork [0.20]
- SAP PLM107 Design Control Procedure-CAD Integration Quiz [0.20]
- SAP PLM108 Design Control Procedure - Biocompatibility [0.20]
- SAP PLM109A Change Master Course for Initiators [0.20]
- SAP PLM109B Change Master Course for Reviewers [0.20]
- SAP PM Order Confirmation (Phase 01) [0.20]
- SAP PM200 Plant Maintenance Master Data Quiz [0.20]
- SAP PM215 Plant Maintenance Manager Quiz [0.20]
- SAP PP205 MRP Controller Associate Course [0.20]
- SAP PP205 MRP Controller Associate Quiz [0.20]

- SAP PP205 MRP Controller Planner Course [0.20]
- SAP PP205 MRP Controller Planner Quiz [0.20]
- SAP PP205 MRP Controller Senior Planner Quiz [0.20]
- SAP PP210 ADV Quiz [0.20]
- SAP PP210 CF Quiz [0.20]
- SAP PP210 MM Quiz [0.20]
- SAP PP210 OR Quiz [0.20]
- SAP PP210 WM Quiz [0.20]
- SAP PP211 Cancel Production Order Confirmation Course and Quiz [0.20]
- SAP PP225 Engineering [0.20]
- SAP PP235 Enter Time Ticket Course [0.20]
- SAP PP235 Enter Time Ticket Quiz [0.20]
- SAP PP240 Assemble Kit Quiz [0.20]
- SAP PP245 Capacity Planner Quiz [0.20]
- SAP QM200 AU CSR Task Processor Quiz [0.20]
- SAP QM200 EU CSR Task Processor Quiz [0.20]
- SAP QM200 EU RA Task Processor Quiz [0.20]
- SAP QM200 EU Receiving Task Processor Quiz [0.20]
- SAP QM200 Global CSR Change Notification Quiz [0.20]
- SAP QM200 USA RA Change Notification Quiz [0.20]
- SAP QM200 USA RA Task Processor Quiz [0.20]
- SAP QM200 USA Receiving Task Processor Quiz [0.20]
- SAP QM220 Calibration Master Data Quiz [0.20]
- SAP QM225 Calibration Course 1: Fundamentals [0.20]
- SAP QM225 Calibration Course 2: Calibration v03 [0.20]
- SAP QM225 Calibration Technician Quiz [0.20]
- SAP QM235 Usage Decision Course & Quiz [0.20]
- SAP QM235: Inspections Recording and Usage Decision [0.20]
- SAP QM236 Usage Decision for Generator Quiz [0.20]
- SAP QM237 Inspections Recording For Production [0.20]
- SAP QM240 Inspection Supervisor Quiz [0.20]
- SAP QM250 Quality Management - Inspection Display and MIC Update Process [0.20]
- SAP Release Production Order (Part 2) [0.20]
- SAP RF100 Basic Navigation Course [0.20]
- SAP RF100 Basic Navigation Quiz [0.20]
- SAP SD EU Tender Processor Course and Quiz [0.20]
- SAP SD200 Credit Master Data Quiz [0.20]
- SAP SD200 Customer Relations Master Data [0.20]
- SAP SD200 Document Master Data Quiz [0.20]
- SAP SD200 Material Substitution Master Data Quiz [0.20]
- SAP SD200 Sales Operations Master Data Quiz [0.20]
- SAP SD200 Supervisor Master Data Quiz [0.20]
- SAP SD201 Material Exclusion and Inclusion [0.20]
- SAP SD205 Credit Master Data Quiz [0.20]
- SAP SD205 Credit Processor Quiz [0.20]
- SAP SD210 Pricing Global Quiz [0.20]
- SAP SD215 Credit and Debit Sales Order Processing course [0.20]

- SAP SD215 Credit and Debit Sales Order Processing Quiz [0.20]
- SAP SD215 EDI Orders - Module 1: Line Item Correction [0.20]
- SAP SD215 EDI Orders - Module 2: Partner Number, GLN, Postal Code [0.20]
- SAP SD215 EDI Orders - Module 3: Deleting Entry in SBWP [0.20]
- SAP SD215 EDI Sales Trace Processing Course [0.20]
- SAP SD215 Returns Order Processing course [0.20]
- SAP SD215 Returns Order Processing Quiz [0.20]
- SAP SD215 Sale Order Quote Quiz [0.20]
- SAP SD215 Sales Order Quote Course and Quiz [0.20]
- SAP SD215 Sample and Scrub Order Processing Course [0.20]
- SAP SD215 Sample and Scrub Order Processing Quiz [0.20]
- SAP SD215 Standard Sales Order Processing [0.20]
- SAP SD216 Invoice Print Quiz [0.20]
- SAP SD218 Trace Data Maintenance and Report Course [0.20]
- SAP SD219 EDI Trace Report Only [0.20]
- SAP SD219 Rep to Rep Transfers [0.20]
- SAP SD220 Global Sales Delivery Processor Quiz [0.20]
- SAP SD225 Billing Quiz [0.20]
- SAP SD240 Domestic Shipping Course [0.20]
- SAP SD240 End of Day Course [0.20]
- SAP SD240 End of Day Quiz [0.20]
- SAP SD240 Global and Domestic Shipping Quiz [0.20]
- SAP SD240 Global Shipping Course [0.20]
- SAP SD240 Packer Course and Quiz with Cartonization [0.20]
- SAP SD240 Packer Quiz [0.20]
- SAP SD250 Device Contract Course and Quiz [0.20]
- SAP SM200 Service Engineer Quiz [0.20]
- SAP SM205 Quality Control Product Verification – Service Quiz [0.20]
- SAP Time Sheet Approvals (CAPS) [0.20]
- SAP UBD [0.20]
- SAP VIM AP Team Quiz [0.20]
- SAP VIM Procurement Team Quiz [0.20]
- SAP VIM Receiver Team Quiz [0.20]
- SAP WM210 Picker Course [0.20]
- SAP WM210 Picker Quiz [0.20]
- SAP WM280 Cycle Count Course [0.20]
- SAP WM280 Cycle Count Quiz [0.20]
- SAP WM285 Cycle Count Manager Quiz [0.20]
- SAP WM285 Cycle Counter Course and Quiz [0.20]
- SAP WM285 Cycle Counter Quiz [0.20]
- SAP ZPAL - Production Accepted Label Course & Quiz [0.20]
- SAP ZPAL Quiz [0.20]
- SAP ZRESET [0.20]
- SAP103 NetWeaver Business Client Navigations & Fundamentals [0.20]
- SAP104 SAP Workflow Overview & Fundamentals [0.20]
- Shop Order Assembling [0.20]
- Shop Order Audits & Archive [0.20]

- Shop Order Reprint [0.20]
- Shop Order Termination Process [0.20]
- SolidWorks 101 [0.90]
- Spear Phishing [0.30]
- Team Member Self Service Course [0.30]
- The Inspection Data Upload Tool [0.15]
- Using E-mail and Instant Messaging Effectively [0.15]
- Using The Security Systems [0.25]
- Vendor Payment Portal [0.15]
- Voyant App Tutorial [0.10]
- Zoom Conference Call Tutorial [0.10]
- Unscheduled Maintenance [0.25]
- SAP Time Sheet Entry (CAT2) [0.15]

Continuous Improvement Skills

- Acucise Procedure [0.15]
- Advanced Fixation Application [0.15]
- Alexis - Application [0.15]
- Alexis and Alexis O Wound Protector/Retractor [0.15]
- Alexis Clinical Studies -Bressan [0.15]
- Alexis Clinical Studies -Zhang [0.15]
- Alexis Competitors [0.15]
- Alexis Contained Extraction System | Market Profile [0.15]
- Alexis Contained Extraction System | Product Profile [0.15]
- Alexis Contained Extraction System | Quiz [0.15]
- Alexis Laparoscopic System with Kii FIOS [0.15]
- Alexis O C-section Protector/Retractor [0.15]
- Alexis Orthopaedic Protector Overview [0.15]
- Alexis Surgical Site Infection [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Cheng [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Conaster [0.15]
- 1Alexis Wound Protector/Retractor Clinical Study- Doganay [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Edwards [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Horiuchi [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Horiuchi (Shield Incision Site) [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Lee/Waxman [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Mohan [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Nafisi [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Reid [0.15]
- Alexis Wound Protector/Retractor Clinical Study- Siddiqui [0.15]
- Alexis: Incisions and Open Procedures [0.15]
- Applied Medical Tour Guides [0.15]
- Body Planes & Orientation [0.20]
- Colorectal Diseases [0.15]
- Colorectal Procedural Overview [0.15]
- C-section Procedure [0.15]
- Culture of Collaboration [0.20]

- Epix Electrosurgical L-Hook with Smoke Evacuation [0.15]
- Epix Laparoscopic Dissector Competitors [0.15]
- Epix Laparoscopic Dissector Product Profile [0.15]
- Epix Laparoscopic Grasper Competitors [0.15]
- Epix Laparoscopic Grasper Product Profile [0.15]
- Epix Laparoscopic Scissors Competitors [0.15]
- Epix Laparoscopic Scissors Product Profile [0.15]
- Epix Suction Irrigation Gravity System Product Profile [0.15]
- Epix Suction Irrigation Market and History [0.15]
- Epix Universal Clip Applier | Competitors [0.15]
- Epix Universal Clip Applier | Market and History [0.15]
- Epix Universal Clip Applier | Product Profile [0.15]
- Epix Universal Clip Applier Quiz [0.15]
- Fixed Asset Management [0.15]
- GelPoint Advanced Access Platform Product Profile [0.15]
- GelPOINT Mini Advanced Access Platform [0.15]
- GelPOINT Path Transanal Access Platform - Product Profile [0.15]
- GelPOINT V-Path Anatomy Overview [0.15]
- GelPOINT V-Path Fundamentals [0.15]
- GelPOINT V-Path Procedural Profile [0.15]
- GelPOINT V-Path Product Profile [0.15]
- GelPort Product Profile [0.15]
- GYN Surgery Overview [0.15]
- HALS Left Sigmoid Colectomy Overview [0.15]
- HALS Transverse Colectomy Overview [0.15]
- History of Surgery [0.15]
- Insufflation Methods [0.15]
- 1Insufflation Needles: APPLIED MEDICAL - Insufflation Needle [0.15]
- Insufflation Needles: COMPETITIVE - Insufflation Needles [0.15]
- Intro to Ureteroscopy [0.15]
- Introduction to CliftonStrengths [0.15]
- Inzii Retrieval System Competitors [0.15]
- Inzii Retrieval System Product Profile [0.15]
- Kii Access System: SEAL - Kii Seal [0.15]
- Kii Balloon & Standard Blunt Tip Trocars [0.15]
- Kii Dissecting Balloon Market Overview [0.15]
- Kii Dissecting Balloon Procedural Applications [0.15]
- Kii Dissecting Balloon Product Profile and Competitors [0.15]
- Kii Dissecting Balloon Quiz [0.15]
- Kii Fios First Entry [0.15]
- Kii Low Profile [0.15]
- Kii Product Competitors [0.15]
- Kii Trocar Obturators [0.15]
- Landscaping Machines [0.15]
- Laparoscopic Cholecystectomy [0.15]
- Laparoscopic Cholecystectomy Procedural Profile [0.15]
- Laparoscopic Cholecystectomy Quiz [0.15]
- Laparoscopic Colectomy [0.15]

- Laparoscopic Gastric Sleeve [0.15]
- Laparoscopic Instruments: COMPETITIVE - 15mm Specimen Bag [0.15]
- Laparoscopic Instruments: COMPETITIVE - Specimen Bag [0.15]
- Laparoscopic Left Radical Nephrectomy [0.15]
- Laparoscopically Assisted Vaginal Hysterectomy [0.15]
- Laparoscopy Overview [0.15]
- Laparoscopy Overview (Non-Sales) [0.25]
- Mastectomy [0.15]
- Open and Laparoscopic Procedures [0.15]
- Open Colectomy [0.15]
- Part I vNOTES Workshop [0.25]
- Part II vNOTES Workshop [0.25]
- Part III vNOTES Workshop [0.20]
- Part IV vNOTES Workshop [0.25]
- Pre-learning: CliftonStrengths [0.15]
- Preparation and Patient selection for GelPOINT [0.15]
- ProMIS Simulator 1- Setting up the Simulator [0.15]
- ProMIS Simulator 2- Launching the Simulator [0.15]
- Sigmoidectomy and LAR [0.15]
- Situation Analysis- Clinical Development Focus [0.15]
- Sterile Specimen Collection Swab [0.15]
- Stopsurgicalsiteinfection.com [0.15]
- TAMIS - Anorectal Disease States [0.15]
- TAMIS - Competitive Products [0.15]
- TAMIS - Glossary [0.15]
- TAMIS - Rectum & Anus Anatomy & Medical Terminology [0.15]
- TAMIS - Surgical Procedure Options [0.15]
- Thoracic Procedures [0.15]
- Thyroidectomy [0.15]
- Time Management [0.15]
- Time Management: Analyzing Your Use of Time [0.15]
- Total Abdominal Hysterectomy (TAH) [0.15]
- Total Laparoscopic Hysterectomy (TLH) [0.15]
- Traditional First Entry Techniques [0.15]
- Trocar Cannulas [0.15]
- Trocar Challenge Game [0.15]
- Vaginal Hysterectomy [0.15]
- Voyant - Bariatric Surgery Applications [0.15]
- Voyant - Breast Surgery Applications [0.15]
- Voyant - Colorectal Surgery Applications [0.15]
- Voyant - Competitive Energy Devices [0.15]
- Voyant - GYN Surgery Applications [0.15]
- Voyant - Head & Neck Surgery Applications [0.15]
- Voyant - Introduction to Electrosurgery [0.15]
- Voyant - Types of Energy Devices [0.15]
- Voyant Product Overview [0.15]
- Leadership Pre-Work: Managing Change [0.15]

Management Skills (Managers/Supervisors/Leads Only)

- Advanced Leadership: 300 Series Course Summary [0.10]
- Applied's Hiring Practices [0.20]
- Budgeting and Forecasting [0.15]
- Career Development and iCIMS [0.25]
- Coaching [0.15]
- Conflict Resolution [0.15]
- Decision Making: The Fundamentals [0.15]
- Effective Feedback [0.30]
- Effective Organization [0.15]
- First Time Manager: Understanding a Manager's Role [0.15]
- FIT II Guide for Team Leaders [0.15]
- Hourly Performance Review Training [0.15]
- Introduction to Change Management [0.15]
- KPIs - OLP Level I Knowledge Check [0.15]
- Labor Capacity - OLP Level I Knowledge Check [0.15]
- Leadership Documentation Best Practices - OLP Level I Knowledge Check [0.15]
- Leadership Essentials: Building Your Influence as a Leader [0.15]
- Leadership Essentials: Motivating Employees [0.15]
- Leadership Forms and Documentation Best Practices [0.15]
- Leadership Pre Work: Coaching [0.15]
- Leadership Pre Work: Conflict Resolution [0.15]
- Leadership Pre Work: Emotional Intelligence [0.15]
- Leadership Pre Work: Feedback [0.15]
- Leadership Pre Work: Goal Setting [0.15]
- Manager Self Service Course [0.30]
- Performance Review Training [0.20]
- Proactive Leadership [0.15]
- Professionalism at Applied Medical [0.15]
- Setting Performance Goals [0.15]
- Situational Leadership [0.30]
- Time Off Management [0.20]

Manufacturing Skills

- Best Practices for Alcohol Usage [0.15]
- Calibrated Equipment Program [0.15]
- Calibration Out of Specification Electronic Workflow [0.15]
- Certification Requirements - Japan [0.15]
- Chemical Classification and Labeling [0.15]
- Chemical Incident Training [0.15]
- E-Beam Product Qualification [0.15]
- Electrical Safety for Non-electricians [0.15]
- Electrostatic Discharge (ESD) — Quiz [0.15]
- Electrostatic Discharge (ESD) Course [0.15]
- Extrusion Breakdown [0.20]
- Extrusion Overview [0.20]

- Extrusion Run Time [0.20]
- Extrusion Setup [0.20]
- Form, Fill and Seal [0.30]
- Good Documentation and Manufacturing Practices [0.20]
- Injection Mold Part Design [0.25]
- Introduction to Cranes and Hoists [0.15]
- Introduction to Scissor Lift Safety [0.15]
- Introduction to Shop Orders [0.15]
- IPI Instruction Manual [0.15]
- IPI MIM Inspections [0.15]
- Line Clearance and Traceability [0.15]
- Lockout Tagout [0.15]
- Machine Hazard and Safety [0.20]
- Manufacturing Variance 101 [0.15]
- Mastering Light- An Introduction to Laser Safety [0.15]
- MDR Hazardous Substances Requirements [0.15]
- MDSAP [0.20] MIM Exposure Awareness [0.15]
- Particulate Matter Prevention [0.15]
- Rapid Prototype Injection Molding [0.25]



Retrainee-Job Creation
Training Proposal for:
ASC Process Systems, Inc.
Contract Number: ET23-0220

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee 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: 215	U.S.: 219	Worldwide: 227
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution
\$138,000

Total ETP Funding
\$138,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., Mfg. Skills	130	8-200	0	\$920	\$21.73
				Weighted Avg: 40			
2	Job Creation Initiative Priority Rate	Computer Skills, Cont. Imp., Mfg. Skills	20	8-200	0	\$920	\$18.11
				Weighted Avg: 40			

*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: 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 \$1.11 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Engineer		26
Warehouse Worker		14
Building Maintenance Worker		14
Production Worker		15
Supervisor/Manager		36
		10
Job Number 2		
Production Worker		20

INTRODUCTION

Founded in 1988 and headquartered in Valencia, ASC Process Systems, Inc. (ASC) (www.aschome.com) manufactures custom autoclaves and ovens for the aerospace, composites, nuclear and glass industries. ASC’s custom autoclaves and ovens are for the glass laminating, vulcanizing, dewaxing, nuclear, and concrete industries. It also develops control system technology, and Composite Processing Control. The Company’s flagship product is the Econoclave, an aerospace-grade autoclave designed to meet the needs of high performance at a

low operating cost. ASC operates two fabrication locations in Valencia where training will take place. The Company also has additional facilities in Utah, China and the United Kingdom.

ASC's products and services are utilized in B2 Bombers, F17 fighter jets and dozens of other aircrafts. Its customer-base includes Boeing, Bell Helicopter, GE, Gillette, GKN Aerospace, BAE Systems, Cessna, Goodrich, ITT, Lockheed Martin, 3M, Airbuss, Honeywell, ATK, US Air Force, SpaceX and Northrop.

Veterans Program

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

PROJECT DETAILS

This is ASC's third ETP Contract and the second in the last five years. Prior training focused on the Company's new and updated software and hardware. In this proposal, training will focus primarily on new tools and equipment use and product expansion.

ASC has expanded its product line to include building larger capacity ovens, which are also larger in size (20 feet by 40 feet). Therefore, the Company is now heavily focused on marketing and selling these ovens. In turn, the demand for these ovens has created the need to train employees the new equipment production standards and its use ~~usage~~.

ASC has also seen a growth in sales due to new multi-million dollar contracts with Lockheed, Boeing and Janicki. These new projects require not only specialized training in equipment use and operation and design standards but also requires a larger headcount to manage these projects. This year alone ASC has hired forty-eight new employees to keep up with the business demand.

Additionally, ASC has invested in new tools in order to keep up with demand and to avoid manual use and ergonomic injuries. Tools training will include usage of crimping machine, hole punch sheet metal, bend wire and forklift attachments. Training will also include operating a crane as well as paint gun usage.

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.

ASC is expanding its existing business capacity to meet growing product demand. Due to this demand, the Company will hire 20 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

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 Engineers and provide highly technical skills to effectively utilize the Company's advanced hardware and software programs. Training requires the use of expensive equipment and instructors: innovative computer software, advanced and sophisticated systems and specially trained instructors.

Continuous Improvement: Training will be delivered to all occupations to improve quality, equipment design standards, customer service, communication and project management.

Manufacturing Skills: Training will be offered to Production Workers, Engineers and Supervisors/Managers. Trainees will gain the skills and knowledge to operate equipment, tools, parts and fabrication methods to ensure product quality, best manufacturing practices and floor operations.

Commitment to Training

The Company estimates its annual training budget in California to be approximately \$668,010 and includes new employee orientation, anti-harassment, introductory computer skills and leadership skill training for managers. 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

ASC has a detailed training schedule in place and is ready to begin training upon approval. The Safety Manager will oversee the implementation and administration of this project with the assistance of a Safety Representative at each facility.

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 \$ %
ET20-0203	Valencia	12/23/2019- 12/22/2021	\$94,714	\$94,714 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- AutoCAD
- Equipment Testing
- Programming Logic Control
- Software Project
- Microsoft Access
- 3Dimensional Design
- ANSYS/FEA Software
- Solidworks
- RS Logics 5000
- Omron
- Composite Processing Controls (CPC)

Continuous Improvement Skills

- Design Standards
- Project Management
- Quality Control
- Communication
- Teambuilding
- Process Improvement
- Leadership Skills
- Decision Making

Manufacturing Skills

- Fabrication Methods
- Tool use
- Equipment Operation
- Safety Procedures



Retrainee-Job Creation
Training Proposal for:
Automotive Calibration Specialists LLC
Contract Number: ET23-0213

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SB <100 HUA	Industry Sector(s):	Services (G) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Butte, Nevada, Placer, Sacramento, Santa Clara, Santa Cruz, Yolo	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: 60	U.S.: 75	Worldwide: 75
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$731,723

Total ETP Funding
\$162,035

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	Commercial Skills, Computer Skills, PL-Commercial Skills	65	8-200	0	\$1,219	\$22.00
				Weighted Avg: 53			
2	Retrainee Job Creation SB<100	Commercial Skills, Computer Skills, PL-Commercial Skills	45	8-200	0	\$1,840	\$22.00
				Weighted Avg: 80			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$21.57 per hour for Butte, Nevada, Placer, Sacramento, Santa Cruz and Yolo Counties; \$23.53 per hour for Santa Clara County
Job Number 2 (Job Creation): \$17.64 per hour for Butte, Nevada, Placer, Sacramento, Santa Cruz and Yolo Counties; \$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 \$1.53 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: Retrainees		
Technologists		30
		35
Job Number 2: Job Creation		
Technologists		35
		10

INTRODUCTION

Founded in 2016 and headquartered in Roseville, Automotive Calibration Specialists LLC (ACS) (www.garysairbag.com) provides scanning, coding, and repairs/updates calibration of advanced vehicle technology systems in automobiles during post-collision services. ACS customers include all vehicle owners. Training will take place at ACS's locations in Butte, Nevada, Placer, Sacramento, Santa Clara, Santa Cruz and Yolo County locations. This will be ACS's first ETP Contract.

In addition, ACS in Roseville will serve as the lead employer in this proposal with its affiliate: Gary's Air Bag Service, Inc.

Veterans Program

ACS actively recruits Veterans with a marketing campaign that aims to attract and give preference to Veterans. The Company also partners with Skillbridge, Troops to Trade, Veterans through the VA and local military installations that aid in placing local Veterans. There are no Veteran trainees participating in this proposal.

PROJECT DETAILS

The Company has experienced an increased need in services after the active implementation of Advanced Driver Assistance Systems (ADAS) in manufactured vehicles from 2017 to present date. This program will require extensive training on Advanced Vehicle Systems, Calibrations, Coding/Programming and Radar/Sonar to give the trainees the skillset to address vehicle issues post-collision/repair.

ACS has currently structured its existing training plan to focus on increasing staff skill and enhancing customer service. The Company has identified the need to cross-train and develop the skills of its staff on workflow processes including Troubleshooting Diagnostics, Original Equipment Manufacturer Applications and Scanner Software Programming to ensure the Company can meet and exceed customer expectations. Training will also focus on operations to ensure the delivery of services are made on time. The training plan will address any service or technological deficiencies and allow ACS to standardize its processes and training so that it can assure its clients will receive the highest quality service.

In addition, ACS remains committed to creating promotional growth opportunities for its labor force and has created various structured training plans focused on increasing skill sets and creating a positive working environment to encourage retention and promotion. Training in the use of Field Tablets and Laptops 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.

Since California has over 15 million automobiles on the road with approximately 40% model year 2017 or newer, ACS will hire 45 new employees (Job Number 2), within all seven locations, to meet the growing demand of services for ADAS repairs. 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:

Commercial Skills: Training will be offered to Technologists. Training will improve employee's knowledge of proper techniques for working with equipment and on-the-job experience. Training topics include 360 Cameras, Active Cruise/Lane Keeping, Advanced Vehicle Systems, Bureau of Automotive Repair Compliance/Write It Right and Repair/Reset and Programming Verification.

Computer Skills: Training will be offered to Technologists. Training will improve software skills. Training topics include Original Equipment Manufacturer Applications, Scanner Software Programming, and Intermediate MS Office.

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.

ACS is requesting PL-Commercial Skills training for Technologists. Training will focus on scanning, coding and calibration equipment under the direction and supervision of a trained and certified master technician. PL training will allow the Company to train staff to extend technical learning under practical working conditions without creating an excess of waste. PL training will

focus on training topics such as ADAS Technology, Calibrations, Coding/Programming and Troubleshooting Diagnostics.

Due to the complexity of the equipment, the Company is requesting 15 hours of PL with a trainer-to-trainee ratio of 1:1.

High Unemployment Area

Some trainees (Job Number 1) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Santa Cruz 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, ACS is not requesting a wage modification.

Commitment to Training

The current annual training budget is approximately \$101,000 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

ACS has designated the CEO to oversee the ETP Contract. In addition, the CEO will work with the training manager and managers at each location (7). The managers will help with scheduling training and uploading rosters. In addition to the assigned staff members, ACS has also retained the services of a third-party subcontractor with extensive ETP experience to assist with administration.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

The Company retained Synergy Management Consultants, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

Synergy Management Consultants, LLC 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

- 360 Cameras Maintenance
- Active Cruise/Lane Keeping
- Advanced Driver Assistance Systems (ADAS) Repair
- ADAS Technology
- Advanced Vehicle Systems
- Bureau of Automotive Repair Compliance/Write it Right
- Calibrations
- Coding/Programming
- Understanding Diagnostic Trouble Codes
- Radar/Sonar
- Repair/Reset and Programming Verification
- Tools-Scan Tools- Electric Tools (32)
- Troubleshooting Diagnostics

Computer Skills

- Field Tablets and Laptops
- Intermediate MS Office
- Original Equipment Manufacturer Applications
- Scanner Software Programming

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

Trainees may receive any of the following:

Commercial Skills

- 360 Cameras Maintenance
- Active Cruise/Lane Keeping
- Advanced Driver Assistance Systems (ADAS) Repair
- ADAS Technology
- Advanced Vehicle Systems
- Calibrations
- Coding/Programming
- Radar/Sonar
- Repair/Reset and Programming Verification
- Troubleshooting Diagnostics



Retrainee-Job Creation
Training Proposal for:
Clean Energy Fuels Corp.
Contract Number: ET23-0203

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Utilities (22) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 254	U.S.: 463	Worldwide: 825
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution
\$423,518

Total ETP Funding
\$98,325

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Improvement, OSHA 10/30, HAZMAT	165	8-200	0	\$575	\$21.57
				Weighted Avg: 25			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Cont. Improvement, OSHA 10/30, HAZMAT	5	8-200	0	\$690	\$19.07
				Weighted Avg: 30			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee) - \$21.57/hr for Orange County and \$21.73/hr for Los Angeles County; Job Number 2 (Job Creation) - \$18.11/hr for Los Angeles County and \$17.81/hr 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 Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Customer Service		1
		6
Technicians		1
		1
		65
Administration		1
		1
		20
Engineering/Construction		1
		1
		30
Operations		1

		1
		20
Managers & Supervisors		1
		14
Job Number 2		
Customer Service		1
Technicians		1
Administration		1
Engineering/Construction		1
Operations		1

INTRODUCTION

Founded in 1997, Clean Energy Fuels Corp. (Clean Energy) (www.cleanenergyfuels.com) specializes in supplying Compressed Natural Gas (CNG) and Liquefied Natural Gas (LNG) for light, medium and heavy-duty vehicles. Clean Energy also provides operation and maintenance services for respective natural gas fueling stations. The Company designs, builds, operates and maintains fueling stations. In addition, Clean Energy manufactures, sells and services non-lubricated natural gas fueling compressors and other equipment used in CNG and LNG stations.

The Company serves fleet vehicle operators in a variety of markets, including heavy-duty trucking, airports, public transportation agencies, government fleets, and industrial and institutional energy users. Clean Energy serves nearly 1,000 fleet customers operating over 45,000 natural gas vehicles, and owns/operates/supplies over 570 natural gas fueling stations in 42 states within the United States and four provinces within Canada.

The prior project focused on training that introduced trainees to equipment/technology they hadn't yet worked with before. This project will focus on training necessary to maintain or increase skill sets and introduce new equipment/technology that is necessary to keep up with continued customer demands as the demand for clean energy increases.

Clean Energy has facilities in Newport Beach and Los Angeles. Both will participate in this project. This is Clean Energy's second ETP Contract in the last five years.

Veterans Program

Clean Energy is committed to training and retaining Veterans and has recently partnered with the Veterans Administration to increase Veteran recruitment and increase support for exiting military members who are transitioning from active duty to civilian life. However, the Company is not requesting a Veteran job number.

PROJECT DETAILS

As technology has evolved, so has customer demands when it comes to fueling technology at fueling stations. Customers are now requesting a higher level of fueling technology as well as customized fueling data reports to assist them with quantifying cost savings to measure sustainability efforts from using clean fuel. In addition to evolving fueling technology, customers are also seeking specific fueling data/reports that assist with quantifying cost savings as well as measure/report sustainability efforts from the use of clean fuels. This has resulted in the need for

highly skilled workers that can respond to these ever changing demands. The Company has implemented a new training program called Clean Energy University to aid in these efforts. Clean Energy University is a centralized training center accessible to all staff in the interest of upskilling workers.

As the Company currently offers some of its services 24 hours a day, 7 days a week, it is necessary for employees to have knowledge of the many software and hardware systems in use when responding to customer demands. By upskilling workers, the Company is able to continuously offer a high level of service, which enables the Company to quickly assess any issues at fueling stations and resolve them in an efficient and timely manner.

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.

Clean Energy with its headquarters based in Southern California and a network of natural gas fueling stations throughout the state is interested in expanding its workforce and in elevating the skill level of its current California workforce. On average, over the prior three-year period, over 20% of positions filled were new positions based in California and on average there was an average of 57 employees hired in California learning new skills in an alternative fuels industry. Therefore, the Company will hire 5 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Business Skills: Training will be delivered to all occupations. The training will include the following topics: Accounting Skills, Budgeting & Financial Management, Coaching/Feedback, Customer Service/Client Relations, Employee Engagement, Interpersonal Communication Skills, Leadership Skills, Marketing, Negotiation, Planning, Product Knowledge/Features & Benefits, Project/Program Management, Sales & Marketing, Time Management, and Work Processes/Procedures.

Commercial Skills: Technicians, Engineering/Construction, Operations, and Managers/Supervisor occupations will be offered commercial skills training. The training will include the following topics: Best Practices, Blueprint Reading, Building Codes, Daily Reporting Skills at Jobsite, Engineering & Construction Procedures, Equipment Operations & Maintenance/Troubleshooting, Emergency Response, Facility Modification, Field Operation Procedures, Forklift and Hand Truck Operation, Fuel Handling & Delivery, Good Documentation Practices, Inspection Techniques, Inventory Control, Lab Analysis, Labeling, LNG Loading at the Plant, Material Handling/Takeoffs, Order Picking/Packing, Pallet & Skid Building Techniques, Quality Control, Rail Transloading, Receiving>Returns, Route Management, Shipping, Storage, Tank Refurbishing, Tracking Field Production, Transporting, Worksite Safety, Workflow Processes, and Warehouse Procedures.

Computer Skills: Training will be delivered to all occupations. The training will include the following topics: Adobe Creative Suite - InDesign, Photoshop, Illustrator, Delivery Scheduler, DM2, Dynamics CRM, Enterprise Resource System, eCommerce, Finance/Accounting Tools, Information Technology, Marketing Tools, Microsoft Dynamics/Office/Project/Sharepoint, Ultipro – Payroll/Human Resources, RF Scanners, Salesforce, Scheduling System, Shell Connect, Social Media Tools (LinkedIn, Twitter), Summit, Tablets/Handheld Equipment, Warehouse Management System, Word Press, and WebEx.

Continuous Improvement: All occupations will be offered continuous improvement training. The training will include the following topics: Conflict Resolution, Cost Reduction, Eliminating Waste, Goal Setting/Improving Workflow, Lean Enterprise - 5S/6S, Managing and Leading Change, Operational Efficiency, Performance Improvement, Problem Solving/Process & Quality Improvement, Root Cause Analysis, and Teambuilding.

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. A certified instructor will be determined at a later time.
2. 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, Technicians, Engineering/Construction, Operations and Managers and Supervisors will receive up to 25 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 CalTRANS.

Commitment to Training

The Company’s current training budget is \$450,000 per year. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company will also be training staff on Excel, so that all employees have above average excel skills. In addition, the Company will continue to provide staff with Diversity, Equity and Inclusion training.

The Company has implemented a new training program – Clean Energy University. Each department’s training is specific to the department in accordance with those department needs. Clean Energy currently has 90 managers receiving training focused on providing skills necessary to be effective leaders within the Company. The Company is also focused on cross training which will include diversity, equity and inclusion training as well.

➤ Training Infrastructure

The training plan will be managed by training leads who will meet with managers to determine training needs for each department regularly. Paper rosters will be used to document/capture participants in each training class. Leads plan to meet on a monthly basis with the HR Supervisor to ensure quality control and maintaining training documentation for each site. The HR department will assist the training lead in project administration. In addition, the Company has also hired an administrative third party to assist with project administration.

Alternate Recordkeeping

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

Impact/Outcome

With the assistance of ETP funds, Clean Energy can provide the training necessary to work towards changing the way the world fuels its vehicles. Thinking towards the future, clean vehicles equate to a safer, healthier planet for everyone.

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-0074	Newport Beach	10/02/2017- 10/01/2019	\$343,476	\$98,969 (28%)

Due to loss of ETP champion within the Company during the prior project, the training program could not be implemented as planned. This included a shortfall when it came to training documentation. However, Clean Energy has a new champion who will work with department heads and managers to ensure success in the project moving forward. There is also commitment from management, which includes operational heads of each department, which was not the case with the first project. This is all to ensure the success of the project through the delivery of training and proper training documentation. Therefore, the Company does not anticipate the same issues that occurred during the prior project.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

The Company retained Training Funding Source in Seal Beach 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**

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting – Understanding Profits & Losses
- Budgeting & Financial Management
- Coaching/Feedback
- Customer Service/Client Relations
- Employee Engagement
- Interpersonal Communication Skills
- Leadership Skills
- Marketing
- Negotiation
- Planning
- Product Knowledge/Features & Benefits
- Project/ Program Management
- Sales & Marketing
- Time Management
- Work Processes/Procedures

COMMERICAL SKILLS

- Best Practices
- Blueprint Reading
- Building Codes
- Daily Reporting Skills at Jobsite
- Engineering & Construction Procedures
- Equipment Operations & Maintenance/Troubleshooting
- Emergency Response
- Facility Modification
- Field Operation Procedures
- Forklift and Hand Truck Operation
- Fuel Handling and Delivery
- Good Documentation Practices (GDP)
- Inspection Techniques
- Inventory Control
- Lab Analysis
- Labeling
- LNG Loading at the Plant
- Material Handling/Takeoffs
- Order Picking/Packing
- Pallet & Skid Building Techniques
- Quality Control
- Rail Transloading
- Receiving/ Returns
- Route Management
- Shipping
- Storage

- Tank Refurbishing
- Tracking Field Production
- Transporting
- Worksite Safety
- Workflow Processes
- Warehouse Procedures

COMPUTER SKILLS

- Adobe Creative Suite – InDesign, Photoshop, Illustrator
- Delivery Scheduler
- DM2
- Dynamics CRM
- Enterprise Resource System
- eCommerce
- Finance/Accounting Tools
- Information Technology
- Marketing Tools
- Microsoft Dynamics/Office/Project/Sharepoint
- Ultipro- Payroll/Human Resources
- RF Scanners
- Salesforce
- Scheduling System
- Shell Connect
- Social Media Tools (LinkedIn/Twitter)
- Summit
- Tablets/Handheld Equipment
- Warehouse Management System
- Word Press
- WebEx

CONTINUOUS IMPROVEMENT

- Conflict Resolution
- Cost Reduction
- Eliminating Waste
- Goal Setting/Improving Workflow
- Lean Enterprise – 5S/6S
- Managing and Leading Change
- Operational Efficiency
- Performance Improvement
- Problem Solving/Process & Quality Improvement
- Root Cause Analysis
- Teambuilding

OSHA 10/ 30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

HAZARDOUS MATERIALS

- HAZMAT Handling



Retrainee-Job Creation
Training Proposal for:
Cornerstone OnDemand, Inc.
Contract Number: ET23-0206

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, 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: 541	U.S.: 1,075	Worldwide: 2,672
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

In-Kind Contribution
\$503,160

Total ETP Funding
\$330,648

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	458	8-200	0	\$552	\$21.73
				Weighted Avg: 24			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills	94	8-200	0	\$828	\$21.73
				Weighted Avg: 36			

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

Minimum Wage by County: Job Number 1: \$23.53 per hour for Alameda County and \$21.73 per hour for Los Angeles County

Job Number 2 (Job Creation): \$19.61 per hour for Alameda County and \$18.11 per hour for Los Angeles County

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Numbers 1 and 2		
Administrative and Compliance Staff		2
		24
		13
		8
Customer Support Staff		14
		8
		6
Design and Engineering Staff		61
		73
		18
Finance Staff		2
		17
		15
		26

IT/Business Systems Staff		3
		14
		35
		9
Manager		2
		52
		48
Product Development Staff		7
		15
		14
Sales and Marketing Staff		3
		17
		37
		9

INTRODUCTION

Founded in 1999, Cornerstone OnDemand, Inc. (Cornerstone) (www.cornerstoneondemand.com) is a cloud-based Human Resources solution that helps companies worldwide to recruit, train, and manage their organization. Cornerstone’s services include technical consulting, support packages, content services, business consulting, design and build for customized software programs, and implementation services. The Company’s customers include corporations, government agencies, hospitals, non-profit organizations, and schools. Cornerstone’s software and services are in use by over 42 million people in 192 countries and 43 languages.

Cornerstone is headquartered in Santa Monica and maintains a facility in Dublin, California. The Company has additional locations in the U.S. and around the world. The training outlined in this proposal will target employees at the California locations in Santa Monica and Dublin. This will be Cornerstone’s second ETP Contract, and the second in the last five years.

Veterans Program

Cornerstone has not included a separate Veterans component in this proposal. However, the Company’s Talent Acquisition Team regularly attends Hire Heroes career fairs to recruit Veterans into the organization. The Company is also building an Employee Resource Group to enhance outreach to Veterans.

PROJECT DETAILS

As a software company, Cornerstone’s employees must stay at the cutting edge of technology advancements. Previous training focused on new software products and cloud-based technology upgrades. Cornerstone continues to make significant investments in research and new product development to expand platform capabilities in targeted markets. In particular, the Company is making strong investments in Artificial Intelligence for the future.

In addition to the technical skills training, this proposal also places a strong emphasis on Change Management and teaching employees how to recognize, manage, and respond effectively to

change. The Company is relying more heavily on managers to train and develop team members by giving them the tools to close knowledge gaps and generate measurable outcomes.

This proposal includes a training plan designed to help Cornerstone continue its growth through innovative technology, process improvements, new products/services, and entry into new markets. Some curriculum topics are repeated from the previous contract; however, technology advancements and business improvements dictate that the subject matter be updated regularly. Accordingly, there will be no duplication of training for any trainees who may have participated in the previous ETP Contract.

