

# PANEL PACKET

January 2023



**Employment Training Panel**



## PANEL NOTICE/AGENDA

### MEETING TIME/PLACE

Friday, January 27, 2023 at 9:30 a.m.  
California Environmental Protection Agency, 1001 I Street  
Sierra Room, Second Floor  
Sacramento, CA 95814  
Phone: (916) 327-5640

**This is a public meeting and the public may attend in person or virtually.**

#### **IN PERSON:**

The following participants will be in person:

- Panelists, Staff Representatives, and Proposal Applicants on the Agenda

#### **VIRTUAL:**

To view or provide public comment via webinar, use the link below and use the raise-hand feature during public comment to be called on.

#### **Join Zoom Meeting:**

<https://us06web.zoom.us/j/81738036233>

**Webinar ID:** 817 3803 6233

**One tap mobile:** 888 278 0296 US Toll-free

**Conference code:** 1185529

(For assistance, login and raise hand or contact [Mario.Maslac@etp.ca.gov](mailto:Mario.Maslac@etp.ca.gov) or [Amina.Nasufovic@etp.ca.gov](mailto:Amina.Nasufovic@etp.ca.gov))

Call to Order by Acting Chairperson

Janice Roberts

- Roll Call
- Action to Approve January Panel Meeting Agenda
- Action to Approve December Panel Meeting Minutes

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Executive Report

Reg Javier  
Peter Cooper  
Tara Armstrong  
Jaime Gutierrez

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

Panel Date: January 27, 2023

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CivicMakers Presentation

Judi Brown  
Virginia Hamilton

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Presentation and Action Item: Amending Expansion  
Guidelines to Allow ETP to Maximize Funding Utilization

Mario Maslac

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Presentation and Action Item: Amending CCCF Guidelines  
to Allow ETP to Maximize Funding Utilization

Mario Maslac

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Action Item on Second-Level Appeal submitted by Capitol  
Engineering Consultants, Inc. (ET20-0359) in accordance  
with Section 4450(b)(2) of Title 22 of the California Code  
of Regulations

Michael Cable

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Review, \*Public Comment and Action on Proposals

Ryan Swier  
Kellen Hernandez  
Phil Boyer

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

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\*Public Comment on Matters Not on the Agenda

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Public Meeting Adjourns

\*Public comment can be done in person or virtual

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](http://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, January 23, 2023, 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**

Alliance Environmental Holdings, LLC ----- \$261,648

### **San Diego Regional Office**

JB Pacific, Inc.----- \$102,465

Kana Pipeline, Inc. ----- \$110,492

Murad, LLC ----- \$173,705

### **San Francisco Regional Office**

Commercial Casework Incorporated ----- \$185,150

Engeo Incorporated----- \$148,465

G & C Auto Body, Inc. ----- \$393,000

Navis LLC dba NAVIS Corporation ----- \$294,630

### **Sacramento Regional Office**

Barnum Mechanical, Inc. dba Barnum Equipment Sales Inc.,

Barnum Mechanical Inc. ----- \$85,560

Franklin Ranch Pet Hospital, Inc.----- \$197,350

Mechanical Analysis/Repair, Inc. dba Mar-Tech ----- \$151,800

Niagara Bottling, LLC----- \$299,000

Northern California Construction Training, Inc. ----- \$402,344

**PROPOSALS APPROVED**  
**BY DELEGATION ORDER FOR 12/07/22 – 01/16/23**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Aire-Rite Air Conditioning & Refrigeration, Inc.	12/13/22	\$50,140
Aleia Corp. dba Surplus Service	12/13/22	\$29,670
American Restore, Inc.	12/15/22	\$46,460
Dalou Corporation dba Tomco Products	12/09/22	\$12,880
Everson Spice Company, Inc.	01/04/23	\$41,860
Metal Tite Products	01/06/23	\$37,375
<b><u>San Diego Regional Office</u></b>		
Artemis Headlands LLC	12/16/22	\$59,915
Calmont Engineering & Electronics Corp. dba Calmont Wire & Cable, Inc.	12/15/22	\$29,118
Glazing Concepts, Inc.	12/05/22	\$51,750
Western Pump, Inc.	12/08/22	\$32,775
<b><u>San Francisco Regional Office</u></b>		
HR Mechanical Corp	12/23/22	\$17,020
Peninsula Improvements, Inc.	12/20/22	\$46,575
<b><u>Sacramento Regional Office</u></b>		
Alpha Research & Technology, Inc.	12/12/22	\$14,904
ASAP Holding Co. dba ASAP Drain Guys & Plumbing	12/20/22	\$64,170
Cabinet Outsource, Inc.	12/21/22	\$59,800
Cal-Delta Plumbing, Inc.	12/21/22	\$54,970
Diamond Technologies, Inc.	12/30/22	\$64,630
Henderson Farms, Inc.	12/27/22	\$60,076
Life-Assist, Incorporated	12/22/22	\$48,300
Tully, Inc.	12/20/22	\$34,270
U.S. Glass, Inc.	12/21/22	\$34,040
Warren & Baerg Manufacturing, Inc.	12/28/22	\$37,030