Retrainee - Job Creation

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

Cornerstone has undergone a significant amount of change over the past year. Most notably, the Company was acquired by a private equity firm that has allowed Cornerstone to operate more dynamically and pursue additional innovative business opportunities. Cornerstone also continues to introduce new products and services that require the Company to hire additional employees to ensure the successful implementation and support of new products. The Company has maintained a consistent hiring pattern and brought approximately 37 new employees onboard during the second half of 2022. The Company expects this pace to continue and plans to hire an additional 65 new employees in 2023. Cornerstone hired and trained more than 200 employees during its previous ETP Contract, and the Company has committed to hiring and training 94 new employees across all occupations (Job Number 2) as part of this proposal. 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 Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations. Training will focus on business development, client services, communication skills, leadership, relationship building, strategic planning and teamwork. This training will enhance business productivity, improve customer relations, and help employees manage tasks more effectively.

Computer Skills: Training will be offered to all occupations. Training will help workers become more proficient with various software solutions in the areas of data and document control, finance and billing, sales and marketing, and resource management. Training will also provide IT/Business Systems Staff with the knowledge and skills to manage network infrastructure and security.

Electronic Recordkeeping/LMS

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

Commitment to Training

Cornerstone has an estimated annual training budget of approximately \$310,000 for its California facilities and includes new hire orientation, basic job skills, and mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Cornerstone's Assistant Director Learning and Development will oversee project administration. The Learning and Development support team will work with the Assistant Director to coordinate the scheduling, tracking, and documentation of training. Cornerstone has also retained an outside administrative consultant to ensure that all training meets ETP requirements. Training will be delivered by in-house subject matter experts and vendors as needed. Training will take place at Cornerstone locations in Santa Monica and Dublin. The Company has a training schedule in place and is prepared to commence training upon contract approval.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0010	Santa Monica	07/03/17 – 07/02/19	\$384,596	\$338,601 (88%)

DEVELOPMENT SERVICES

Aescher Consulting in Pasadena assisted with development for a flat fee of \$2,000.

ADMINISTRATIVE SERVICES

Aescher Consulting will also perform administrative services for a fee not to exceed 12% of payment earned.

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Active Listening
- Advertising
- Agile Processes
- Ally Skills
- Analytical Skills
- Authentic Leadership
- Budgeting
- Business Strategy
- Business Development
- Business Initiatives
- Business Systems
- Change Management
- Client Services
- Coaching Skills
- Collaboration
- Communication Skills
- Communication Styles
- Company Updates
- Conflict Management Resolution
- Consulting
- Content Management
- Content Strategy
- Continuous Improvement
- Critical Thinking
- Customer Care
- Customer Experience
- Customer Success
- Data Analysis
- Decision-Making
- Delegation
- Design Thinking
- Difficult Conversations
- Effective One-on-Ones
- Email & Phone Etiquette
- Emotional Intelligence
- Employee Engagement & Action Planning
- Engineering & Product Training
- Engineering & Product Onboarding
- Entrepreneurship
- Facilitating Meetings
- Facilities Operations

- Feedback Skills
- Financial Acumen
- Financial Tools
- Flexibility
- Focus & Prioritization
- Global Operations
- Goal Setting
- Growth & Partnerships
- Hybrid Operations
- Identifying Obstacles
- Implementation 101
- Influence & Persuasion
- Industry Trends
- Innovation
- Integrity
- Leadership Styles
- Leading Teams
- Market Validation
- Marketing Operations
- Marketing Skills
- Matching Styles
- Meeting Management
- Motivation
- Negotiation
- Networking
- Net Promoter Score
- Nonverbal Communication
- Objectives & Key Results (OKR) Writing
- Organizational Acumen
- Personal Productivity
- Persuasive Writing
- Public Speaking
- Presentation Skills
- Problem Solving
- Product Management Skills
- Product Training/Service Knowledge
- Project Management
- Quality Assurance
- Relationship Building
- Research
- Software-as-a-Service (SaaS) Business
- Sales Operations
- Sales Skills
- Security Operations
- Strategic Planning
- Strengths Finder
- Survey Design
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

- Team Strengths
- Teamwork
- Technical Security
- Time Management
- User Experience
- Web Operations
- Work Processes/Procedures

Computer Skills

- Accessing Remote Servers
- Administrative Software
- Adobe Suite
- Automatic Data Processing (ADP)
- Anaplan
- Apple Software
- Application Performance Monitoring (APM) Software
- Architecture
- Automated Testing
- Billing and Internal Apps
- Blanchard Exchange
- BlueJeans
- Business Systems
- Canva
- Cisco
- Codi
- Collective Health
- Confluence
- Coupa
- Cascading Style Sheets (CSS)
- Customer Experience Software
- Customer Success Software
- DocuSign
- Egencia
- Facilities Software
- Finance Software
- Fringe
- Galaxy
- Google Suite
- HTTP and Web Authentication
- Human Resources Software
- Information Technology (IT) Software
- JavaScript
- Jira
- Jobvite
- Learning Management Systems
- MacOS Basics
- Marketing Systems & Software
- Marketo

- Microsoft Suite (Intermediate & Advanced)
- Mobile Devices
- New Tools: Software Updates
- Office 365
- Okta
- OneNote
- Owner Transactions
- Poppulo
- Proofpoint
- Reporting Framework
- RingCentral
- Sales Software
- Salesforce
- Service Now
- Shareworks
- Slack/Workplace
- Smartsheet
- Solium
- Supportsite
- Structured Query Language (SQL)
- Tenant Transactions
- VBrick
- Veelo
- Vendor Transactions
- Zendesk
- Zoom



**Retrainee-Job Creation
Training Proposal for:
Duarte Nursery, Inc.**

Contract Number: ET23-0214

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Agriculture (B) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	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: 450	U.S.:450	Worldwide: 450
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution
\$227,500

Total ETP Funding
\$165,600

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, Continuous Impr	300	8-200	0	\$552	\$16.17
				Weighted Avg: 24			

*Post-Retention Wage is the Contractual Wage.

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

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

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

Job Number 1 may use up to \$0.17 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee/HUA		
Administrative Staff		9
		4
		12
Maintenance		11
		4
Operations		12
		7
		1
Managers/Supervisors		19
Production Staff		211
		5
		5

INTRODUCTION

Founded in 1988 and headquartered in Hughson, Duarte Nursery Inc. (Duarte) (www.duartenursery.com) is a commercial grower specializing in commercial agricultural plants for the farming industry. These products include various fruit trees, such as Avocado trees; walnut, almond, pistachio nut trees; and grapevines. In addition to selling directly to independent farmers, Duarte's products are also sold at nursery retail stores.

This is Duarte's second ETP Contract; it's second in the last five years.

Veterans Program

Although there is no Veterans component in this project, Duarte actively recruits and hires Veterans and values them in its workforce.

PROJECT DETAILS

Under the previous training project, Duarte focused training on production processes and new regulations. The Company had experienced an annual growth rate of 15% after expanding its customer base internationally. While Duarte will build on the training done from the previous project, this new training project will focus on more advanced production and leadership skills to handle future challenges related to the recent pandemic limitations. Duarte will also focus training on more international marketing and new product lines such as the Yorizane Almond nut tree. Duarte's proposed training plan will create consistency within the organization as well as increase customer satisfaction. As the trainees work with many different types of production skillsets, they will be able to gain the experience needed to help them be competitive in the job market.

Training will also be used to assist staff on determining needs for improvement and to set up a career path for each trainee. Establishing a career path for trainees will allow the Company to promote internally from a pool of experienced employees. Duarte's training plan will focus on Lean Manufacturing/Thinking, Project Management skills and Communication skills. These skills will not only benefit Duarte but will give trainees transferable skills that will allow them to promote and evolve in the commercial growing industry.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training is intended to improve business operations. Training topics include Business Performance, Communication Skills, Difficult Situations, Interpersonal Skills, Organizational Skills and Project Management.

Continuous Improvement Skills: Training will be offered to all occupations. Staff will receive training to improve on continuous process changes and/or updates within the Company in order to remain competitive within the agricultural industry. Training topics include Conflict Resolution, Decision Making, Leadership Skills, Problem Solving, Procedure Skills, Production Workflow Improvement, Six Sigma and Total Quality Management Principles.

High Unemployment Area

All trainees in Job Number 1 work in Stanislaus 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. Duarte is requesting a wage modification from \$21.57 per hour to \$16.17 per hour for Job Number 1.

Commitment to Training

The current annual training budget is approximately \$160,000 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

Duarte has designated the HR/Payroll Manager to oversee the ETP Contract. In addition, the HR/Payroll Manager will work with the Supervisors and Leads to schedule training and upload rosters. In addition to the assigned staff members, Duarte has also retained the services of a third-party subcontractor with extensive ETP experience to assist with administration.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET16-0349	Hughson	2/1/2016 – 1/31/2018	\$333,000	\$162,522	(49%)

This poorer-than-expected performance is due to unforeseen changes in management which significantly stalled training. Duarte has now organized a new management team to prioritize training and develop a detailed training schedule. The Company has also contracted with a third party vendor to assist in administering the Contract. In addition, the Company is requesting a lower funding amount equal to its previous Payment Earned to assure 100% performance.

DEVELOPMENT SERVICES

Full Force Solutions, LLC in Ripon assisted with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

Full Force Solutions, LLC 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Analysis and Goal Setting
- Business Performance
- Business Plans
- Communication Skills
- Creative Problem Solving & Innovative Solutions
- Difficult Situations
- Interpersonal Skills
- Organization Skills
- Project Management
- Relationship Building Through Sales & Service

Continuous Improvement Skills

- Coaching & Giving/Receiving Feedback
- Communicating Effectively
- Conflict Resolution
- Creating & Building Teamwork
- Customer Relations/Identifying Customer Needs
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Leading Others
- Leadership Skills
- Lean Manufacturing/Thinking
- Motivating Others
- Organizing for Total Quality Management
- Organizational Roles & Personality Styles
- Organizing and Setting Goals for Workflow
- Problem Solving
- Procedure Skills
- Production Workflow Improvement
- Setting Standards
- Six Sigma
- Team Problem Solving
- Time Management & Delegation
- Total Quality Management Principles



Retrainee-Job Creation

Training Proposal for:

Fresno Surgery Center, L.P. dba Fresno Surgical Hospital

Contract Number: ET23-0205

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee SET HUA Medical Skills Training Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Healthcare (62) 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: 305	U.S.: 305	Worldwide: 305
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$389,000

Total ETP Funding
\$262,890

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET HUA Medical Skills Training	Business Skills, Computer Skills, Continuous Imp., HazMat, MS Didactic, MS Preceptor	301	8-200	0-22	\$690	\$16.17
				Weighted Avg: 30			
2	Retrainee SET Job Creation Medical Skills Training	Business Skills, Computer Skills, Continuous Imp., HazMat, MS Didactic, MS Preceptor	30	8-200	0-22	\$1,840	\$36.00
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1 (SET/HUA): \$16.17 per hour for Fresno County
Job Number 2 (Job Creation): \$17.64 per hour for Fresno County

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

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

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 Number 1 (HUA)		
Administration		23
		9
Ancillary Medical Staff		10
		22
Dietary Services		29
		11
Environmental Services		1
		1
Facilities Management		14
		5
Infection Control		1
		5
Information Management		2
		1

		2
		4
Laboratory Staff		3
		5
Licensed Vocational Nurse		7
Materials Management		1
		2
		2
Pharmacy Staff		3
		9
Physical Therapy Staff		2
		6
Quality Assurance		2
Radiology		6
Registered Nurse		90
Scheduling Staff		1
		2
		1
Sterile Processing		3
		14
		2
Job Number 2 (Job Creation)		
Registered Nurse		30

INTRODUCTION

Founded in 1984, Fresno Surgery Center, L.P. dba Fresno Surgical Hospital (FSH) (www.fresnosurgicalhospital.com) is a licensed 27-bed acute care hospital located in Fresno. The hospital initially operated as an outpatient surgery center, but later expanded its services to include overnight post-surgical care. FSH provides the following surgical procedures: General Surgery, Spinal Surgery, Total Joint Replacement, Ophthalmology, Women Services, Urology, and others. This will be Fresno Surgical Hospital's fifth ETP project, and the third in the past five years.

Veterans Program

FSH has not included a separate Veterans component in this proposal. However, the Hospital actively recruits Veterans and participates in Veteran job fairs to recruit for all open occupations.

PROJECT DETAILS

The Hospital's previous ETP project focused on changes related to standards and regulations within the healthcare industry, patient safety, California State Board requirements, and medical billing. The ever-changing healthcare industry requires constant training to keep pace with advances in medicine, new procedures, and equipment innovations. The proposed project places an emphasis on training to support many of FSH's recent patient care advancements and equipment upgrades. For example, the Hospital is enhancing its orthopedic surgical procedures relating to total joint replacements. FSH is also investing in new robotic surgical equipment by Velys, DePuy, Mako and Stryker which will enhance surgical capabilities for all procedures. In addition, the Hospital has begun utilizing Casetabs scheduling software to improve surgery case communication and coordination.

The proposed training is intended to improve staff competencies, expand service capacity, and ensure the accuracy and safety of FSH's various surgical procedures. Some Curriculum topics may be similar to those provided in a previous ETP contract. However, the subject matter has been updated/changed to meet current needs, so there will be no duplication of training for any employees who may have participated in a prior contract.

Retrainee - Job Creation

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

As healthcare providers in the Central California region continue to rebound from the impact of the COVID-19 pandemic, FSH is experiencing growth as a quality alternative to traditional hospitals in the area. To ensure the Hospital's ability to continue delivering high quality patient care, FSH has committed to hiring 30 new Registered Nurses (Job Number 2). These nurses are needed to maintain adequate staffing ratios and support the Hospital's positive growth during this challenging time for healthcare providers. 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 provided via Class/Lab, E-Learning, and Computer Based Training in the following:

Business Skills: Training will be offered to all occupations and will focus on improving customer service and healthcare administration practices. Training topics include Advanced Customer Service Skills, Effective Communication, Clinical Service System Management, and updated COVID protocols.

Computer Skills: Training will be offered to all occupations to help employees become more proficient in the use of various healthcare software solutions to document, track, and report patient data. This training will help FSH establish more efficient case management and information control measures.

Continuous Improvement: Training will be offered to all occupations and will focus on Teambuilding, Documentation Skills, Frontline Leadership, and Lean Processes.

Hazardous Materials: Training will be offered to all occupations, except Administration. Staff will receive the skills necessary to ensure the safe handling, storage, and disposal of hazardous chemicals and materials common to healthcare settings.

Medical Skills Training: Approximately 120 RNs and 7 LVNs will participate in Medical Skills Didactic and Clinical Preceptor training. Physical Therapy, Radiology, and Ancillary Medical Staff may also receive training on select Medical Skills topics based on their respective job duties. This training will address deficiencies in specific skills to ensure that trainees are competent in advanced medical procedures. Training will focus on the latest techniques and methodologies for providing safe and effective patient care. Training topics will include Patient Assessment and Care, Respiratory Care, Medication Safety, Infection Control, Pre and Post-Operative Care, Radiology skills, Pain management and Robotics Equipment training.

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 0-22 hours of CBT.

Alternate Recordkeeping

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

Special Employment Training/ High Unemployment Area

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

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

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. FSH requests a wage modification from \$21.57 to \$16.17 per hour for approximately 50 trainees in Job Number 1 only. As indicated above, trainees will never be paid less than the State or local minimum wage rate in effect at the end of retention, regardless of the wages expressed here.

Commitment to Training

FSH spends approximately \$225,000 annually on training. Hospital funded training includes basic skills updates, new hire onboarding, and mandated compliance training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

FSH's Chief Human Resources Officer will oversee administration of this project. Additional members of the Human Resources team and department managers will work cooperatively to plan, schedule, and document training. The Hospital has also retained an administrative subcontractor to ensure the project meets ETP requirements. Training will be delivered by in-house experts and vendors as needed. FSH has a structured training plan in place and is ready to commence training upon approval.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0158	Fresno	09/01/20 – 08/31/22	\$199,548	\$199,548 (100%)
18CS-0106	Fresno	11/06/17 – 11/05/19	\$240,256	\$199,573 (83%)

DEVELOPMENT SERVICES

Strategic Business Solutions, LLC in Visalia assisted with development for a flat fee of \$8,250.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Advanced Customer Service Skills
- Clinical Services Management System
- COVID Protocols
- Effective Communications
- Electronic Medical Records Training
- Healthcare Administration Best Practices
- ICD-10 Coding
- Insurance Billing and Authorizations
- Scheduling Best Practices

Computer Skills

- ePREOP Software Training Pixus
- Meditech Software Training
- Quantros Software Training
- Microsoft Applications (Intermediate & Advanced)
- Pyxis Med Dispensing Training
- Casetabs Scheduling Software

Continuous Improvement Skills

- Conflict Management
- Conflict Resolution and Teambuilding Skills
- Documentation Skills
- Environmental Safety
- Food Product Safety
- LEAN Processes
- Leadership Styles/Skills
- Quality Assessment and Improvement

Hazardous Materials Skills

- Hazardous/Biohazard Handling, Disposal, and Storage

Medical Skills (Didactic)

- Advanced Cardiac Life Support
- Ancillary Medical Skills
- Anesthesia Protocols
- Basic Life Support
- Blood Transfusion
- Catheter Protocols
- Code Blue Response
- Hemodynamic Monitoring
- HIPPA

- Infection Control
- Laser Safety Protocols
- Medical/Surgical Nursing Skills
- Medication Safety
- New Graduate Nursing Skills
- Nursing Process Skills
- Nurse Orientation Skills
- Nursing Diagnosis Skills
- Operating Room Nursing Skills
- PACU Nursing Skills
- Pain Management
- Patient Assessment and Care
- Physical Therapy
- Pre-Op Nursing Skills
- Radiology Safety Skills
- Rapid Response Skills and Procedures
- Respiratory Care
- Sterilization Process and Protocols
- Surgical Pre-Op Nursing Skills
- Methicillin-Resistant Staphylococcus Aureus (MRSA)
- Multiple Drug Resistant Organisms (MDRO)
- Patient Identification
- Preventing Catheter Related Urinary Tract Infections
- Preventing Needle Stick Injuries
- Preventing Surgical Site Infections
- Pyxis Medstation 4000 System Training
- Robotics Equipment Training (Velys, DePuy, Mako by Stryker)
- Temporal Artery Thermometer
- Understanding Thrombolytics and Anticoagulants

Medical Skills (Preceptor)

- Airway Management
- Anesthesia Protocols
- Catheter Protocols
- Laser Safety Protocols
- Medical Fire Safety
- Medication Safety
- MedSurg Nursing Skills
- MedSurg Patient Tech Training
- Operating Room Tech Skills
- Orthopedic Nursing Skills
- Patient Assessment Care
- Patient Charting
- Pre-Admission Testing Nursing Skills
- Pre and Post-Operative Care
- Pre-Op and PACU Nursing Skills
- Radiology Skills
- Robotics Equipment Training (Velys, DePuy, Mako by Stryker)

Computer-Based Training

Trainees may receive any of the following:

Continuous Improvement Skills

- Age Specific Care (0.5hr)
- Antibiotic Stewardship (0.5hr)
- Carefusion-Alanis System Training (0.5hr)
- Conflict Management (0.5hr)
- Conflict Resolution and Teambuilding Skills (0.5hr)
- Healthcare Source: Abuse, Neglect, and Exploitation (0.5hr)
- Healthcare Source: Advance Directives (0.5hr)
- Healthcare Source: Bloodborne Pathogens for Clinical Staff (0.5hr)
- Healthcare Source: Communication Through the Lifespan (0.5hr)
- Healthcare Source: Diversity in Healthcare (0.5hr)
- Healthcare Source: Electrical Safety (0.5hr)
- Healthcare Source: Emergency Management Planning (0.5hr)
- Healthcare Source: Handling Hazardous Materials (0.5hr)
- Healthcare Source: Healthcare Safety and Injury Prevention (0.5hr)
- Healthcare Source: Healthcare Security (0.5hr)
- Healthcare Source: Infection Prevention and Control for Clinical Staff (0.5hr)
- Healthcare Source: Latex Allergy (0.5hr)
- Healthcare Source: Leadership Styles (0.5hr)
- Healthcare Source: Life Safety (0.5hr)
- Healthcare Source: Lifting and Moving Patients (0.5hr)
- Healthcare Source: Medication Equipment Management (0.5hr)
- Healthcare Source: Medication Errors (0.5hr)
- Healthcare Source: MRSA (0.5hr)
- Healthcare Source: Multiple Drug Resistant Organisms (0.5hr)
- Healthcare Source: Needle Stick Injury (0.5hr)
- Healthcare Source: Pain Management (0.5hr)
- Healthcare Source: Patient Identification (0.5hr)
- Healthcare Source: Patient Safety Goals for Clinical Staff (0.5hr)
- Healthcare Source: Patient Rights, Confidentiality, and Responsibilities (0.5hr)
- Healthcare Source: Phlebotomy (0.5hr)
- Healthcare Source: Preventing Catheter Associated UTI (0.5hr)
- Healthcare Source: Preventing Surgical Site Infections (0.5hr)
- Healthcare Source: Providing Age-Appropriate Care to Adolescents (0.5hr)
- Healthcare Source: Providing Age-Appropriate Care to Older Adults (0.5hr)
- Healthcare Source: Providing Age-Appropriate Care to Young and Middle-Aged (0.5hr)
- Healthcare Source: Radiation, MRI, and Laser Safety for Clinical Staff (0.5hr)
- Healthcare Source: Rapid Response Teams (0.5hr)
- Healthcare Source: Restraints and Seclusion (0.5hr)
- Healthcare Source: Understanding and Preventing Tuberculosis for Clinical Staff (0.5hr)

- Pyxis MedStation 4000 Nursing Tutorial (0.5hr)
- Standard Precautions (0.5hr)
- Temporal Artery Thermometer (0.5hr)
- Understanding Thrombolytics and Anticoagulants (0.5hr)
- Universal Protocol Guidelines (0.5hr)



Retrainee-Job Creation

Training Proposal for:

Horizon Nut, LLC

Contract Number: ET23-0241

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Paccereilli

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing (E) Agriculture (11) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare, Kern, 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: 262	U.S.: 262	Worldwide: 262
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution
\$220,000

Total ETP Funding
\$199,364

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	242	8-200	0	\$667	\$16.17
				Weighted Avg: 29			
2	Retrainee Priority Rate Job Creation Initiative HUA	Business Skills, Computer Skills, Continuous Impr., Manufacturing Skills	30	8-200	0	\$1,265	\$15.25
				Weighted Avg: 55			

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

Minimum Wage by County:
 Job Number 1 (HUA): \$16.17 per hour for Tulare, Kern, and Fresno Counties
 Job Number 2 (HUA Job Creation): \$15.00 per hour for Tulare, Kern, and Fresno 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 \$0.92 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		136
Sanitation Staff		35
Shipping/Warehouse Staff		10
		2
Administration/Clerical Staff		6
		10
		2
Maintenance Mechanics		5
		13
		3
Supervisor		5
		9
Manager		6
Job Number 2		
Production Staff		23
Sanitation Staff		7

INTRODUCTION

Horizon Nut, LLC (Horizon) (www.horizonnut.com) is a grower-owned pistachio processing operation. It is a cooperative processing organization owned by a diverse group of farmers, many of whom are pioneers in California's pistachio industry.

It was founded in 2007 when a group of pistachio growers wanted to come together and oversee the collective hulling, drying, and processing needs. Headquartered in Tulare, two other facilities were established in Lost Hills and Firebaugh. Pistachios are brought to Horizon facilities from throughout Butte, Colusa, Fresno, Glenn, Kern, Kings, Madera, Merced, and Tulare Counties for processing. Trainees in all facilities will be participating in the proposed training. Its customer base includes retail, institutional, and food processors worldwide.

Veterans Program

While there is no formal plan in place for recruiting Veterans, Horizon participates in job fairs and outreach in Central California. Veterans are encouraged to apply for positions through the normal company hiring policy.

PROJECT DETAILS

This will be Horizon's second ETP Contract, the first within the last five years. The prior Contract was almost a decade ago and funded as a small business. The Company has grown since then with significant changes including the addition of new facilities and hiring of more employees. The proposed training will be new to the Company and will be provided to a new trainee population.

Horizon is experiencing a growth in market share that will require hiring of new employees within the next two years. Increased sales and production along with the new hires will require a tremendous amount of training. The proposed training will provide incumbent and new hire workers with essential skills to ensure that its products meet the highest food product safety standards in the industry.

Horizon also invested \$20 Million in the past two years upgrading its facilities and equipment. This modernization of its facilities requires a substantial amount of training to increase proficiency, improve production capacity, and instill continuous improvement throughout the company to ensure that quality does not suffer.

Retrainee - Job Creation

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

To maintain its market share and remain competitive, Horizon is expanding existing business capacity by adding newly-hired employees in Production and Sanitation. Horizon will hire 30 additional employees (Job Number 2) within the next two years. New workers will be trained on industry practices and equipment to become proficient in production processes and food production safety. 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 Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations in effective communication, sales and marketing, production scheduling, shipping logistics, and other business-related skills.

Computer Skills: Training will be offered to all occupations involved in the Company's applications such as the Bar Code Scanning System, DataTech, and REACTS SAP software that will support process flow and allow workers to navigate and maximize the use of the systems. Administrative/Clerical Staff, Managers, and Supervisors will also learn advanced and intermediate training in Microsoft Office.

Continuous Improvement: Training will be offered to all occupations in Lean Practices, Food Product Safety, Quality Control Systems, Teambuilding, and Strategic Planning to help the Company remain competitive. Running the operation effectively and reducing waste are crucial parts of performance success.

Manufacturing Skills: Training will be provided to Production Staff, Sanitation Staff, and Shipping/Warehouse Staff and will focus on Horizon's different pistachio processes such as hulling, drying, sorting, grading, roasting, and packaging. Maintenance mechanics will also receive training in maintenance and repair of equipment and machinery.

Alternate Recordkeeping

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Horizon's annual training budget is approximately \$50,000 for onboarding, and industry- and OSHA-mandated training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Horizon's Chief Financial Officer will oversee the implementation of the project with the assistance of three staff members in Human Resources and Document Control. An outside administrative consultant has been retained to assist with project administration and ensure that all training records meet ETP compliance.

Training will be conducted at all Horizon facilities and will be provided by in-house subject-matter experts and vendors, as needed. Designated supervisors at the outlying locations (Lost Hills and Firebaugh) will oversee training at their respective facilities and will funnel the training documentation to the headquarters in Tulare. Horizon has a training schedule in place and is prepared to commence training upon contract approval.

High Unemployment Area

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Horizon's facilities in Tulare (Tulare County), Lost Hills (Kern County), and Firebaugh (Fresno County) are 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. Horizon is requesting this modification from \$21.57 to \$16.17 per hour for 49 trainees in Job Number 1 and from \$17.64 to \$15.25 per hour for 16 trainees

in Job Number 2. Some newly-hired trainees in Job Number 2 (Job Creation) will start at a minimum of \$15.00 with wage progression of 25 cents or more by the end of the retention period.

DEVELOPMENT SERVICES

Horizon Nut retained Strategic Business Solutions, LLC (SBS) in Visalia to assist with development of this proposal for a flat fee of \$7,250.

ADMINISTRATIVE SERVICES

Horizon Nut also retained SBS 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Account Development
- Sales and Marketing
- Effective Communications
- Coaching and Mentoring
- Production Scheduling
- Shipping Logistics
- Vendor Relations
- Purchasing Best Practices (APICS)

Computer Skills

- Bar Code Scanning System
- DataTech Software
- REACTS SAP Software
- Microsoft Applications (Advanced & Intermediate)

Continuous Improvement Skills

- Strategic Planning
- Alchemy Training
- British Retail Consortium (BRC)
- Food Product Safety
- Leadership
- Teambuilding
- Sanitation Best Practices
- Quality Control Systems
- Lean Processes
- Hazard Analysis Critical Control Point (HACCP)

Manufacturing Skills

- Computer Assisted Machinery
- Computer Programmed Conveyor Systems
- Combustible Dust
- Confined Spaces
- Materials Handling Equipment
- Programmable Controllers
- Roasting Processes
- Hulling Processes
- Sorting Processes
- Equipment Maintenance and Repair Skills



**Retrainee-Job Creation
Training Proposal for:
Hyundai AutoEver America, LLC
Contract Number: ET23-0208**

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: P. Duarte

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) 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: 210	U.S.: 305	Worldwide: 2,200
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

FUNDING DETAIL

In-Kind Contribution
\$207,868

Total ETP Funding
\$127,420

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.,	180	8-200	0-13	\$644	\$26.00
				Weighted Avg: 28			
2	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp.,	10	8-200	0-13	\$1,150	\$36.00
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1: \$21.57/hr in Orange County
Job Number 2: \$17.81/hr in 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
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 Number 1		
Business Analyst		14
Software Engineer		55
Business Consultant		7
Administrators		7
Manager		26
Client Services		11
Desktop Support		4
Project Manager		10
Specialist		4
Application/Network Engineer		13
Analyst		10
Finance/Accountant		6
Buyer		5
Human Resources		3
Software Support		5
Job Number 2		
Business Analyst		1
Software Engineer		2
Business Consultant		2

Administrators		1
Client Services		2
Project Manager		1
Application/Network Engineer		1

INTRODUCTION

Founded in 2005 and headquartered in Fountain Valley, Hyundai AutoEver America, LLC (HAEA) (www.autoeveramerica.com), an affiliate of Hyundai Motor America, is the North American hub of Information Technology (IT) services for Hyundai-Kia Motor Group. HAEA provides a full range of IT services including application development, business intelligence software, cloud computing platforms, data/cyber security, mobile digital/telematics and artificial intelligence innovation. HAEA enables its customers to focus on running their core business, align IT capabilities across Hyundai-Kia Motor Group subsidiaries, and leverage technology to reduce costs. HAEA is a trusted business advisor for Hyundai-Kia Motor Group subsidiaries which include: Hyundai Motors America, Hyundai Motors Manufacturing Alabama, Hyundai Auto Canada Corporation, Kia Motors America, Kia Motors Manufacturing Georgia and Kia Canada Inc.

This will be HAEA's third ETP Contract, and the second in the last five years. Previous training focused on Technology Training (cloud computing, Mobile Digital, Open Source IT Security, etc.) and soft skills set related to RoadMap/Collaboration and project management. In addition, prior trainings focused on migrating old technology to new platforms, standard technology stack, automating user self-service capabilities, implementing Adobe Cloud Service, and upgrading business warehouse platform to SAP HANA.

Veterans Program

Although this project does not include a Veterans component, the training population of HAEA may potentially include Veterans. The Company welcomes veteran applicants for open positions.

PROJECT DETAILS

HAEA has faced numerous challenges since the start of the COVID-19 pandemic that altered day-to-day business structure of the Company. HAEA employees are adjusting to a new normal and are now working remotely which requires implementation of new processes to stay competitive and keep everyone working efficiently. The Company needs to be creative on how to serve customers in the "post COVID-19" era and while the way HAEA engages with its customers has changed over the last three years, the auto industry has also evolved.

Innovation and technology advancements in the auto industry are continuously developing and Software Engineers and Desktop Support employees are now utilizing the Adobe Cloud Service platform. The Company prioritizes staying at the forefront of the market by implementing new processes along with unveiling several new software upgrades including: SAP HANA, Paylocity, Salesforce, JazzHR, VDI RPA SRE and Car Cloud. In order to provide support, upkeep and maintain optimal performance, the Company's Software Engineers, Desktop Support employees and Application Network Engineers will need certifications in Microsoft Azure, CompTIA Security+, Agile Scrum, Project Management, Cisco, CCNA, Linux, CISSP, and Cloud.

HAEA plans to introduce secure and efficient digital platforms for all dealers. The Company plans to begin migrating old technology to a new platform technology stack which consists of programming languages, frameworks, new database, front and back-end tools, and applications

connected via APIs. Once implemented, these technology stacks require support and upkeep to maintain optimal performance.

HAEA strives to explore new markets, stay competitive, and evolve with the newest IT innovations in the auto industry. Accordingly, training will be crucial so its workforce has the skills to implement these new processes and software upgrades.

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.

HAEA projects to add 10 new employees over the next 21 months. These newly hired employees will be part of HAEA's plan to increase its ability to change software platforms and implement new software for business performance, along with establishing a succession plan and new processes across all departments.

Training Plan

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

Business Skills: Training will be provided to all occupations in Business Performance, Project Management and Business Productivity. Training will allow employees to define and create solutions that meet business needs, goals and objectives.

Computer Skills: Training will be provided to all occupations in the latest software development skills to maximize productivity and allow workers to quickly address the shifting focus toward information security systems, IT software platform-based services, and increased levels of automation in the automobile industry.

Continuous Improvement: Training will be provided to all occupations in best practices and continuous improvement techniques to implement Lean efficiency principals along with steps in the innovation process, from ideation to launch. This training will provide employees the skills necessary to recognize effective processes and procedures to keep pace with providing innovative IT services.

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 0-10 hours of CBT.

Commitment to Training

ETP funds are a key component that will allow HAEA to expand training to all employees to support the new remote platforms and be more productive, have better communication, and a complete understanding of company processes to maintain and increase work productivity to its optimum competence. HAEA's whole culture of work changed and their infrastructure had to be upgraded. Training will allow their employees to provide quick transitions to the upgraded technology and to address client needs more rapidly.

In 2022, HAEA invested approximately \$50,000 in job skills training which leads to increased product knowledge and eventually higher wages. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be delivered by in-house trainers and vendors as needed. The Manager of Human Resources & Administration will oversee overall administration of the project. The Senior Compensation Analyst will execute the training plan and coordinate training to ensure proper record keeping procedures are in place. HAEA also retained an administrative subcontractor, Training Grants Intelligence, Inc., to assist with project administration.

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 ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0445	Fountain Valley	4/8/2019– 4/7/2021	\$127,426	\$105,880 (83%)
ET17-0302	Fountain Valley	11/15/2016– 11/14/2018	\$80,910	\$80,910 (100%)

DEVELOPMENT SERVICES

Training Grants Intelligence, Inc. (TGII) in Suwanee, Georgia, assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Business Analysis
- Road Map/Collaboration
- Business Performance
- Project Management
- Business Productivity

Computer Skills

- Cloud Computing
- Java, .NET
- Advanced Software Development
- Cyber Security Management
- System Administration
- System Analysis
- Microsoft Office
- Digital Platforms
- Standard Technology Stack
- Information Security and Systems
- Adobe Cloud Service
- SAP HANA

Continuous Improvement Skills

- Quality Concepts
- Process Improvement
- Leadership Skills
- Team Building
- Systems, Applications, and Products
- Best Practices
- Communication Skills

Computer-Based Training

Trainees may receive any of the following:

Computer Skills

- Systems, Applications and Products (3hrs)
- Microsoft Office (2hrs)

Continuous Improvement Skills

- Best Practices (4hrs)
- Continuous Improvement Techniques (4hrs)



Retrainee-Job Creation

Training Proposal for:

MBKT Corp. dba Pacific Coast Home Services

Contract Number: ET23-0233

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	SET SB <100 Retrainee Priority Rate Job Creation Initiative Veterans	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, Alameda, San Mateo, Contra Costa, Santa Cruz, Monterey	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: 60	U.S.: 60	Worldwide: 60
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$274,960

Total ETP Funding
\$147,361

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	50	8-200	0	\$1,518	\$29.41
				Weighted Avg: 66			
2	Job Creation Initiative SB<100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, OSHA 10, PL-Commercial Skills	33	8-200	0	\$1,817	\$23.00
				Weighted Avg: 79			
3	Veterans SB<100 Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, OSHA 10, PL-Commercial Skills	5	8-200	0	\$2,300	\$29.41
				Weighted Avg: 100			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Numbers 1 & 3 (Modified SET): \$29.41 per hour statewide.
Job Number 2 (Job Creation): \$19.61 per hour for Alameda, San Mateo, and Santa Clara counties; \$19.42 per hour for Contra Costa County; and, \$17.64 per hour for Santa Cruz and Monterey 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 \$2.41 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Technicians		23
Sales Staff		4
Tech Installers		20
Team Leads		3
Job Number 2: Job Creation		
Technicians		3
		6
Sales Staff		4
Tech Installers		10
Team Leads		10
Job Number 3: Veterans		
Technicians		2
Sales Staff		1
Tech Installers		1
Team Leads		1

INTRODUCTION

Founded 1982 and headquartered in San Jose, MBKT Corp. dba Pacific Coast Home Services (MBKT) (<http://www.pacificcoastelectricians.com>) provides HVAC, plumbing, and electrical services including installation of new equipment, and diagnosis and repair of existing equipment such as home security, generators, HVAC, plumbing, and lighting for residential and commercial customers. Training will be provided at the Company's six Northern California facilities located in San Mateo, Contra Costa, Berkeley, Monterey, Santa Cruz, and San Jose.

This will be MBKT's second ETP Contract, and it's second in the last five years. In the last project, training focused mainly on meeting business growth and demand in the construction sector driven by Title 24 California Code of Regulations that required a 28% overall energy savings (2016-2020). The industry experienced a need to rapidly respond to emerging technologies to improve and reduce home-energy use. In this proposal, MBKT will train staff on recent equipment purchased in addition to content related to expanding services such as HVAC installation and servicing. ETP's funding will also help to upskill workers to acquire certifications that keep the employees and the Company competitive in California.

Veterans Program

In this proposal, MBKT plans to train five Veterans (Job Number 3). The Company accepts referrals from Hire a Vet and Troops to Trades, which are nonprofit organizations that consider qualified veterans for new openings, as a part of their regular hiring process.

Retrainee - Job Creation

In this proposal, the Company will hire 33 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, MBKT recently invested \$156,200 in new equipment such as mini-split systems, heat pumps, on-demand products, energy-audit equipment, and Wi-Fi metering devices. The Company's expansion is driven by new contracts for services in HVAC residential markets following a market boom. Additionally, it has expanded from one to six locations in the last three years. Opening new facilities and expanding existing business capacity by adding newly-hired employees to an existing function satisfies ETP's Job Creation guidelines.

PROJECT DETAILS

ETP training will support the Company's effort to upskill workers to meet growing business needs involving installation of energy efficient HVAC and plumbing. MBKT's business-market expansion is fueled by Title 20 and Title 24 requirements and efforts to move away from fossil fuels to adopt more green technology to meet California's wildfire and fire reduction goals and improved energy efficiency standards to reduce carbon emissions. ETP funds will also supplement training on new equipment. Hiring and training is paramount for MBKT to prevent interruptions in operations and project timelines.

Training Plan

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

Business Skills: Training will be offered to all occupations on course topics such as Team Building and Conflict Resolution. Sales Staff will receive a higher amount of this training due to increased need for communication, presentation skills, customer interaction, and problem solving.

Commercial Skills: Training will be offered to Technicians, Tech Installers, and Sales Staff on topics such as Nest Thermostats and Inverter Technology to increase skills and competencies. MBKT aims to upgrade skills on HVAC and plumbing involving specific equipment and tooling like heat pump water heaters. Sales Staff will also receive this training to increase product knowledge as it pertains to repair and installation projects that they oversee.

Computer Skills: Training will be offered to all occupations. Specifically, Service Titan application software is used companywide to process work orders, conduct billing, and document work and billing. New staff will need to become proficient in using these tools and periodic updates to this software requires refresher training for incumbent workers.

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 (PL- Commercial 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.

PL- Commercial Skills will have a trainer-to-trainee ratio of 1:1. PL will bring trainees up to meet competency requirements. Incumbent Technicians and Tech Installers occupations (approximately 46 trainees) will receive an average of 25 hours of PL training per trainee. However, newly hired Technicians and Tech Installers (approximately 13 trainees) need up to 40 PL hours per trainee due to the intensive skills needed to become competent in an expanding variety of equipment. The total estimated number of PL hours requested is 1,670, which is approximately \$38,410 (26%) in reimbursable funding of the proposed Contract’s amount.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. 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 3.