State of California—Labor and Workforce Development Agency

# Employment Training Panel

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to Maximize Funding Utilization  
Memo and Action Item on Second-Level Appeal submitted by Capitol  
Engineering Consultants, Inc. (ET20-0359) in accordance with Section  
4450(b)(2) of Title 22 of the California Code of Regulations

### REVIEW AND ACTION ON PROPOSALS

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Calmont Engineering & Electronics Corp. dba Calmont Wire & Cable, Inc.  
Dalou Corporation dba Tomco Products  
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# M e m o r a n d u m

To: Panel Members

From: Reg Javier  
Executive Director

Subject: **Directions Meeting Sites**

Date January 27, 2023

The Employment Training Panel will meet on **Friday, January 27, 2023 at 9:30 a.m.**

**California Environmental Protection Agency (Cal/EPA)**  
**Sierra Hearing Room, 2nd Floor**  
**1001 I Street, Sacramento, CA 95814**

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

## **Directions to the California Environmental Protection Agency - Sierra Hearing Room**

### **From Sacramento International Airport:**

- Take **Hwy 5** South
- Exit on **“J” Street** to **11<sup>th</sup> St.**
- Turn Left on **11<sup>th</sup> Street**
- Turn Left on **I Street**
- **1001 I Street**

### **From San Francisco**

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



# M e m o r a n d u m

To: Panel Members

Date January 27, 2023

From: Reg Javier  
Director

Subject: **Future Meeting Sites**

<b><i>January Panel January 27, 2023</i></b>	<b>In Person – CalEPA Sierra Room 1001 I St. Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</b>
<b><i>February Panel February 24, 2023</i></b>	<b>Virtual – Via Zoom Friday 9:30 AM – 3:30 PM</b>
<b><i>March Panel March 24, 2023</i></b>	<b>Virtual – Via Zoom Friday 9:30 AM – 3:30 PM</b>
<b><i>April Panel April 28, 2023</i></b>	<b>In Person – CalEPA Coastal Room 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

**Friday, December 16, 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, December 16, 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  
Madison Hull  
Douglas Tracy  
Ernesto Morales

Executive Staff

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

Absent

Reg Javier, Executive Director

**III. AGENDA**

October agenda was reviewed.

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

Motion carried, 8 to 0.

**IV. MINUTES**

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

Motion carried, 8 to 0.

Janice Roberts announced her resignation has been sent to the Governor's office and January 2023 will be her last panel meeting.

Gloria Bell announce that she is also resigning and her last panel meeting will be in January 2023.

## **V. REPORT FROM ASSISTANT DIRECTOR**

Regarding our core funding, today's panel meeting is for \$10 million to serve 9533 trainees and a total of 47 proposals. Should the panel approve all projects it will have approved just over \$52 million in projects this fiscal year, which leaves roughly \$40 million in contracting capacity for the remainder of the fiscal year. We are not seeing as many MEC applications as we would like. Our allocation is for \$23.2 million in MEC's and we have only funded \$4.1 million. Health care and literacy programs will be rolling out next year. Reminder to expansion and community college fund contractors that we need to see documented performance to ensure funding is being spent, these funds do have clawback provisions.

## **VI. UPDATE ON CAL-E-FORCE**

We have added an automated monitoring report. This is helping with efficiencies, our staff can create these required reports faster and get them out to our stakeholders. We have added an auto save feature to the submitted application which gives a record of what they sent. Under the Cal-E-Grant systems, the division of apprenticeship standards, our sister agency just went live with their Erica grants. We are also assisting the California Workforce Development Board by adding functions such as app revisions, doing document exports and grant and fund management. Also, we have completed our California Department of Technology ICT field work and are waiting for the preliminary findings to make sure our standards are up to date.

## **VII. REPORT FROM STAFF ATTORNEY**

We are still conducting a review of our policies and procedures to make sure that everything is consistent with our ETP legislation and regulations. We are reviewing the pilots, guidelines and significant contract amendment requests and how we process and approve those. No changes will be immediate or without notice and the process will be thoroughly vetted and communicated in various avenues such as the Policy Committee meetings. Any issues that need panel approval will be brought to panel for review and approval. A quick reminder regarding COVID guidelines which were intended to be temporary in order to respond to the immediate needs of the pandemic, although the impacts of COVID will be felt for years to come, the authority to modify certain procedures was based upon those emergency orders that are no longer in place. Any thoughts or suggestions regarding policies or procedures such as changes or improvements should be expressed at our policy committee meetings and given the opportunity for public comment.

## **VIII. REPORT OF THE CHIEF DEPUTY DIRECTOR**

### **Regarding Funding**

Today's Panel Meeting is for approximately \$10 million, which include ten approved Delegation Orders for a total of \$345,966. 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 47 projects. After today's panel meeting the Employment Training Panel will have approximately \$40.3 million left in contracting capacity for the fiscal year 2022-23.

### **Regarding Demand and Allocations:**

There are 190 applications currently in demand and 60 applications are with the Regional Offices in development. With 31 applications under review with the applications and assessment unit and 99 submitted applications pending review. The estimated value of the 190 applications is \$56.2 million (\$41.2 million for single employers, \$1.1 million for multiple employer contracts, \$7.7 million for small business and \$441,600 for Critical Proposals). We are looking for more multiple employer contracts to fund specifically. We are currently within our allocations for this fiscal year.

## **IX. CONSENT CALENDAR**

It was requested that Tab 15 (Peterson Brothers Construction, Inc.) be pulled.

ACTION: Mr. Smiles moved and Ms. Newsom seconded the approval of the Consent Calendar with the removal of Tab 15 (Peterson Brothers Construction, Inc.). All Panel Members present voted in the affirmative for approval of the Consent Calendar.

Motion carried, 8 to 0.

## **X. ETP POLICY COMMITTEE MEETING**

ETP Policy Committee met on Tuesday, November 29<sup>th</sup>. The meeting was brief. The first agenda topic we had was a discussion on small businesses, essential workers and identified equity gaps, especially in regards to digital skills. The next action item was to approve the new retraining job creation wage and committee approved staffs proposal and move it forward for full panel approval later on this morning.

## **XI. REVIEW AND ACTION OF ITEMS PULLED FROM CONSENT CALENDAR**

### **Tab No. 15: Peterson Brothers Construction, Inc.**

Repeat contractor. Funding requested \$187,404 to train 172 retrainees and 20 job creation. Training will take place in Southern California. The proposed contractor has confirmed that the productive lab is estimate at 45 trainees and not the entire training population are requested, that how they determined it at 19% in their training matrix.

Comment was made that in the future the exact number of employees going to be trained under productive lab be included.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Peterson Brothers Construction, Inc. in the amount of \$187,404. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

## **XII. REVIEW AND ACTION OF COMMITTEE MEETING GUIDELINES**

### **Retrainee Job Creation Wage (RJC)**

Two actions the first one is regarding the retrainee job creation (RJC) wage for next calendar year. In October we reevaluate our wages for all our trainee categories, and reset all of the minimum wages for the next calendar year. RJC trainees are newly hired, which means they are employees who have been hired anywhere from 90 days before the contract term begins or anytime during the contract as long as they meet their minimum training and retention requirements. Historically, this population has been held to the new higher wages, which in general are our lowest required minimum wage levels. In 2018 panel expressed concern that we were potentially incentivizing companies to pay the lowest wages possible and requested a review. February 2019 panel voted to institute a new RJC wage which set a firm \$15 an hour until 2023. The statewide minimum wage for all companies regardless of size is going to be \$15.50 per hour. Therefore the present \$15 per hour wage will fall below the statewide minimum wage. The policy committee meeting on November 29<sup>th</sup> agreed that they would like to set the new RJC wage somewhere above the new higher wage but below the retraining wage. Committee recommends that the RJC wage be set to \$1.50 above the statewide minimum wage, eliminating the need to come back each time the statewide minimum wages raised. This would set the RJC wage at \$17 for 2023.