High Unemployment Area

Some trainees (Job Numbers 1–3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s location in Monterey County is in an HUA. However, the Company is not requesting a wage modification.

Commitment to Training

MBKT's annual training budget is \$95,000 in California. MBKT's existing structured training covers basic competency in residential construction, commercial skills, and business skills delivered via classroom, laboratory, and on-the-job training, all of which will continue to be provided at the Company's expense. It has a robust training program that provides an estimated 180 training hours per employee and up to 600 hours of Productive Lab for select employees such as HVAC Technicians and Electricians. ETP funds will not displace the existing financial commitment to training. Safety training will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

MBKT's HR Manager (dedicated administrator) will be assisted by six other dedicated internal administrators (five Site Managers and one other HR Manager) to oversee this project. Training will be delivered by 15 (in-house) trainers who are subject-matter experts, and some training topics will be delivered by California-based vendors. It has also retained a third-party subcontractor, Synergy Management Consultants, to assist with ETP administration and systems to ensure training is documented and tracked properly to meet ETP's requirements.

Impact/Outcome

ETP-funded training will support the certification of Technicians in OSHA 10, certification for Tech Installers on NATE (North American Technician Excellence), Air Duct Testing certification for Tech Installers, certification for Sales Staff on BPS (Building Performance Standards), and certifications on NGAT (Natural Gas Appliance Testing) for Tech Installers and Technicians. Licensure based training for HVAC Technicians is not a part of this request for funding.

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	
				\$	%
ET19-0360	San Jose	12/8/18 – 12/7/20	\$56,160	\$42,120*	(75%)*

*Due to the COVID-19 pandemic, MBKT's training plans were impacted and not all of the planned training was delivered. The mandatory shelter-in-place order and social distancing rules coupled with delays in implementing Zoom training occurred. Training in this industry is typically delivered in person. To be better prepared, the Company has implemented some distance learning strategies via Zoom and has equipment and training plans developed in a way it can better meet COVID-19 rules. Nevertheless, it managed to grow substantially over this period of time because efficiency in homes became more emphasized as people started working more from home and business contracts expanded, pressuring the Company's further need to train. The ability of MBKT to improve its capacity to deliver additional training stems from business expansion.

DEVELOPMENT SERVICES

The Company retained Synergy Management Consultants of Grass Valley to assist with development of this project for a flat fee of \$11,788.

ADMINISTRATIVE SERVICES

Synergy Management Consultants was also retained to provide administrative assistance for this project for a fee not to exceed 13% of earned funds.

TRAINING VENDORS

Trane in Sacramento has been retained to provide Commercial Skills training for a fee of \$16,500.

Energy, in Sacramento has been retained to provide Commercial Skills training for a fee of \$4,500.

Mitsubishi in Los Angeles has been retained to provide Commercial Skills training for a fee of \$5,500.

Exhibit B: Curriculum

Class/Lab/E-Learning

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

- COVID-19 Safety Factors
- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced A/C 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
- Equipment Safety
- Attic Insulation Safety
- Electrical Hazards Safety

COMPUTER SKILLS

- Service Titan Skills
- Microsoft Office- Excel, Word, PowerPoint, Access and Google Suites- Database Systems (Intermediate / Advanced)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications
- Trenchless Video x-Ray
- Water Leak Video Inspection Tools

Safety Skills - OSHA 10 (Certified-OSHA Instructor) 1:40 Ratio

- OSHA 10

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

PL- COMMERCIAL SKILLS

- Switches and Electrical Components
- Heat Pump Systems
- Air Conditioning Systems
- Metering Devices
- System Controls / STS
- Motors
- Inverter Type Systems
- Digital Tools
- Wiring
- Thermostats
- Ventilation Systems
- Diagnostics
- HVAC Maintenance Service
- Plastic Pipes and Fittings
- Copper Pipe and Fittings
- Cast Iron Pipe and Fittings
- Valves
- Water Heaters
- On-Demand Hot Water Systems
- Pipes and Supply Lines
- Gas and Fuel Systems
- Back Flow Systems
- Sewage and Pump Systems



Retrainee-Job Creation
Training Proposal for:
Organic By Nature, Inc.
Contract Number: ET23-0224

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee Job Creation Initiative HUA	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: 92	U.S.: 92	Worldwide: 92
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$136,455

Total ETP Funding
\$132,480

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	Business Skills; Computer Skills; Continuous Impr; Hazardous Materials; Manufacturing Skills; PL-Manufacturing Skills	74	8-200	0	\$1,380	\$21.73
				Weighted Avg: 60			
2	HUA Priority Rate SB<100	Business Skills; Computer Skills; Continuous Impr; Hazardous Materials; Manufacturing Skills; PL - Manufacturing Skills	18	8-200	0	\$1,380	\$16.30
				Weighted Avg: 60			
3	Job Creation HUA Priority Rate SB<100	Business Skills; Computer Skills; Continuous Impr; Hazardous Materials; Manufacturing Skills; PL - Manufacturing Skills	4	8-200	0	\$1,380	\$16.30
				Weighted Avg: 60			

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

Minimum Wage by County: Job 1 : \$21.73 for Los Angeles County; Job 2 (HUA): \$16.30 for Los Angeles County; Job 3 (Job Creation/HUA): \$15.00 for Los Angeles County

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
JOB 1:		
Administrative Staff		2
		3
Production Worker		15
		16
Sales Staff		1
		2
Technical/Quality Staff		2
		2
Customer Service Staff		3
		4

Planning and Purchasing Staff		2
Marketing Staff		2
		2
Manager/Supervisor		4
		4
		10
JOB 2: (HUA)		
Production Worker		9
		9
Job 3: (Job Creation/HUA)		
Production Worker		4
TOTAL:		96

INTRODUCTION

Organic by Nature, Inc. (OBN) (www.organicbynatureinc.com) is a contract manufacturing company located in the City of Rancho Dominguez, an incorporated city within Compton. As an Organic and kosher certified company, OBN follows strict protocols to manufacture dietary supplements using organic ingredients. Contract manufacturing services include formulation, blending, powder-filling, and bottling/packaging. Customers are also offered the option of purchasing OBN's line of standard organic certified pre-blends to reduce production costs (sourcing, processing, and blending). The Company's products include herbal and botanical supplements, nutraceutical products, and organic vegan and green products and supplements. Its clients range from small, family-owned stores to large scale corporations. This is OBN's second contract, and the first within the last five years.

Veterans Program

OBN does not currently have a specific Veterans recruitment program in place; however, several long-time employees are Veterans.

PROJECT DETAILS

OBN is focusing on a company-wide initiative to decrease manufacturing lead time, adapt Lean processes and increase product validation. The Lean initiative will cover the whole manufacturing and business processes from product formulation and development, raw material sourcing, customer service, planning, operations, logistics, manufacturing, and quality and laboratory testing. This comprehensive training plan will bring consistency and uniformity to the Company by incorporating several Lean business and Lean manufacturing concepts and principles in every department.

OBN has planned training dedicated to the processes and newly acquired equipment used in each department. This includes Set-up/Operation/Sanitation on a fully automatic capsule machine and High Performance Thin-layer Chromatography machine; implementation of a Dual-Fill Bottle Line and HVAC preventive maintenance program; operation of MRP Routing and Production Scheduling system; and adoption of Chemical and Microbiological Analysis to identify all incoming raw materials as required by the FDA. Substantial training will be needed to operate and read measurements accurately using these machines and equipment in the production of safe and quality supplements.

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.

OBN needs to fill newly created positions to operate the new manufacturing line (Dual-Fill Bottle Line) for the launch of its new products. The Company will hire 4 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

Training will be delivered via Class/Lab, E-Learning, and PL by in-house subject matter experts and vendors, as needed.

Business Skills: Training will be offered to Administrative, Sales, and Technical/Quality Staff and Managers/Supervisors. Course topics provided will improve communication, customer service, and leadership skills.

Computer Skills: Training will be offered to all occupations to ensure staff can utilize computer software programs used by the Company. Training provided will include MRP, Microsoft Office Suite Software, and Routing.

Manufacturing Skills: Training will be offered to Production Staff, Quality Staff, and Managers/Supervisors. Training will introduce trainees to new processes that will be implemented at the facility to increase efficiency.

Continuous Improvement: Training will be offered to all occupations. Staff will receive instruction in Lean Manufacturing Skills, Good Manufacturing Practices, and Process Improvement to improve all aspects of the production process.

Hazardous Materials: Training will be offered to Production Staff and Managers/Supervisors to make them aware of safety precautions that should be utilized when handling dangerous materials.

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. OBN will provide up to 20 PL training hours to 53 Production Workers. Employees will receive hand-on training on Production Equipment for Weighing, Blending, Bottling, Pouching, and Labeling Inkjet printing for pouching. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:2.

Commitment to Training

OBN spends approximately \$100,000 on training annually which includes new hire orientation, FDA training, first aid and sexual harassment prevention. 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

OBN has a training plan in place and is ready to start training upon approval. The Human Resources Manager will oversee and administer the ETP Training program assisted by two administrative staff who will handle training coordination, scheduling, delivery and tracking/reporting. The Company has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

High Unemployment Area

Some trainees (Job Number 2 and 3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Los Angeles County are in an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if wages after retention exceed the start-of-training wages. OBN is requesting a wage modification (from \$21.73 per hour in Job Number 2 and from \$18.11 per hour in Job Number 3) to \$16.30 per hour for Los Angeles County for the 22 trainees in Job Numbers 2 & 3.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

OBN 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Customer Service
- Effective Communication
- Inventory Control
- Key Performance Indicators
- Leadership
- Market Research
- Operational Procedures
- Product Innovation
- Reconciliation
- Teambuilding

Computer Skills

- Enterprise Resource Planning (ERP)
- Material Requirement Planning
- Network & Server Management
- Office Suite Software
- Wrike Software Tool for Work Management
- Production Scheduling
- Shop Floor Data Collection
- Workcenter Routing

Continuous Improvement Skills

- Good Manufacturing Practices
- Lead Time Reduction
- Lean Manufacturing Skills
- Process Flowchart
- Process Improvement
- Root Cause Analysis
- SMART Goals
- Total Quality Management

Hazardous Materials Skills

- HazMat Handling
- Material Safety Data Sheets

Manufacturing Skills

- Chemical and Microbiological Analysis
- Equipment Operations
- Hazard Analysis and Critical Control Point (HACCP)
- Laboratory Procedures
- Material Handling Equipment

- Preventive Maintenance
- Production Equipment/Tools
- Product Formulation and Development
- Sanitation
- Setup Time Reduction
- Standard Operating Procedures (SOP)
- Troubleshooting
- Validation

Productive Lab (Trainer-to-Trainee Ratio 1:2)

Trainees may receive any of the following:

PL - Manufacturing Skills

- Equipment Operations
- Laboratory Procedures
- Production Equipment/Tools
- Product Formulation and Development



**Training Proposal for:
Pacific Aire, Inc.**

Contract Number: ET23-0216

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SET Veterans SB <100	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura, Santa Barbara, Los Angeles	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: 57	U.S. : 57	Worldwide: 57
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$265,400

Total ETP Funding
\$151,110

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 Computer Skills Comm'l Skills OSHA 10 PL - Comm'l Skills	57	8-200	0	\$1,380	\$29.41
				Weighted Avg: 60			
2	Retrainee Priority Rate SET SB <100 Job Creation Initiative	Business Skills Computer Skills Comm'l Skills OSHA 10 PL - Comm'l Skills	28	8-200	0	\$2,070	\$20.00
				Weighted Avg: 90			
3	Retrainee Priority Rate SET SB <100 Job Creation Initiative Veterans	Business Skills Computer Skills Comm'l Skills OSHA 10 PL - Comm'l Skills	7	8-200	0	\$2,070	\$26.91
				Weighted Avg: 90			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$29.41 per hour; Job Numbers 2 & 3 (SET/Job Creation in Ventura County): \$17.64 per hour

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

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

Up to \$2.50 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		
Sales Consultants		4
HVAC Tech		23
Installer		20
Plumbing Tech		5
Team Lead		5
Job Number 2		
HVAC Tech		3
		5
Installer		7
		6

Plumbing Tech		5
Team Lead		2
Job Number 3		
HVAC Tech		7

INTRODUCTION

Founded in 1990 and headquartered in Oxnard, Pacific Aire, Inc. (Pacific Aire) (<https://www.pacaire.com>) is a residential-only HVAC service company that sells, installs, and repairs plumbing, heating, and air conditioning equipment, servicing residential customers throughout Southern California. This will be Pacific Aire's first ETP Contract.

Veterans Program

The Company has assembled a recruitment campaign that targets and gives hiring preference to Veterans. Pacific Aire partners with organizations such as "Hire a Vet", "Troops to Trades", and "Wounded Warriors" to increase its Veteran headcount and recruitment efforts. Of the planned additional workforce it expects to hire, Pacific Aire plans to hire at least seven Veterans in this training proposal within the next 12 months.

PROJECT DETAILS

A statewide focus on green energy and building a more sustainable future with less carbon emissions is a top priority for this industry. California is leading the effort to transition many old fossil fuel appliances and systems to newer, more efficient appliances. This involves efforts such as changing from gas to electric appliances, and utilizing tankless water heaters and high efficiency rated air conditioning, heating, and ventilation equipment. The recent mandates and initiatives are pushing companies to provide training on new technology, installation methods, and new equipment for heating, ventilation, air conditioning, plumbing, and appliances.

Pacific Aire has aligned with programs to retrofit old fossil fuel appliances and other equipment to new green energy products that are more energy efficient, emit less pollution and therefore ultimately reduce the carbon footprint in California. It is now focusing on being the premiere business in upgrading these inefficient products for customers throughout Southern California, particularly in Los Angeles, Ventura, and Santa Barbara Counties, which have recently mandated the replacement of inefficient systems with new ultra low Nitrogen Oxide (NOx) equipment and systems.

With this transition to high efficiency, low carbon emissions, and a greener footprint, the Company has recently invested \$410,000 in a mockup training facility at its Oxnard location. This mockup facility will allow staff to practice various installation techniques and install new appliances in a realistic environment where their skills will be tested and evaluated by a subject matter expert. This facility was built to provide a place to train all employees so they can hone their skills and master their crafts. Trainers at this facility will also provide cross-training to enable staff to install multiple systems and appliances.

This training is designed to be specific to the Company's operating procedures and methods of installation. This training project will not duplicate any apprenticeship training programs.

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 mandates and initiative have respectively also created a need for growth at Pacific Aire both in the size and scope of its work. The Company has grown 35% year over year and has been hiring at an average rate of 2-3 employees per month over the past year. Pacific Aire is also seeing retirements accelerate due to the COVID-19 pandemic, causing a shortage of workers with adequate skills to work independently on the job site. The Company is now hiring employees with limited or no skillsets and is providing training from the ground up.

The Company has pending projects scheduled due to a shortage of employees, which is driving the need to hire an additional 35 full-time employees. These new hires will require extensive training to become adequately familiar with the new technology and equipment in order to work effectively and efficiently when deployed in the field.

The Company will hire 35 new employees, seven of which will be Veterans, to meet demands of pending projects. 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 Class/Lab, E-Learning, and Productive Lab training in the following:

Business Skills: This training will be offered to all occupations and focus on improving skillsets of employees across the entire company. Topics include team building, conflict resolution, and presentation skills.

Commercial Skills: This training will be offered to Installers and Technicians. Training will focus on hard skills needed to ensure that field employees are thoroughly trained on all of the new technologies and product systems. Topics include system sizing, ultra-low NOx systems and appliances, and advanced wiring and schematics.

Computer Skills: This training will be offered to all occupations and focus on the increased use and implementation of technology both for customers and internally at the Company. Topics include Service Titan (an internal software used for project management), using tablets and mobile applications, and general Microsoft Office skills.

Productive Laboratory

Installers, HVAC Technicians, and Plumbing Technician trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor will be fully dedicated and present at training delivery during all hours of PL training and will be solely focused on delivering instruction to trainees. Trainees in Job Numbers 2 and 3 may receive up to 30 hours of PL-Commercial Skills training.

PL training in conjunction with the training center is designed to assist and confirm the skill development of employees. Pacific Aire is requesting PL so that trainees will be able to demonstrate their ability to perform and master the skills they've learned. This will be completed and verified on various job sites where the instructor will monitor and ensure that employees are utilizing the proper techniques and methods of installation.

PL training will be provided in a 1:1 ratio and will take place on job sites. This way, the instructor can observe and verify that the tasks were done properly and up to code so that there are no customer callbacks for additional service or repairs.

Certified Safety Training

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 and 30 hours for frontline supervisors. The coursework is geared to construction work and 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.

Special Employment Training

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

➤ **Wage and Retention Modifications**

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 and includes basic on-boarding training, along with other federally-mandated training as part of its standard training procedures. Along with its recent investment of \$410,000 in a new training facility, this training proposal will allow the Company to provide enhanced and in-depth training to all staff on various systems.

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 the HR manager along with two designated management staff. The two management coordinators will oversee tracking of the rosters and are responsible for uploading the data into the ETP systems. The Company has also retained the services of a third party subcontractor who will assist in the administration of this project. Training will be provided by in-house subject matter experts who are seniors at the Company. Pacific Aire may also bring in third party training subcontractors who can provide appliance-specific training.

Alternate Recordkeeping

Staff has reviewed and approved the Company’s request to use an alternate recordkeeping method for training delivered through E-Learning.

DEVELOPMENT SERVICES

The Company retained Synergy Management Consultants, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$8,500.

ADMINISTRATIVE SERVICES

Synergy Management Consultants, LLC in Grass Valley will 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: Curriculum

Class/Lab/E-Learning

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
- Skills Builder Applications

Commercial Skills

- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced A/C 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 - Blower Door/ Weatherization
- Duct Testing
- Air Filtration
- NGAT (Natural Gas Application Testing)
- Home Energy Auditing
- Identifying Waste Products
- Waste Products Remediation Analytics

- Ultra Low NOx HVAC Rheem
- Ultra Low NOx Water Heater Rheem
- Waste Remediation Planning
- Waste Removal Solutions
- Driver Safety
- Lifting Safety
- Ladder Safety
- Work Site Safety
- Equipment Safety
- Attic Insulation Safety
- Electrical Hazards Safety
- Covid Safety Factors

Computer Skills

- Service Titan (The Pacific Aire Tech System, Proprietary HVAC Management Software) Skills
- Microsoft Office and Google Suites. Excel, Word, Power Point, Database Systems
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications for Field Sales and Technician Scheduling and Installation

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Productive Lab (Trainer-to-Trainee Ratio 1:1) - (Job Numbers 2 & 3 Only)

Trainees may receive any of the following:

Commercial Skills

- 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

- Ultra low NOx Rheem HVAC
- HVAC Maintenance Service
- Drawings/Plans
- Plastic Pipes and Fittings
- Copper Pipe and Fittings
- Cast Iron Pipe and Fittings
- Drains- Roof, Floor and Area
- Valves
- Ultra Low NOx Water Heaters
- On Demand Hot Water Systems
- Pipes and Supply Lines
- Gas and Fuel Systems



Retrainee-Job Creation

Training Proposal for:

Peterson Brothers Construction, Inc.

Contract Number: ET23-0232

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Paccerelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SET	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, 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: 360	U.S.: 360	Worldwide: 360
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$201,400

Total ETP Funding
\$187,404

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, Comm'l. Skills, Computer Skills, Continuous Impr. PL-Comm'l Skills	174	8-200	0-22	\$966	\$29.41
				Weighted Avg: 42			
2	Retrainee Priority Rate Job Creation Initiative SET	Business Skills, Comm'l. Skills, Computer Skills, Continuous Impr. PL-Comm'l Skills	20	8-200	0-22	\$966	\$17.81
				Weighted Avg: 42			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$29.41 per hour Statewide
 Job Number 2 (Job Creation): \$17.81 per hour for Orange County, \$17.89 per hour for San Diego County, \$18.11 per hour for Los Angeles County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		5
Field Staff		74
Installer		60
Technical Service Staff		10
Foreman		15
Frontline Manager/Supervisor		10
Job Number 2		
Administrative Staff		2
		2
Field Staff		2
		4
Installer		4
Technical Support Staff		2
Foreman		2

Frontline Manager/Supervisor		2
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INTRODUCTION

Founded in 1983, Peterson Brothers Construction, Inc. (PBC) (www.pbccompanies.com) is an employee-owned company engaged in construction services such as concrete, masonry, paving, and architectural stonework for commercial and residential builders and developers. Customers include Standard Pacific, Snyder Langstrom, Whiting Turner, John Laing, R.D. Olsen, and William Lyons.

Headquartered in Brea, PBC has two other locations in Escondido and Pacoima. Employees in all locations will be participating in the proposed training.

Veterans Program

Although there is no Veteran component in this proposal, PBC is firmly committed to the hiring and development of Veterans. All qualified Veteran candidates are encouraged to apply for positions through the normal company hiring policy.

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.

Increased demand for services and new construction projects recently obtained by PBC necessitated the need to hire new employees. As a result, PBC is expanding existing business capacity by adding newly-hired employees across all functions. PBC is committed to hiring 20 additional employees (Job Number 2) within the next two years. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

PROJECT DETAILS

This will be PBC's third ETP Contract, the second within the last five years. The first ETP Contract focused on the integration and streamlining of contract procedures and the second ETP Contract focused on technology when PBC transitioned its paper processes into electronic forms.

In the new proposal, training will cover varied skills, and will focus on newly introduced technology implemented since the last ETP Contract. As technology has become an integral part of construction, PBC recently invested \$176K in new computer systems and construction technology requiring training of new and incumbent workers. Training is not included in the purchase price.

PBC created a detailed training plan that will give trainees the skill sets needed to utilize the new systems and technology as well as perform new processes. These new system and technology require more training which warrants the need for more funding than what it last earned. When technology is used correctly, it can speed up access to information, reduce rework, increase on-time delivery, increase market share, and improve profit margin.

Training Plan

Training will be delivered via Class/Lab, E-Learning, Productive Lab, and Computer-Based Training (CBT) as outlined below:

Business Skills: Training will be offered to all occupations which will enable trainees to effectively learn new and/or enhanced skills in communication, product knowledge and specifications, situation behavior, and utilization review. This training will also include CBT as an introduction and prerequisite to the class/lab training.

Computer Skills: Training will be offered to all occupations with emphasis on new system and software in foundation design, heavy construction, project management, electronic bids as well as internal software applications utilized across all departments.

Commercial Skills: This training will be offered to Field Staff, Installers, Technical Service Staff, and Foremen. Trainees will learn construction processes and the operation of tools & equipment. PBC certified that these training topics do not replace, parallel, supplant, compete with, or duplicate existing apprenticeship programs as applicable to the occupations planned.

Continuous Improvement: Training will be offered to all occupations which will include topics in building teams, case management, and quality systems.

Productive Laboratory (PL) – Commercial 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.

PL training in Commercial Skills offers essential hands-on training which is cost-effective when conducted on site. As each construction project is one-of-a-kind, it is very difficult to replicate in a classroom or simulated setting. Due to the unique nature of the construction industry, the training can only take place in the field where trainees will learn site-specific operating procedures in the following areas:

- Compliance Tracking - identifying indicators of adherence to industry standards and to ensure all standards are met;
- Steel Structure – equipment use and maintenance of steel structure production equipment;
- Equipment Operation - heavy and/or specialized equipment operation on site;
- Construction Errors – identification of improper techniques and how to avoid these errors;
- Electrical Systems - proper installation and use of specialized equipment and safety procedures;
- Site Condition - identification of site organization techniques and management of ongoing site conditions at different time points of the project; and
- Standard Operating Procedures - PBC's daily operation on site.

PL will complement the class/lab training. Up to 35 hours of PL will be provided to Field Staff, Installers, Technical Service Staff, and Foreman at a trainer-to-trainee ratio of 1:1. Trainees will be evaluated on their knowledge, skill, and proficiency. Trainers must certify competency for each skill before trainees are allowed to work independently. Based on PBC's competency matrix, PL will be approximately 19% of the total training hours. Upon completion of PL, trainees will continue to receive "on-the-job" training at the employer's expense. Training will be provided by in-house trainers who are subject matters experts with a minimum of 3 years of work experience and required certifications.

Alternate Recordkeeping

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

Commitment to Training

PBC's annual training budget is approximately \$80,000 for new hire onboarding, sexual harassment prevention, first aid, OSHA-mandated training, basic computer skills, and on-the job training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

PBC's Human Resources Director will be responsible for the administration and implementation of this project with an internal staff coordinating with the other facilities to collect rosters. An outside consultant has been retained to assist in the project administration and ensure that all training records meet ETP compliance. PBC has a training schedule in place and is prepared to commence training upon contract approval. Training will be provided by in-house subject matter experts and vendors as needed.

Frontline Worker

PBC will include 17 Foremen and 12 Frontline Managers/Supervisors, which represents 15% of the trainee population in this proposal. These employees supervise and are non-exempt frontline workers. They spend more than 50% of their time performing frontline work duties. Trainees meet the Panel's definition of frontline workers, qualifying for SET funding.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET17-0338	Brea	12/10/2016- 12/09/2018	\$89,940	\$89,940 (100%)	

DEVELOPMENT SERVICES

PBC retained National Training Company, Inc. (NTC) to assist with development of this proposal for a flat fee of \$3,125.

ADMINISTRATIVE SERVICES

PBC also retained NTC to perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting Skills
- Communication Skills
- Equipment Management
- Management Skills
- New Home Licensing
- Product Knowledge
- Product Specifications
- Situational Behavior
- Utilization Review

Commercial Skills

- Concrete Installation
- Electrical System Equipment
- Equipment Assembly Procedures
- Equipment Rental Management Estimation
- Inventory & Raw materials Training
- Field Performance
- Formwork and Shoring
- General Contracting
- Grading
- Installation Procedures
- Job Site Management
- Landscaping Techniques
- Material Composition
- Material Specifications
- Reading Blueprints
- Remodeling Skills
- Steele & Mesh Placement
- Storm Water Pollution Prevention
- Standard Operating Procedures
- Structural Fabrication
- Underground Utilities
- Welding Equipment

Computer Skills

- Business System
- Crystal Reports
- Document Control
- Electronic Bids
- Foundation Design Software
- Heavy Construction Software

- Internal Software Applications
- Microsoft Office (Intermediate & Advanced)
- MicroStation
- Preventive Maintenance Program
- Project Management Software
- Webinar Development

Continuous Improvement Skills

- Building Teams
- Case Management
- COVID-19 Procedures
- Quality Systems

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

Trainees may receive any of the following:

Commercial Skills

- Concrete Installation
- Utility System Installation
- Excavation Equipment Operation
- Forklift Operation
- Heavy Construction Equipment Operation
- Masonry Installation
- Piping Installation Procedures
- Site Preparation Procedures
- Water System Installation

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Accounting Skills (4.0 Hrs)
- Being Positive at Work (0.57 Hrs)
- Communication Skills (6.0Hrs)
- Developing Executive Presence (1.2 Hrs)
- Equipment Management (5.0 Hrs)
- Management Essentials (3.0 Hrs)
- Purchasing Foundations (1.3 Hrs)
- Solve Problems (0.45 Hrs)



Retrainee-Job Creation
Training Proposal for:
RuffStuff, Inc.

Contract Number: ET23-0225

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: A. Reyes

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SB <100 Veterans	Industry Sector(s):	Retail (F) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Placer	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: 45	U.S.: 45	Worldwide: 45
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$247,500

Total ETP Funding
\$109,825

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	45	8-200	0	\$1,495	\$21.57
				Weighted Avg: 65			
2	Retrainee Job Creation Initiative SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	20	8-200	0	\$1,725	\$23.00
				Weighted Avg: 75			
3	Retrainee SB<100 Veterans	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	5	8-200	0	\$1,610	\$25.00
				Weighted Avg: 70			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Numbers 1 & 3: \$21.57 per hour in Placer County
 Job Number 2 (Job Creation) \$17.64 per hour in Placer 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 \$1.57 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 (Retrainees)		
CAD Designer		4
Fabricator/Welder		7
		16
Sales/Marketing		2
		4
Shipping/Logistics		2
		2
Team Leads		8

Job Number 2 (Job Creation)		
CAD Designer		5
Fabricator/Welder		5
		6
Sales/Marketing		1
Team Leads		3
Job Number 3 (Veterans)		
Fabricator/Welder		5

INTRODUCTION

Founded in 1980 and located in Loomis, RuffStuff, Inc. (RuffStuff) (www.ruffstuffspecialties.com) is a manufacturer and wholesale retailer of custom parts for off-road and utility vehicles (UTV) such as Rock Crawlers and Jeeps. RuffStuff also produces high-end components for four-wheel drive vehicles. The Company's products are shipped worldwide. Training under this proposal will be for its sole facility in Loomis. This will be RuffStuff's third Contract and the second in the last five years.

Veterans Program

RuffStuff plans to train five Veterans (Job Number 3) who have served on active full-time duty in the Armed Forces. The company is committed to retraining veterans and actively recruits veterans through Hire a Vet and Troops to Trades. These are local organizations that aids in placing local veterans.

PROJECT DETAILS

Previous training focused on basic skills, and the manufacturing process for specific off-road side-by-side aftermarket parts. This project would focus on training new employees that were hired since the previous project, as well as on new technologies, including updated and expanded product lines.

As the Company plans to expand its current product line, training is needed to meet regulatory rules and certifications. New employees will receive training and certificates that are transferrable, such as Mig/Tig Welding and Press Operator certification. These certifications are part of a wage progression evaluation that RuffStuff uses to remain competitive in the market.

In addition, RuffStuff has grown at a rapid rate over the past few years based on the success of its products and stellar reputation for its off-road parts. With this rapid growth, the Company must expand its manufacturing lines and shipping processes to match. Therefore, RuffStuff must hire new staff to meet the increased demand for products. Although training topics in this proposal are similar to those provided in prior projects, trainees will not repeat the same training courses previously received.

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.

RuffStuff has experienced a rapid growth in demand for products over the past few years. Due to this expansion, the current production rate from staff is unable to match the demand. The Company will hire 20 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

Training will be delivered via Classroom/Laboratory, Productive Lab (PL), and E-Learning by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to all occupations and focus on improving sale processes, customer service and communication. Training topics include Communications, Time Management, Coaching and Sales Account Management.

Commercial Skills: Training will be offered to Fabricators/Welders, Marketing Staff and Sales Staff and encompass maintenance-service, warranty and off-road technologies. Training will focus on materials used on the new product line. Training topics include Product Knowledge, and Original Equipment Manufacturer/Aftermarket Knowledge.

Computer Skills: Training will be offered to all occupations and focus on CAD designs and the NetSuite software. Training topics include SolidWorks CAD, Smartsheets, Quickbooks Software, and Mini Mac 400 Operation.

Continuous Improvement: Training will be offered to all occupations and focus on process improvements. Training topics include Process/Quality Improvement, Problem Solving/Decision Making Skills and Root Cause Analysis.

Manufacturing Skills: Training will be offered to Fabricators/Welders and CAD Designers. Training will focus on manufacturing processes for new and existing products for Machining Skills, Stamping Skills, and Press Brake Skills.

Certified Safety Training

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

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.

Approximately 35 hours of PL-Manufacturing Skills training will be delivered to Fabricators/Welders under Job Creation (Job Number 2) and approximately 20 hours will be delivered to Fabricators/Welders under Retainees (Job Number 1) and Veterans (Job Number 3). Training will be provided on Bending Equipment, Cutting Equipment Skills, Die Making, Machining Skills, Off-Road Vehicle Dynamics, Press Brake Skills, Stamping Skills, Screw Machining skills, Welding Steel, Welding Aluminum, and Plasma Cutting. As part of the manufacturing process, hands on training on machines are needed to ensure both safety for employees, as well as quality products for consumers. Production will be impacted as an experienced staff member will be used to train and observe trainees.

Trainees will use manufacturing and field tools, equipment and testing equipment under the direction and supervision of a trained superior. RuffStuff is requesting a 1:1 trainer-to-trainee ratio.

Commitment to Training

RuffStuff's current annual training budget is approximately \$165,500 and includes new hire orientation, general safety and production processes. 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

RuffStuff has a structured training plan in place and is ready to start training upon project approval. The CFO will oversee project administration, HR Coordinators will handle training rosters, and track performance. A third party administrator will assist with the implementation, compliance, reporting and reimbursements for the contract.

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 \$ %
ET19-0308	Loomis	10/25/18- 10/24/20	\$62,400	\$62,400 (100%)

DEVELOPMENT SERVICES

Synergy Management Consultants, LLC in Grass Valley assisted with development services for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Coaching
- Conflict Resolution
- Communications
- Customer Service
- Ergonomics
- Leadership Training
- Presentation skills
- Problem Solving
- Sales Account Management
- Sales Procedures and Strategies
- Team Building
- Time Management

Commercial Skills

- Product Knowledge
- Original Equipment Manufacturer/Aftermarket Knowledge

Computer Skills

- B2W Estimating Software
- CNC Software
- Mini Mac 400 Operation
- MobilFrame Software
- Open Policy Agent (OPA) Software
- Quickbooks Software
- Smartsheets
- SolidWorks CAD
- Torchmate Software

Continuous Improvement Skills

- Back Safety
- Chemical handling and Material Safety Data Sheets (MSDS)
- Defensive Driving
- Fire Safety
- Forklift Safety
- Hazardous Materials
- Inventory Control
- Kaizen Event Strategy & Implementation
- Ladder Safety
- Leadership Skills
- Lean Concepts/Lean Production/Lean Office
- Lifting Properly

- Teambuilding
- Problem Solving/Decision Making Skills
- Process/Quality Improvement
- Root Cause Analysis
- Standard Operating Procedures
- Working in extreme weather conditions

Manufacturing Skills

- Bending - Tube Bender
- Bending - Tube Notcher
- Component Setup
- Cutting Operations - Plasma Cutting
- Cutting Operations - Plasma Table Operations
- Cutting Operations - Band Saw Operations Horizontal
- Cutting Operations - Band Saw Vertical
- Die Making
- Machine Maintenance
- Machining Skills - Measurement, Materials and Safety
- Machining Skills - Job planning, Benchwork, Layout
- Machining Skills - Manual Milling Skills
- Machining Skills - Turning Operations
- Machining Skills - Grinding Skills
- Machining Skills - Drill Press Skills
- Machining Skills - CNC Programming Set Up
- Machining Skills - CNC Operations Milling
- Machining Skills - CNC Operations Turning
- Machining Skills - Metal Forming
- Machining Skills - Lathe Operation
- Press Brake - Drive Press Brake Skills
- Press Brake - Non-CNC Set Up Press Brake
- Press Brake - Slide forming Set Up and Operations
- Screw Machining - Single Spindles
- Screw Machining - Multiple Spindles
- Stamping - Tooling
- Stamping - Compound Dies
- Stamping - Progressive Dies
- Welding - Mig Welding
- Welding - Tig Welding

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Manufacturing Skills

- Bending Equipment
- Component Design
- Cutting Equipment Skills
- Die Making
- Torchmate process
- Machining Skills
- Off-Road Vehicle Dynamics
- Plasma Cutting
- Press Brake Skills
- Screw Machining skills
- Stamping Skills
- Welding - Aluminum
- Welding - Steel



Retrainee-Job Creation

Training Proposal for:

Sky Rider Equipment Company, Inc.

Contract Number: ET23-0223

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Priority Rate SB <100 Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Francisco	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>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$119,856

Total ETP Funding
\$117,300

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; Manufacturing Skills; OSHA10/30; PL-Mfg Skills	71	8-200	0	\$1,380	\$21.57
				Weighted Avg: 60			
2	Retrainee Priority Rate SB<100 Job Creation Initiative	Business Skills; Computer Skills; Continuous Impr; Manufacturing Skills; OSHA10/30; PL-Mfg Skills	14	8-200	0	\$1,380	\$17.81
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1: \$21.73 (Los Angeles), \$21.57 (Orange), \$23.53 (San Francisco)
 Job Number 2 (Job Creation): \$18.11 (Los Angeles), \$17.81 (Orange), \$19.61 (San Francisco)
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 \$2.11 per hour for Job Number 2 (Job Creation).

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
JOB NUMBER 1:		
Manufacturing/ Production Worker		25
		25
		10
Administration		1
		1
Manager/Supervisor		3
		3
		3
JOB NUMBER 2: (Job Creation)		
Manufacturing/Production Worker		5
		8
Administration		1
TOTAL:		85

INTRODUCTION

Founded in 1984, Sky Rider Equipment Company, Inc. (www.Sky-Rider.com), (Sky Rider) is a designer, manufacturer and installer of façade access systems for new construction and existing buildings. The Company is located in Anaheim. Products include davits (used on ships to lower and raise anchors and lifeboats), interior and exterior monorail track systems and mobile roof carriage systems. Sky Rider also distributes and provides expert installation of Building Maintenance Units, Erect-a-Step Modular Platforms, Ground-based Access LEO Series hydraulic booms, and Tieback devices for both new and retrofit applications. The Company also offers a service department for its own equipment, and equipment manufactured by others. Sky Rider services over 800 buildings in the Northern and Southern California areas as well as buildings in Nevada and Arizona. Training for this ETP proposal will take place at the Company's facility in Anaheim, Santa Fe Springs and San Francisco.

PROJECT DETAILS

This is Sky Rider's second ETP Contract. The Company's prior ETP Contract upgraded employee skills and qualifications in various equipment and production processes such as CAD/CAM programming; CNC machine operations, Total Productive Maintenance, Value Stream mapping and 5S methodology. For this proposal, the Company will focus training on the new Sky Rider ERP system (Acumatica) which is in the process of company-wide implementation and Sage 50 software. Both software systems are critical in understanding the workflow and will ensure that production, logistics and financials are tied together. In addition, employees will be trained to improve their skills in continuous improvement, business skills and manufacturing skills. ETP-funded training will allow the Company to continue refining their programs and processes to provide better service and dependable products.

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's customer base increased by 20% in the previous 2 years increasing their employee headcount by 30 personnel. The Company expects to hire 14 new employees (Job Number 2). Sky Rider will recruit, hire, and train these 14 new employees within the next two years to fill in positions in response to the Company's expanding customer base which will increase workload in the operations department due to expanding business operations. The training in this proposal will help newly-hired personnel confidently transition into performing effectively and efficiently. 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 Class/Lab, E-Learning, and PL by in-house subject-matter experts and vendors, if necessary.

Business Skills: This training will be offered to managers/supervisors and administration in order to develop their skills and understanding of Strategic Management and processes. Coaching and developing the overall leadership skills of supervisors, managers and lead persons will help them become better leaders and mentors, leading and guiding the workforce towards the business changes that the Company is moving towards. Training will include key functional areas in HR, Finance/Accounting and Sales and Marketing.

Computer Skills: This training will be offered to all occupations in order to develop the overall skills and knowledge of employees in utilizing software tools such as Microsoft Office Excel,

PowerPoint, and Outlook. The training will also enhance the overall understanding of Sky Rider's current system, Sage 50 and Acumatica. Training in SOLIDWORKS and AutoCAD will enhance skills and allow staff to create and design products with the latest software and technology.

Continuous Improvement: This training will be offered to all occupations in order to create an effective company culture of Lean Manufacturing and Process Improvement. Sky Rider is moving towards increasing efficiencies across all functional areas by eliminating waste and redundancy in our workflow and internal processes.

Manufacturing Skills: This training will be offered to Manufacturing/Production workers in order to enhance their skills and understanding of conducting quality inspections, new manufacturing processes, problem solving, and troubleshooting techniques and tools.

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.

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. Sky Rider will provide up to 15 PL training hours to 70 Production Workers. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:2.