Mr. Jester asked for clarification as to if the RJC wage is already at \$17 does it stay there and not go lower? For instance LA County's wage is \$19 for new hires. It would stay at \$19 not go down to \$17.

Ms. Testa replied that yes that was correct. For example if the set wage is high say \$30 per hour and you are paying \$35-40 per hour. You have met the minimum but you would keep paying the \$35-40 per hour.

**ACTION:** Ms. Newsom moved and Mr. Smiles seconded the approval of the RJC being set a \$1.50 above the statewide minimum wage. All Panel Members present voted in the affirmative for approval.

Motion carried, 8 to 0.

### **MEC (Multiple Employer Contract) Applications**

Currently MEC's are allowed only one core funded project each fiscal year. They can be awarded an alternately funded project and a core project in one fiscal year. We have approximately \$14 million left after all MEC applications in-house are processed. One reason the MEC's may be down could be due to the additional alternatively funded programs we started last year, the expansion fund and the community college fund programs and the MEC's may be busy working through multiple contracts at one time and may not have applied again this year or that they may believe that one contract per fiscal year restriction applies to the alternately funded projects as well. The proposal would allow MEC's to be awarded two core funded contracts for this fiscal year this change would expire June 30, 2023. This means that the last panel meeting to get your

second project approved would be at the June panel meeting. If you have a Delegation order, you have until the June 30<sup>th</sup> deadline. The restriction for concurrent enrollment will remain in place, no trainee can participate in more than one contract at a time. The doubled contracts will be monitored more closely to ensure high performance in both contracts since there will be extra work and liability for the contractors. The performance of all the contracts that the MEC holds will be included in subsequent applications, ETP requests that panel hold contractors for their next year's contract to the lowest earned amount from this year. Contractors must include either new participating employers or new curriculum content if they are going to repeat their employers into the second core funded contract. This would expand the reach and impact of the ETP program which is the main goal. This request was proposed this way because the issue is to get new participating employers and new curriculum and just raising the cap would not accomplish that. This version would also allow for continuation of development services.

Ms. Torres added that having a new contract will give contractors more time. If you put more money into an existing contract you are still bound by that 21 month training period so this format allows contractors additional time to recruit new employers.

Public comments:

Ms. Leon was that it may be easier to raise the cap rather than encourage multiple contracts. So instead of two \$600,000 contracts to \$1.2 million contract or even \$2 million dollar contracts.

Mr. Sanger agreed that increasing the caps would be easier. He also mentioned that he has a large demand by smaller and mid-sized manufacturers.

Mr. Herrera recommended raising the caps and that he also gets a lot of smaller employers interested in applying with ETP and he recommends a MEC to them.

Ms. Rafferty echoed that a cap increase would accomplish the goal more efficiently.

ACTION: Ms. Newsom moved and Mr. Smiles seconded the approval of the ETP Staff recommendation to for offering two concurrent MEC's as adapted by the policy committee. All Panel Members present voted in the affirmative for approval as moved.

Motion carried, 8 to 0.

## **APPRENTICESHIPS**

### **Tab No. 20: California American Fire Sprinkler Association Trust Fund**

First time contractor. Funding requested \$250,306 to train 133 apprentices' across the state.

The question was raised as to if they are being paid the prevailing wage throughout their apprenticeship regardless of whether they are working public or private works.

Ms. Moss responded that yes all apprentices are being paid prevailing wage. All the apprentices in this application are working on public works.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by California American Fire Sprinkler Association Trust Fund in the amount of \$250,306. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 21: Spaulding Marine Center**

Repeat contractor. Funding requested \$25,586 to train 250 trainees over four job numbers.

Comment was made that it was surprising that this was not a delegation order but it is a non-priority industry.

Ms. Miguel response was that the decision was based on being consistent and bringing all new apprenticeship projects before the panel.

ACTION: Ms. Newsom moved and Ms. Bell seconded approval of the proposal submitted by Spaulding Marine Center in the amount of \$25,586. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**SINGLE EMPLOYER CONTRACTS**

**Tab No. 22: Bumble Bee Foods, LLC**

Repeat contractor. Funding requested \$457,470 to train 326 retrainees and 145 HUA retrainees located in San Diego and Los Angeles counties. The contractor is requesting a HUA wage modification for Los Angeles based trainees in Job Number two.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the proposal submitted by Bumble Bee Foods, LLC in the amount of \$457,470. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 23: Monrovia Nursery Company**

First time contractor. Funding requested \$314,640 to train 373 retrainees, 63 HUA retrainees and 20 HUA job creation trainees located in Los Angeles and Tulare. The contractor is requesting a HUA wage modification for trainees in Job number two and three.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Monrovia Nursery Company in the amount of \$314,640. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 24: PTI Technologies, Inc.**

First time contractor. Funding requested \$333,270 to train 242 retrainees and 30 job creation trainees located in Ventura County.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by PTI Technologies, Inc. in the amount of \$333,270. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 25: Cobham Electronic Solutions, Inc.**

4<sup>th</sup> ETP contract third in the last five years. Funding requested \$485,760 to train 640 retrainees over two job numbers. Location participating in this project from San Diego and Santa Clara counties. Project will focus on all training necessary to transition from a high mix low volume manufacturer to a low mix high volume production facility. Most recent prior project earned \$150,480 which was 76% of their awarded funding amount.

Comment was made that job creation wages are lower than retrain wages. How soon would those wages go up so they would be more on par with Job one at? Based off your prior project amount approved vs earned of 150,000 to 485,000, how are you going to ensure success? Another question was expressed regarding productive lab and that epoxy repair kits which are not productive lab and an explanation was requested.

Response from Ms. Schafer was in February and August.

It was determined that the contract be reduce to double what they earned last time to \$300,000. With the productive lab component and lack of clarity on the value.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Cobham Electronic Solutions, Inc. in the amount of \$300,000 instead of the requested \$485,760. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 26: Cortica Behavioral Health, Inc.**

First time contractor. Funding requested \$451,145 to train 427 retrainees over two job numbers. Participating locations San Diego, Los Angeles, Orange and Marine counties. Focus of the training project is to meet the evolving industry standards and support the transition from hardcopy records to an electronic data management system.

Questions were asked regarding job number two is at a much lower wage than job number one, how soon in their training would they receive a wage increase? The therapist position under job number two specifically how quickly will they move up to the \$20-\$25 an hour. Under the

occupations you state certifications and licenses. What are the certifications and are they transferable within the industry? And who will be providing this training?

Mr. Ouellette responded that 2-4 weeks after they go through an internal certification process, they get an increase. There is an annual review cycle in March and April with increases given as well as spot increases. All of the certifications are transferable and they get recertified every year or two years. Some examples of certification is registered behavioral technician, QPS safety care training and CPR training. Some of training is done internally some externally such as recertification for therapists and CPR.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Cortica Behavioral Health, Inc. in the amount of \$451,145. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 27: Erikson-Hall Construction Co.**

2<sup>nd</sup> ETP contract in last five years. Funding requested \$209,300 to train 200 retrainees over two job numbers. Locations participating are from San Diego, Orange, Riverside and Imperial counties. All occupations will be trained on new software, which supports project management designed. Prior project earned \$150,114, 80% of awarded funding amount.

Question was asked as to why only 80% earned?

Ms. Duarte responded that there was a lot of turn over within the HR department.

Comment was made to staff to make sure that going forward apprenticeship curriculum is not being duplicated.

ACTION: Ms. Bell moved and Ms. Newsom seconded approval of the proposal submitted by Erikson-Hall Construction Co. in the amount of \$209,300. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 28: Stir Foods, LLC**

2<sup>nd</sup> ETP contract in the last five years. Funding requested \$487,600 to train 530 retrainees over two job numbers. Locations participating are in Orange and Riverside countries along with affiliates Pacifica Foods LLC and BLF Acquisition Corp. Requesting productive lab for up to 467 production staff trainees receiving between zero and 25 hours with potential reimbursable value of \$268,525 or 55% of requested funding amount.

Question as to production staff and training, will they be using the alchemy program for all the production employees? Requested funding has been doubled, why?



Response by Ms. Ayala was that there would be a combination of alchemy and floor training with equipment and increase was due to the acquisition of additional facilities.

Concerns were raised regarding productive lab being at 50% of employees and request was raised to cut down to 25% with a one to one training ratio of the full funding amount. Even with new equipment the production equipment it is basically the same type of equipment so there is no need for productive lab.