Commitment to Training

Sky Rider spends approximately \$100,000 on training annually for its two California locations combined. Company-funded training includes new hire orientation, FDA training, first aid and sexual harassment prevention. 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

Sky Rider has a training plan in place and is ready to start training upon approval. The Controller and the Human Resources Manager will oversee and administer the ETP Training program. In addition, one administrative staff and the project managers at each of the locations will handle training coordination, scheduling, delivery and tracking/reporting. The Company has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

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 \$ %
ET17-0294	Anaheim	11/10/16 – 11/09/18	\$98,124	\$98,124 (100%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Sky Rider 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Building Trust and Respect
- Coaching & Development
- Communication Skills
- Customer Service
- Finance/Accounting procedures
- Goal Setting & Prioritizing
- Leadership
- Managing Meetings
- Motivating and Encouraging Employees
- Performance Improvement
- Project Planning and Delegating
- Planning, Zoning, Permitting, Building Layout, Construction, Installation, Start-Up
- Product Knowledge
- Project/Program Management
- Sales
- Teambuilding
- Time Management
- Work Processes and Procedures

Computer Skills

- Adobe
- Autodesk Software (Inventor, Revit)
- Auto-Cad
- Calibration Manager
- Class Inventor 3-D modeling
- Document Control
- Engineering Design Software
- Inventor
- Microsoft Office/Project
- Paycom/ Payroll Processing
- Sage 50/Financial/Accounting/HR/Payroll
- Smart Sheets
- Visio
- Web applications
- Zendesk CRM

Continuous Improvement Skills

- 5S
- Internal Audits
- Process Improvement

- Problem Solving – Root Cause Analysis /Decision Making
- Productivity Improvement
- Quality Improvement
- Statistical Process Control
- Six Sigma Process Controls
- Value Stream Mapping

Manufacturing Skills

- Blueprint Reading
- Building Maintenance Units (BMU's) Provided by Gondolas in Design. (GinD)
- Design, Service, and Repair of Hi-Rise Exterior Maintenance Systems
- Diagnostics, Service and Repair
- Distribution/Supply Chain/Logistics Procedures
- Equipment Operation, Maintenance & Troubleshooting
- Erect A Step
- Fabrication
- Facade Access Systems (Davits, sockets, interior and exterior monorail track systems and mobile roof carriage systems)
- Good Manufacturing Processes
- Ground Based Access
- Inspection and Repair Services on Window Washing Systems
- Lean Manufacturing (5S, reduce cycle time, eliminating waste, reducing cost)
- MasterCam
- Material Requirements Planning
- Rigging Winch
- Scaffold Inspection and Testing (SIT)
- Shop Equipment & Tools
- Socket and Davit, Skylight Monorail Track System, Roof Car
- Structural, Mechanical and Electrical Design/Engineering
- Tiebacks & CDC Systems
- Tirak Hoists Powered Platforms
- Welding, Brazing Mig & Tig

OSHA10/OSHA30 (Certified OSHA Instructo)

- OSHA 10
- OSHA 30

Productive Lab (Trainer-to-Trainee Ratio 1:2)

Trainees may receive any of the following:

PL - Manufacturing Skills

- Equipment Operation
- Installation/Repair Procedures



**Training Proposal for:
Taller San Jose Hope Builders**

Contract Number: ET23-0204

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	New Hire Medical Skills Training Multiple Barriers Priority Rate SET	Industry Sector(s):	MEC (H) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$99,360		\$9,536 12%		\$108,896

In-Kind Contribution:	50% of Total ETP Funding Required	\$110,625
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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 Medical Skills Training Multiple Barriers SET Priority	Computer Skills, MS-Didactic, Job Readiness	32	8-260	0	\$3,403	\$19.00
				Weighted Avg: 135			

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

Minimum Wage by County: Job Number 1 (SET-MB New-Hire): \$18.11 per hour for Los Angeles County; \$17.81 per hour for Orange County; \$17.89 for San Diego County; and \$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

Although participating employers provide health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Medical Assistant		1
		2
		29

INTRODUCTION

Established in 1995 and headquartered in Santa Ana, Taller San Jose Hope Builders (Hope Builders) (www.tsjhopebuilders.org), was founded by the Sisters of St. Joseph of Orange, to build a pathway to a better life for young adults. Hope Builders is a nonprofit organization that provides workforce development services and education, which include life skills, job-training skills to meet the needs of employers, job placement, outreach, weekly stipend, and counseling for young adults between the ages of 18-28. The organization is focused in responding to increasing gang violence, high youth unemployment, low high school graduation rates, and rising teen pregnancy rate. Since its inception, Hope Builders has worked and supplied employers with qualified workers in healthcare, construction, behavioral health, and child development. Hope Builders has an employment rate of 87% and enrolls more than 250 young adults, who are caught in the cycle of poverty, and strives to help them achieve and maintain self-sufficiency. This will be Hope Builders' first ETP Contract.

Hope Builders is eligible to contract with ETP as a Grant recipient of Workforce Innovation and Opportunity Act (Title 22, California Code of Regulations, Section 4400 (II)).

Veterans Program

Although there is no Veterans component, Hope Builders encourages and offers training opportunities to Veterans in the community.

PROJECT DETAILS

Young and unemployed adults face many challenges in the community. Therefore, Hope Builders is committed to improve the quality of life for these individuals. Its mission is to unlock the greatness for disadvantaged young adults in the community, provide second chances to grow and prosper, assist and work with young adults on their life path and help them grow, and be flexible and willing to bend and adapt as needed to provide support and guidance. As a result, Hope Builders aims to stabilize the lives of its young people, give them the skills and support needed to enter into upwardly mobile employment, an educational pathways to advance towards living-wage employment, and self-sufficiency.

Many of Hope Builders' targeted participating employers are healthcare and behavioral health customers that have expressed a need for more medical staff to meet the needs of many present-day healthcare challenges. This includes increases in growing elderly and medically complex patient populations, customers' services, ongoing regulatory changes impacting the healthcare industry, impact of COVID-19 pandemic, improvement of skills and competencies of individuals who enter a new career in healthcare, and keeping up with technological advances. In addition, targeted participating employers are facing a shortage of medical staff that they hope to overcome by hiring well-trained and well-prepared skilled workers ready to do the job.

New Hire Training/Recruitment & Placement

In this proposal, Hope Builders requests ETP funding to train unemployed individuals with multiple barriers to employment. This program will assist and place New Hire workers in entering the workforce and improving their opportunities for career advancement in healthcare. Hope Builders is determined to help underserved populations (individuals with multiple barriers and/or other vocational disadvantages) by providing education, skills training, work experience and job placement services. Hope Builders has been effectively providing placement services for these individuals (including job search, interview skills, and resume preparation).

Hope Builders' goal is to provide New Hire trainees with the necessary skills and knowledge required to become immediately productive upon hiring. Prior to enrollment, New Hire trainees will be assessed for education level, reading and math skills, and provide right to work documentation. Hope Builders' anticipates that New Hire trainees in Medical Assistant training program may receive up to 400 hours of training, of which ETP will reimburse a maximum of 260 hours. Training in healthcare will provide students with skills to become Medical Assistant and prepare them for careers in the healthcare industry. Training will also allow trainees to be more competitive in the job market. Hope Builders' in-house placement staff works closely with prospective employers to be aware, and meet their need for, new employees and to ensure graduates will have employment following graduation. New Hires will be placed with employers in the following counties: Los Angeles, Orange, Riverside and San Diego Counties.

Curriculum Development

The proposed healthcare curriculum was developed via Hope Builders' outreach efforts to identify and assess employers' need and ongoing regulation changes affecting healthcare industry. In addition, Hope Builders works closely with each employer to determine skill gaps within its organization, continuously keeping up with industry demand and technological advances, and

developing skilled workers in the area healthcare. Training is designed to provide trainees with targeted skills that will increase their opportunities to find suitable employment and perform to the employers' satisfaction. Hope Builders has identified employers that have made firm commitments to hire the participants upon successful completion of training.

Training Plan

With a high demand for training in healthcare, Hope Builders has designed a comprehensive training program to address employers' need. Training classes will be administrated two days per week with programs 16-20 weeks in duration. Training is scheduled to begin upon Panel approval, and will take place at Hope Builders' headquartered in Santa Ana.

Classroom/Laboratory, Videoconference and E-Learning training will be provided. Hope Builders will provide New Hire trainees with the following equipment and software: Chromebook or laptop, Wifi access as needed, headphones upon request, Microsoft Office, Teams and Schoology. Approximately \$150,000 of equipment and software have been invested under this training proposal.

Computer Skills: Training will include the use of Electronic Health Records and industry-based computer software applications to accurately enter and update patient information, support business operations and keep up with the latest technological advances.

Medical Skills-Didactic: Training will include skills and techniques needed to become Medical Assistants. Training topics will include Patients' rights, Care Procedures, Cleaning and Care Tasks in the Homes, Vital Signs and Nutrition.

Job Readiness Skills: Training will help all new hires become competitive job candidates and prepare them for successful entry in the labor market.

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.

➤ Multiple Barriers

It is expected that the trainees will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP Minimum Wage post-retention.

➤ Wage Modification

The Panel may modify the ETP Standard Minimum wage for these New-Hire trainees by up to 25%. However, Hope Builders is not asking for a wage modification. All trainees will meet \$19.00 per hour for Los Angeles, Orange, Riverside and San Diego Counties.

➤ Retention Modification

The Panel may modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers.

➤ Incidental Placement

Trainees may be retained in employment with a public entity or nonprofit organization at up to 20% of the total New-Hire trainee population.

Impact/Outcome

This training proposal will help New Hire Medical Assistants enter into the medical clinics, hospitals, acute/skill care facilities, and home-care environment. Upon completion of Medical Skills training, trainees will receive Certification of Completion, Career Technical Certification and First Aid & CPR certificates.

Commitment to Training

Most of the targeted participating employers lack the resources and funding to conduct formal and structured training; whereas many small companies have limited or lack of training budget. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs.

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 and three staff member will be responsible for all administrative responsibilities, including scheduling training, collecting and reviewing attendance rosters, enrollment, recording and tracking training. Hope Builders has also retained the services of a third party subcontractor to assist in administration of the project.

Marketing and Support Costs

Hope Builders has a well-established marketing and recruitment program to increase local businesses and employers'/employees' participation in its workforce training programs through its large network of advisory employers. Every year Hope Builders sponsored a gala, Light Up a Life, which brings together Orange County civic and business leaders to support, unite lives, and rekindle its mission. Staff has built strong relationships with economic development partners including: One-Stop Job Centers, EDD, Workforce Investment Board, Work Source Centers, Orange County business leaders, American Red Cross, Santa Ana College, Applied Behavior Analysis, and Santiago Canyon College to promote training opportunities. In addition, Staff networks closely with past clients, using employer and employee evaluations to determine future training needs and establish ongoing, long-term relationships.

Hope Builders is confident that the recruitment objectives, goals, and the tools that have been planned and supported the successful implementation and delivery of the ETP-funded training program. Hope Builders has five staff dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, Hope Builders requests 12% support costs to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers.

Trainer Qualifications

Training will be delivered by two in-house experts who have a minimum of 20 years of experience and certified in the following area: Medical Assistant, Basic Life Support Instructor with American Heart Association, Applied Business Management, and Limited Radiography.

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.

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development of this proposal for a flat fee of \$2,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Microsoft Office Suite
- Electronic Health Records
- Scheduling & Billing Software (SimChart for the Medical Office)
- Data Entry & Typing

Job Readiness Skills

- Working as a Team (Team Building)
- Communication Skills
- Conflict Resolution
- Time Management
- Problem Solving & Decision Making
- Clinical Orientation for Medical Assisting
- Resume Writing & Interview Skills

Medical Skills-Didactic

- Patient Rights
- Prevention & Management of Catastrophe & Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis
- Weights and Measures (Drug Dosage & Calculations)
- Patient Care Procedures
- Vital Signs
- Nutrition
- Emergency Procedures
- Rehabilitative Restorative
- Observation and Charting
- Personal Care Services
- Cleaning and Care Tasks in the Homes
- Interpersonal Skills
- Observation and Charting
- Death and Dying
- Introduction to Aide and Agency Role
- Interpretation of Medical and Social Needs of Clients
- Microbiology/ Phlebotomy
- Electrocardiogram and Basic Pulmonary Procedures
- Diagnostic Radiology



Retrainee-Job Creation
Training Proposal for:
Ultra Pro International LLC
Contract Number: ET23-0211

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee 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: 213	U.S.: 213	Worldwide: 213
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

In-Kind Contribution
\$93,448

Total ETP Funding
\$91,195

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, Mfg. Skills	191	8-200	0	\$345	\$21.73
				Weighted Avg: 15			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Imp., HazMat, Mfg. Skills	55	8-200	0	\$460	\$18.11
				Weighted Avg: 20			

*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: 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 (Job Number 1) and \$2.11 per hour (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		
Administration		1
		2
		13
Engineering		1
		1
		1
Production		10
		90
Supervisor/Manager		2
		7
		40
Technician		2
		2
		4

Warehouse		1
		3
		11
Job Number 2 (Job Creation)		
Administration		1
		1
		3
Production		5
		45

INTRODUCTION

Founded in 1952 and located in the City of Commerce, Ultra Pro International LLC (Ultra Pro) (www.ultrapro.com) manufactures and supplies storage solutions and accessories for sports and gaming collectibles, photographs, and scrapbooking albums. Ultra Pro's products include deck boxes and protectors, dice bags, travel gear, binders, and organizers. Ultra Pro also offers Ultra Sleeves, the Company's own line of disposable protective sleeves for computer tablets. This will be Ultra Pro's fourth ETP Contract, and the second in the last five years.

Veterans Program

Ultra Pro has not included a separate Veterans component in this proposal. However, the Company actively recruits Veterans for various employment opportunities within its organization, and has utilized the Veterans Administration as a recruitment resource.

PROJECT DETAILS

Ultra Pro's prior ETP project focused on vendor process training that enabled the Company to build relationships with new distributors and retailers such as Amazon and MarMaxx. These expanded sales channels facilitated the Company's ability to invest in a new board game publishing division. The game publishing business brings new products and components that require employee training. In addition, Ultra Pro is launching new enterprise resource planning software that will impact most departments throughout the organization. Significant training must be provided to ensure that employees become familiar with the functionality of new software solutions and related process improvements. Lastly, the Company has expanded its production capacity and established new internal work centers to support increasing business demands.

This proposal includes a training plan designed to help Ultra Pro continue its growth through new products/services, process improvements, and planned business acquisitions. Some curriculum topics are repeated from the previous contract; however, course content has been updated and many of the targeted trainees are participating in an ETP project for the first time. Accordingly, there will be no duplication of training from a previous ETP Contract.

Retrainee - Job Creation

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

Ultra Pro is experiencing steady growth and plans to continue acquiring smaller organizations that blend well with Ultra Pro's business and production objectives. The Company is scheduled to bring its latest acquisition onboard by the end of this year. Additionally, Ultra Pro's goal to create a new Marketing department is already underway. With its Marketing leadership team now in place, Ultra Pro expects to see a rise in sales and marketing activities. The Company is expanding its business capacity to accommodate a growing customer base and to support the introduction of new products. Ultra Pro maintained a steady hiring pattern in 2022 and brought approximately 40 new employees onboard during the second half of this year alone. The Company expects this pace to continue and plans to hire an additional 40-50 new employees in 2023. The Company has committed to hiring 55 new employees (Job Number 2) during the contract term. 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 Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations. Training will focus on supply chain management, product knowledge, sales and marketing, and account forecasting.

Computer Skills: Training will be offered to all occupations. Employees across all departments will learn to work more efficiently by using enterprise resource planning tools to centralize information, manage inventory, and coordinate distribution channels.

Continuous Improvement: Training will be offered to all occupations. This training will focus on process improvements and problem solving methodologies that enhance productivity, improve quality control procedures, and reduce waste.

Hazardous Materials: Training will be offered to Production Staff, Technicians, Engineering, and Warehouse Staff. Trainees will learn proper handling of hazardous materials specific to Ultra Pro's manufacturing processes. Training will also cover how to properly identify, label and document hazardous chemicals.

Manufacturing Skills: Training will be offered to Production Staff, Technicians, Engineering, and Warehouse employees. Training will focus on manufacturing procedures, shipping and receiving, and production automation.

Alternate Recordkeeping

Staff has reviewed and approved Ultra Pro's request to use an alternate recordkeeping method.

Commitment to Training

Ultra Pro has an estimated annual training budget of approximately \$100,000. Company-funded training includes new employee onboarding, and basic on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Ultra Pro's Director of Human Resources will oversee project administration. The Company has additional staff members in place to coordinate the scheduling, tracking, and documentation of training. Ultra Pro has also retained an outside administrative consultant to ensure that all training meets ETP requirements. Training will be delivered by in-house subject matter experts and

vendors as needed. Training will take place at Ultra Pro's facility in Commerce. The Company has a training schedule in place and is prepared to commence training upon contract approval.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0015	Commerce	10/25/17 – 10/24/19	\$123,600	\$91,279 (74%)

*The Contractor reports that an increase in product demand caused a shift in operational needs during the latter part of 2017, which delayed the planned start of training. To mitigate the potential impact of a similar occurrence, this proposal has been right-sized to an amount comparable to prior earnings.

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development for a flat fee of \$1,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- General Management and Performance Compliance
- Supply Chain Management
- Cross-Divisional Product Training
- Retail Marketing and Brand Promotional Skills
- Sub-Distribution Sales Channel Development
- Monthly Account Forecasting
- Custom Orders Sales Development
- Printed Products Timeline Management

Computer Skills

- CRM Software
- Trading Partner Management System (Hot Topic)
- New Vendor Compliance Manuals

Continuous Improvement Skills

- New Product Standards
- In-Line QC Time Reduction
- New Processes/Procedures

Hazardous Materials Skills

- Hazardous Material Management
- SDS (Safety Data Sheet) Process

Manufacturing Skills

- Efficient Shipping & Receiving Procedures
- Manufacturing Procedures
- PLC (Programmer Logic Controller)
- Multi-Work Center Cross Training
- Oil Drum Press Work Center Procedures



**Training Proposal for:
California American Fire Sprinkler Association
Training Trust Fund**

Contract Number: ET23-0964

Panel Meeting of: December 16, 2022

ETP Regional Office: PPU-Central Office

Analyst: K. Alexander-Paiva

PROJECT PROFILE

Contract Attributes:	Priority Rate Apprenticeship Retrainee	Industry Sector(s):	MEC (H) Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$234,080		\$16,226 8%		\$250,306

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills OSHA 10	133	8-210	N/A	\$1,882	\$29.41
				Weighted Avg: 110			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$29.41 per hour
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Apprentice - Fire Sprinkler Fitters		133

INTRODUCTION

The California American Fire Sprinkler Association Training Trust Fund (CAFSA) (<https://www.cafsa.org>) is a Unilateral Training Committee located in Livermore and has been providing training since 1998. CAFSA trains Fire Sprinkler Fitters and currently serves approximately 396 Apprentices. CAFSA has seven training locations statewide in the following locations: Sacramento, Poway, Santa Fe Springs, Bakersfield, Chico and Lodi. All apprentices enrolled with CAFSA enter the program with an employer sponsor. This will be CAFSA's first ETP Contract.

Veterans Program

CAFSA works to recruit Veterans into the program by partnering with Wounded Warriors, the Department of Veterans Affairs and Work for Warriors. It is also applying to be an approved training provider with the Department of Veterans Affairs. Currently there is one Veteran enrolled in the program.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years. The curriculum is developed with input from DAS and a designated Local Educational Agency, in this case Cerritos College.

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

To ensure ETP does not displace Montoya Funds, Apprentice reimbursement is reduced by \$7, reducing the priority industry rate from \$23 to \$16 per class/lab hour.

PROJECT DETAILS

The passage of recent state and local school bonds, park bonds and water bonds as well as legislation such as AB 1358, and AB 566 require that employers utilize a skilled and trained workforce. These statutes have created a critical need for qualified workers. Alongside the legislative mandates, many trade workers are retiring or leaving the industry, creating a skills gap for employers. Additionally, the state of California requires that all fire sprinklers are installed by state certified installers, necessitating apprenticeship training. As a result of all of these factors, CAFSA's employer partners need trained staff and the Apprenticeship program has seen increased enrollment and demand from employer partners.

CAFSA works closely with its employer's partners to ensure that the curriculum is meeting industry needs. The UAC and the employers meet monthly to review Apprentice performance, update the curriculum, discuss and implement shop improvements and enhancements, and discuss necessary changes to keep up with local and federal laws. Some of the projects that Apprentices will work on during this contract are Miles Lane Housing, Casa Manana, and San Gabriel Water District projects.

Training Plan

CAFSA utilizes a curriculum developed by the National Center for Construction Education & Research. Training will be provided in Class/Lab and E-Learning in the following:

Commercial Skills: This training will be provided to Apprentices in training topics such as Wet Pipe Sprinkler Systems, Standpipes, Fire Pumps, Special Extinguishing Systems and Water Supplies among others.

Certified Safety Training

OSHA 10: This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom. 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

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

Training Infrastructure

This project will be overseen by the Apprenticeship Director with support from the Records Coordinator and the Apprenticeship Coordinator. The Coordinators at each facility will assist with training tracking, enrollment and hours uploading. In addition, in order to ensure the training is effective, anonymous instructor evaluations are submitted at the conclusion of each class, and sponsor employers complete evaluations on Apprentices performance biannually.

Marketing and Support Costs

CAFSA is working to improve its outreach and recruitment, this will be a focus for the organization in the coming year. The Trust currently works with career centers and staff attends career fairs to recruit Apprentices. CAFSA also works with its sponsor employers to recruit Apprentices as well. The 8% support costs being requested will encourage these initiatives and assist the organization in bringing in new Apprentices.

Learning Management System/Electronic Recordkeeping

Staff has reviewed and approved CAFSA's use of an LMS for recordkeeping purposes.

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.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

University of South Florida in Tampa will provide OSHA 10 training. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

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

Trainees may receive any of the following:

Commercial Skills

- Hangers, Supports and Restraints
- General Purpose Valves
- Math for Sprinkler Fitters
- Shop Drawings
- Standard Spray Sprinklers
- Wet Pipe Sprinklers Systems
- Dry Pipe Sprinkler Systems
- Deluge/Preaction Systems
- Standpipes
- Water Supplies
- Fire Pumps
- Application-specific Sprinklers and Nozzles
- System Layout
- Inspection, Testing and Maintenance
- Special Extinguishing Systems
- Introductory Skills for the Foreman
- Procedures and Documentation
- First Aid/CPR
- Chlorinated Polyvinyl Chloride

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



Training Proposal for:
Spaulding Marine Center
Contract Number: ET23-0963

Panel Meeting of: December 16, 2022

ETP Regional Office: PPU-Central Office

Analyst: K. Alexander-Paiva

PROJECT PROFILE

Contract Attributes:	Apprenticeship Retrainee	Industry Sector(s):	MEC (H) Services (G) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Alameda, Contra Costa, Marin, San Francisco	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$23,936		\$1,650 8%		\$25,586

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Apprentice	Commercial Skills	11	8-200	0	\$2,326	\$23.30
				Weighted Avg: 136			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number(s) 1: (Priority Industry wage modification): \$23.53 per hour in Alameda, Marin, and San Francisco Counties. \$23.30 in Contra Costa County.

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

Used to meet the Post-Retention Wage?: Yes No Maybe
Up to \$2.50/hr may be used to meet post-retention wages.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Apprentice - Marine Technician		11

INTRODUCTION

Spaulding Marine Center, (www.spauldingcenter.org) a non-profit entity founded in 1951, is a working boat yard, museum and community events center hosting event such as youth camps, boat charters, and boat building classes. The Center runs Boatworks 101, a non-traditional Division of Apprenticeship Standards (DAS) certified Apprenticeship program for Marine Technicians. This program trains Apprentices in the recreational boating industry. The program has partnered with 7 employers in the Bay Area to place Apprentices in jobs once they have completed the apprenticeship program. These include Berkeley Marine Center, Bay Ship & Yacht, Argo Rigging, Pete Roland Electronics, Bay Side Boatworks, Helmut's Volvo-Penta and Bay Area Marine.

Spaulding Marine values diversity and works to ensure that the program represents the communities it serves. The first cohort included 50% women and people of color. Moving forward, Spaulding will be ramping up efforts to increase recruitment of diverse populations including youth, women, and people of color by partnering with community based organizations, educational systems and workforce development boards.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is 12 months. The curriculum is developed with input from DAS and a designated Local Educational Agency, in this case Los Positas College.

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

To ensure ETP does not displace Montoya Funds, Apprentice reimbursement is reduced by \$7, reducing the priority industry rate from \$23 to \$16 per class/lab hour.

PROJECT DETAILS

Many Bay Area marine service employers have expressed a need to find and hire Marine Technicians as experienced staff retire from the industry creating a shortage of qualified staff. Further, unlike most industries in California, the recreational marine service industry has no organized association that supports the recruitment, and training of those new to the industry. The result is a growing employer need for to address the skills gap of new staff. The Boatworks 101 Apprenticeship program seeks to fill that gap.

Boatworks 101 is a 12 month apprenticeship program, during the first nine months of training, apprentices train at the Spaulding Marine Center and learn shop safety and tool skills while also gaining familiarity with marine carpentry, structural work, propulsion, and yacht systems. Apprentices develop these skills while working on boats and other projects including small boat building in a learning setting at the center. Apprentices learn craftsmanship, best practices, and career opportunities in the marine trades. During the last three months of the program, Apprentices rotate through on-the-job training with employer partners at one month intervals. For purposes of this contract, ETP will only reimburse for the classroom/laboratory based portions of training.

Apprentices are paid during the duration of the program and Spaulding Marine has partnered with employers to place Apprentices in full time jobs at the completion of the program. It utilizes curriculum created by the American Boat and Yacht Council (ABYC) to meet industry standards. Upon completion of the program, Apprentices will have the option to test for certifications through ABYC. The program has successfully graduated five Apprentices from the first cohort of trainees. Currently, Spaulding Marine is running its second cohort of six trainees which will end in August in 2023. The third cohort will also start next August. As such, this project will provide funding for the remainder of the second cohort and funding for the entirety of the third cohort.

Training Plan

All training will occur at Spaulding Marine Center via class/lab. Training is provided by ten instructors who have extensive experience in the industry and are subject-matter experts in the topics they teach.

Commercial Skills: Training will be provided to Apprentices in topics such as Boat Handling, Tool Sharpening, Woodworking, Marine Propulsion, Steering & Hydraulics, Marine Plumbing, and Sailboat Rigging.

First Year Apprentices

The Boatworks 101 Apprenticeship program is 12 months in length. As such, Spaulding is requesting to train first year apprentices at the start of the program since the first 6-9 months of the training program contain the most classroom based training.

Wage Modification

The post-retention wage for Apprentice trainees is the modified SET wage although the Panel may accept the ETP Minimum Wage for retraining on a case-by-case basis, for good cause. Apprentices are paid during training and start at \$20 per hour. After 6 months in the program, the pay increases to \$22 per hour. After training completion, trainees are placed with employers in the Bay Area. Spaulding is requesting a wage modification to the Retrainee Wage of \$23.53 for Alameda, Marin, and San Francisco counties and \$23.30 for Contra Costa County. Because this is a non-traditional apprenticeship program, Spaulding is requesting the retrainee wage modification in order to align with the wages in the Bay Area and place the trainees into full time employment.

Commitment to Training

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

➤ Training Infrastructure

This project will be overseen by the organization's board President with administrative support provided by the Apprenticeship Coordinator and Head Instructor who will track training, enroll trainees and upload training data to ETP's CEF System.

Marketing and Support Costs

To recruit for the last two training cohorts the Center has worked with local workforce development boards, K-12 education, and community based organizations. Spaulding Marine is working to improve it's outreach to Apprentices and employers and is looking to hire a staff member in this capacity. In addition, this new staff will focus on Spaulding's diversity component and will focus relationship building efforts with organization's which further this effort. Spaulding Marine is requesting 8% support costs to support these efforts.

Tuition Reimbursement

Spaulding Marine Center 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.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

Trainees may receive any of the following:

Commercial Skills

- Shop Safety Regulations & Best Practices
- Boat Handling
- Yard Work – General Boatyard Duties
- Tool Sharpening
- Woodworking
- Materials – Metal/Fiberglass/Composite
- Marine Propulsion
- Steering & Hydraulics
- Diesel Engines
- Outboard Engines
- Electric Motors
- Marine Electrical Systems
- Marine Plumbing
- Marine Electronics & Navigation Systems
- Marine Corrosion
- Marine AC/Heating/Refrigeration
- Elements of Craftsmanship
- Painting & Varnishing
- Gelcoat
- Antifouling Paints and Coatings
- Batteries & Charging Systems
- Water Makers
- Resume Building
- First Aid & CPR
- Sailboat Rigging
- Customer Service Skills
- Solar Power
- Marine Surveying
- Sail Making & Canvas Work



Training Proposal for:
Bumble Bee Foods, LLC
Contract Number: ET23-0164

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: J. Romero

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:	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: 535	U.S.: 535	Worldwide: 5,000
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution
\$534,300

Total ETP Funding
\$457,470

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	296	8-200	0-33	\$920	\$21.73
				Weighted Avg: 46			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	145	8-200	0-33	\$1,058	\$16.30
				Weighted Avg: 46			
3	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	30	8-200	0-33	\$1,058	\$21.57
				Weighted Avg: 46			

*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 (HUA): \$16.30 per hour for Los Angeles County
 Job Number 3: \$21.57 per hour for San Diego County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 \$2.50 per hour may be used to meet the Post-Retention Wage in Job 1, and up to \$1.56 in Job 3 only. No health benefit will be used to meet HUA Post-Retention Wage in Job 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
JOB 1: (LA County)		
Administrative Staff		15
		10
Production Worker		125
		16
Customer Service Staff		15
		10
		10
Engineering		9
		11
Tech Support Staff		5
		10
		15
Manager/Supervisor		10
		15
		20

JOB 2: HUA (145 – LA County)		
Administrative Staff		2
		3
Production Worker		115
		25
JOB 3: (San Diego County)		
Customer Service Staff		2
		3
Financial Support Staff		2
		2
Sales & Marketing Staff		3
Support Staff		7
		2
		2
Project Management Staff		2
Manager/Supervisor		2
		3

INTRODUCTION

Bumble Bee Foods, LLC (Bumble Bee) (www.bumblebee.com) is an affiliate of FCF Co., Ltd. Founded in 1899, Bumble Bee is a producer and marketer of canned albacore tuna, canned salmon, and specialty canned seafood products in the U.S. Bumble Bee's wholesale customer base includes Costco, Wal-Mart, Target, Albertsons, Vons, Ralphs, Sysco, and U.S. Foods. Bumble Bee's manufacturing facility is located in Santa Fe Springs and its corporate headquarters is located in San Diego. Training for this ETP proposal will take place at both Bumble Bee locations.

Veterans Program

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.

PROJECT DETAILS

This is Bumble Bee's second ETP Contract, with the prior one as ETP COVID project which focused on job creation. For this ETP proposal, the Company plans to train incumbent workers and further enhance employee skills in Business Skills, Computer Skills, Continuous Improvement and Manufacturing Skills.

Bumble Bee is deeply impacted by inflation and the increased cost of supplies and materials in the U.S. food supply chain. The cost of fuel, metal materials, and fish products has increased and this has pushed the Company to raise prices. As a result, product sales have leveled off. The Company must find more efficient ways to control costs, improve productivity and produce products at a competitive level.

The proposed training will help the Company control prices during this inflationary time. Workers will learn ways to maintain product quality and provide services more cost effectively. Trainees

will learn Project Management techniques to reduce project completion time, and a reduction in construction and overhead costs. Presently, inflation and the disrupted supply chain have increased costs and Bumble Bee's capability to have better control of project schedules, material costs, and labor costs will allow the Company to adapt to these challenging times. ETP funding will enable the Company to expand its training efforts into these areas.

Training Plan

Business Skills: This training will be offered to all occupations. Training will focus on Accounting Skills, Business Processes, Product Knowledge, and Time Management.

Computer Skills: This training will be offered to all occupations. Training will be on Computer Security, Internal Applications, Inventory management Software, and Intermediate and advanced levels of Microsoft Applications.

Continuous Improvement: This training will be offered to all occupations. All trainees will receive Continuous Improvement Skills training. This training will focus on Lean Manufacturing, Problem Solving, Standard Work Methods, and Team Building.

Manufacturing Skills: This training will be offered to Production Workers. Production Workers will receive training on Compliance Tracking, Equipment Cross-Training, Equipment Maintenance, Facility Cleanliness, Food Processing Equipment, Product Packaging, and Sanitation.

PL – Manufacturing Skills: This training will be offered to Production Workers. Trainees will gain skills in equipment maintenance and packaging procedures to ensure food products meet food safety standards. Trainees will learn to operate forklifts, electric pallet jacks, canners, packers, and label processes. In many cases, the equipment will not fit in a classroom or lab. It can only be accessed in the manufacturing area.

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. Bumble Bee will provide up to 23 PL training hours up to 195 Production Workers. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:1.

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 0-33 hours of CBT.

Due to complexity of the training a higher than customary number of CBT hours are required.

High Unemployment Area

Some trainees (Job Number 2 and 3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Los Angeles 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.

Electronic Recordkeeping/LMS

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

Active COVID Contract

The Company has an active contract with ETP under the COVID Pilot program, (ET21-0329) with a term of 06/28/21 to 06/27/23 and approved amount of \$188,000. Of an estimated 94 trainees, 147 have been enrolled and 147 have received the minimum hours of training. Based on ETP Systems, 354 reimbursable hours have been tracked for potential earnings of \$98,000 (52% of approved amount). The Contractor projects final earnings of 100% based on current training plan and in progress through March 2023. There will be no concurrent enrollment of trainees between the active COVID contract and this ETP proposal. Contractor will not be reimbursed by ETP for hours of concurrent training submitted from both contracts.

Commitment to Training

Bumble Bee spends approximately \$515,000 on training annually for its two California locations combined. Company-funded training includes new hire orientation, FDA training, first aid and sexual harassment prevention. 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

Bumble Bee has a training plan in place and is ready to start training upon approval. The Director of Environmental Health and Safety will oversee and administer the ETP Training program. In addition, the Human Resources Generalist, as well as multiple Safety Managers at both locations will handle training coordination, scheduling, delivery and tracking/reporting. The Company has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

DEVELOPMENT SERVICES

The Company retained National Training Company Inc. (NTCI) in Irvine to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

NTCI 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting Skills
- Business Processes
- Product Knowledge
- Strategic Planning
- Time Management

Computer Skills

- Computer Security
- Internal Applications
- Inventory Management Software
- Microsoft Applications (Intermediate/Advanced)

Continuous Improvement Skills

- Lean Manufacturing
- Problem Solving
- Standard Work Methods
- Team Building

Manufacturing Skills

- Compliance Tracking
- Equipment Cross-Training
- Equipment Maintenance
- Facility Cleanliness
- Food Processing Equipment
- Good Manufacturing Practices
- Manufacturing Operating Procedures
- Product Packaging
- Sanitation

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

Trainees may receive any of the following:

Manufacturing Skills

- Equipment Maintenance
- Inspection Procedures
- Packaging Procedures
- Standard Operating Procedures

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Active Listening Skills (1 hr.)
- Adapting Your Conflict Style (1 hr.)
- Basic Accounting Skills (1 hr.)
- Basic Budgeting (1hr.)
- Basic Business Processes (1 hr.)
- Basic Communication Skills (1 hr.)
- Bid and Proposal Training (1 hr.)
- Business Acumen (2 hrs.)
- Effective Communication (1 hr.)
- Emotional Intelligence (3 hrs.)
- How to Manage Difficult Conversations (1 hr.)
- Leadership Navigation (2 hrs.)
- Leading Through Positive Influence (1 hr.)
- Price and Cost Analysis (4 hrs.)
- Product Specifications (1 hr.)
- Receiving Feedback (1 hr.)
- Relationship Management (2 hrs.)

Computer Skills

- Basic Data Formatting (1 hr.)
- Excel Lookup (1 hr.)
- Excel Macros (1 hr.)
- Excel Tables (1 hr.)

Manufacturing Skills

- Equipment Packaging Procedures (1 hr.)
- Food Inspection Procedures (1 hr.)
- Solving Manufacturing Problems (1 hr.)
- Total Quality Excellence (1hr.)



Retrainee-Job Creation
Training Proposal for:
Monrovia Nursey Company
Contract Number: ET23-0235

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Tulare	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: 436	U.S.: 436	Worldwide: 436
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution
\$320,933

Total ETP Funding
\$314,640

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; Continuous Improvement; Computer Skills Hazardous Materials; Manufacturing Skills; PL-Manufacturing Skills	373	8-200	0	\$690	\$21.57
				Weighted Avg: 30			
2	Retrainee Priority Rate HUA	Business Skills; Continuous Improvement; Computer Skills Hazardous Materials; Manufacturing Skills; PL-Manufacturing Skills	63	8-200	0	\$690	\$16.30
				Weighted Avg: 30			
3	Retrainee Job Creation HUA	Business Skills; Continuous Improvement; Computer Skills Hazardous Materials; Manufacturing Skills; PL - Manufacturing Skills	20	8-200	0	\$690	\$16.30
				Weighted Avg: 30			

* Post-Retention Wage is Contractual Wage

Minimum Wage by County: Job 1: \$21.73 for Los Angeles County and \$21.57 for Tulare County
 Job 2 (HUA): \$16.30 for Los Angeles County and \$16.17 for Tulare County
 Job 3 (Job Creation/HUA): \$15.00 for Los Angeles 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 1 only.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production		300
Distribution		20
		30

Administrative		5
		5
		10
Manager/Supervisor		1
		1
		1
Job Number 2		
Production		30
		33
Job Number 3		
Production		20

INTRODUCTION

Founded in 1926, Monrovia Nursery Company (www.monrovia.com) (MNC), is a grower and supplier of a wide variety of plants and trees distributed from its nurseries to more than 5,000 garden centers nationwide. Plants are shipped in refrigerated trucks in containers or as ball-and-burlap to customers such as Home Depot, Lowes, OSH, landscape professionals, and other retail customers nationwide.

MNC supplies approximately 22 million plants in over 2,000 varieties, which include a variety of camellias, citrus, oranges, conifers, ferns, grasses, and bamboo, perennials, rhododendrons, shrubs, topiaries (plants trained and trimmed to form ornamental shapes), trees and vines in varieties found around the world. MNC constantly introduces new plants through its reliable researchers and professional plant hunters who scour the globe for exciting new plants.

Since its inception, MNC has operated out of its main location in Azusa, which is now maintained as its headquarters, now the Company has nurseries nationwide in: Oregon, Ohio, North Carolina and Georgia, where most of its growing operations are conducted. In 2004, MNC acquired its Visalia nursery which has become its largest plant-growing location, and recently opened another location in Woodlake.

This is MNC's first ETP contract. For this proposal, training will be conducted at its three California locations and will only include employees from these locations (Azusa, Visalia and Woodlake).

Veterans Program

MNC does not currently have a specific Veterans recruitment program in place; however, several long-time employees are Veterans.

PROJECT DETAILS

The nursery industry has evolved over the past several years as more retail sales of plant material flow through the major retailers. These customers require vendors that are able to supply a wider range of products and serve a larger geographic area. In part through MNC's training efforts, the company has maintained the reduction in production cost and strived to manage an increasingly complex product mix while servicing a larger geographic area. In prior years, MNC workforce were trained in production efficiencies, planting and harvesting skills. With its geographically extensive business operation, MNC has automated its system to achieve efficiency, accuracy, cost and time

effectiveness. The Company has installed irrigation systems and acquired new equipment used for planting and harvesting to improve its processes.

MNC now wants to train its employees on best practices in irrigation management to become more efficient in water usage and conservation of natural resources. This training will provide skills in irrigation management in relation to plant requirements and the proper use of the water efficient irrigation systems that MNC has installed in all its nursery locations.

For this proposal, MNC plans to upgrade the skills of its employees by increasing their skills in Business Skills, Continuous Improvement, Hazardous Materials, and Manufacturing Skills.

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 20 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.

MNC plans to add additional employees to their California location to support their expansion plan of acquiring and adding additional growing facilities. This will necessitate hiring additional employees.

Training Plan

Business Skills: This training will be offered to administration, managers and supervisors. Trainees will learn to implement changes, conduct meetings, advise, delegate, motivate and advocate for fellow employees. MNC seeks to develop its personnel to promote internally and foster a productive, positive workplace.

Computer Skills: Training will be offered to all occupations to ensure staff can utilize computer software programs used by the Company. Training will include Oracle Cloud System and Microsoft Office Suite Software.

Continuous Improvement: This training will be offered to all occupations. Training will focus on lean processes, product quality, packaging, storage and transport of products. Training will help reduce product costs, quality errors, inventory levels, and product cycle times, in order to attract more customers, grow the business and expand operations in California.

Hazardous Materials: This training will be offered to production and manager/supervisor. This training covers skills that ensure that hazardous materials are handled in the safest manner possible for the employee, the Company, the customer, and the environment.

Manufacturing Skills: This training will be offered to production and distribution staff to enable them to form a clear understanding of plant growing standards, planting processes, temperature controls, sampling during production and handling materials. They will also receive training in operating, troubleshooting and repair of equipment.

Certified Safety Training

1. **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 will receive up to 10 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 has not yet been determined.

Productive Laboratory

Because of the nature of plant production, hands-on training, using new equipment, procedures, growing and harvesting techniques is essential for the growth of the company. Trainees will be trained on soil mixing and planting machines. Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be exclusively dedicated to training delivery during all hours of training.

MNC will provide up to 8 PL training hours to 350 Production Workers. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a max trainer-to-trainee ratio of 1:1.

High Unemployment Area

Some trainees (Job Number 2 and 3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Los Angeles 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 this Mod.

Commitment to Training

MNC spends approximately \$100,000 on training annually which includes new hire orientation, first aid and sexual harassment prevention. 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

MNC has a training plan in place and is ready to start training upon approval. The VP of Human Resources will oversee and administer the ETP Training program assisted by two administrative staff and 3 nursery managers from each location who will handle training coordination, scheduling, delivery and tracking/reporting. The Company has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Coaching and Counseling
- Leadership
- Meeting Facilitation
- Sales
- Time Management

Computer Skills

- Oracle Cloud System
- MS Office (Intermediate/Advanced)

Continuous Improvement Skills

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

Hazardous Materials Skills

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

Manufacturing Skills

- Confined Space (training on how to follow procedures and work around tanks and other confined spaces)
- Driving and Delivery techniques
- Equipment Operations
- Forklift
- Growing Techniques
- Inventory Control
- Irrigation systems
- Merchandising
- Order Fulfillment
- Pay by Scan
- Planting
- Product availability
- Water recycling/efficiency

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

Trainees may receive any of the following:

Manufacturing Skills

- Production Equipment
- Irrigation Systems
- Growing Techniques



Retrainee-Job Creation
Training Proposal for:
PTI Technologies Inc.

Contract Number: ET23-0222

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura	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: 248	U.S.: 248	Worldwide: 248
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution
\$449,903

Total ETP Funding
\$333,270

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., HAZMAT, Mfg. Skills, OSHA 10/30	242	8-200	0	\$1,035	\$21.57
				Weighted Avg: 45			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr., HAZMAT, Mfg. Skills, OSHA 10/30	30	8-200	0	\$2,760	\$18.22
				Weighted Avg: 120			

***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 only.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		3
		16
		27
Operations Staff		6
		11
		22
Administrative Staff		4
		27
Analyst		5
Business Development/Contracts Staff		6
Engineer		26
Maintenance Staff		8
Scheduler		1
Technician		4
		7
Warehouse Staff		16

Lead		5
		9
Supervisor		12
Manager		27
Job Number 2		
Testing Staff		8
Production Staff		4
Lead		8
Specialist		10

INTRODUCTION

Founded in 1924, PTI Technologies Inc. (PTI) (www.ptitechnologies.com), a wholly-owned subsidiary of ESCO Technologies, is engaged in the design, development, and manufacture of highly engineered filtration and fluid control subsystems and equipment for mission-critical operations. It has devoted its energy and knowledge to developing and manufacturing quality filtration solutions and products for industries such as aerospace and industrial fluid power.

Located in Oxnard, PTI's capabilities include manufacturing, engineering, and lab testing of products for aerospace such as Hydraulic Filter Manifolds, Custom CabinSafe Air Filters, Custom CabinSafe Water Filters, Aerial Refueling Receptacle, and Aerospace Valves.

PTI maintains a state-of-the-art test lab that specializes in the development and performance verification of filtration systems and related technologies. It supports mission, flight, and life-critical applications across Aerospace & Defense and Space end markets. PTI's customer base includes the NASA Space Shuttle program, Boeing, DuPont, Allison, Aviall, and Sojitz Aerospace. This will be PTI's first ETP contract.

Veterans Program

Although there's no separate job number for Veterans, there are several employed by PTI and are included in all training efforts. PTI is committed to attracting, appreciating, and retaining Veterans. They are recruited through Indeed Military, a partner of Joining Forces, which provides tools for employers to connect with Veterans and military spouses seeking employment. PTI also participates in a variety of Veteran-centered outreach such as job fairs, Recruit Military, American Legion, and Vet Jobs.

PROJECT DETAILS

The aerospace industry is making significant changes from lighter weight materials, highly customized equipment, and new products. Aerospace companies have also been modernizing their platforms due to outdated systems and legacy software. COVID-19 has also created a large demand for the Company's highly sophisticated filtration system, particularly the airline filtration systems, its primary product.

Additionally, to match the requirements of its customers including development of new and customized products, PTI must continually improve and upgrade its technology. PTI has invested \$3.7M early this year in new technology and equipment such as Single Bay Vertical Lift Inventory Unit, Computer Numerical Control Machines, and Brazing Equipment. PTI also acquired Networks Electronics Co (NEco), a manufacturer of high-reliability mini-pyrotechnic and ordinance products

and business solutions provider to the aerospace, commercial and defense industries. NEco will be integrated into PTI's Oxnard location strengthening the Company's capability and creating a robust product portfolio for growth.

As PTI is bringing in new products and concepts to the market, the Company is seeking ETP funds to provide a substantial amount of training to upskill its employees and keep them updated with industry changes. With the recent acquisition of NEco, there will be a large focus on training across all departments to incorporate an entirely new line of product with new engineering, processes, and equipment. NEco's proprietary products provided a balanced mix of new production that PTI is integrating into its company. This will expand PTI's product offerings across the Aerospace and Defense market that will generate new opportunities in securing long-term revenue growth and profitability.

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 the aforementioned business needs, PTI is expanding its plant and adding new production lines within the next two years. PTI will be hiring at least 30 additional employees (Job Number 2). These new hires will require extensive training to properly learn critical skills to fully operate the new production lines including the Testing Staff and Specialists, which are new positions in the Company. Trainees need to achieve the required level of competency to produce quality products and meet the standards of its customers such as NASA, Boeing, and DuPont. As such, the 120 weighted average is necessary. 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 Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations in business performance, project management, communication skills, and other business-related skills. This training will provide trainees with the knowledge to better understand their roles within the organization, improve their current job performance, and provide quality customer service.

Computer Skills: Training will be offered to all occupations focusing on the Company's Enterprise Resource Planning and other applications that will support productivity improvements and improve employees' job functions.

Continuous Improvement: Training will be offered to all occupations in Lean Six Sigma, Key Performance Indicators, and Lean Manufacturing to help improve PTI's growing product line and meet customer requirements more effectively.

Manufacturing Skills: Training will be provided to all occupations involved in the design, manufacturing, and testing of products. Training will focus on PTI's processes as well as the operation and maintenance of equipment. In manufacturing, every employees' capabilities need to be maximized and removal of staff from production is very costly and requires extra man hours to fill that void; therefore, training will also include cross-training.

Hazardous Materials: Training will be provided to all occupations handling hazardous materials to ensure that they are stored, handled, and disposed properly.

Certified Safety Training

OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. 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.

Alternate Recordkeeping

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training. PTI’s annual training budget is approximately \$75,000 for new employee onboarding, general on-the-job training, and industry-mandated training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

PTI’s Human Resources Director will oversee all aspects of project administration and implementation with the assistance of four internal staff members. An outside administrative consultant has also been retained to assist in the project administration and ensure that all training records meet ETP compliance. Training will be conducted at its Oxnard facility to be provided by in-house subject-matter experts and vendors, as needed. PTI has a training schedule in place and is prepared to commence training upon contract approval.

DEVELOPMENT SERVICES

PTI retained Training Grants Intelligence Inc. (TGII) in Suwanee, GA to assist with development of this proposal for a flat fee of \$8,831.

ADMINISTRATIVE SERVICES

PTI also retained TGII 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: Curriculum**Class/Lab/E-Learning**

Trainees may receive any of the following:

Business Skills

- Business Performance/Skills Enhancement
- Communication Skills
- Customer Service
- Effective Presentations
- Negotiation Skills
- Project Management
- Finance and Accounting
- Intrapersonal Skills Training

Computer Skills

- Oracle Enterprise Resource Planning (ERP)
- Solid Works
- Pro-Engineer
- Minitab (Data, Statistical)
- Master Cam Programming
- Real Vision
- CNC Management Software
- AutoCAD
- CAD Drawing
- Visual Factory
- Advanced & Intermediate Microsoft Office Suite

Continuous Improvement Skills

- Quality Concepts
- Just In Time Processes
- Process Improvement
- Team Building
- Problem Solving
- Early Management
- Focus Improvement
- Leadership Skills
- Material Improvement
- Organizational Capability
- Systems, Applications and Products
- Key Performance Indicators
- Environmental Sustainability
- Systems, Applications and Products
- Lean Six Sigma
- Lean Manufacturing
- Engineering Process
- Structural Calculations
- Read/Interpret Drawings

Hazardous Materials Skills

- HAZMAT
- Hazardous Materials Handling

Manufacturing Skills

- Good Manufacturing Practices
- Equipment Operation and Maintenance
- Cross Training in Operations and Maintenance
- Autonomous Maintenance
- CNC Machines
- CAD/BIM Production Detail Drawing Package
- Brazing Equipment
- Convoluters - Cam Driven Pleading Machines
- Material Slit Machines
- Manual Machine Lathe/Mills
- Equipment Test Stands
- Conveyor/Rotary Ovens
- Side Sealing Equipment
- Punch Presses
- Vibration Stands
- Bubble Testing Stands
- Epoxy Dispensing Machines
- Laser Marking Machines
- Operator Process/Equipment
- Technician Processes
- Maintenance Processes
- Pneumatic Equipment Operation
- Troubleshooting Equipment
- Crane Training
- Lift Training

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



Retrainee-Job Creation

Training Proposal for:

Cobham Advanced Electronic Solutions Inc.

Contract Number: ET23-0218

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

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:	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: 1,020	U.S.: 1,350	Worldwide: 11,500
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution
\$537,000

Total ETP Funding
\$485,760

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. Impr., Mfg. Skills, PL-Mfg. Skills	625	8-200	0	\$759	\$21.57
				Weighted Avg: 33			
2	Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	15	8-200	0	\$759	\$17.89
				Weighted Avg: 33			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: San Diego County (\$21.57 per hour); Santa Clara County (\$23.53 per hour)
Job Number 2 (Job Creation): San Diego County (\$17.89 per hour); Santa Clara County (\$19.61 per hour)

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.79 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production Workers		140
		95
		60
Technician Staff		40
		30
Administrative Support Staff		20
		10
Customer Service Staff		20
		10
Engineers		80
Frontline Manager/Supervisor		20
		60
Information Technology Staff		40

Job Number 2		
Administrative Support Staff		1
		1
Customer Service Staff		1
		1
Engineers		1
Frontline Manger/Supervisor		1
		1
Information Technology Staff		1
Production Workers		2
		2
		1
Technician Staff		1
		1

INTRODUCTION

Founded in 1983 and headquartered in San Diego, Cobham Advanced Electronic Solutions Inc. (Cobham)(www.cobham.com) designs and manufactures Radio-Frequency distribution solutions for missiles. Products provide building blocks for high pulse input power modules, microwave solutions, narrow frequency systems, broadband frequency systems and amplifiers. The enabling technology includes discrete amplifiers, switches, limiters, custom-designed filters, low loss orthogonal transition components, multilayer radio frequency card assemblies, wideband threshold detectors, active temperature compensation components and custom equalizers.

Cobham provides engineering and program management for the Navy's SEAPORT Next Generation system. SEAPORT Next Generation integrates and interfaces Navy weapon systems into a common interface that allows multiple computer systems to communicate with one another.

The Company will train at two locations, San Diego and San Jose. This is Cobham's fourth ETP Contract, and the third in the last five years.

Veterans Program

Although, this project does not include a Veterans component, Cobham recruits and employs Veterans.

PROJECT DETAILS

Cobham is changing the way it does business. In the past, it has been a High-Mix, Low-Volume (HMLV) manufacturer. It is moving to Low-Mix, High-Volume (LMHV) production facility.

HMLV manufacturers must produce a large variety of products in small quantities. This results in constantly changing routing, quick and frequent changeovers as well as a lack of consistency. As a result, there is an extreme degree of uncertainty, a volatile environment, high fluctuating demand and great variability in delivery dates.

The LMHV approach moves the Company from a product-based view to a process-based view of production. Workstations are classified and arranged according to movement between operations. This reduces manufacturing time and consequently increases capacity.

Training in its first contract focused on new quality initiatives and implementation of a new Enterprise Resource Planning (ERP) computer system designed to meet customer demands and support new business processes. The Company invested more than three million dollars to convert from a SAP platform to an Oracle platform. However, training was delayed due to business issues with implementation. The second ETP Contract emphasized the implementation of a new ERP system adopting manufacturing processes for the Orbital ATK system. This proposal will focus on LMHV production processes. The proposed training plan represents a substantive expansion from the prior training plans delivered. This expansion of training is due to the different type of training necessary to meet current job skill needs. There will be no duplication of training for trainees who participated in the prior contracts.

Cobham is implementing techniques to manufacture products in a more cost-efficient manner. The Company needs to be more responsive to customer needs. By manufacturing products in higher volume, it can reduce costs and improve product quality. As new products are released, Cobham workers need to understand the new product lines and how they are designed, manufactured and distributed. The new product configurations have created a need to upgrade job skills in order for workers to remain proficient in their jobs.

There has also been an increased demand for products which has created a need to increase production capacity. Cobham must cross-train its workforce on production equipment and processes. The company must also hire new employees to meet production demand.

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.

Cobham is expanding existing business capacity by adding newly-hired employees to existing administrative, customer service, information technology, engineering, management, production, and technical support functions. These hiring projections are based on projected sales, design, and engineering and production requirements to meet current and future demand. The Company is committed to hiring at least 15 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 the contract. These trainees will be hired into “net new jobs” as a condition of the contract.

Training Plan

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

Business Skills: Training will be delivered to all occupations and include critical thinking, delivery best practices, task-based instructions and team building skills. Training will improve efficiency and reduce operating costs.

Computer Skills: Training will be delivered to all occupations and include cyber security tools, project management software skills, and software maintenance. Training will allow staff to use computers to effectively support business processes which will reduce operating costs.

Continuous Improvement: Training will be delivered to all occupations and include communication skills, inventory control, product specifications and production workflow which will reduce waste and reduced operating costs.

Manufacturing Skills: Training will be delivered to Production Workers and Technician staff and include component insertion, cross-training on equipment, inspection processes and production equipment. Training will provide more workers that can meet production demands which will increase on-time deliveries and improve customer satisfaction.

Productive Laboratory – 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.

PL-Manufacturing Skills will be delivered to 62 Production Workers and 10 Technician Staff. Of the 72 trainees in total only 35 trainees are expected to use the full maximum 45 hours of PL training. At most, PL training will be less than or equal to 15% of the contract value. PL trainer-to-trainee ratio will be 1:1.

Trainees must learn how to operate equipment on the production floor – which cannot be replicated in a classroom setting. The equipment needs to be demonstrated in a production environment. Workers who are proficient in one type of production equipment will be cross-trained on different equipment to help increase output and meet customer demand. Component insertion equipment will be used to manufacture circuit boards. Inspection equipment will be used to inspect products and confirm they meet product specifications. Standard Operating Procedures must be followed to conform products are being manufactured to product specifications.

Alternate Recordkeeping

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

Commitment to Training

Cobham's annual training budget is approximately \$665,000 and includes basic production skills, a new-hire orientation, first aid, and sexual harassment prevention. 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 Coordinator will manage the training program. The San Diego facility will serve as the central location for all class rosters. A Training Coordinator in San Jose will coordinate classes and send rosters to San Diego on an as-needed basis. Paper rosters will be sent to the administrative subcontractor for review and uploading into the Cal-E-Force system. The subcontractor will provide trainee status reports, help track trainee performance and create invoices for the Company. With the monitoring aid of the subcontractor, Cobham will be able to ensure it stays on track for this training program. The Company has planned out the training hours necessary to help reach their goals in cross-training current staff as well as training new staff manufacturing procedures to help increase production volume. Cobham is ready to start training as soon as they are approved.

Impact/Outcome

Cobham will have a workforce that is able to manufacture products in a LMHV production environment. The proposed training will result in increased operational efficiencies thus reducing costs. New product designs will be introduced, increasing product offerings, thereby increasing sales and profits.

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 \$ %
ET20-0216	San Diego, San Jose	12/23/19 - 3/22/22	\$197,225	\$150,480 (76%)
ET17-0418	San Diego, San Jose	3/6/17 - 3/5/19	\$149,440	\$149,440 (100%)

ET20-0216 the completion rate percentage was effected largely by COVID restrictions. Now that restrictions have been lifted, Cobham believes it can continue on the training path success rate seen in its prior project of ET17-0418 but to include more staff to train in this new project so as to meet company goals.

DEVELOPMENT SERVICES

National Training Company, Inc. in Irvine assisted with development for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

National Training Company, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Development
- Communication Skills
- Conflict Resolution
- Critical Thinking
- Delivery Best Practices
- Resource Planning
- Systems Quality Procedures
- Task-Based Instructions
- Team Building Skills
- Communication Skills
- Critical Thinking
- Delivery Best Practices

Computer Skills

- Business Systems
- Computer Assisted Engineering
- Cyber Security Tools
- Database Management
- Engineering Applications
- Microsoft Office (Intermediate/Advanced)
- Operating system Management
- Project Management Software Skills
- Software Maintenance
- Computer Assisted Engineering
- Cyber Security Tools
- Database Management

Continuous Improvement Skills

- 5-S Training
- Communication Skills
- COVID-19 Procedures
- Inventory Control
- Kaizen Training
- Lean Manufacturing
- Process Continuity Development
- Product Specifications
- Production Workflow
- Six Sigma

Manufacturing Skills

- Certification Procedures

- Component Insertion
- Conflict Resolution
- Cross-Training on Equipment
- Forklift Training
- High-Mix, Low Volume Processes
- Inspection Processes
- Low-Mix, High Volume Processes
- Production Equipment
- Standard Operating Procedures

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

Trainees may receive any of the following:

Manufacturing Skills

- Circuit Board Product Line Procedures
- Circuit Board Repair Materials
- Circuit Board Testing
- Circuit Board Through-Hole Repair Equipment
- Component Insertion Equipment
- Electrical System Ranges
- Production Electronics
- Epoxy Repair Kits



Retrainee-Job Creation
Training Proposal for:
Cortica Behavioral Health Inc.
Contract Number: ET23-0217

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Los Angeles, Orange, Marin	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: 347	U.S.: 351	Worldwide: 351
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$462,588

Total ETP Funding
\$451,145

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills Commercial Skills Computer Skills Cont. Imp. Skills	347	8-200	0	\$1,035	\$29.41
				Weighted Avg: 45			
2	Job Creation Initiative Priority Rate SET	Business Skills Commercial Skills Computer Skills Cont. Imp. Skills	80	8-200	0	\$1,150	\$18.00
				Weighted Avg: 50			

*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): \$17.89 per hour in San Diego County; \$18.11 per hour in Los Angeles County; \$17.81 per hour in Orange County; \$19.61 per hour in Marin 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 \$2.40 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.61 per hour may be used for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Counselor		6
Nurse/Medical Assistant		15
Therapist		326
Job Number 2		
Therapist		20
		50
		10

INTRODUCTION

Founded in 2011 and headquartered in San Diego, Cortica Behavioral Health Inc. (CBH) (www.corticacare.com) combines medical care with behavioral and developmental therapies to support neuro diverse children more completely, and more successfully. CBH's goal is to provide comprehensive therapy programs that are unique to every child. CBH works with each family and their child's needs individually.

CBH uses a comprehensive approach of four areas of care to work in concert: medical care; applied behavior analysis (ABA); developmental therapies; and counseling. Within medical care, CBH combines a physician-led team of experts to provide accurate diagnoses for autism, ADHD, developmental delays, and the full range of developmental differences. ABA is then used by therapists to take a naturalistic approach to ABA that's built around positive and caring relationships. Children learn new skills in everyday settings, and CBH tailors goals and strategies to each child's strengths and each family's priorities. Developmental therapies are combined for a range of different therapeutic tools to help children achieve common goals, including self-regulation, language comprehension and fluency, independent self-care and feeding, coordination and mobility, attention and engagement, and emotional regulation. Counseling is also provided for high quality mental healthcare in a compassionate and understanding environment, available to the whole family. CBH uses a variety of research-based approaches, including solution-focused, narrative, play-based, strength-based, and cognitive behavioral therapy.

CBH occupations have certifications and licenses in the following positions: BCAT/RBT certified Behavioral Interventionists, Board Certified Behavioral Analysts; Music Therapists; Speech Pathologist; and Occupational Therapists.

CBH's affiliate Cortica Healthcare Inc. and its employees will also be participating in this training project. Combined CHB and Cortica health has 11 locations in California. Training will occur at the following: three locations in San Diego County, three in Los Angeles, two locations in Orange County and one in Marin County. CBH provides in-center care from its health centers as well as in-home behavioral health services to help meet the best need for the child and family/caregiver.

This will be CHB's first ETP Contract.

Veterans Program

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

PROJECT DETAILS

CBH has seen the field of neurodiverse treatment rapidly growing and changing. As such the Company requires training in order to keep on the cutting edge of treatment and to meet industry standards set by the Board of Applied Behavior Analysis. Ensuring that all staff are supported, trained, engaged, and supervised is all part of the CBH recipe for success. Standards are also being changed regarding what is required of the provider as far as data collection, goal tracking, and report writing. Staff must be trained to respond to these new requirements on a regular basis.

Another major shift in the industry is the conversion from hard copy management of data to electronic. An effective treatment plan requires the following; on-going assessments, data collection, treatment notes, report writing, scheduling, and billing. All staff must be trained in CBH's current electronic system, as well as any changes and improvements that they implement.

ETP funding will help CBH provide the required training and will support its objective of maintaining a high-performance workforce, promote advanced job skills and improve the client care experience as a result.

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 and train 80 new Therapists (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.

CBH has hired over 300 full-time employees in the last two years. While it is not expected to have the same level of growth within the next two years, CBH does expect to hire at least 80 full-time Therapists within that time period. Newly hired staff require more training in order to ensure company processes are being held to CBH standards.

Training Plan

Training will be delivered via Class/Lab/E-Learning.

Business Skills: Training will be delivered to all occupations and include communications and customer relations.

Commercial Skills: Training will be delivered to all occupations and include autism spectrum disorders, behavior management, case management, crisis intervention, data collection, documentation, parent consultation, privacy guidelines, cultural awareness and community resources.

Computer Skills: Training will be delivered to all occupations and include electronic medical records applications, medical billing and intermediate/advanced knowledge in MS Office Suite.

Continuous Improvement: Training will be delivered to all occupations and include problem solving, quality improvement and team building.

Special Employment Training

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

➤ Wage and Retention Modifications

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

CBH's training budget in CA is \$395,000. In addition to training being conducted under the ETP project CBH also offers basic training for its staff which include various human resource related topics. 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 Director of Learning and Development will oversee the training coordination and administration of this project. Employees identified as leads at each location will help in the

coordination under the Director. A subcontracted third party will also assist with the administration. All training will be delivered by in-house experts and vendors as needed.

The Company has a detailed training schedule in place and is ready to begin training.

Impact/Outcome

Training staff aides in the Company's mission and goals to continue its growth and increase efficiency to assure quality care is provided. The industry is increasingly requiring credentialed Behavior Interventionists. As such, the Company is preparing to help in aiding its staff to pass any future necessary credential testing through its continued training efforts to retain staff and maintain industry standard requirements.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

CBH retained Training Funding Source to perform administrative services in connection with this proposal not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Communications
- Customer Relations

Commercial Skills

- Autism Spectrum Disorders
- Assessment
- Behavior Management
- Case Management
- Crisis Intervention
- Client Education
- Community Resources
- Counseling Skills
- Cultural Awareness
- Data Collection
- Documentation
- Evidence Based Treatment Strategies
- Insurance
- Family Effects and Intervention
- Neurological Biomedical, Behavioral, Speech-language and Sensorimotor Therapies
- Parent Consultation
- Positive Behavior Supports
- Privacy Guidelines
- Psychopharmacology
- Therapist Skills

Computer Skills

- Electronic Medical Records (EMR) Applications
- MS Office Suite (Word, Excel, PowerPoint)(Intermediate/Advanced)
- Medical Billing

Continuous Improvement Skills

- Problem Solving
- Quality Improvement
- Team Building



Retrainee-Job Creation
Training Proposal for:
Erickson-Hall Construction Co.
Contract Number: ET23-0215

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Construction (23) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Orange, Riverside, Imperial	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.: 180	Worldwide: 180
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$242,522

Total ETP Funding
\$209,300

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills Commercial Skills Computer Skills Continuous Improvement Skills Hazardous Materials Skills	180	8-200	0	\$1,035	\$29.41
				Weighted Avg: 45			
2	Job Creation Initiative SET Priority Rate	Business Skills Commercial Skills Computer Skills Continuous Improvement Skills Hazardous Materials Skills	20	8-200	0	\$1,150	\$17.64
				Weighted Avg: 50			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: SET (Priority Industry) Wage \$29.41
Job Number 2 (Job Creation): \$17.89 per hour in San Diego County, \$17.64 per hour Riverside County, \$17.64 per hour in Imperial County and \$17.81 per hour 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 Number 1 and up to \$1.89 per hour may be used for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative		61
Estimating		10
Project Lead		64
Superintendent (frontline)		45
Job Number 2		
Administrative		4
		6
Superintendent (frontline)		5
		5

INTRODUCTION

Erickson-Hall Construction Co. (EHCC) (www.ericksonhall.com) was founded in 1998 and is headquartered in San Diego. The Company offers general construction services in preconstruction, general contracting, construction management, design-build, design assist-build, lease-leaseback, and program management. The Company's primary customers are public works projects including education, public safety, and civic projects. EHCC has four locations, all of which will participate in training (Escondido, Orange, Riverside and Imperial). This will be the Company's second ETP project and the second in the last five years.

Veterans Program

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

PROJECT DETAILS

EHCC experienced revenue growth in past years due to expanding customer base and expects this trend to continue through the next two years. As EHCC continues to scale and grow its company, it is committed to learning and development. Since its last project, EHCC plans to increase training on core competencies in project management and technological advances in the industry. As such, EHCC's new training is focused around systems and its newly launched ProCore project management system. Additionally, EHCC will be starting new curriculum on soft skills. This will include some information on supervisory skills and performance management.

In response to client demand, EHCC is now involved in the preconstruction and planning phases of delivery. To support client needs, EHCC is involved in emerging technology, and enhanced project delivery methods as primary influences driving its training needs. Project delivery methods have become more integrated, so training is needed to facilitate design build and other complex delivery methods. A greater emphasis on accounting and has also taken hold as EHCC introduces new software/technology upgrades to create a standardized approach to its documentation.

Training will focus on the Company's newly launched ProCore system. All occupations in this project will be trained in EHCC's new system which helps with project design, planning and deliverables. Additionally, EHCC will start a new training program focused on soft skills. This will include training on leadership and mentoring.

EHCC must also provide extensive training to keep up with constant changes in the construction industry. Changes include new energy efficiency, sustainable design, emerging technologies, equipment/software, building standards, and state regulatory changes (Proposition 51 and Title 24).

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 20 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.

EHCC continues to experience growth above the industry rate due to the Company's ability to provide quality work, meet construction deadlines, and provide value added services to its product deliverables. Additionally, it is extremely difficult to find qualified talent to the point where training is a necessary part of the Company's talent management strategy. Technological advancements

have led the Company to the implementation of a new software management system requiring more hours of training than in the past and will continue to deliver soft skills training to elevate their employees abilities. As such newly hired staff will see an increase in training hours to meet company needs described herein.

Training Plan

Training will be provided within the delivery method of Class/Lab/E-Learning as applicable. Due to EHCC's multiple locations, E-Learning will enable the Company to train staff simultaneously at different locations. The following are some of the curriculum topics included in the Curriculum:

Business Skills: This training will be offered to all occupations and include Client Relations, Estimating, Job Costing, Leadership, Negotiation, and Presentation skills.

Commercial Skills: This training will be offered to all occupations and include Change Order, Estimating, Equipment Operations, Documentation, Work Zone Traffic Control, and Site Procedures/Logistics.

Computer Skills: This training will be offered to all occupations and include Blue Beam, Asset Tracker, Dashboard, and Customer Relationship Management.

Continuous Improvement: This training will be offered to all occupations and include Goal Setting, Lean Techniques, Mentoring, and Quality Control Sustainability.

Certified Safety Training

1. 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, superintendents, estimating and project leads will receive 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.

Special Employment Training

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

➤ Wage and Retention Modifications

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.

Alternate Recordkeeping

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

Commitment to Training

Currently, EHCC spends approximately \$100,000 annually on new hire training, best practices, communication skills and on-the-job 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.

EHCC's commitment to upskilling and training is growing in areas such as business/commercial/computer skills, in addition to continuous improvements such as mentoring programs to increase diversity and inclusion. EHCC is also now the 10th fastest growing company in San Diego County to which the Company is excited to continue its training development with ETP funding to help keep jobs in California.

➤ Training Infrastructure

This project will be overseen by the Director of Human Resources and assisted by a Human Resources Coordinator and Professional Development Committee at the headquarter location in San Diego. In addition, one staff member at each of the Company's locations will be dedicated to administration of the ETP project. A third party administrative subcontractor has also been retained to assist with administration under the project.

Internal trainers and to be determined vendors will be utilized for training under this Contract. The Company currently has a formal training program to keep up with industry changes and company growth. The training is overseen by an internal Professional Development Committee which meets regularly to assess training needs and training curriculum.

Impact/Outcome

EHCC's training will help its workforce develop the skill set needed to drive growth in the Company. Employees will also benefit from this training individually by increasing their own level of business, commercial, and computer skills.

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 \$ %
ET19-0254	Multi-City	10/8/18 – 1/7/21	\$187,200	\$150,114 (80%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

The Company retained Training Funding Source in Seal Beach 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: Curriculum**Class/Lab/E-Learning**

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

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, Signs, Signals and Barricades
- Site procedures/Logistics
- Storm Water Pollution Prevention Program
- Supplier Diversity
- Trenching/Excavation
- Underground Utility
- Walk Through Procedures
- Workzone Traffic Control
- Workflow/Work Practices

Computer Skills

- Accounting/project management -Foundation
- Asset tracker
- Blue Beam
- Customer Relationship Management (CRM)
- Dashboard
- EBM- Estimating
- Emotional Intelligence

- Field Building Industry Management (BIM)
- Financial Accounting Software
- InDesign
- Job Management System (JMS)
- Microsoft Office, Project
- Smartsheet
- Scheduling Software
- Timekeeping system/Mobile app Virtual & Augmented Reality
- Virtual Design & Construction

Continuous Improvement Skills

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

Hazardous Materials Skills

- Handling Hazardous Materials
- Globally Harmonized System



Retrainee-Job Creation

Training Proposal for:

Stir Foods, LLC

Contract Number: ET23-0202

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, 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: 510	U.S.: 510	Worldwide: 510
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

FUNDING DETAIL

In-Kind Contribution
\$499,214

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	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	510	8-200	0	\$920	\$21.57
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	20	8-200	0	\$920	\$19.07
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$21.57 per hour for both Orange and Riverside Counties; Job Number 2 (Job Creation): \$17.81 per hour for Orange County and \$17.64 for Riverside County

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		402
		24
		24
Supervisors/Managers		15
		2
		4
Administration Staff		14
		13
		12
Job Number 2 (Job Creation)		
Production Staff		2
		10
		5

Administration Staff		1
		1
		1

INTRODUCTION

Headquartered in Corona and founded in 2000, Stir Foods, LLC (Stir Foods) (<https://www.stirfoods.com/>) manufacturers refrigerated, frozen and shelf stable dressings, sauces, soups, fresh salads and dips. The Company specializes in pouching foods up to 10 pounds for industrial use, food service and value-added meal kits. Customers include wholesale distributors who sell under their own brand name, large and small retail food markets and restaurant chains, specialty shops who carry baking and drink mixes under brand names exclusive to their stores, large national brand companies and warehouse store operators.

Stir Foods, along with affiliates Pacifica Foods, LLC and VLF Acquisition Corp., two locations in Corona (Stir Foods) as well as two locations in Orange (Pacifica Foods and VLF Acquisition), will participate in this training project. This is Stir Foods's second ETP Contract in the last five years. In the prior agreement, Pacific Foods, LLC was also the lead contract holder.

Veterans Program

Although there is no Veterans component in this project, Stir Foods is open to recruiting and hiring Veterans in the future. The Company currently works with the Veteran's Administration in an effort to seek out and recruit Veterans for open positions with the Company.

PROJECT DETAILS

Stir Foods has continued to experience steady yearly growth with a steady increase in revenue. This growth is due in part to an increase in customers as well as the introduction of new product lines that include mayonnaise, cream cheese and new spreads. As a result, the Company has increased staff to keep up with its current production demands by adding additional production shifts. Now that the Company has added additional production shifts, the Company recently introduced a new Enterprise Resource Program, Alchemy, to streamline internal processes. The introduction of new software requires extensive training at all locations for all staff so the Company can continue to meet its customers' production demands. Stir Foods has also recently introduced Syspro (an inventory solution) that will pull all of the company systems together, streamlining both efficiency and production internally. Due to these changes, the Company is seeking additional ETP funding over the previously contracted amount, which will ensure the delivery of necessary training for all staff.

Lastly, Stir Foods is required to comply with standards required by the Food and Drug Administration (FDA) via the Food Safety Modernization Act (FSMA). The FSMA was implemented to prevent foodborne illness and ensure food safety standards across the industry. The significance of these standards has been especially heightened due to COVID. Training on the FSMA standards is ongoing for all employees with up to 40 hours of training on topics including Safe Quality Food Handling, Good Manufacturing Practices, and Allergen Management. This training will also include certifications for staff who participate in training. All of this will ensure that employees are adequately trained to keep up with continued company growth, customer/production demands, and new food safety standards.

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.

Due to continued growth, product diversification, and new equipment and software, Stir Foods has committed to hiring 20 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

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

Business Skills: All occupations will receive training in Change Management, Coaching & Conflict Resolution, Communication Skills, Performance Management, Problem Solving – Root Cause Analysis, Product Knowledge and Service Knowledge, Project Management, and Working Successfully with Others to ensure diversity of skill for all employees.

Computer Skills: All occupations will receive training in both Alchemy and Syspro, as well as Material Requirements Planning. This will ensure company efficiency as well as maintain production to keep up with customer demands.

Manufacturing Skills: Production Staff and Supervisors/Managers will receive training in Good Manufacturing Practices, Hazard Analysis & Critical Control Point, Production Equipment/Tools (Preventative Maintenance), Sanitation Procedures/Materials, Standard Operating Procedures and Work Procedures. This will help Stir Foods maintain efficiency as well as keep up with production demands.

Continuous Improvement: All occupations will receive continuous improvement training. Training will include, Decision Making/Problem Solving, Leadership Skills, Lean Manufacturing, Lean Waste Reduction, 5S Program (Sort, Set, Shine, Standardize, Sustain), Teambuilding and Total Preventative Maintenance.

Productive Lab - Manufacturing Skills: Production Staff and Supervisors/Managers will receive training in Production Equipment/Tools (Preventative Maintenance).

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Production Staff as well as Supervisors/Managers will receive training in manufacturing skills. Training will include preventative maintenance and equipment operations, including newly-acquired equipment as well as software. Training will be conducted by a qualified instructor at a 1:1 trainer-to-trainee ratio. Trainees will receive approximately 25 hours of PL training.

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 Supervisors/Managers 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.

Commitment to Training

The Company currently spends \$100,000 annually on its training budget. Training will include the skills mentioned above to build current skills necessary for certifications (see below). 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 is ready to begin training upon approval. Stir Foods's Human Resources Director will oversee the administration of the project. In addition, a Human Resources Coordinator at each location will oversee the coordination of training and collection of training rosters. Training will be delivered by in-house experts and vendors as needed.

Impact/Outcome

With additional funding, the Company will continue to grow and improve internal efficiencies. Stir Foods has purchased and began using Alchemy to facilitate training. The Company did not have this module during its previous contract. Stir Foods is also focusing on building current skills and providing certifications for the team. Certifications include the FDA Food Safety Modernization as well as Lean Manufacturing, 5S, Six Sigma, Leadership and Management Certification, Organizational Leadership, Leadership and Ethics.

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 \$ %
ET19-0103	Corona	7/01/2018- 6/30/2020	\$145,600	\$135,103 (92%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

The Company retained Training Funding Source in Seal Beach 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: Curriculum**Class/Lab/E-Learning**

Trainees may receive any of the following:

BUSINESS SKILLS

- Change Management
- Coaching & Conflict Resolution
- Communication Skills
- Performance Management
- Problem Solving – Root Cause Analysis
- Product & Service Knowledge
- Project Management
- Working Successfully with Others

COMPUTER SKILLS

- Material Requirements Planning (MRP)
- Syspro & Red Zone
- Financial/Accounting/Manufacturing
- Alchemy

CONTINUOUS IMPROVEMENT

- Decision Making/Problem Solving
- Leadership Skills
- Lean Manufacturing
- Lean Waste Reduction (The 7 Wastes)
- 5S Program (Sort, Set, Shine, Standardize, Sustain)
- Teambuilding
- TPM (Total Preventive Maintenance) Work Procedures

HAZARDOUS MATERIALS

- HAZMAT

MANUFACTURING SKILLS

- Good Manufacturing Practices
- HACCP (Hazard Analysis & Critical Control Point)
- Production Equipment/Tools (Preventative Maintenance)
- Sanitation Procedures/Materials
- Standard Operating Procedures
- Work Procedures

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

Trainees may receive any of the following:

MANUFACTURING SKILLS

- Production Equipment/Tools (Preventative Maintenance)



Retrainee-Job Creation

Training Proposal for:

Bellows Plumbing, Heating & Air, Inc.