Mr. Menzel agreed.

ACTION: Acting Chairperson Roberts moved and Ms. Bell seconded approval of the proposal submitted by Stir Foods, LLC in the amount of \$487,600 with the production lab reduced to 25% with one on one training of requested funding amount. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No.29: Bellows Plumbing, Heating & Air, Inc.**

Repeat contractor and a priority industry. Funding requested \$250,470 to train 80 under retrainee job number 1, 38 under job creation retrainees job number 2 and 7 under veteran's retrainee job number 3. Training will be provided at SoCal, San Rafael and Campbell facilities.

ACTION: Mr. Smiles moved and Mr. Tracy seconded approval of the proposal submitted by Bellows Plumbing, Heating & Air, Inc. in the amount of \$250,470. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 30: Ingomar Packing Company, LLC**

Repeat contractor and priority industry. There is a correction to the income contribution that was updated to reflect \$247,350. Funding requested \$223,100 to train 120 under job 1 retrainee within a HUA area, 10 under job 2 for seasonal workers with HUA area and 10 for job number 3 for job creation retrainees also in an HUA area. Training will be conducted at company's two facilities in Los Banos. 3<sup>rd</sup> ETP contract and second in last five years. The company expect to hire 10 seasonal trainees into full time positions.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Ingomar Packing Company, LLC in the amount of \$223,100. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 31: Omnicell, Inc.**

Repeat contractor and priority industry. Funding requested \$491,280 to train 395 under job 1 retrainees and 50 under job 2 job creation. Training will be delivered at the company's Santa Clara location. 2<sup>nd</sup> ETP contract and first in the last five years.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by Omnicell, Inc. in the amount of \$491,280. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 32: RO Health, LLC**

Priority industry and new contractor. There is a correction to the number of employees in California it should read 2200 not 220 missing a zero. Funding requested \$395,600 to train 130 under job number 1 retrainee medical skill training, 100 under job number 2 job creations training. Training will via e learning for medical skills with MS preceptor training at the assigned public school district locations.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the proposal submitted by RO Health, LLC in the amount of \$395,600. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 33: Ryzlink Corp. dba Chuwa America**

New contractor, priority industry. Funding requested \$425,500 to train 90 job number 1 retrainee and 200 under job number 2 job creation retrainees. Training will take place at company headquarters in Santa Clara.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by Ryzlink Corp. dba Chuwa America in the amount of \$425,500. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 34: Central Valley Training Center, Inc.**

Repeat contractor. Funding requested \$319,600 to train 327 workers including 100 new employees. Training will take place at their 11 locations in Stockton, Sacramento, Fresno, Merced, Modesto and Visalia.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the proposal submitted by Central Valley Training Center, Inc. in the amount of \$319,600. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 35: Mariani Nut Company, Inc.**

Proposal withdrawn.

**MULTIPLE EMPLOYER CONTRACTS**

**Tab No. 36: American Education Systems Corp. dba American College of Healthcare**

Repeat contractor. This will be their 4<sup>th</sup> ETP contract in the last five years. Funding requested \$597,780 to train 243 retrainees over two job number. They will recruit participation employers statewide. The core group of participating employers represent 80% of the planned number to train, in addition core group participating employers include 11 small businesses and four single employers. This training project will deliver computer skills training focused on the CAD BIM Solidworks, blue beam and SketchUp software platforms. Employees from mid-sized and small businesses must learn have utilized the software platforms and updates in order for their employers to remain competitive within their industries. Their active project has potential earning of \$379,787 which is currently 85% of their awarded funding amount.

Question was asked who pays the \$180 nonrefundable trainee book and registration fee, the employee or the employer.

Mr. Maleki replied that the employer pays that contribution.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the proposal submitted by American Education Systems Corp. dba American College of Healthcare in the amount of \$597,780. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**Tab No. 37: Tulare Joint Union High School District**

Repeat contractor. Funding requested \$295,200 to train 24 CNA's. Training will take place at Tulare Joint Union High Schools location in Tulare.

Question was asked if they were training the CAN's to become LVN's

Ms. Morton replied that yes that was correct.

Question was asked what happens to the remainder of the hours that are not ETP funded.