Contract Number: ET23-0230

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Construction (C)	
	Priority Rate Job Creation Initiative SET Veterans		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Marin, Santa Clara, Santa Cruz	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: 112	U.S.: 112	Worldwide: 112	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

FUNDING DETAIL

In-Kind Contribution
\$525,050

Total ETP Funding
\$250,470

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, OSHA 10, PL- Commercial Skills	80	8-200	0	\$1,633	\$29.41
				Weighted Avg: 71			
2	Job Creation Initiative Retrainee Priority Rate SET	Business Skills, Computer Skills, Commercial Skills, OSHA 10, PL- Commercial Skills	38	8-200	0	\$2,645	\$20.00
				Weighted Avg: 115			
3	Veterans Retrainee Priority Rate SET	Business Skills, Computer Skills, Commercial Skills, OSHA 10, PL- Commercial Skills	7	8-200	0	\$2,760	\$29.41
				Weighted Avg: 120			

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

Minimum Wage by County: Job Numbers 1 & 3 (Modified SET): \$29.41 per hour statewide.
Job Number 2 (Job Creation): \$17.64 per hour for Santa Cruz County; \$19.61 per hour for Marin and Santa Clara counties.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Support Staff		12
Technicians / Installers		50
Sales Staff		12
Team Leads		6
Job Number 2: Job Creation		
Support Staff		3
Team Leads		2
Technicians / Installers		10
		20
Sales Staff		1
		2
Job Number 3: Veterans		
Technicians / Installers		3
Sales Staff		1
Team Leads		3

INTRODUCTION

Founded 1984 and headquartered in Soquel, Bellows Plumbing, Heating & Air, Inc. (Bellows) (www.bellowsservice.com) provides residential plumbing; heating, ventilation, and air conditioning (HVAC); and electrical services including installation of new equipment, diagnosis, and repair of existing equipment. ETP training will be provided at the Company's Soquel, San Raphael, and Campbell facilities.

This is Bellows' second ETP Contract, and it's second in the last five years. In the last project, Bellows upgraded the skills of its workforce to help homeowners comply with Title 24 to meet energy efficiency goals in California. The Company also expanded into new markets in Santa Cruz County. In this proposal, its growing workforce requires a skills upgrade to remain competitive and to keep pace with a growing demand of service contracts. Bellows has recently made significant investments (an estimated \$157K) in new equipment including heat pump water heaters, heat pump furnaces, on-demand products, energy auditing equipment, Wi-Fi metering devices, and Wi-Fi enabled water irrigation controllers. Consequently, new and incumbent staff must be trained on specialized-installation equipment for its customers' needs.

Veterans Program

In this proposal, Bellows has committed to include seven Veterans (Job Number 3) who have served on active full-time duty in the Armed Forces. Concerning recruitment for filling open positions within Bellows, the Company actively works with a local organization- Hire a Vet that seek to match veterans with its employment opportunities.

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.

Bellows has experienced an increase in new contracts for services in residential markets following a market boom. Its business-market expansion is fueled by Title 20 and Title 24 requirements and efforts to move away from fossil fuels to adopt more green technology to meet California's wildfire fire reduction goals and improved energy efficiency standards to reduce carbon emissions. Additionally, Bellows recently expanded its Soquel facility by 4,500 square feet to accommodate new employees. Bellows will hire 38 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.

PROJECT DETAILS

ETP's funding will help Bellows upskill workers on the use of its new equipment, while also helping its employees obtain certifications that keep the employees and the Company competitive in California. It has built a training-lab facility that is used routinely for updates on new equipment and to continuously upgrade the skills of its workforce. Additionally, many vocational certifications (estimated 258) will be earned as a part of the training plan proposed. Certifications allow employees upward mobility to higher wage and higher skilled jobs for staff, while providing Bellows the opportunity to meet desired certifications contractors request as part of service requests.

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 on topics such as Effective Customer Service, External / Internal Communications, and Persuasion Strategies to improve skills due to changes resulting from new products and service roll-outs related to Title 24.

Commercial Skills: Training will be offered to Technicians / Installers, Leads, and Sales Staff on topics such as Connected Home Technology, Heat Pump Systems, and System Sizing. Changes caused by Title 24 provisions and customer demands prompted Bellows' investment in new equipment that requires staff to be familiar with safely installing and maintaining the new equipment to meet code requirements and to advise customers.

Computer Skills: Training will be offered to all occupations on topics like Trenchless Video x-Ray, Water Leak Video Inspection Tools, and Chemical Remediation Software to remain competitive by upskilling using the latest software and equipment as the industry converts to using more efficient / green technology.

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. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Productive Laboratory (PL- Commercial 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.

Technicians / Installers will receive approximately 30–40 hours of PL- Commercial Skills training. Newly-hired staff and Technician staff who are cross-training will receive the most hours (40). PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the PL trainees perform the task, provide feedback, assist with re-work if necessary, and ensure that the task has been performed correctly to ensure that the employee understands the process and reaches competency. This training is highly technical and many updates occur (per year) due to changing original manufacturers' specifications on a variety of repair procedures for various products. PL training will be delivered using a trainer-to-trainee ratio that will not exceed 1:1.

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 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 for Job Numbers 1 & 3.

Green/Clean Operations

Bellows is involved in Green and Clean technology on the service and installation of energy-efficient equipment. Green technology within plumbing addresses changes that respond to drought conditions in California to improve water use and is related to water-supply heating, which reduces fuel/electric usage and therefore reduces carbon-based emissions and toxic waste.

Commitment to Training

Annually, the Company invests approximately \$315,400 between all facilities on training and includes mandatory safety, company orientations, and PL. 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 General Manager (dedicated administrator) has three internal-support staff (one Manager per facility) to help with administration of the project. Bellows has nine in-house trainers (three per site) to deliver training, and some training will be delivered by vendors as needed. The Company has also retained a third-party administrator, Synergy Management Consultants, to assist with ETP's administrative duties.

Impact/Outcome

ETP-funded training will support the Company's effort to upskill workers to meet its growing business needs involving installation of energy efficient HVAC equipment, while supplementing training on new equipment. Additionally, Technicians / Installers will earn certifications in OSHA 10, NATE (North American Technician Excellence), NGAT (Natural Gas Appliance Testing), Home Energy Auditing, and Air Duct Testing.

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 \$ %
ET20-0315	Santa Clara	5/26/20 – 5/25/22	\$241,500	\$241,500 (100%)

DEVELOPMENT SERVICES

The Company retained Synergy Management Consultants in Grass Valley to assist with development for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Sempra of Sacramento has been retained to provide Commercial Skills training for a fee of \$10,500.

Clear Results of Los Angeles has been retained to provide Commercial Skills training for a fee of \$4,750.

HERS of San Francisco has been retained to provide Commercial Skills training for a fee of \$7,250.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Customer Service
- External/Internal Communications
- Persuasion Strategies
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills
- Active Listening Skills
- Understanding and Managing Expectations

COMMERCIAL SKILLS

- Switches and Electrical Components
- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Advanced A/C Systems
- Advanced Diagnosis
- Metering Devices
- Nest System Controls / Smart System
- Digital Tools
- Advanced Wiring and Schematics
- Maintenance Tune-up
- Field Tools / Gauges
- Digital Tools Gauges
- Air Quality Diagnostics and Methodologies
- Inverter Technology
- Ventilation Systems
- Barriers Methodologies
- Insulating Methodologies
- Maintenance of Fixtures, Drains and Heat Pump Water Heaters
- On-Demand Water Heating Systems
- Pipes and Fittings
- Compression Fittings
- Fixtures and Faucets
- Drains- Roof / Floor and Area
- Valves
- Water Heaters
- Pipes and Supply Lines
- Gas and Fuel Systems
- Venting
- Water Pressure Booster Systems

- Water Supply Treatment
- Diagnostics
- Video Inspection
- Trenchless Systems and Tooling
- Plumbing Code
- Wi-Fi Enable Smart Water Meters
- High Flow Wi-Fi Water Metering Systems
- Wi-Fi Irrigation Systems
- Certifications- Blower Door / Weatherization
- Certification- Air Duct Testing
- Certification- Air Filtration
- Certification- NGAT (Natural Gas Appliance Testing)
- Certification- Home Energy Auditing
- Identifying Waste Products
- Waste Products Remediation Analytics
- Waste Remediation Planning
- Waste Removal Solutions
- Driver Safety
- Lifting Safety
- Ladder Safety
- Work Site Safety
- Equipment Safety
- Attic Insulation Safety
- Electrical Hazards Safety
- COVID-19 Safety Factors

COMPUTER SKILLS

- The Reliable Tech System (HVAC management software) Skills
- Microsoft Office and Google Suites- Excel, Word, PowerPoint, Database Systems (Intermediate / Advanced)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications for Field Sales and Technician Scheduling and Installation.
- Trenchless Video x-Ray
- Water Leak Video Inspection Tools
- Chemical Remediation Software

OSHA 10 (Certified-OSHA Instructor) 1:40 Ratio

- OSHA 10

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

PL - COMMERCIAL SKILLS

- Heat Pump Systems Install
- Heat Pump Systems Diagnosis
- Air Conditioning Systems Diagnosis
- Metering Devices

- System Controls / STS
- Inverter Type Systems
- Air Quality Diagnostics and Ventilation Systems
- Copper Pipes and Fittings
- Cast Iron Pipes and Fittings
- On-Demand Hot Water Systems
- Wi-Fi Enabled Water Metering Systems
- Heat Pump Water Heaters
- On-Demand Hot Water



Training Proposal for:

Ingomar Packing Company, LLC

Contract Number: ET23-0116

Panel Meeting of: December 16, 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
\$200,000

Total ETP Funding
\$223,100

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 HUA	Business Skills, Computer Skills, Continuous Impr., Manufacturing Skills	120	8-200	0	\$1,449	\$17.64
				Weighted Avg: 63			
2	Seasonal Priority Rate SET HUA	Business Skills, Computer Skills, Continuous Impr., Manufacturing Skills	10	8-200	0	\$1,610	\$17.64
				Weighted Avg: 70			
3	Job Creation Initiative Priority Rate HUA	Business Skills, Computer Skills, Continuous Impr., Manufacturing Skills	10	8-200	0	\$3,312	\$17.64
				Weighted Avg: 144			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Numbers 1 & 2 (HUA Modified Wage): \$16.17 per hour for Merced County. **Job Number 3** (HUA Job Creation): \$15.00 per hour for Merced County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision for Job Numbers 1 & 3. (Job Number 2- Seasonal Workers receive health benefits via the federal government.)
Used to meet the Post-Retention Wage?: Yes No Maybe
 Although health benefits are provided for Job Numbers 1 and 3, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: HUA Retrainee		
Administrative Staff/Support Staff/Finance Staff/Clerks		10
Marketing Staff / Sales Staff		20
Production Staff / Operators		15
		15
Technicians / Leads /Mechanics		20
		30
IT Professionals /Engineers		4
Supervisors / Managers		6
Job Number 2: HUA Seasonal Workers		
Production Staff / Operators		5
		5
Job Number 3: HUA Job Creation		
Production Staff / Operators		5
		5

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 conducted at the Company's two facilities in Los Banos.

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.

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.

Retrainee - Job Creation

In this proposal, the Company will hire ten 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. 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, Ingomar expects to hire ten of its Seasonal trainees into full-time positions while trying to address the expansion of its business. Ingomar is proud to say that over 80 percent of its seasonal workers return to work for the Company each season, and it has ample room at its existing facility to accommodate new staff. This customer-based expansion has resulted in new operational procedures and technology. Training will focus on customizing its packing processes to respond to the individual needs of each customer, as it must be ready to package each of its customers' products to their specifications while ensuring the highest quality.

PROJECT DETAILS

Ingomar 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 and E-Learning delivery methods:

Business Skills: this 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: this 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: this 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: this 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.

High Unemployment Area

Trainees (Job Numbers 1–3) 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 wage modification from \$21.57 per hour to \$17.64 per hour for Job Number 1, and it is requesting the wage modification from \$29.41 to \$17.64 for Job Number 2. Although being in an HUA allows for a (wage modification) reduction down to \$16.17 per hour (Job Numbers 1 and 2) and as low as \$15.00 per hour (Job Number 3), Ingomar is only requesting to lower it to \$17.64 per hour for all Job Numbers.

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 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.

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 \$ %
ET18-0231	Los Banos	5/25/18– 5/24/20	\$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

CTA was also retained 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

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

Computer Skills

- DCS – Document Control System
- Alchemy Platform
- AMMS – Maintenance Management system
- Microsoft Tools (Word, Excel, PowerPoint – Int. & Adv only)
- Canopy System
- NOVAtimes
- Paylocity
- Social Media Tools for Marketing & Sales

Continuous Improvement Skills

- Coaching Effective Teams
- Customer Communications (Internal/External)
- Effective Communications
- Efficiency / Quality Improvements
- GMP – 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
- CIP (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



Retrainee-Job Creation

Training Proposal for:

Omnicell, Inc.

Contract Number: ET23-0237

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

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: 452	U.S.: 3,530	Worldwide: 4,088
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution
\$547,000

Total ETP Funding
\$491,280

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	395	8-200	0-20	\$1,104	\$23.53
				Weighted Avg: 48			
2	Job Creation Initiative Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	50	8-200	0-20	\$1,104	\$19.61
				Weighted Avg: 48			

*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 \$2.49 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$1.65 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainees		
Business Support Staff		20
		10
Customer Service Staff		20
		10
Engineers		55
Information Technology Staff		35
Managers/Supervisors		25
Production Staff		90
		60
Technical Service Staff		40
		30
Job Number 2: Job Creation		
Business Support Staff		2
		2

Customer Service Staff		2
		2
		2
Engineers		11
Information Technology Staff		5
Managers/Supervisors		5
Production Staff		5
		5
		2
Technical Service Staff		5
		2

INTRODUCTION

Founded in 1992 and located in Santa Clara, Omnicell, Inc. (Omnicell) (<https://www.omnicell.com/>) manufactures systems that automate delivery of prescription drugs to customers. The Company's automation and analytics solutions help increase operational efficiency, reduce medication errors, deliver actionable intelligence, and improve patient safety. Omnicell's medical adherence products that include specific-count blister packs help patients take the prescription drugs as prescribed with specific directions. Its customer-base includes hospitals, homes, long-term care centers, and other medical healthcare centers. ETP-funded training will be delivered to the Company's one location in Santa Clara.

This will be Omnicell's second ETP Contract, and its first in that last five years.

Veterans Program

Although this proposal does not include a Veteran's Job Number component, Omnicell encourages Veterans to apply for jobs at the Company. Currently, there is no formal program to recruit Veterans.

Retrainee - Job Creation

In this proposal, Omnicell will hire 50 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 business-capacity growth, the Company has experienced an increase in demand for its products and services. Currently, there is a shortage of Technicians to perform pharmacy prescription orders. Due to this labor shortage, hospitals are looking for ways to reduce the number of manual prescription fulfillments and moving to more automated methods of filling prescriptions. This has led to Omnicell's increased revenues of 17% between the third quarter 2021 and the third quarter of 2022.

PROJECT DETAILS

ETP-funded training will focus on the Company's increase demand for its products and services. As a result, trainees must be cross-trained on different equipment and processes while new employees will learn manufacturing procedures to help with the increase production volume.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Business Processes, Communication Skills, and Product Knowledge to improve customer service, resulting in increased sales.

Computer Skills: Training will be offered to all occupations and include Advanced Computer-Aided Design, Computerized Reports, Engineering Software Application, and Inventory Management Software. Training will help staff use new and updated software to improve output and efficiency of the products.

Continuous Improvement: Training will be offered to all occupations and include Change Management, ISO Standards, Project Management, and Six Sigma to become more effective team members.

Manufacturing Skills: Training will be offered to Engineers, Production and Technical Service Staff and include Assembly Procedures, Critical Design Review, and Cross-Functional Equipment Training to improve operating efficiency while producing more products and services.

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 91 Engineers, Production and Technical Service Staff who interface with improved manufacturing processes and equipment will receive up to 40 hours of PL training.

PL training will ensure that staff acquire the critical skills needed to perform their jobs at a quality standard when working on the production environment floor. Training will include Calibration Devices, Coating Equipment and Dispensing Equipment. PL training at Omnicell is an interactive training event directly supervised by a Manager or Supervisor. All trainers are subject-matter experts who have a minimum of two years of experience on the equipment. Managers and Supervisors will observe, evaluate, and correct trainees' behavior to confirm the trainees are following standard operating procedures. The trainer's time is dedicated to the delivery of PL training, which will be delivered using a trainer-to-trainee ratio of 1:1.

Computer-Based Training (CBT)

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0-20 hours of CBT.

Commitment to Training

Omnicell spends \$450,000 annually on training and includes new-hire orientation, first aid, Continuous Improvement, Business, Computer and Production Skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Senior Learning Technologies Specialist (dedicated administrator) will oversee the project. There will be one Training Coordinator assisting with scheduling training, collecting training rosters, and other internal administrative duties. ETP-funded training will be delivered by 20 Managers and Supervisors who are experts and by vendors if needed. Additionally, a third-party administrator, National Training Company, Inc. (NTC), will be retained to assist with ETP administration and coordination with ETP staff.

Electronic Recordkeeping/LMS

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

Impact/Outcome

Upon completion of training, trainees will learn how to efficiently produce products to meet the increased customer demands.

DEVELOPMENT SERVICES

NTC in Irvine assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Processes
- Communication Skills
- Customer Service Skills
- Help Desk Procedures
- Marketing Strategies
- Product Knowledge

COMPUTER SKILLS

- Advanced Computer-Aided Design
- Compliance Training
- Computerized Reports
- Engineering Software Application
- Inventory Management Software
- Manufacturing Resource Planning Software
- MS Office (Intermediate/Advanced)
- Project Management Software
- Web-Based Computer Applications

CONTINUOUS IMPROVEMENT

- Change Management
- Increasing Productivity
- ISO Standards
- Project Management
- Root Cause Analysis
- Set-Up Reduction
- Six Sigma
- Team Problem Solving

MANUFACTURING SKILLS

- Assembly Procedures
- Critical Design Review
- Cross-Functional Equipment Training
- Design Standards
- Electrical Systems
- Forklift Training
- Inspection Processes
- Lot Traceability
- Product Design
- Production Equipment
- Quality Control
- Reading Technical Specifications

- Resolving Production Problems
- Standard Operating Procedures
- Circuit Board Procedure
- Final Product Procedure

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

MANUFACTURING SKILLS

- Calibration Devices
- Coating Equipment
- Dispensing Equipment
- Equipment Preventive Maintenance
- Molding Equipment
- Motor Controls
- Production Equipment Operation

Computer-Based Training

BUSINESS SKILLS

- Accounting Skills (1.54 hrs.)
- Building a Leader (0.8 hrs.)
- Overcoming Sales Objections (1.85 hrs.)
- Executive Presentations (1.45 hrs.)
- Sales Management (2.32 hrs.)
- Manage Your Manager (1.43 hrs.)
- Improving Your Listening Skills (1.33 hrs.)
- Introduction to Business Analytics (1.58 hrs.)
- Measuring Team Performance (2.50 hrs.)
- Presenting Technical Information (1.74 hrs.)
- Purchasing Foundations (2.3 hrs.)
- Solve Problems (1.53 hrs.)



Retrainee-Job Creation

Training Proposal for:

RO Health, LLC

Contract Number: ET23-0238

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Santa Clara, Los Angeles, San Diego, Sacramento	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: 220	U.S.: 2,406	Worldwide: 2,406
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$474,000

Total ETP Funding
\$395,600

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 Medical Skills Training	Medical Skills (Didactic), Medical Skills (Preceptor)	130	8–200	0	\$1,380	\$24.00
				Weighted Avg: 60			
2	Job Creation Initiative Retrainee Priority Rate Medical Skills Training	Medical Skills (Didactic), Medical Skills (Preceptor)	100	8–200	0	\$2,162	\$24.00
				Weighted Avg: 94			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$23.53 per hour for San Francisco and Santa Clara counties; \$21.73 per hour for Los Angeles County; and, \$21.57 per hour for San Diego and Sacramento counties
Job Number 2 (Job Creation): \$19.61 per hour for San Francisco and Santa Clara counties; \$18.11 per hour for Los Angeles County; \$17.89 per hour for San Diego County; and, \$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
 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 Number 1: Retrainees		
Licensed Vocational Nurse (LVN)		9
		26
Registered Behavior Technicians (RBT)		65
Registered Nurse (RN)		30
Job Number 2: Job Creation		
Registered Behavior Technicians (RBT)		100

INTRODUCTION

Founded in 2013 and headquartered in Seattle, Washington, RO Health, LLC (RO Health) (<https://rohealth.com/>) is a healthcare service provider, staffing partner, and home-health agency that provides its clients and patients with healthcare services and providers. The Company hires, trains, and provides nursing services, behavioral therapy, and mental health services through RBTs, RNs, & LVNs for school districts, mental health, and behavioral health staff for school districts, travel nurses, in-home nurses, and in-home Applied Behavior Analysis (ABA) therapy providers. ETP-funded training will be delivered via E-Learning for the Medical Skills (MS) Didactic sessions, and the MS Preceptor training will be delivered at the assigned public school district locations where trainees are providing the service.

This will be RO Health's first ETP-funded proposal. RO Health's customer base includes public school districts throughout California, hospitals, correctional facilities, and families.

Veterans Program

Even though this proposal does not include a Veteran's Job Number component, RO Health encourages veterans to apply for jobs at the Company.

PROJECT DETAILS

According to Centers for Disease Control and Prevention, Autism Spectrum Disorder (ASD) is a growing concern among our nation's children. California has been on the forefront of early detection of ASD, which contributes to 3.9% of California 8-year-olds who are living with ASD, which is almost double the national average (2.3%). However, there is a severe shortage of qualified staff to provide essential treatment despite 32% average year-over-year growth in hiring RBTs. Per a 2019 analysis by Psychiatry Online, California had less than half of the certified ABA providers it needs.

ETP-funded training will focus on RO Health's goal of bringing more RBTs, LVNs, and RNs into California public schools to provide mental and behavioral therapy. Training will help to upskill trainees with ABA treatment knowledge so that more students will have access to effective, evidence-based ABA treatment while increasing school site nursing skills. Additionally, training will help to train additional LVNs and RNs to provide nursing services to school district clients.

Retrainee - Job Creation

In this proposal, the Company will hire 100 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, RO Health is currently contracted with over 115 school districts in California to provide nursing and behavioral health services. With this increase in demand for RBTs, clients are expanding contracts with the Company to provide nearly 500 additional RBTs. RBTs are certified to facilitate ABA, which is an evidence-based intervention that is one of the most effective treatments for ASD.

Training Plan

Training will be conducted with all occupations via Class/Lab, E-Learning, and Clinical Preceptor delivery methods in the following:

Medical Skills (Didactic): this training will be offered to 230 RBTs, LVNs, and RNs. RBTs will receive training on topics such as & Dimensions of Applied Behavioral Analysis, Measuring and Assessing Autism, and Crisis Prevention and Intervention. LVNs and RNs will receive training on topics such as Emergency Seizure Care, Using Epinephrine Auto-Injector Pens, Tracheostomy Care, and School District Specific Documentation Procedures. Trainees will learn clinical processes to prepare them to serve patients.

Medical Skills (Preceptor): this training will be offered to 200 RBTs, LVNs, and RNs on courses similar to the Didactic training. Preceptor training will be delivered using a 1:1 trainer-to-trainee ratio, which will help trainees familiarize themselves with patient acuity levels.

Retention Modifications

Trainees are considered employed full-time with a minimum of 24 hours of employment a week provided that level of weekly employment qualifies the employee for a similar employee benefit plan (sick leave, vacation, health, dental, vision, retirement, etc.) on a proportionately equal basis per ETP Medical Skills Guidelines.

Commitment to Training

RO Health has an annual training budget of approximately \$1,032,000 in California. The training budget includes healthcare training, equipment operation and services, and safety training. ETP funds will not displace the existing financial commitment to training. At the completion of ETP-funded training, RO Health will continue to provide RBT training to interested staff on an annual basis. Additionally, RO Health will provide opportunities for RBTs to become LVNs and LVNs to become RNs through tuition assistance benefits and other training offerings. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

RO Health's San Jose Branch Manager (dedicated administrator) will oversee the project. The Branch Manager will coordinate with regional teams to plan, collect training records, and schedule training. The Company's Regional Team will work with trainees to monitor daily progress, make sure they are on track, and provide as-needed support. Preceptor training in the public school districts will be supervised by area leaders and Board Certified Behavior Analysts (BCBA) to ensure that trainees are prepared for the program and have the materials needed for day-to-day operations. Additionally, RO Health has retained a third-party administrator to assist with ETP administration and coordination with ETP staff.

Electronic Recordkeeping/LMS

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

Impact/Outcome

Upon completion of training, RBTs will receive a Registered Behavior Technician certification. All trainees will also receive a Crisis Prevention Intervention (CPI) certification as a result of ETP-funded training. Both of RBT and CPI certifications are transferable within the industry.

DEVELOPMENT SERVICES

RO Health retained Trailhead Strategies Inc. in San Diego to assist with development of this proposal for a flat fee of 2,500.

ADMINISTRATIVE SERVICES

Trailhead Strategies Inc. 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

MEDICAL SKILLS (DIDACTIC)

Registered Behavior Technician

- RBT Ethics
- 7 Dimensions of Applied Behavioral Analysis
- Measuring and Assessing Autism
- Data Entry and Data Analysis
- Conducting Preference, Individualized, and Functional Assessments
- Identify / Deploy Essential Components of Written Skill Acquisition Plan
- Identify / Deploy Essential Components of Written Behavioral Reduction Plan
- Implement Differential Reinforcement Procedures
- Proactively Seeking Clinical Direction
- Generating Objective Session Notes
- Patient Privacy and Workplace Data Collection, Storage, and Transportation
- Communicating with Patients, Families' Members, Teachers, and Other Stakeholders
- Maintaining Professional Boundaries
- Crisis Prevention and Intervention

Licensed Vocational Nurse / Registered Nurse

- Emergency Seizure Care
- Using Epinephrine Auto-Injector Pens
- Enteral Feeding
- Tracheostomy Care
- Diabetic Care
- Orders and Charting Documentation
- Communication with Patients, Teachers, and Families
- School District Specific Documentation Procedures
- Oxygen Management (Gas & Liquid)
- Crisis Prevention and Intervention

MEDICAL SKILLS (PRECEPTOR)

Registered Behavior Technician

- 7 Dimensions of Applied Behavioral Analysis
- Measuring and Assessing Autism
- Data Entry and Data Analysis
- Conducting Preference, Individualized, and Functional Assessments
- Identify / Deploy Essential Components of Written Skill Acquisition Plan
- Identify / Deploy Essential Components of Written Behavioral Reduction Plan
- Implement Differential Reinforcement Procedures
- Generating Objective Session Notes

- Patient Privacy and Workplace Data Collection, Storage, and Transportation
- Communicating with Patients, Families' Members, Teachers, and Other Stakeholders
- Maintaining Professional Boundaries
- Crisis Prevention and Intervention

Licensed Vocational Nurse / Registered Nurse

- Patient Assessment and Care
- Care of Pediatric Patients
- Maintaining a Safe Physical Environment
- Emergency Seizure Care
- Diabetic Care
- Orders and Charting Documentation
- Communication with Patients, Teachers, and Families
- School District Specific Documentation Procedures
- Oxygen Management (Gas & Liquid)
- Crisis Prevention and Intervention



Retrainee-Job Creation

Training Proposal for:

Ryzlink Corp. dba Chuwa America

Contract Number: ET23-0229

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: A. Salinas

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Other (J) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 100	U.S.: 100	Worldwide: 500
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$550,000

Total ETP Funding
\$425,500

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, Commercial Skills	90	8–200	0	\$1,150	\$35.00
				Weighted Avg: 70			
2	Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Commercial Skills	200	8–200	0	\$1,610	\$35.00
				Weighted Avg: 70			

*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

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 Number 1: Retrainee		
Backend Software Developers		20
Data Analysts		27
Frontend Software Developers		23
Full Stack Software Engineers		20
Job Number 2: Job Creation		
Backend Software Developers		30
Data Analysts		72
Frontend Software Developers		83
Full Stack Software Engineers		15

INTRODUCTION

Founded in 2010 and headquartered in Santa Clara, Ryzlink Corp. dba Chuwa America (Ryzlink) (<https://www.chuwaamerica.com/>) is a software development and consulting firm specializing in e-commerce, data analysis, networking and storage software. The Company focuses on technology training to meet software-development-market demands, offering both outsourcing and on-site software consulting services. It also provides services to firms in the finance, medical, science, banking, and graphic industries. ETP-funded training will be delivered at its headquarters in Santa Clara. This is Ryzlink's first ETP Contract.

Veterans Program

Although there is not a separate Veterans' Job Number in this proposal, Ryzlink is committed to veteran inclusion and encourages veterans to apply for positions within the Company. The Company accepts applications for veterans with the necessary technology backgrounds.

Retrainee - Job Creation

In this proposal, the Company will hire 200 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, the Company's expansion plan over the next two years includes an expected 100% increased headcount, an increase in revenue by 90% due to new clients and service expansion, and a 50% increase in its customer base. As such, Ryzlink is hiring more employees in order to facilitate these changes while providing increased service and support capacity. The expansion of the Company's employee head count will bolster its ability to reach a wider population in the professional technical market.

PROJECT DETAILS

The Company is growing quickly as it has since its inception. Technology programs are increasing in use, not reducing, so the Company's workload is projected to continuously increase over the course of the two-year ETP Contract. Its workers must be trained on all software programs the Company trains its customers on. Ryzlink's employees are the subject-matter experts. If its employees are not receiving up-to-date training, clients will not benefit as much and may not hire the Company. Trainees become certified on the specific piece of software or hardware they are trained on. The proposed curriculum contains countless programs that require training and the associated certifications to become trainers.

Training Plan

The following training will be conducted via Class/Lab and E-Learning delivery methods:

Business Skills: Training will be offered to all occupations and include Problem Solving & Decision Making, Reporting Requirements and Sales Skill.

Commercial Skills: Training will be offered to all occupations and include Framework and Standard, Industry Process, and Industry Tools.

Computer Skills: Training will be offered to all occupations and include Adobe Analytics, Thermal Design Power, Programming Skills, Software Engineering, AgileCraft Enterprise Software Platform and RESTful Web API.

Commitment to Training

Ryzlink's training budget in California is \$750,000. This includes basic-computer skills, company orientation, violence in the workplace, and sexual harassment prevention 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

Ryzlink's CEO (dedicated administrator) will oversee the project, and its VP of Operations will assist the CEO to set training goals and training requirements for all trainees. Six in-house trainers

and the Company's Senior Engineer will deliver training, and vendors as needed. A third-party subcontractor was retained to assist with ETP administration and systems. Administration and HR staff will collect, scan, and send rosters to its subcontractor for ETP recordkeeping. A total of 11 in-house staff will be directly responsible for this project's administration as well as assistance from its subcontractor.

Impact/Outcome

Trainees become certified internally on the specific piece of software or hardware they are trained on such as certifications on Frontend Developer, Full Stack Developer and Data Analyst. These certifications will help the Company meet its long-term expansion goals and stay competitive in the tech industry through upskilled workers.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$20,000.

ADMINISTRATIVE SERVICES

Propel Consulting Group 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service
- Developing Employees
- Problem Solving & Decision Making
- Handling Complaints
- Project Management
- Reporting Requirements
- Sales Skills
- Teambuilding
- Workplace Environment

COMMERCIAL SKILLS

- Frameworks and Standard
- Industry Process
- Industry Tools

COMPUTER SKILLS

- Programming Skills
- Software Engineering
- Application Programming Interface
- Software Development Life Cycle
- Software Testing Life Cycle
- Simple Object Access Protocol
- User Acceptance Testing
- Structured Query Language
- Power Pivot
- Adobe Analytics
- Business Objects
- Tableau
- Cascading Style Sheets
- HTML and HTML 5
- Git Software
- Team Foundation Server
- JIRA Software
- Thermal Design Power
- iTrack Software Development Environment
- AgileCraft Enterprise Software Platform
- Charles Application
- Fiddler Software
- Requestly - Lightweight Proxy
- Tealeaf Software
- Quantum Metrics

- iOS
- RESTful Web API
- Spring Java Application Development Framework
- Angular Web Framework
- .NET Computer Software Framework
- ASP.NET Web-Application Framework
- Programming Languages
 - C#
 - Java
 - JavaScript
- jQuery Software
- jQuery UI Software
- Bootstrap CSS Framework



Retrainee-Job Creation
Training Proposal for:
Central Valley Training Center, Inc.
Contract Number: ET23-0221

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee SET HUA Job Creation Initiative	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Fresno, Merced, Sacramento, San Joaquin, Stanislaus, Tulare	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: 389	U.S.: 389	Worldwide: 389
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$500,000

Total ETP Funding
\$319,600

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 SET HUA	Business Skills, Commercial Skills, Computer Skills	227	8-200	0	\$800	\$18.10
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative SET	Business Skills, Commercial Skills, Computer Skills	100	8-200	0	\$1,380	\$18.10
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (HUA): \$16.17 per hour for Fresno, Merced, San Joaquin, Stanislaus, and Tulare counties; Job Number 2 (Job Creation): \$17.64 per hour for Fresno, Merced, Sacramento, San Joaquin, Stanislaus, 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

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 Number 1 (Retrainee)		
Job Development Staff		15
		10
Administration		3
		7
		5
Program Operations		20
Special Education Teacher		3
Instructor		45
		55
Rapid Response Team		9
		30
		25
Job Number 2 (Job Creation)		
Job Development Staff		5

		5
Administration		4
		5
		1
Program Operations		3
		4
		3
Special Education Teacher		1
Instructor		25
		25
Rapid Response Team		4
		10
		5

INTRODUCTION

Founded in 1982 and headquartered in Stockton, Central Valley Training Center, Inc. (CVTC) (www.cvtcinc.com) provides behavioral management services to intellectually disabled individuals. CVTC was one of the first companies in California to offer day programs to serve the needs of its customers. The Company has 11 locations: Stockton (4), Sacramento (1), Fresno (3), Merced (1), Modesto (1), and Visalia (1). All locations will receive training under this proposal. This is CVTC's fourth ETP Contract and the fourth in the last five years.

Veterans Program

CVTC employs Veterans and actively recruits Veterans through the San Joaquin County WorkNet.

PROJECT DETAILS

Under the previous training project, CVTC focused on providing staff with training on updated operations and changes to procedures. This included designing and modifying plans to better fit client needs, report writing and success tracking. There was also an emphasis on cross-training, providing employee's opportunities to learn new skills, become proficient in their current occupation duties, and advance within the Company.

The project will focus on new requirements for Medicaid's Home and Community Based Services. Implementation will take effect in 2023. These requirements necessitate specialized in-person cohort training for employees. CVTC plans to be fully compliant by providing this specialized training to its staff. In addition, CVTC provides entry level jobs to those wanting to gain experience or exposure to the special education field. These inexperienced workers need extensive training to be competent to the wide variety of situations they will encounter on a day to day basis. CVTC has an extensive training program to provide communication, customer service, and teaching experience to those new in the field.

Some curriculum topics are repeated from the previous Contract; however, the subject matter has been updated and improved per new developments so there will be no duplication of training content in those courses.

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.

CVTC is currently in the process of backfilling positions lost during the COVID 19 pandemic as the Company resumed offering a full capacity of services. The Company currently has over 146 open positions to meet its current demand. CVTC predicts to add 70 clients every year, which will increase the need for staffing throughout the project. In order to accommodate this increase the Company will hire 100 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.

COVID Contract

The Company has an active contract with ETP under the COVID Pilot Project with a term of 12/14/2020 to 12/13/2022. Of an estimated 80 trainees, 107 have been enrolled and 104 have received the minimum hours of training.

Training Plan

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

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

Commercial Skills: Training will be provided to all occupations. Training will provide skills to perform job duties at a high level. Topics include Behavioral Support, Individual Service Plan Training & Review, and Positive Behavior Support.

Computer Skills: Training will be offered to all occupations. Training will improve software skills that are used in the field. Training topics include Relias and Therap.

Commitment to Training

The current annual training budget is approximately \$45,000 per facility and includes new hire orientation, general safety, and efficient processes. 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 Contract will be overseen by the Chief Operating Officer and the Chief Financial Officer. The Human Resource Manager will be responsible for collecting and reviewing the ETP rosters. In addition, the HR Coordinator and the Payroll Manager will assist with enrolling trainees and reviewing the rosters. The Company has identified 15 qualified in-house trainers who will provide training. CVTC has also retained the services of a third-party administrator who has extensive ETP experience to assist with the 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 and Retention Modifications**

The 227 trainees in Job Number 1 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Fresno, Merced, San Joaquin, Stanislaus, and Tulare counties are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

CVTC is requesting a wage modification from \$39.21 per hour to \$18.10 per hour for Job Number 1 in order to serve workers in lower-wage occupations.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0145	Stockton, Fresno, Modesto, Merced, Visalia, Sacramento	9/8/2020 – 9/7/2022	\$138,600	\$0* (0%)
ET17-0350	Stockton, Fresno, Modesto, Merced, Visalia	12/9/2016 – 12/8/2018	\$99,792	\$76,876 (77%)

*Contractor has 359 trainees enrolled and 7,328 eligible hours in the ETP system which is 105% of the contract. CVTC is expecting to earn 100% with hours trained. The final invoice has been submitted and is currently under Fiscal review.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$10,000.

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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Budgeting
- Communication Skills
- Confidentiality & Professionalism
- Conflict Management
- Customer Service
- Employee Development
- Investigation Training
- Policy Review
- Problem Solving & Decision Making
- Project Management
- Report Writing

Commercial Skills

- ABC's of Consumer rights
- Activity Plan Training
- Assessment of Functional Life Skills
- Behavioral Support
- Classroom Management
- CDC Mitigation Controls
- Data Collection
- Diametrix
- Documentation & Confidentiality
- Function Assessment
- Individual Service Plan Training & Review
- Mentorship Training
- Medical Emergency Response
- Medicaid's Home and Community Based Services
- New to You Medication Guidelines
- Nonviolent Crisis Intervention Initial
- Nonviolent Crisis Intervention Refresher
- PATCH Report Writing & Review
- Positive Behavior Support
- Prevention First Training
- Person Centered Training
- RAPID Additional Duties Training
- Registered Behavior Technician
- Social Effective Training
- Team Leader Training

Computer Skills

- IBS
- Microsoft Office (Intermediate/Advanced)
- Relias
- Therap



Retrainee-Job Creation
Training Proposal for:
Mariani Nut Company, Inc.
Contract Number: ET23-0227

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative	Industry Sector(s):	Agriculture (B) Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Yolo	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: 436	U.S.: 436	Worldwide: 436
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$650,000

Total ETP Funding
\$411,840

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Cont. Impr., HazMat, Literacy Skills, Mfg. Skills	216	8-200	0	\$1,600	\$21.57
				Weighted Avg: 80			
2	Retrainee Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., HazMat, Literacy Skills, Mfg. Skills	36	8-200	0	\$1,840	\$19.07
				Weighted Avg: 80			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$21.57 per hour for Yolo County
Job Number 2 (Job Creation): \$17.64 per hour for Yolo 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		
Administration		15
Forklift Driver		50
		26
Inventory Staff		4
		3
Machine Operator		35
		16
Production Lead		5
		13
Quality Control		9
		30
Supervisor		10
Job Number 2		
Administration		5

Forklift Driver		5
		5
Inventory Staff		1
Machine Operator		10
Supervisor		2
Production Lead		2
		2
Quality Control		2
		2

INTRODUCTION

Founded in 1972 and headquartered in Winters, Mariani Nut Company, Inc. (Mariani Nut) (www.marianinut.com) is one of the largest, privately-held, walnut and almond processors in the world. The Company grows and produces freshly harvested walnuts and almonds from its own farms in California. The Company supplies walnuts and almonds to large retail store chains worldwide. Training will be for its only location in Winters. This is Mariani Nut's first ETP project.

Veterans Program

Mariani Nut does not actively recruits Veterans but does currently employ Veterans.

PROJECT DETAILS

Mariani Nut has implemented an extensive training program in order to streamline production processes and improve product quality. The Company is expanding its production floor and has invested over \$15 million on new equipment including automation equipment, pasteurizing equipment, and sorting and packing machinery. Employees must all be trained on new operation processes, safety protocols, and maintenance of each new equipment.

Mariani Nut is also completing the nut pasteurizing process internally instead of outsourcing the process. Employees need to be cross-trained on new equipment, sanitation requirements, and certifications in order to meet pasteurization requirements. Training under this proposal will allow the Company to successfully implement new production processes while improving efficiencies and reducing overall cost.

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.

Mariani Nut is expanding its production floor by adding 5,000 sq. ft. to its production facility. The Company projects a 10% revenue growth each year and will hire 36 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

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

Business Skills: Training will be offered to all occupations and will focus on improving customer service. Training topics include Customer Service, Problem Solving & Decision Making and Sales Skill.

Computer Skills: Training will be offered to all occupations and will focus on the Company's internal software. Training topics include MRP System, One Point Learning System and Syteline ERP System.

Continuous Improvement: Training will be offered to all occupations and focus on improving workflow processes. Training topics include Facility Processes and Procedures, Kaizen and Six Sigma.

Hazardous Materials: Training will be offered to all occupations except Administration. Training will focus on handling waste materials. Training topics include Fumigation Procedures, Material Disposal, and Pesticides and Sanitation.

Literacy Skills: Training will be offered to all occupations to improve language and communication skills. Training topic will be on English as a Second Language.

Manufacturing Skills: Training will be offered to all occupations except Administration. Training will focus on equipment operation. Training topics include Equipment Maintenance, Equipment Operation, and Package Equipment Operations.

Commitment to Training

Mariani Nut invests \$400,000 on training annually including safety, orientation, and harassment 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 HR Director, HR Administrator, Safety Manager, and Operations Manager will be responsible for overseeing all training aspects of the project including scheduling training and collecting rosters. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

Propel Consulting Group 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting Techniques
- Business Writing
- Communication Skills
- Critical Thinking
- Customer Service
- Digital Security Awareness
- Finance & Accounting Principles
- Goal Setting
- Leadership
- Management
- Organizational Changes
- Presentation Skills
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Sales Skill
- Time Management
- Workplace Respect

Computer Skills

- Decision Resource, Inc.
- INFO Support
- Mobile Devices
- MRP System
- MS Office (Intermediate/Advanced)
- Networking
- One Point Learning System
- Syteline ERP System

Continuous Improvement Skills

- Facility Processes & Procedures
- Forklift Training
- Kaizen
- LEAN
- Pest Control
- PLC Machine
- Sanitation Training
- Six Sigma

Hazardous Materials Skills

- Fumigation Procedures
- Lockout/Tagout
- Material Disposal
- Pesticides and Sanitation

Literacy Skills

- English As A Second Language

Manufacturing Skills

- Assembly Processes
- BRC Certification
- Equipment Maintenance
- Equipment Operation
- Error Reduction
- Facility Processes
- Food Safety
- Good Manufacturing Practices
- Laser Sorters
- Manufacturing Basics
- Package Equipment Operations
- Palletizer
- Product Handling
- Production Technique
- Quality Assurance
- X-Ray Machinery



Training Proposal for:

**American Education Systems Corp. dba American College of
Healthcare and Technology**

Contract Number: ET23-0210

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	MEC (H) Construction (23) Professional, Scientific, Technology (54) Manufacturing (33) 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:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$558,900		\$38,880 8%		\$597,780

In-Kind Contribution:	50% of Total ETP Funding Required	\$610,000
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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	Computer Skills	90	8-200	0	\$2,460	\$21.57
				Weighted Avg: 100			
2	Retrainee SET Priority Rate	Computer Skills	153	8-200	0	\$2,460	\$29.41
				Weighted Avg: 100			

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

Minimum Wage by County: Job Number 1: Alameda, Marin, San Mateo, Santa Clara and San Francisco Counties (\$23.53 per hour); Contra Costa County (\$23.50 per hour); Los Angeles County (\$21.73 per hour); all other counties (\$21.57 per hour)
 Job Number 2 (SET/Priority Industry): \$29.41 per hour

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Architect Assistant		1
		2
		2
Drafter		4
		5
		4
Technician		3
		3
		3
CAD Designer		2
		4
		4
Engineer Assistant		1
		2
		4
Machinist		2
		4

CNC Programmer		4
		6
Architect		10
Engineer		20
Job Number 2		
Drafter		18
CAD Designer		16
Architect Assistant		10
CNC Programmer		15
Engineer Assistant		14
Machinist		15
Technician		20
Architect		15
Engineer		30

INTRODUCTION

Founded in 1993 and headquartered in Laguna Niguel, American Education Systems Corp. dba American College of Healthcare & Technology (ACHT) (www.ach.edu) is a learning institution specializing in Computer-Aided Drafting and Design (CADD) and Building Information Modeling (BIM) technology computer software programs. ACHT will provide retraining to trainees in the fields of engineering, architecture, construction, manufacturing and similar industries. Training will take place at ACHT's campus locations in Santa Ana and Riverside. In addition, training may be provided at employer sites and through distance learning.

Participating employers include manufacturers training their employees to use software to engineer, design, and produce products of all kinds, including aerospace, medical equipment and electronics. Most of the remainder of the employers are in the building and construction industries, mostly performing engineering and architectural work. Many of the firms qualify for funding under ETP out-of-state competition regulation (Job Number 1). Employees of other firms, mostly smaller architectural firms who do not meet out-of-state competition, will be trained under the SET portion of this project (Job Number 2). The core group of participating employers represent 80% of the planned number to train. The core group of employers include 11 small businesses and four large single employer.

Veterans Program

Although, this project does not include a Veterans component most participating employers recruit and employ Veterans.

PROJECT DETAILS

This will be ACHT's third ETP Contract, and the third within the last five years. Training will be delivered by instructors who have industry experience. Trainers will train and oversee the trainees as they work projects as part of the class/lab training. Approximately half of the training is formal classroom instruction, half hands-on laboratory training, including practice in solving work-related problems. Many larger companies in the industry already have adopted the most popular BIM

system, Autodesk Revit. This project will focus on training for mid-sized and smaller companies who must also adopt Revit and similar systems to remain competitive.

Traditional CADD systems permit drafters, designers and other professionals to produce plans and working drawings faster and more accurately than the hand drawing systems they replaced. BIM represents a second revolution in the industry. BIM is an intelligent model-based process for design, simulation, visualization, and collaboration in commercial, industrial, and infrastructure projects. Information for all phases of a project is in a single database that supports collaborative work across disciplines and through all phases of a project, including concept development, architectural plans, engineering plans, cost estimating, construction planning and scheduling, actual construction, and building maintenance. The systems also can be used to model and reduce energy usage.

ACHT continues to develop the training it offers to remain relevant with the industry sector employers. This proposal includes a refreshed training curriculum that includes new Sketch Up architectural design software training. ETP training will enable employers to compete for, win, and then complete new business. ETP-funded training is particularly important for small businesses, which lack internal resources for training in complex software.

ACHT has successfully utilized 100 weighted average hours per trainee in its past three ETP projects to help keep trainees up-to-date within industry standards.

Training Plan

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

Computer Skills: Training will be offered to all occupations to improve employee skills and increase efficiencies for participating employers. Training will include various computer platforms including CADD and BIM (Civil 3D, Navisworks, SolidWorks, Bluebeam, and SketchUp). It requires 100 hours of training to complete any of ACHT's CAD or BIM computer software programs listed in the Menu Curriculum.

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.

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 Number 2.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. ACHT is approved by the Bureau for Private Postsecondary Education to provide computer software training.

Marketing and Support Costs

Marketing for ACHT is conducted via web advertisements, direct mailings, telephone, e-mail and in-person visits. Marketing is also conducted at exhibits held at design, engineering, and manufacturing shows, including two major shows located at the Anaheim and Los Angeles

Convention Centers. ACHT marketing for this project is specifically targeted at employers and not potential trainees.

Marketing efforts are followed up to potential participating employers for training provided via ACHT. If a company qualifies for training, a certification statement is provided and enrollment information is completed for participation. Marketing will continue to take place over the duration of the Contract. As a result, ACHT requests, and staff supports, 8% in support costs.

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

ACHT has a training plan in place and is ready to begin the training plan upon approval. The Executive Director will oversee this training project and two ACHT staff workers will administer the project. Staff will coordinate all aspects of the project including employer recruitment, employer certification and ETP documentation and reporting. Staff will also be assigned as needed to complete employer assessments, schedule training, and assist with marketing.

Alternate Recordkeeping

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

Trainer Qualifications

Trainers are employees of ACHT with professional experience in the industries participating in this training. Many work concurrently in industry while they serve as trainers. No training will be provided by outside vendors.

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.

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	Potential Earnings (Based on Tracked Hours) (\$ %)
ET21-0336	\$447,720	6/28/21 - 6/27/23	182	82	82	\$379,787 (85%)

ACHT projects to earn 100% of potential earnings by the end of the Contract.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0234	Statewide	12/31/19 - 12/30/21	\$742,720	\$718,134 (97%)
ET19-0179	Statewide	8/6/18- 8/5/20	\$550,440	\$518,543 (94%)

DEVELOPMENT SERVICES

California Manufacturers and Technology Association in Sacramento assisted with development for a flat fee of \$6,000.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

Computer Aided Drafting

- 2D and 3D renderings
- Applications to work projects
- Applying parameters
- Assembly configurations
- Assembly motion modeling and animation
- Bills of material
- Calculations
- Collision/interference detection
- Creating of families of parts
- Dimensioning
- Drawing automation
- Editing
- File Management
- Project organization
- Section creation
- Types of applications
- Updating views
- View creation

Building Information Modeling

- Automation and customization
- Collaboration
- Conceptual design tools
- Construction modeling
- Creating functional designs
- Design options
- File importing and exporting
- Managing schedules
- Material estimates
- Multiple materials modeling
- Parametric components
- Phasing projects
- Principles of modeling
- Printing, model upgrading
- Rendering
- Simulations
- Structural reinforcement
- User interface
- Using bidirectional associativity to show changes throughout the model
- Vault integration

- Visualization
- Working in 3D

Civil 3D

- Create and edit alignments
- Create and edit parcels and print parcel reports
- Create assemblies, corridors and intersections
- Create data shortcuts
- Create grading solutions
- Create gravity fed and pressure pipe networks
- Create points and point groups and work with survey figures
- Create sites, profiles and cross-sections
- Create, edit, view and analyze surfaces
- Perform quantity takeoff and volume calculations
- Use plan production tools to create plan and profile sheets.
- User interface

Navisworks

- Combining 3D geometry from multiple disciplines
- Create 4D construction simulations
- Create interactive animations
- Link task-scheduling files
- Open, review, quantify and run object interference checks
- Renderings
- Review and mark up a model
- Use Animator
- Use Quantification
- Use Scriptor
- Use TimeLiner

SolidWorks

- 3D finite analysis
- 3D photorealistic rendering
- Applying mechanical design to computer design
- Assembly motion modeling and animation
- Bills of material
- Collision/interface detection
- Creation of families of parts
- Dimensioning
- Drawing automation
- Drawing creation
- Generating parts
- Mass properties and calculations
- Rapid prototyping
- Section creation
- Update views
- View creation
- Visualization and rotation of designs

Bluebeam

- Building projects
- Collaboration
- Dashboards
- Field distribution sets
- Industry examples
- Interface
- Management documents
- Markup tools
- Measurement tools
- Measurements
- Modifying and sharing files
- Navigation
- Takeoffs and Estimations

SketchUp

- Advanced features
- Basic features
- Building performance analysis
- Create construction documents
- Customize tools
- Design, document and communicate plans in 3D
- Desktop modelling
- Generate reports
- Interoperability
- Making presentations
- SketchUp objects
- Using extensions
- Visualize plans

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: American Education System Corp dba American College of Healthcare and Technology CCG No.: ET23-0210

Reference No: 22-0771

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Company: ACCO Engineered Systems

Priority Industry? Yes No

Address: 6255 San Fernando Rd.

City, State, Zip: Glendale, CA 91201-2214

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 4

Small Business? Yes No

Total # of full-time company employees worldwide: 1,600

Total # of full-time company employees in California: 1,600

Company: Cannon Design

Priority Industry? Yes No

Address: 444 S. Flower St., Suite 4700

City, State, Zip: Los Angeles, CA 90071

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20

Small Business? Yes No

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 70

Company: D'Leon Consulting Engineers

Priority Industry? Yes No

Address: 3605 Long Beach Bl.

City, State, Zip: Long Beach, CA 90807

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 7

Small Business? Yes No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Design West Engineering

Priority Industry? Yes No

Address: 275 W. Hospitality Ln. #100

City, State, Zip: San Bernardino, CA 92408

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 10

Small Business? Yes No

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: American Education System Corp dba American College of Healthcare and Technology CCG No.: ET23-0210

Reference No: 22-0771

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Company: HCI Systems, Inc.

Priority Industry? Yes No

Address: 1354 S. Parkside Place

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 15

Small Business? Yes No

Total # of full-time company employees worldwide: 490

Total # of full-time company employees in California: 490

Company: K2D Consulting Engineers

Priority Industry? Yes No

Address: 13465 Beach Ave.

City, State, Zip: Marina Del Rey, CA 90292

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 10

Small Business? Yes No

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

Company: MA Engineering, Inc.

Priority Industry? Yes No

Address: 1000 S. Fremont Ave. Unit 31, Suite 1201

City, State, Zip: Alhambra, CA 91803

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 8

Small Business? Yes No

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: McGinnis Chen Associates, Inc.

Priority Industry? Yes No

Address: 1091 Mission Street

City, State, Zip: San Francisco, CA 94103

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 10

Small Business? Yes No

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: American Education System Corp dba American College of Healthcare and Technology CCG No.: ET23-0210

Reference No: 22-0771

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Company: McGuire Contracting, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16579 Solver Ave. P.O. Box 310361	
City, State, Zip: Fontana, CA 92337	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 2	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 80	
Company: Moffat & Nichol, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3780 Kilroy Airport Way, Suite 750	
City, State, Zip: Long Beach, CA 90806	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 890	
Total # of full-time company employees in California: 264	
Company: Pacific Advanced Civil Engineering	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 17520 Newhope St.	
City, State, Zip: Fountain Valley, CA 92708	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 77	
Total # of full-time company employees in California: 69	
Company: PBS Engineers, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2100 E. Route 66, Ste. 210	
City, State, Zip: Glendora, CA 91740	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 71	
Total # of full-time company employees in California: 71	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: American Education System Corp dba American College of Healthcare and Technology CCG No.: ET23-0210

Reference No: 22-0771

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Company: REV 1 Engineering

Priority Industry? Yes No

Address: 41823 Enterprise Circle, Suite200

City, State, Zip: Temecula, CA 92590

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 26

Total # of full-time company employees in California: 26

Company: Silverline Construction, Inc.

Priority Industry? Yes No

Address: 1421 W. 132nd Street

City, State, Zip: Gardena, CA 90249

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 50

Small Business? Yes No

Total # of full-time company employees worldwide:250

Total # of full-time company employees in California: 250

Company: Urban Arena

Priority Industry? Yes No

Address: 3195 Red Hill Ave.

City, State, Zip: Costa Mesa, CA 92626

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 25

Small Business? Yes No

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California:48



RETRAINEE-JOB CREATION

Training Proposal for:

Tulare Joint Union High School District

Contract Number: ET23-0231

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA SB <100	Industry Sector(s):	MEC (H) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare, Kern	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)	≤0%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$276,000		\$19,200 8%		\$295,200

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Job Creation Initiative CNA to LVN Priority Rate	Commercial Skills	24	8-750	0	\$12,300	\$29.41
				Weighted Avg: 500			

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

<p>Minimum Wage by County: \$29.41 per hour for Tulare and Kern Counties</p> <p>Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Maybe</p> <p>Participating employers may use health benefits of up to \$2.50 to meet the Post-Retention Wage.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Licensed Vocational Nurse		24

INTRODUCTION

Founded in 1968 and located in Tulare, Tulare Joint Union High School District (Tulare Adult School) (<http://www.tulare.k12.ca.us>) provides vocational skills and General Education Diploma (GED) prep classes to adult students throughout Tulare County. The Tulare Adult School developed its Licensed Vocational Nurse (LVN) program to address the Central Valley’s nursing shortage. This will be Tulare Adult School’s fifth ETP Contract and the third in the last five years.

Tulare Adult School’s current LVN program provides a curriculum approved by the Bureau of Vocational Nursing and Psychiatric Technicians (BVNPT). The LVN program is designed for the working adult who may not be able to attend school full-time. The school structures its LVN program to provide instruction 3 days a week over an 18-month period.

Under the Certified Nursing Assistant (CNA) to LVN program, ETP may fund licensed nurse training for individuals who (1) are currently working as certified nurse assistants/caregivers in a health facility; (2) are enrolled in an accredited nurse training program to become an LVN; and (3) have completed the first 800 hours of the nurse program by the time of ETP approval. (UI Code Section 10214.9)

Training is center-based and will take place at Tulare Adult School.

Veterans Program

Tulare Adult School does not actively recruit Veterans.

PROJECT DETAILS

All accredited LVN training programs consist of at least 1,530 training hours: 576 theory hours and 954 clinical hours. The ETP-funded portion will consist of up to 300 hours of theory and 450 clinical hours for total of 750 hours. The theory hours will be delivered in a classroom setting. The clinical hours will be delivered in a laboratory setting at the training provider's facility or at a local health care facility.

Tulare County is designated as a Registered Nurse Shortage Area by the State of California. Assisted living and rehabilitation communities face the most barriers in attracting and keeping nurses in the Tulare area. Tulare Adult School developed its LVN program to address these barriers and to help alleviate the nursing shortage. Training under this proposal will allow the Company to continue to give trainees the skills and support to transition into nursing and find permanent employment.

Tulare Adult School's current LVN program has 28 trainees enrolled, however, the school is only requesting funding for 24 of the 28 trainees to ensure that they will earn 100% of the Contract amount. The 28 trainees currently registered will have completed the first 800 hours by the start of this training program. All are expected to complete the remaining training and will be placed into full time permanent positions as a LVN.

CNA to LVN

Under the CNA to LVN program, trainees must be enrolled in an accredited LVN training program while on staff as CNAs with an eligible employer and have completed the first 800 hours of the training program prior to participating in ETP-funded training. The Panel will fund up to 750 hours of the remaining program. (The minimum hour requirement for LVN training is 1,530 hours).

Under this project, ETP will fund training for 24 Certified Nursing Assistants (CNA) in Licensed Vocational Nurse (LVN) skills in Job Number 1. The trainees in Job Number 1 may receive training whereby they observe skills being performed hands-on by a Tulare Adult School instructor, and perform those skills themselves under close supervision of the instructor.

These trainees may also receive clinical training by a Tulare Adult School instructor as required for licensure by the state Board of Vocational Nursing and Psychiatric Technicians. Payment for all training in Job Number 1 will be at the Class/Lab reimbursement rate.

The trainer-to-trainee ratio for clinical training must meet standards set by the state Board of Vocational Nursing and Psychiatric Technicians, which is 1:15. There is no specific ratio for classroom training as it is customary to provide nurse training in a class setting at a rate of 1:30-40.

Training Plan

Trainees will receive training delivered using the class/lab delivery method. Each trainee may receive up to 750 hours of training.

Commercial Skills: Training will be provided to the 24 CNA's in the LVN program to enhance trainees' clinical and leadership skills. Topics will include Nursing Fundamentals, Anatomy and Physiology, and Medical-Surgical Nursing to ensure trainees have the skills to transition to LVNs.

Commitment to Training

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

➤ Training Infrastructure

Tulare Adult School has assigned four staff members overseen by the Director to be responsible for all administrative duties including coordinating training and reviewing attendance rosters for ETP compliance.

High Unemployment Area

The 24 trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Tulare County are in an HUA.

However, Tulare Adult School is not requesting a wage modification.

Incidental Placement/Retention Modification

Upon completion of the nurse training program, trainees must apply and participate in the National Council Licensure Examination (NCLEX) process administered by the National Council for State Boards of Nursing, Inc. The applicant must pass the NCLEX, where the exam results will produce an application for a license to the BVNPT. The applicant name will be posted on the BVNPT website, as eligible to submit a request for licensure.

The applicant is authorized to begin working as an LVN as soon as the BVNPT accepts and begins processing the request for licensure. Therefore, for ETP purposes, retention may begin as soon as the ETP trainee is authorized to work as an LVN. (It's not necessary for the license to have been issued by BVNPT). Due to the nature of the LVN licensing process, it is understood that there will be a gap between the end of training and the start of retention.

For retention, trainee must be employed as a LVN at least 35 hours per week with a single employer for a period of at least 90 consecutive days or 500 hours within 150 calendar days with multiple employers. All retention must be completed within the term of the contract.

Incidental placement with public and nonprofit entities is permissible for the trainees, not to exceed 20%. Tulare Adult School is requesting incidental placement with public and nonprofit entities, not to exceed 50%. This is to account for the high number of public and nonprofit medical facilities in Tulare County.

Impact/Outcome

The purpose of Tulare Adult School's LVN program is to prepare students to take the NCLEX exam and become licensed with the State of California. The program follows the curriculum set by the NCLEX and ensures trainees receive the 1,530 hours of clinical and class/lab instruction required for licensure.

Marketing and Support Costs

Tulare Adult School is seeking support costs of up to 8% for this project. Staff provides trainee assistance in passing their required NCLEX examination for vocational nursing. Examination support may take weeks or months, depending on the trainee. Tulare Adult School staff must market the program to employers and CNA's, as well as continue contract support to ensure that the trainees pass the NCLEX examination, are placed with an eligible employer and complete retention.

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).

Tulare Adult is eligible as a training agency based on the following:

- Certification by Western Association of Schools and Colleges (WASC)
- Successful past performance with ETP (see Prior Project table)

Tuition Reimbursement

Tulare Adult School 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.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0130	Tulare	8/24/2019- 8/23/2021	\$295,200	\$295,200 (100%)
ET18-0102	Tulare	7/1/2017- 6/30/2019	\$182,894	\$182,894 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

- Anatomy and Physiology
- Nutrition
- Psychology
- Growth and Development
- Nursing Fundamentals
- Nursing Process
- Communication
- Patient Education
- Medical-Surgical Nursing
- Communicable Diseases
- Pharmacology
- Rehabilitation Nursing
- Gerontological Nursing
- Maternity Nursing
- Pediatric Nursing
- Leadership/Supervision

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Tulare Joint Union High School District

CCG No.: ET23-0231

Reference No: 22-0230

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Delano Kidney Center

Priority Industry? Yes No

Address: 1980 Cecil Avenue

City, State, Zip: Delano, CA 93215

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Kaweah Health Medical Center

Priority Industry? Yes No

Address: 400 W. Mineral King Avenue

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 8

Small Business? Yes No

Total # of full-time company employees worldwide: 3,591

Total # of full-time company employees in California: 3,591

Company: Lindsay Gardens Nursing and Rehabilitation

Priority Industry? Yes No

Address: 1011 W. Tulare Road

City, State, Zip: Lindsay, CA 93247

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Porterville Convalescent Hospital

Priority Industry? Yes No

Address: 110 W. Morton Avenue

City, State, Zip: Porterville, CA 93257

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 200

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Tulare Joint Union High School District

CCG No.: ET23-0231

Reference No: 22-0230

Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Prestige Assisted Living at Visalia

Priority Industry? Yes No

Address: 3120 W. Caldwell Avenue

City, State, Zip: Visalia, CA 93277

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 10,000

Total # of full-time company employees in California: 3,000

Company: Sierra Valley Rehab Center

Priority Industry? Yes No

Address: 301 W. Putman Avenue

City, State, Zip: Porterville, CA 93257

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

Company: Sierra View Medical Center

Priority Industry? Yes No

Address: 465 W. Putman Avenue

City, State, Zip: Porterville, CA 93257

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 637

Total # of full-time company employees in California: 637

Company: Twin Oaks Rehabilitation & Nursing Center

Priority Industry? Yes No

Address: 897 N. M Street

City, State, Zip: Tulare, CA 93274

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 65

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Tulare Joint Union High School District

CCG No.: ET23-0231

Reference No: 22-0230

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Wellpath

Priority Industry? Yes No

Address: 36650 RD 112

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 15,000

Total # of full-time company employees in California: 4,000

Company: Westgate Gardens Care Center

Priority Industry? Yes No

Address: 4525 W. Tulare Avenue

City, State, Zip: Visalia, CA 93277

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 127

Total # of full-time company employees in California: 127



**Training Proposal for:
3-D Engineering, Corp.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0199

Approval Date: November 21, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	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: 23	U.S.: 23	Worldwide: 23	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution
\$35,000

Total ETP Funding
\$31,740

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
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Engineer, Inspection Staff, Machinist, Manager/Supervisor, Owner, Programming Staff, Support Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority Retrainee SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	23	8-200	0	\$1,380	\$21.57
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage

<p>Minimum Wage by County: \$21.57 per hour for Riverside County</p> <p>Health Benefits: Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Engineer		3
Inspection Staff		3
Machinist		6
Manager/Supervisor		2
Owner	N/A	2
Programming Staff		1
Support Staff		6

OVERVIEW

Year Company Founded:	2005	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Temecula (Riverside County)
Facility location(s) where training will occur		<ul style="list-style-type: none"> • Temecula (Riverside County)
Participating Affiliates & Respective Facility Location(s) where training will occur:		<ul style="list-style-type: none"> • 3-D Precision Machine Inc. (co-located with 3-D Engineering, Corp.)
Nature of Business:		<ul style="list-style-type: none"> • 3-D Engineering, Corp. (3-D Engineering) in conjunction with 3-D Precision Machine Inc. (3-D Precision) manufactures and assembles aerospace parts and engine components. • ISO9001 and AS9100D certified, delivering customized precision-machined components that meet unique customer specifications. Additionally, the Company performs technology assessments and feasibility studies. Its processes are designed to speed the complete development lifecycle from concept through manufacturing. • One-stop shop development and manufacturing of innovative technology products
Customer Base:		<ul style="list-style-type: none"> • Military – U.S. Army • Aerospace – Northrop Grumman, SpaceX, and Lockheed Martin • Medical – Kinetic Surgical and MedVantx, • Communication – L3 Technology and Diversified Technology
Business / Industry Needs / Changes		<ul style="list-style-type: none"> • Implementation and upgrades of software to keep up with technological advances, changes in industry requirements, and customer demands • New business demands and specifications • The Company has experienced a 50% growth in production, and plans to hire two additional new employees to meet business demand. • Companywide initiative to train employees to retain skilled workers, provide opportunity for career advancement, remain competitive, attract new customers, and promote growth • The Company recently invested approximately \$500,000 in new equipment and machinery (UMC-Mill machine).

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Increase competency of workforce through training to keep up with new technological advances, customer demands and expectations, industry requirements, and support the business’s continued growth. • Business Skills, Computer Skills, Continuous Improvement, and Manufacturing Skills training for all occupations to effectively utilize the Company’s upgraded automated systems and new machinery, improve services and processes, support manufacturing and production operations, and manage overall business operations. • Focused training targeted for current employees to promote within the Company • Continued implementation of lean principles to increase operational efficiencies, improve services, and standardize processes and procedures across all departments in order to attract new customers and remain competitive • Training from prior ETP contract will not be duplicated.
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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
Manufacturing Skills		

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
<p>3-D Engineering requests a waiver to exceed the Weighted Average of 60 training hours per trainee. Given the need for intensive training of new product requirement specification and complicated new machinery, the trainees will need to complete well over 60 training hours. ET20-0210: Trainees successfully completed a weighted average of 58 hours in Job Number 1, and 60 hours in Job Number 2. Based on ETP Systems, 1,096 reimbursable hours have been tracked for 19 trainees in Job Number 1, and 120 hours for 2 trainees in Job Number 2.</p>	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: 3-D Engineering’s President will oversee the project and training implementation. In addition, the Product Controller will assist with project administrative responsibilities including scheduling training, securing rosters, enrollment, data tracking, invoicing and monitoring activities. A detailed training schedule is in place, and 3-D Engineering 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, Continuous Improvement, Manufacturing Skills <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> Administration: Product Controller and President <input checked="" type="checkbox"/> In-house <input 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"> Enterprise Resource Planning System (JobBOSS) AS9100D and ISO9001 certifications Production designs in quantity
<ul style="list-style-type: none"> Difference in Training Plan: 	This proposal will focus on new technology and machinery, and employees’ development to increase performance and retention. In addition, employees must keep up with industry changes, requirements and customer expectations and specifications.

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 \$ %
ET20-0210	Temecula	11/15/19 – 11/14/21	\$27,945	\$27,945 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	To Be Determined		

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Marketing Skills
- Business Planning Skills
- Business Administration Skills
- Financial Strategies
- Inventory Skills
- Strategic Planning
- Evaluations
- Monitoring
- Report Writing
- Negotiating
- Conflict Management
- Interpersonal Skills
- Customer Service

Computer Skills

- JobBOSS (Enterprise Resource Planning)
- SharePoint
- SolidWorks
- MasterCam
- Coordinate Measuring Machine (CMM)
- Document Control
- UniPoint
- Microsoft Excel
- Microsoft OneNote
- Microsoft Project

Continuous Improvement Skills

- Coolant Training
- Statistical Process Control
- Problem Solving
- Quality Concepts
- Lean 6 Sigma
- Production Scheduling
- Process Improvement
- Geometric Dimensioning & Tolerancing (GD&T)/Blueprint Reading
- Teambuilding
- Decision Making
- Leadership Skills

Manufacturing Skills

- Production Operations

- Equipment Operations
- Assembly Operations
- Computerized Numerical Control (CNC) Machine Operations
- Computerized Numerical Control (CNC) Programming



RETRAINEE-JOB CREATION
Training Proposal for:
Aikyum, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0196

Approval Date: November 3, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SET Job Creation Initiative SB <100	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) 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: 14	U.S.: 14	Worldwide: 14
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$18,540

Total ETP Funding
\$10,120

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Out-of-State Competition:	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	Administrative Staff, Installers

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 SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30 PL-Comm. Skills	8	8-200	0	\$805	\$29.41
				Weighted Avg: 35			
2	Priority Retrainee SET SB<100 Job Creation	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30 PL-Comm. Skills	4	8-200	0	\$920	\$17.81
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (SET/priority Industry): \$29.41 per hour for Orange County and Job Number 2 (Job Creation): \$17.81 per hour for Orange County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$0.81 per hour can be used for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Staff		1
Installers		7
Job Number 2:		
Administrative Staff		2
Installers		2

OVERVIEW

Year Company Founded:	2010	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i>
Facility location(s) where training will occur		<ul style="list-style-type: none"> Irvine (Orange)

Nature of Business:	Aikyum, Inc. dba Aikyum Solar (Aikyum) specializes in commercial and solar systems solutions. They install solar panel systems in homes, churches, and gas stations.
Customer Base:	<ul style="list-style-type: none"> Homeowners Churches Gas stations

Business / Industry Needs / Changes	<ul style="list-style-type: none"> The Solar construction industry is rapidly adopting technology in communication, document sharing/storage, and operations. Without adopting these technologies and training, Aikyum will not be able to compete in the Construction industry. According to the Solar Energy Industries Association (SEIA), the United States solar market grew by 76% last year. In addition, state and local rebate offers have also given rise to demand for solar systems. Industry experts expect this growth to continue as additional photovoltaic and concentrating solar power systems come online. Aikyum is leading the way in providing solar solutions to commercial business and homeowners.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> In response to the market, Aikyum is enhancing its installation processes to become more efficient and will require a new skillset for Installers. Training will provide proper techniques on installation and software. Installers will also learn installation procedures and troubleshooting unplanned obstacles for Solar Photovoltaic SunPower and Energy Services. Systems and procedures training for both occupations will enable decisions to be made with more consistency. Training will improve the Company and work processes and improve customer satisfaction. Both occupations will receive training on new technology including Enphase IQ, OpenSolar software, and Nearmap software. The amount of in-depth training provided will be based on job
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	<p>responsibility but at a minimum all staff will be familiarized with the new technology.</p> <ul style="list-style-type: none"> • The Company will train Administrative Staff on newly purchased software, Scoop Solar. Training will help the Administrative Staff serve customers with confidence. • In addition, the Company is also implementing a more consultation-driven sales approach that will allow Administrative Staff to be educated on the benefits of solar electricity and confidently pass on that information to the clients.
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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
 MS Preceptor
 MS Didactic

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	Justification:
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	7 PL Hours per-trainee
Occupations Receiving PL Training: Installers	
The PL instructor must be dedicated to training, at a ratio of 1:1. Due to the line of work, most of equipment training, installing, and design are topics presented to the trainee when on the job. The scope of work is presented in a class/lab setting but all other training is provided on a job site. The high amount of hours are mostly for Job Creation trainees but can include a retrainee if they have changed job occupations within the Company.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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The following Modification(s) fall within Panel guidelines:

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>Aikyum represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The Company offers job specific and Companywide training. Training includes safety, legal compliance, product knowledge, and on-the-job training. Training will be delivered at Aikyum’s location in Irvine. The Company’s annual training budget is approximately \$50,000 for both locations and includes new hire orientation and safety training.</p> <p>The Principal Engineer will have oversight of the project administration and implementation (coordinating and scheduling) with assistance of the Office Manager. The Company has a detailed training plan in place and is prepared to begin training upon approval. In addition to the assigned staff members, the Company has also retained the services of a third party subcontractor with extensive ETP experience to assist with administration.</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, Commercial Skills, Computer Skills, Continuous Improvement, PL-Commercial Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: OSHA 10, OSHA 30

<ul style="list-style-type: none"> Administration: <p>The Principal Engineer will lead the day- to-day project, administration internally and provide rosters for uploading to the sub-contractor.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
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Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	<p>1</p>
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Utilize new Customer Relation software • Learn the upgraded customer service electrical panels • Learn how to use AutoCAD software
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>This proposal focuses on training Installers on installing and maintenance of backup storage batteries including the associated software. Installers will also be trained on new equipment mentioned above in Need for Training and backup storage battery installation tools. Training will provide the trainees basic to advanced skills on proper usage of equipment and proper installation and maintenance methods for backup storage batteries.</p>

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 \$ %
ET20-0271	Irvine	3/26/2020 – 3/25/2022	\$10,350	\$7,912 (76%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$500
Administrative	Training Funding Source	Seal Beach	Not more than 13% of the earned amount.
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Analytics
- Communications
- Conflict Resolution
- Construction Management
- Construction Estimating / Budget
- Consumer Behavior
- Financial Accounting
- Leadership
- Logistics
- Marketing & Business Development
- Price Negotiations
- Project Management
- Product Knowledge
- Proposal Writing
- Public Relations Strategies

Commercial Skills

- Battery Design
- Building Codes
- Energy Services
- Enphase IQ
- Equipment and Tool Operations
- Field Operation Procedures
- Maintenance and Troubleshooting
- North American Board of Certified Energy Practitioners (NABCEP) Certification
- Solar/Electrical Design, Installation, and Monitoring
- Solar Photovoltaics SunPower

Computer Skills

- Auto-Cad
- Drafting Computer-Aided Design (CAD)
- Microsoft Office (Intermediate and Advanced)
- Nearmap
- OpenSolar
- Salesforce
- Scoop Solar
- Sighen
- SunPower Leasing

Continuous Improvement Skills

- Performance Improvement
- Problem Solving
- Process Improvement
- Productivity Improvement
- Project Planning
- Public Speaking
- Teamwork

OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Equipment Operations
- Field Operation Procedures
- Solar Design, Installation and Monitoring



RETRAINEE-JOB CREATION
Training Proposal for:
All-Ways Metal, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0226

Approval Date: December 5, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: San Francisco Bay Area

Analyst: A. Salinas

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SB <100 HUA	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: 19	U.S.: 19	Worldwide: 19
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$25,721

Total ETP Funding
\$30,130

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:	Front Line Staff, Quality Control Staff, Owner, and Managers
HUA Only:	Number of trainees in HUA location: 25 All trainees work in a High Unemployment Area (HUA), with an unemployment rate of 5.2%, which exceeds the state average by over 1%. However, no HUA wage modification is needed.

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	Computer Skills Continuous Impr. Mfg. Skills	19	8-200	0	\$1,150	\$21.73
				Weighted Avg: 50			
2	Priority Retrainee Job Creation SB<100	Computer Skills Continuous Impr. Mfg. Skills	6	8-200	0	\$1,380	\$18.11
				Weighted Avg: 60			

***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 \$0.70 per hour may be used to meet the Post-Retention Wage for Job Number 1.
 Up to \$1.00 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: Retrainee		
Front Line Staff		13
Quality Control Staff		2
Manager		1
Owner	N/A	1
Job Number 2: Job Creation		
Front Line Staff		8

OVERVIEW

Year Company Founded:	1983	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i>
Facility location(s) where training will occur:		<ul style="list-style-type: none"> Gardena (Los Angeles County)

Nature of Business:	<ul style="list-style-type: none"> All-Ways Metal, Inc. (AWM) (www.allwaysmetal.com) provides customized metal solutions. The Company offers a full range of custom sheet metal fabrication capabilities with Computer Numerical Control machining services, such as precision bending, shearing, turret punching, laser cutting, contouring and welding. Other AWM services include but are not limited to shearing, tube-welding, laser cutting, custom sheet fabrication and final assembly.
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Customer Base:	<ul style="list-style-type: none"> Government Commercial Industrial Medical Entertainment Food Chemical
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Business / Industry Needs / Changes:	<ul style="list-style-type: none"> Anticipated ability to bid on more work with both current and new customers The need for more formal press brake training, which will let employees more effectively utilize new equipment to expand the Company’s customer base Training on the new Enterprise Resource Planning (ERP) software allows more efficient quotation and work order processing for logistics functionality streamlining, in turn increasing customer service capabilities.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> The following course topics in Computer Skills are needed for all occupations: <ul style="list-style-type: none"> ERP Software Training Quality Assurance Inspection Software, PC-DMIS Boost Software The following course topics in Continuous Improvement are needed for all occupations: <ul style="list-style-type: none"> AS9100 The following course topics in Manufacturing Skills are needed for Front Line Staff: <ul style="list-style-type: none"> Press Brakes
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	<ul style="list-style-type: none"> ○ Welding ○ Forklift Training ○ Good Manufacturing Practices
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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

Continuous Improvement	Computer Skills	Manufacturing Skills
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Job Creation Justification:	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours for Job Number 1 60 Hours for Job Number 2
<ul style="list-style-type: none"> • All employees will need training on the new ERP system as it pertains to their job duties. • The Brake Department (Front Line Staff – Job Creation) will be trained on the new precision press brakes. • The entire Quality Control Department, as well as senior management, will need to be trained to use the higher-level inspection equipment as well as its operating system PC-DMIS. • A new welding standard will be developed for training the welders (Front Line Staff). 	

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: AWM’s Owner will be overseeing the project. Training will be delivered by three in-house trainers who are subject-matter experts. AWM is ready to begin training as soon as this proposal is approved.
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Computer Skills, Continuous Improvement, and Manufacturing Skills
<ul style="list-style-type: none"> • Administration: The Owner of the Company will be performing all administrative tasks. <input checked="" type="checkbox"/> In-house

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	Two
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Training on AS9100 procedures for certification • Skills training on operating system PC-DIMS (PC-Dimensional Measuring Interface Standard) • Training on newly-acquired tactile 3D measurement equipment used for cutting metals and various work-pieces • Romer portable measuring arm training, which is necessary for quality control, on-machine verification, and 3D modeling processes in production • Solidworks Computer Aided Design/Computer Aided Manufacturing software training for design preparation in the initial manufacturing development cycle
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • This new training plan is focused on Manufacturing Skills training for new employees. <ul style="list-style-type: none"> ○ Previous ETP Contract did not include a Job Creation (JC) Job Number. • New precision fabrication equipment, press brake equipment, and new inspection equipment • Certification for new welders to meet new industry welding standards. In addition, ASO9100 and forklift certification training for employees that didn't receive this training during the last Contract and for JC employees

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 \$ %
ET19-0276	Gardena	9/19/18 – 9/18/20	\$11,466	\$11,466 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	N/A	N/A	N/A

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

COMPUTER SKILLS

- Quality Assurance Inspection Software (PC-DMIS)
- Enterprise Resource Planning (ERP) Software Training
- Boost Software

CONTINUOUS IMPROVEMENT

- AS9100

MANUFACTURING SKILLS

- Forklift Training
- Press Brakes
- Welding
 - Weld Standards
 - Weld Certifications
- Good Manufacturing Practices (GMP)



RETRAINEE-JOB CREATION
Training Proposal for:
CB Technologies, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0194

Approval Date: November 3, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Other (J) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 23	U.S.: 23	Worldwide: 23
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$55,255

Total ETP Funding
\$30,590

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
Out-of-State Competition	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative Staff, Supervisor/Manager, Technicians, 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 Comm Skills Computer Skills Continuous Impr.	23	8-200	0	\$1,150	\$21.57
				Weighted Avg: 50			
2	Priority Retrainee Job Creation SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	3	8-200	0	\$1,380	\$17.81
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1 (Retrainee): \$21.57 per hour for Orange County.
Job Number 2 (Job Creation): \$17.81 per hour for Orange County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$1.57 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: (Retrainee)		
Administrative Staff		1
		1
Supervisor/Manager		1
Technicians		10
		9
Owner		1
Job Number 2: (Job Creation)		
Administrative Staff		1
Supervisor/Manager		1
Technicians		1

OVERVIEW

Year Company Founded:	2001	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Orange, California
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Orange City (Orange County) 	

Nature of Business:	<ul style="list-style-type: none"> • CB Technologies, Inc. (CBT) (www.cbtechinc.com) is a Computer System Design Services company that provides services related to bridging the gap between Information Technology, Operational Technology and Domain Integration to provide business outcomes beneficial across the entirety of an organization.
Customer Base:	<ul style="list-style-type: none"> • Business to Business • Milwaukee Tool Company • Metal Manufacturers • Energy and Utility Companies • Aerospace Industries • College of Medicine

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • The Professional, Scientific and Technical industry continues to grow as technology evolves to more efficient and effective means of services and communication. To support the natural evolution of the industry, CBT must train its staff on regularly-upgraded equipment and techniques in order to meet industry needs. • The Company’s revenues have been increasing 15-20% per year and CBT expects continued growth with its plans to expand the customer base. • The technology sector has continued to evolve and develop new regulations and processes to cater to the ever-changing market. CBT will need to provide training to new and existing staff on these new regulations.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • All Technicians will receive cross training in multiple areas. Training on Agile Methodology, Angular Methodology, Cloud Strategy, Internet of Things, Quality Assurance Plan, Sarbanes Oxley, and Security Awareness will provide the trainees with in-depth knowledge of the Company processes to ensure continued Company growth.
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	<ul style="list-style-type: none"> • All Administrative Staff will focus training on improving their Business Skills. Training on Admin Processes & Procedures, Communication Styles, Customer Relations, Planning, Project Management and Vendor Relations will set the standard for the skill levels required and standardize the knowledge base. • With a focus of expanding the business into a larger customer base, the Company plans on hiring additional labor to meet current demand for its services. Training will require the new employees to get certified on all of the product and services, as well as how to program the systems that are being used.
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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
 MS Preceptor
 MS Didactic

Business Skills	Commercial Skills	Computer 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	Job Number 1: 50 Hours Job Number 2: 60 Hours
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Newly-hired trainees will receive in-depth training within the first few months of their hire date. Most training is provided as on-the-job training and can easily amount to over 200 hours within the first year of hire. Retraitees will receive in-depth training on upgraded equipment and techniques in order to meet industry needs.

Alternate Recordkeeping

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

Veterans Program

Number of Veterans	Although the Company does not currently track how many Veterans are employed, they have worked with Veterans in the past and plan to begin working with them whenever the opportunity presents itself.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>CBT’s training budget is approximately \$56,350 annually for its location in Orange County. Training includes state-mandated training, legal compliance training, and new-hire orientation.</p> <p>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.</p> <p>The Company has a structured training plan in place. The HR Manager will oversee project administration and work with HR generalists and Service Managers for tracking performance. Training will be delivered by in-house experts and vendors as needed.</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, Commercial Skills, Computer Skills, Continuous Improvement Skills <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> • Administration: <p>A third-party administrator (Training Funding Source) will assist with administrative duties.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,950
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Admin Processes & Procedures
- Business Writing
- Communication Styles
- Customer Relations
- Data Analytics for Business Dev/Market Research
- Leadership
- Marketing & Business Development/Sales
- Planning
- Time Management
- Vendor Relations

Commercial Skills

- Agile Methodology
- Angular Methodology
- Audio Visual
- Cabling
- Change Management Processes
- Client Portal
- Cloud Strategy
- Data Center Services
- Design and Strategy
- Disaster Recovery for Customers
- Engineering & System Design
- Health Insurance Portability and Accountability (HIPAA)
- HPC & Analytics
- Hybrid IT
- Information Technology (IT) / Operational Technology (OT)
- Internet of Things (I.O.T.)
- IT Supply Chain Optimization
- Product/Service Knowledge
- Project Management
- Quality Assurance Plan
- Request for Proposal (RFP)
- Risk Assessments-Development Estimation
- Sarbanes Oxley (SOX)
- Security Awareness
- Standard Operating Procedures (SOPs)
- Systems Integration & Testing
- Travel Management
- Vendor Management

Computer Skills

- Adobe (PDF, InDesign, Photoshop, Illustrator) Intermediate/Advanced
- Business Intelligence (BI)
- Cloud Solutions
- Crystal Reports
- Customer Relationship Management (CRM)
- Cyber Security / NIST / NISP Training
- E-Mail Marketing Tools (Act ON, Survey Monkey, GoldMine)
- Enterprise Resource Planning
- Intermediate/Advanced Microsoft Office - Project/Azure/ Exchange
- Knowledge Process Outsourcing (KPO)
- Mobility
- Sales Force
- SharePoint
- Social Media Tools
- Time Tracking & Time & Billing system
- WordPress, Web Design and Graphics Software

Continuous Improvement Skills

- Agile (DevOps) & SCRUM
- Customer Excellence Program
- Performance Improvement
- Process/Quality Improvement/Efficiency /Workflow
- Quality Management Office (QMO)
- Six Sigma



RETRAINEE-JOB CREATION
Training Proposal for:
Clima-Tech LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0197

Approval Date: November 3, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET Job Creation Initiative	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda, 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: 90	U.S.: 95	Worldwide: 95	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution
\$86,547

Total ETP Funding
\$54,671

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Out-of-State Competition:	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	Administrative Staff, Technicians

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 Comm Skills Computer Skills HazMat OSHA 10 PL-Comm. Skills	51	8-200	0	\$621	\$29.41
				Weighted Avg: 27			
2	Retrainee Priority SET SB<100 Job Creation	Business Skills Comm Skills Computer Skills HazMat OSHA 10 PL-Comm. Skills	20	8-200	0	\$1,150	\$17.64
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1(SET/Priority Industry): \$29.41 per hour for Alameda and Riverside Counties; Job Number 2(Job Creation): \$19.61 per hour for Alameda County and \$17.64 per hour for Riverside 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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Staff		10
Technicians		41
Job Number 2:		
Administrative Staff		3
Technicians		17

OVERVIEW

Year Company Founded:	2009	Company Headquarters: <input type="checkbox"/> <i>Single location</i> Norco, Riverside County
Total Number of Facility locations in California	2	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Norco, Riverside Hayward, Alameda 	

Nature of Business:	<ul style="list-style-type: none"> Clima-Tech LLC (Clima-Tech) installs and services commercial refrigeration and heating, ventilation, and air conditioning (HVAC) equipment.
Customer Base:	<ul style="list-style-type: none"> Convenience stores, supermarkets, and restaurants in Southern California, the Bay Area, Arizona, and Nevada. Clients include Whole Foods, Taco Bell, and Farmer Boys.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Clima-Tech has expanded its client base to include big box retailers such as Mimi’s Café, H & R Block, and FedEx. The Company is projecting a 20% increase in revenue over the next two years. All Technicians need to be certified and maintain certifications in handling refrigerants (EPA Certification) and have manufacture certifications from Carrier, Trane, and Johnson Controls.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> In the prior Contract, training focused on training Technicians on updated Title 24 energy efficiency standards. Technicians were also trained on technology and improved building standards for energy efficiency. For this proposal, Clima-Tech will focus training Technicians on servicing commercial HVAC systems including variable refrigerant flow air conditioning systems and propane/CO2 refrigeration systems. Technicians will receive certifications in handling refrigerants (EPA Certification) and manufacture certifications from Carrier, Trane, and Johnson Controls. Trainees will be skilled in processes, diagnostics, equipment, compressors, control boards, proper handling of materials, and maintenance. Administrative Staff will focus training on Clima-Tech product lines and equipment parts for repairing and maintenance. In addition, Administrative Staff trainees will receive training on Dynamics GP Software, MobileTech Field Service Software,
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	Customer Relations, Work Order Processing, Ordering, and Accounting. Training will provide trainees the tools necessary to assist Technicians when they are out at a client's location and provide information on products the Company offers.
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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
 MS Preceptor
 MS Didactic

Business Skills	Commercial Skills	Computer Skills
Hazardous Materials Skills		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	5 PL Hours per-trainee
	Occupations Receiving PL Training: Technicians
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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PEO

Clima-Tech represents that it uses the services of Insperty a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor's qualifications, and Clima-Tech will be held solely responsible for performance under the ETP Contract. This Proposal has been reviewed by ETP staff to ensure compliance with all applicable guidelines, and Clima-Tech has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with Insperty clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that Clima-Tech retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>The Company President will administer the ETP Contract. In addition, the Payroll Manager and Operations Manager will assist with administration and the training schedule and the Office Manager will manage rosters.</p>
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, OSHA 10 <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be determined
<ul style="list-style-type: none"> • Administration: <p>Payroll Manager and Operations Manager will assist with administering the Contract. The Company also retained a third party subcontractor with extensive knowledge of ETP to assist with administration of the Contract.</p> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

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 \$ %
18CS-0193	Placentia	12/9/2017 – 12/8/2019	\$96,200	\$55,089 (57%)

Low performance was due to not obtaining rosters on a timely basis. For this project, the Company has trained Supervisors and Leads on rosters and have designated the Office Manager to oversee the collection and completeness of rosters. This project has also been right-sized to the amount earned on the previous project.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned.
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting
- Coaching/Communication
- Customer Relations
- Dispatching
- Leadership
- Ordering
- Planning
- Sales
- Work Orders

Commercial Skills

- Ammonia
- Brazing
- Centrifugal Systems
- Cooling Towers
- Chillers
- Compressors
- Condensers
- Cooking Equipment Maintenance
- Electronic Devices and Controls
- Energy Efficient Building Management Systems Metering Devices
- Equipment Operation
- Evaporators
- Heating Ventilation Air Conditioning Refrigeration (HVACR)
- Ice Machines
- Installation/Repair Procedures
- Marine Systems
- New Product Line – High Energy Efficiency Heat Pumps
- New Product Line – Natural Refrigerant Systems
- Pressure Testing
- Preventative Maintenance
- Refrigeration – Troubleshooting, Leaks, and Recharging
- Standard Operating Procedures (SOP)
- Thermostats
- Variable Refrigerant Flow (VRF) Systems
- Variable Speed Drives
- Water Circuitry and Treatment
- Walk in Refrigeration

Computer Skills

- Dynamics GP Software
- MobileTech Field Service Software
- Microsoft Office (Intermediate and Advanced)
- Mobile Tablets

Hazardous Materials Skills

- Hazardous Materials Handling

OSHA 10 (Certified-OSHA Instructor)

- OSHA 10 (Requires 10 hours of completion)

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

Trainees may receive any of the following:

Commercial Skills

- Ammonia
- Brazing
- Centrifugal Systems
- Cooling Towers
- Chillers
- Compressors
- Condensers
- Cooking Equipment Maintenance
- Electronic Devices and Controls
- Energy Efficient Building Management Systems Metering Devices
- Equipment Operation
- Evaporators
- Heating Ventilation Air Conditioning Refrigeration (HVACR)
- Ice Machines
- Installation/Repair Procedures
- Marine Systems
- New Product Line – High Energy Efficiency Heat Pumps
- New Product Line – Natural Refrigerant Systems
- Pressure Testing
- Preventative Maintenance
- Refrigeration – Troubleshooting, Leaks, and Recharging
- Standard Operating Procedures (SOP)
- Thermostats
- Variable Refrigerant Flow (VRF) Systems
- Variable Speed Drives
- Water Circuitry and Treatment
- Walk in Refrigeration



RETRAINEE-JOB CREATION
Training Proposal for:
Dante Valve Company

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0201

Approval Date: December 2, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Manufacturing (E)	
	Priority Rate Job Creation Initiative SB <100		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles	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: 40	U.S.: 59	Worldwide: 59	
<u>Turnover Rate:</u>	6%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution
\$81,500

Total ETP Funding
\$59,340

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:	Quality Staff, Engineering Staff, Production Staff, Administrative Staff, Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Continuous Impr. Mfg. Skills Computer Skills	40	8-200	0-0	\$1,035	\$21.73
				Weighted Avg: 45			
2	Retrainee Priority Job Creation SB<100	Business Skills Continuous Impr. Mfg. Skills Computer Skills	6	8-200	0-0	\$2,990	\$21.63
				Weighted Avg: 130			

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Quality Staff		3
Engineering Staff		1
Production Staff		12
		10
Administrative Staff		2
		6
Manager		3
Owner	N/A	3

JOB NUMBER 2		
Quality Staff		1
Engineering Staff		1
Production Staff		3
Administrative Staff		1

OVERVIEW

Year Company Founded:	1960	Company Headquarters: <input type="checkbox"/> <i>Single location</i> Long Beach
Facility Locations Outside CA	<ul style="list-style-type: none"> Norfolk, Virginia 	
Total Number of Facility locations in California	2 – Long Beach and Bellflower	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Long Beach (Los Angeles County) Bellflower (Los Angeles County) 	

Nature of Business:	<ul style="list-style-type: none"> Dante Valve Company (DVC) manufacturers and distributes pressure relief valves, fittings, and flanges for the industrial and military markets. DVC also manufactures TRAC valves.
Customer Base:	<ul style="list-style-type: none"> Department of Defense / Military (90% of the business) Commercial suppliers

Business / Industry Needs / Changes	<ul style="list-style-type: none"> DVC operates in a competitive industry requiring specific technical requirements from customers. As such, DVC must keep up with technological changes and industry demands. To remain competitive, DVC recently invested \$500K in new equipment installed in the company in August 2022. For a sustainable competitive advantage in this industry, DVC must improve productivity and employee efficiency. Implement a standardized organizational training structure.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> As a small business, DVC must upskill its employees to improve productivity and efficiency to better serve its customers and remain competitive. The proposed training will serve as a catalyst for a formalized training program which is currently lacking in the company due to limited funds. DVC has invested a significant amount in new equipment requiring employee training for its full utilization and quality standard operation. Training is not included in the purchase price. Training will facilitate employee development and create sustainment of employee skills.
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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	Continuous Improvement	Manufacturing Skills
Computer Skills		

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	130 Hours (Job Number 2 – Job Creation)
<p>Due to the technical nature of DVC’s business operations, newly-hired trainees involved in manufacturing (i.e. Production, Engineering, and Quality Staff) require approximately 160 hours of training (four weeks of an intensive training program at 40 hours per week). This will allow them to acquire the required level of competency to work independently and meet the quality standards of the business’s customers. DVC is only requesting reimbursement for 130 hours.</p>	

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: DVC's Director of Human Resources will oversee the implementation and administration of this project and will work along with a designated coordinator at each facility to track training and collect rosters. A detailed training schedule is in place and training will begin upon approval.
<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement, Manufacturing Skills, Computer Skills <input type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: Director of Human Resources, Quality Manager, Director of Engineering, Production Managers <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	To Be Determined		

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Coaching
- Effective Communication
- Project Management
- Sales Techniques
- Conflict Resolution
- Customer Relations
- Employee Relations
- Goal Setting
- Product Knowledge
- Train-the-Trainer Skills

Computer Skills

- Microsoft Office Suite
- Cybersecurity

Continuous Improvement Skills

- Organizational Leadership
- Time Management
- Lean Manufacturing
- Quality Improvement
- Preventative Maintenance
- Six Sigma (6S)
- Performance Management
- Program Management
- ITAR Requirements
- Confidentiality Markings & Handling

Manufacturing Skills

- Equipment Operation
- Machine Knowledge
- Shop Best Practices
- Standard Operating Procedures
- Work Instructions & Procedures
- Predictive Maintenance
- Theory of Constraint
- Statistical Process Control
- Technical Drawings
- Failure Mode Analysis
- Tool Maintenance & Use



**RETRAINEE-JOB CREATION
Training Proposal for:**

James E. Williams and Son, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0198

Approval Date: November 17, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	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:	Placer	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: 27	U.S.: 27	Worldwide: 27
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$33,015

Total ETP Funding
\$28,635

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
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Office Staff, Laborer, Field Supervisor, Estimator, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100 Priority	Continuous Impr. Comm Skills Business Skills HazMat Computer Skills OSHA 10/30 PL-Comm. Skills	27	8-200	0-30	\$805	\$21.57
				Weighted Avg: 35			
2	Job Creation SB<100 Priority	Continuous Impr. Comm Skills Business Skills HazMat Computer Skills OSHA 10/30 PL-Comm. Skills	5	8-200	0-30	\$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 in Placer County. Job Number 2 (Job Creation): \$17.64 per hour in Placer 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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Laborer		9
Office Staff		3
Field Supervisor		9
Estimator		3
Owner	N/A	3

Job Number 2		
Laborer		2
Office Staff		1
Field Supervisor		1
Estimator		1

OVERVIEW

Year Company Founded:	1987	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Rocklin, California (Placer County)
Facility location where training will occur	<ul style="list-style-type: none"> Rocklin (Placer County) 	

Nature of Business:	<ul style="list-style-type: none"> James E. Williams and Son, Inc. (James E. Williams) specializes in residential housing improvements including emergency repairs, dry rot, additions and remodels, leak detection, roofing and painting.
Customer Base:	<ul style="list-style-type: none"> Homeowner Associations (HOA), multi-family dwellings, homeowners, and custom home builders.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Due to the COVID 19 Pandemic many clients in HOAs and multi-family dwellings deferred jobs for two years. This created a shortage of staff and now an increase in jobs for the next couple years. Clients are requesting partial jobs whereas some disciplines are in high demand and others are not. For example there is a lot of requests for painting jobs and a low demand for roofing jobs. Company is integrating new BuilderTrend Software for building estimates, job costing and invoicing. The Company is hiring more inexperienced workers due to the current labor market. A training plan has been created to provide skills that the Company can rely on.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> James E. Williams has lost some Field Supervisors due to the pandemic. The Company plans to provide training and experience to current staff to promote from within. Cross training has become a priority so the Company can have workers who can master multiple disciplines. Integrating BuilderTrend is a company-wide endeavor. Workers will clock in/out and learn to create reports on the application.
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	<ul style="list-style-type: none"> The Company has developed a training plan for new workers to provide them skills to produce a high level of quality work that the Company expects.
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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	HazMat	

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	Justification:
	<input checked="" type="checkbox"/> New Production Procedures
	0-15 PL Hours for Job 1 per-trainee 0-20 PL Hours for Job 2 per-trainee
	Occupations Receiving PL Training: Laborer and Field Supervisor

James E. Williams is requesting 15 PL training hours for Job Number 1 and 20 PL training hours for Job Number 2 at a 1:3 trainer-to-trainee ratio. The Company is requesting a 1:3 training ratio because staff work in teams at job sites and to avoid duplicate training efforts. James E. Williams builds retaining walls in wood, concrete, or keystone with integrated drainage systems if needed. The Company also performs interior repairs to drywall, trim and cabinetry, including plumbing and electrical alterations if required. This cannot be replicated in a class room setting. Learning a construction trade, and then developing it to a high degree of expertise, requires on the job training at the work site. PL is the most effective way for staff to fully comprehend these processes. PL training will only be delivered to Laborers and Field Supervisors. Training will be offered on Heat Welders, Sprayer (Painters), Concrete Mixers, Concrete Vibrators, walk behind saws, backhoes, and small tractors. After a specified number of successful completions of the task, the trainee will be deemed competent. Trainers will be in-house subject matter experts identified by the Company.

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 for Job Number 2
James E. Williams has developed a training plan for newly hired workers that are coming on particularly green due to the labor shortage. The Company has determined that at least 60 hours of training is needed to provide skills so that the Company can rely on them in the field.	

Training Infrastructure & Administrative Plan

- **Project Oversight:**

The Company has a structured training plan in place. The General Manager will oversee project administration with the assistance of the Office Manager. A third party administrator will assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

- **Trainers:**

- In-house – Types of Training: Continuous Improvement, Business Skills, Computer Skills, Commercial Skills, Hazardous Materials, OSHA 10/30
- Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

James E. Williams has retained an administrative subcontractor to assist with the administering of the training Contract.

- 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"> • QuickBooks • Auto/desk/AutoCAD • Specialized techniques and processes for roof replacement.
<ul style="list-style-type: none"> • Difference in Training Plan: 	This training project is focused on cross-training to provide staff with well-rounded skill sets and implementing a new company-wide software system.

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	
				\$	%
ET19-0188	Rocklin	7/20/2018-10/17/2020	\$52,130	\$45,539 (87%)	

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Sierra Consulting Service	Cameron Park, CA	\$2,800
Administrative	Sierra Consulting Service	Cameron Park, CA	Not to exceed 13% of payment earned
Training Vendors	To Be Determined		

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting
- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Coaching Procedures
- Customer Relationship Management
- Customer Service
- Communication styles
- Cost Control
- Dealing with Difficult People
- Decision Making Skills
- Develop Employee Accountability
- Effective Meetings
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Financial Forecasting & Budgeting
- Interpersonal Communications
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning

Commercial Skills

- Architectural Basics
- Blue Print Reading and Schematics
- Building Systems
- Concrete
- Construction Job Site Sequencing
- Construction Methodologies
- Construction Reports
- Demolition
- Drywall Repair & Installation

- Electrical
- Engineering Theory/Planning/Design
- Equipment Operation
- Finish Carpentry Repairs
- Forklift
- Framing
- Hydraulics
- Inventory Control
- Job Site Preparation
- Kitchen and Bathroom Plumbing Systems
- Kitchen and Bathroom Sink Installation
- Lath/Shear Repairs
- Paint Matching
- Painting / Blending Techniques
- Plan Reading and Application
- Product Knowledge
- Remediation Assessment
- Rough Carpentry Repairs
- Setting Containments
- Stucco Repairs
- Telecommunications
- Troubleshooting
- Warehousing
- Water Damage Repair
- Water Test
- Work Order Processing

Computer Skills

- Autodesk/AutoCAD
- BuilderTREND
- Estimator Software
- Financial Management System
- Intermediate/Advanced Microsoft Office
- Quickbooks

Continuous Improvement Skills

- Cross Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Kaizen
- Leadership
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling

- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management

Hazardous Materials Skills

- Asbestos Removal
- Hazardous Materials Handling
- Restoration/Remediation – MOLD
- Rust Removal

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Blue Print Reading and Schematics
- Concrete
- Demolition
- Drywall Repair
- Emergency Service
- Electrical
- Equipment Operation
- Framing
- Finish Carpentry Repairs
- Forklift
- Hydraulics
- Job Site Preparation
- Kitchen and Bathroom Plumbing Systems
- Kitchen and Bathroom Sink Installation
- Lath/Shear Repairs
- Paint Matching
- Painting / Blending Techniques
- Plan Reading and Application

- Remediation Assessment
- Rough Carpentry Repairs
- Setting Containments
- Stucco Repairs
- Water Damage Repair
- Water Test
- Work Order Processing

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Caught In or Between – 30 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocutation – 1 hour
- Excavations – 30 minutes
- Falls – 1.5 hours
- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 1 hour
- Materials Handling, Storage, Use and Disposal – 30 minutes
- Personal Protective and Lifesaving Equipment – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 1 hour
- Tools – Hand and Power – 30 minutes

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Asbestos Awareness: 30 minutes
- Asbestos for Supervisors: 2 hours
- Caught-in or Between – 1.5 hours
- Confined Spaces – 30 minutes
- Cranes, Derricks, Hoists, Elevators and Conveyors – 30 minutes
- Electrical Safety – 2 hours
- Ergonomics – 30 minutes
- Excavations – 30 minutes
- Fall Prevention 1.5 hours
- Fire Protection and Prevention – 30 minutes
- Foundations for Safety Leadership – 2.5 hours
- Hand and Power Tool Safety 1 Hour
- Hazard Communication – 30 minutes
- Hazardous Materials – 30 minutes
- Health Hazards in Construction – 2 hours
- Introduction to OSHA – 1 hour
- Lead Awareness: 30 minutes
- Lead Exposure – 30 minutes
- Managing Safety and Health – 2 hours

- Materials Handling, Use and Disposal – 30 minutes
- Motor Vehicles – 30 minutes
- Personal Protective Equipment – 2 hours
- Rollover Protective Structures, Signs, Signals and Barricades – 30 minutes
- Safety and Health Programs – 30 minutes
- Scaffolds – 30 minutes
- Silica Exposure – 30 minutes
- Stairways and Ladders – 1 hour
- Steel Erection – 30 minutes
- Struck-by- 1 hour
- Welding and Cutting – 30 minutes



RETRAINEE-JOB CREATION

Training Proposal for:

KC Partners Corp. dba B & T Service Station Contractors

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0200

Approval Date: November 7, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET SB <100 Job Creation Initiative	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Luis Obispo	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: 46	U.S.: 46	Worldwide: 46
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$38,000

Total ETP Funding
\$19,550

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Occupations to be Trained:	Administrative Staff, Construction Staff, Managers, Technicians

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 Comm Skills Computer Skills Continuous Impr.	20	8-200	0	\$690	\$29.41
				Weighted Avg: 30			
2	Retrainee Priority Job Creation SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	5	8-200	0	\$1,150	\$18.00
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1 (Retrainee/SET): \$29.41 per hour for San Luis Obispo County. Job Number 2 (Job Creation): \$17.64 per hour for San Luis Obispo County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$2.41 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: (Retrainee/SET)		
Administrative Staff		5
Construction Staff		5
Managers		3
Technicians		7
Job Number 2: (Job Creation)		
Technicians		5

OVERVIEW

Year Company Founded:	1980	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Nipomo, California
Facility location(s) where training will occur		<ul style="list-style-type: none"> Nipomo, San Luis Obispo County

Nature of Business:	<ul style="list-style-type: none"> KC Partners Corp. dba B & T Service Station Contractors (KCP) (https://www.btssc.com) is a Commercial and Industrial Construction Company that specializes in consultation, design builds, project management services, as well as, repair and maintenance services of all fuel dispensing equipment systems.
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Customer Base:	<ul style="list-style-type: none"> Convenience Stores Manufacturers such as, Gilbarco, Wayne, Veeder-Root, Incon, Verifone. Various Municipalities Fueling Stations Airports Military Installations Agriculture
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Business / Industry Needs / Changes	<ul style="list-style-type: none"> The fuel dispensing industry is ever changing and highly regulated from an environmental perspective. Equipment manufacturers are continuously updated and improving their requirements in order to stay on the cutting edge of safety and compliance. KCP must heavily train in the event of a leak or spill and are on call 24/7 to offer repair, and mitigation measures. These standards and procedures are fluid and require constant training updates. KCP needs to continue software training initially delivered within the first contract, but will not be duplicated. This training will ensure the complete utilization of all of the capabilities of the various software systems such as Sage Services Operations, Procure, ISNetwork, Fleetmatics, and 100 Contractors software.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • All Technicians will receive cross training in multiple areas. Training on Electronic Control Panels Service and Installation, Fuel Dispensing Systems Installation and Service, Shoring Equipment and Techniques and Underground Tank and Spill Prevention Systems Installation will provide the trainees with in-depth knowledge of the Companies' processes to ensure safety and continued Company growth. • All Administrative Staff will focus training on improving their Business Skills. Training on Account Development, Effective Communications, Estimating and Bidding and Project Management will set the standard for the skill levels required and standardize the knowledge base. • With a focus of expanding the business into a larger customer base, the Company plans on hiring additional labor to meet current demand for their services. Training will require the new employees to get certified on all of the product and services, as well as, how to program the systems that are being used.
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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
 MS Preceptor
 MS Didactic

Business Skills	Commercial Skills	Computer 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	Job Number 2 - 50 Hours
Newly hired trainees will receive in-depth training within the first few months of their hire date. Most training is provided as on the job training and can easily amount to over 200 hours within the first year of hire.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>KCP’s training budget is approximately \$25,000 annually for its location. Training includes state-mandated training, legal compliance training, and new-hire orientation.</p> <p>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.</p> <p>➤ Training Infrastructure</p> <p>The Company has a structured training plan in place. The President, Operations Manager and HR Manager will oversee project administration and work with leads for tracking performance. 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: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <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: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Basic practices, software knowledge, and standard operating procedures. • In person training method.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<p>This proposal will focus on up-to-date applications, software and systems, and training new staff. Due to COVID-19 pandemic, the Company has completely transformed into working remotely, which implements new online collaboration software, business communication methods, customers’ relations and training remotely. Trainees will learn new skill sets in order to adapt to the new business environment and keep up with technological advances. Trainees will not receive duplicate training.</p>

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 \$ %
ET19-0220	Nipomo	8/11/2018 – 11/7/2020	\$31,200	\$19,721 (63%)

Due to the onset of COVID for the majority of the Contract term, the Company experienced several months of limited training. With the recent lift of COVID mandates, the Company is now capable of delivering consistent staff training on processes and procedures. The Company’s President, as well as, the Operations and HR Manager are working in collaboration to ensure continual training is delivered. In addition, the assistance of a third-party subcontractor will benefit in the administration of the project. This project has been right-sized to reflect the amount earned.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions, LLC	Visalia	\$1,950
Administrative	Strategic Business Solutions, LLC	Visalia	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Account Development
- Effective Communications
- Estimating and Bidding
- Financial management
- Project Management

Commercial Skills

- Electronic Control Panels Service and Installation
- Excavation Equipment Operation
- Forklift Training
- Fuel Dispensing Systems Installation and Service
- Point of Sale Systems Installation and Service
- Shoring Equipment and Techniques
- Tank and Fuel Dispensing System Testing Procedures
- Underground Tank and Spill Prevention Systems Installation

Computer Skills

- Auto CAD / AutoCAD 3D
- Fleetmatics Software (Advanced)
- Fleetmatics Software (New Hire)
- ISNetworld Software
- Microsoft Applications (Intermediate/Advanced)
- Procore Software (Advanced)
- Procore Software (New Hire)
- RFID Chip Technology Training
- Sage 100 Computer Software (Advanced)
- Sage Computer Software (New Hire)

Continuous Improvement Skills

- Inventory Management
- Leadership
- LEAN Processes
- Teambuilding



**Training Proposal for:
Standard Inspection Services**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0234

Approval Date: December 6, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate SET	Industry Sector(s):	Services (G) Services (61,71,72,81,92) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	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: 88	U.S.: 88	Worldwide: 88
<u>Turnover Rate:</u>	29%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$100,000

Total ETP Funding
\$66,240

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
Turnover Rate Waiver Justification	<input checked="" type="checkbox"/> Training will reduce turnover <input checked="" type="checkbox"/> Industry Sector with high turnover
Occupations to be Trained:	Production Staff, Administrative Staff, Supervisors

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100 SET Priority	Business Skills Comm Skills Continuous Impr. Computer Skills OSHA 10/30 HazMat HAZWOPER	64	8-200	0	\$1,035	\$29.41
				Weighted Avg:45			

*Post-Retention Wage is the Contractual Wage

<p>Minimum Wage by County: \$29.41 per hour for San Diego County. Health Benefits: Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Up to \$2.50 per hour may be used to meet the Post-Retention Wage.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		39
Administrative Staff		10
Supervisors		15

OVERVIEW

Year Company Founded:	2016	Company Headquarters: <input type="checkbox"/> Single location San Diego, CA
Total Number of Facility locations in California	2	
Facility locations where training will occur	<ul style="list-style-type: none"> • Building Inspection Services: 3645 Dalbergia St. San Diego, CA 92113 • 2363 Newton Ave, Ste. A, San Diego, CA 92113 	

<p>Nature of Business:</p>	<ul style="list-style-type: none"> • Founded in 2016, Standard Inspection Services (SIS) (www.standardinspectionsservices.com), is a minority and woman owned Company, which specializes in providing Non-Destructive testing services for ship building and repairs. The Company's services extend to the construction, manufacturing and fabrication industries for government and commercial entities.
<p>Customer Base:</p>	<ul style="list-style-type: none"> • SIS customer base includes the following companies: National Steel and Shipbuilding Company (GD NASSCO), BAE Systems (BAE), Bay City Marine, Marine Group, Trident Maritime, Continental Maritime of San Diego, Epsilon Systems Solutions, and Propulsion Controls Engineering, to name a few.

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • SIS is expanding rapidly due to increased demand for the services provided by the Company. This increased demand stems from the expansion of companies supporting the Port of San Diego. • Despite having 100 years of combined experience from staff, there are some knowledge gaps regarding Navy ship repairs. The Company's competitive edge will depend on its abilities to improve employee knowledge and provide a quality product in a timely and efficient manner. • SIS must maintain certifications from Naval Sea Systems Command and The Confederation of Advanced Materials Science Engineering in order to continue to provide the necessary testing requested by the customers. The testing procedures include Visual Testing, Penetrant Testing, Magnetic Testing, and Ultra Sonic Testing. • SIS has also purchased new equipment, which includes a CNC Plasma Machine, which requires additional software training to operate.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • The purpose of providing training under this project is to reduce production time and meet quality requirements • Training will focus on improving and expanding current skills as well as maintaining the above mentioned certifications. • Training will also focus on new equipment and the software necessary to operate that equipment.
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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

Commercial Skills	Business Skills	Computer Skills
Continuous Improvement	OSHA 10/30	

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The project will be overseen by the Quality Assurance Inspector who will assist in coordinating training based on staff needs after assessment. Employees will travel between the two facilities as necessary to facilitate training. SIS is ready to begin training upon approval of this project.
<ul style="list-style-type: none"> Trainers: SIS will have dedicated staff to develop and present internal training, which includes experienced trainers and subject matter experts. <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, and Commercial Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: As needed for Business Skills, Computer Skills, Continuous Improvement, Commercial Skills, and OSHA 10/30.
<ul style="list-style-type: none"> Administration: The Quality Assurance Inspector will oversee project administration, maintaining training documents and uploading training hours in to the system. <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	TBD	TBD	TBD

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Cost Estimating
- Job Costing
- Ship Repair Basic Business Skills
- Budget Skills
- Basic Finance and Accounting Skills
- Leadership Skills (Future Managers)
- Advanced Leadership Skills (Current Managers)
- Communication Skills
- Advanced Communication Skills

Commercial Skills

- Inspection/Testing Skills
- Visual Inspection Level I & II
- Liquid Penetrant Level I & II
- Ultra-Sonic Level I
- Radiographic Level I
- Basic Welding Skills
- Advanced Welding Skills
- Basic Structural Fabrication Skills
- Basic Piping Fabrication Skills
- Work Item Documentation Skills

Computer Skills

- Microsoft Office (Intermediate/Advanced)
- TRAC
- Auto CAD

Continuous Improvement Skills

- Quality Systems (ISO 9001)
- Team Building
- Train the Trainer
- Lean Manufacturing
- Lean Six Sigma

Hazardous Materials Skills

- HAZMAT

HazWoper

- Hazwoper Training

OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



RETRAINEE-JOB CREATION
Training Proposal for:
Zonson Customization, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET23-0195

Approval Date: November 29, 2022

Panel Meeting of: December 16, 2022

ETP Regional Office: San Diego

Analyst: J. Lima

PROJECT PROFILE

Contract Attributes:	SB <100	Industry Sector(s):	Manufacturing (E)	
	Retrainee Priority Rate Job Creation Initiative		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	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: 10	U.S.: 10	Worldwide: 10	
<u>Turnover Rate:</u>	3%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution
\$15,800

Total ETP Funding
\$14,950

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
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative, Production, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Mfg. Skills Computer Skills Continuous Impr. PL-Mfg. Skills	10	8-200	0	\$920	\$21.63
				Weighted Avg: 40			
2	Job Creation Priority SB<100	Business Skills Mfg. Skills Computer Skills Continuous Impr. PL-Mfg. Skills	5	8-200	0	\$1,150	\$18.00
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1: \$21.57 per hour (San Diego County); Job Number 2 (Job Creation): \$17.89 per hour (San Diego 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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job 1		
Administrative		4
Production		4
Owner	N/A	2
Job 2		
Production		5

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Carlsbad, CA (San Diego County)
Facility location(s) where training will occur		<ul style="list-style-type: none"> • Carlsbad (San Diego County)

Nature of Business:	<ul style="list-style-type: none"> • Zonson Customization, Inc. (ZC) (zcustomization.com) is a full service embroidery and heat transfer customization business.
Customer Base:	<ul style="list-style-type: none"> • Premier golf brands (Callaway, Titleist, Cobra Puma, Wilson, Linksoul) • Corporate businesses (Targus, Thule) • Local high schools • Local businesses

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • ZC has identified continuous education and development as a key component for future plans in growth and to remain competitive in the industry. • The Company recently acquired new production machinery to meet an increase in customer orders. • ZC seeks to increase its workforce, due to client demand, and expects to hire five new staff over the next two years.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Continuous education will keep trainees up-to-date with industry standards and ZC standard operating procedures. In addition, Administrative Staff will receive training focused on increasing customer service skill sets. • Production Staff will need to be trained on the new production machinery to ensure safety and quality of work. • Newly-hired staff will receive training to help assimilate into their new roles at ZC and to complete projects efficiently and independently. New staff training will be structured to focus on professional development necessary to help the Company function efficiently during its growth.
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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
 MS Preceptor
 MS Didactic

Manufacturing Skills	Business Skills	Computer Skills
Continuous Improvement		

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	12 PL Hours per-trainee
	Occupations Receiving PL Training: Production
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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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours
ZC would like to utilize 50 weighted average hours for Job Number 2 – Job Creation Production Staff trainees to help with training newly hired staff and maintain customer demand and product quality.	

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The project will be overseen by the Company’s Director of Operations with the assistance of the Account Manager. ZC is prepared to start training upon approval of this project.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills; Manufacturing Skills; Computer Skills; Continuous Improvement Skills; PL – Manufacturing Skills. <input checked="" type="checkbox"/> Vendor – To be determined
<ul style="list-style-type: none"> Administration: The Company’s Director of Operations and staff members will administer the project with the assistance of an Administrative Subcontractor. <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: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	Training within the previous project focused on keeping employees up-to-date with current industry standard operations of equipment as well as developing skill sets of newly-hired staff.
<ul style="list-style-type: none"> • Difference in Training Plan: 	Training will be more technical and computer-related than that in the previous contract with the addition of new equipment. The front office will need more training in the Company’s new consumer-facing business model as well.

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 \$ %
ET19-0464	San Diego	5/29/19 to 5/28/21	\$44,720	\$44,720 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$950
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of funds earned
Training Vendors	TBD	TBD	TBD

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Customer Relations
- Leadership/Coaching Skills
- Presentation Skills
- Planning
- Product/Service Knowledge
- Project/Program Management
- Sales

Computer Skills

- Adobe-Creative, Marketing, Document Management
- Customer Relation Management (CRM)
- MIS System Installation and Use
- MS Office
- Warehouse Management System (WMS)
- Web Design
- Web to Print Software

Continuous Improvement Skills

- 6 Sigma
- Process Improvement
- Problem Solving Tools and Techniques
- Quality Improvement
- Teambuilding

Manufacturing Skills

- Embroidery/Heat Transfer Operations
- Good Manufacturing
- Inspection Techniques
- Inventory Processes
- Equipment Operations Maintenance & Troubleshooting
- Product Assembly/Packaging/Shipping Operation
- Preventative Maintenance
- Sample Preparation
- Standard Operating Procedures
- Troubleshooting

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

Trainees may receive any of the following:

Manufacturing Skills

- Equipment Operation