Ms. Morton responded that the students are not charged to participate in the program because they have an excess of hours. The BVNPT regulates LVN Programs in the State and we have to make sure that we meet their requirements for training which is 1500 hours.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the proposal submitted by Tulare Joint Union High School District in the amount of \$295,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 8 to 0.

**XIII. 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.

**XIV. 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.

**XV. MEETING ADJOURNMENT**

Acting Chairperson Roberts adjourned the meeting at 11:37 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.

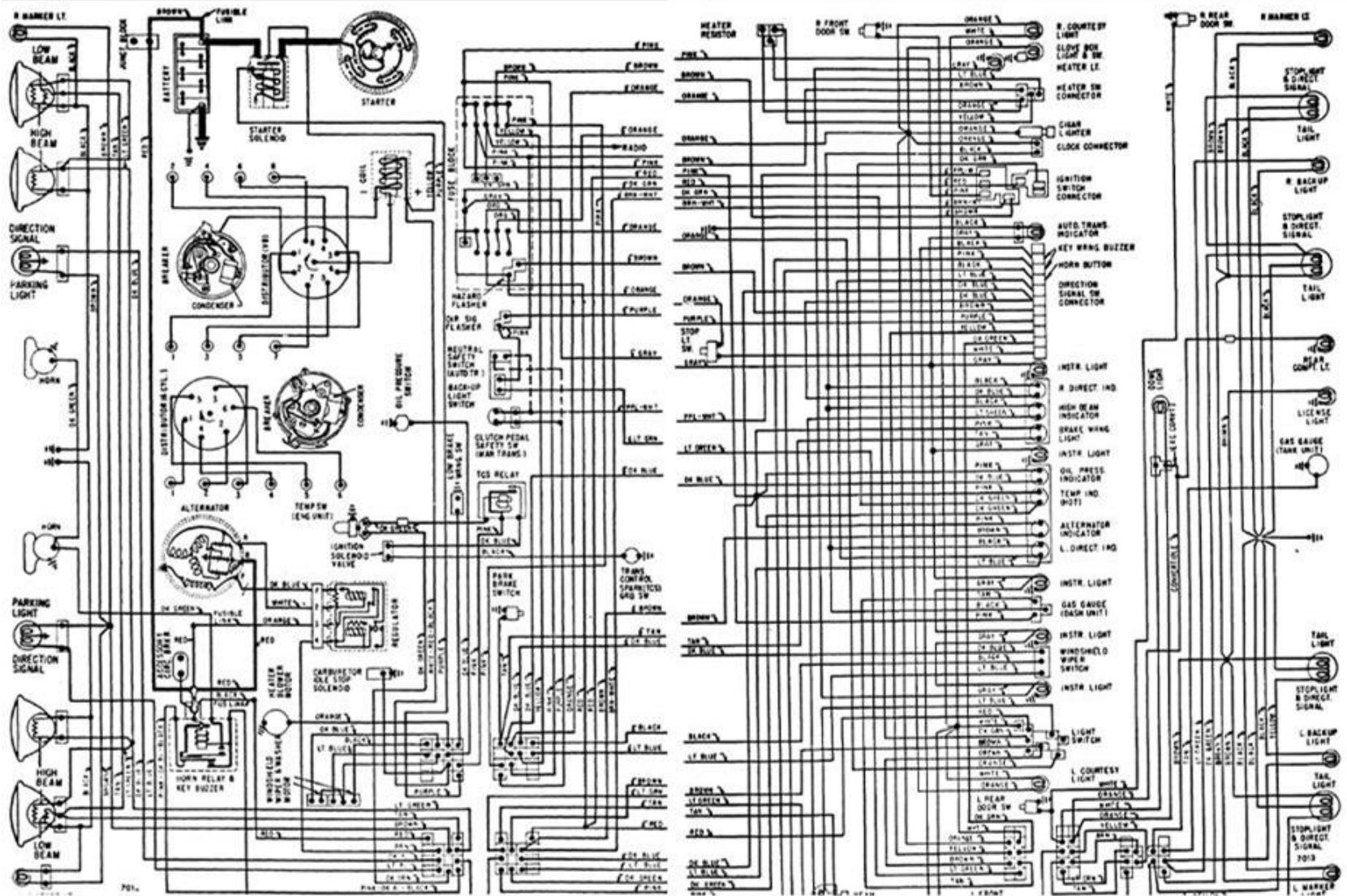
# CivicMakers

January Updates





# The 'ETP Application Process' A

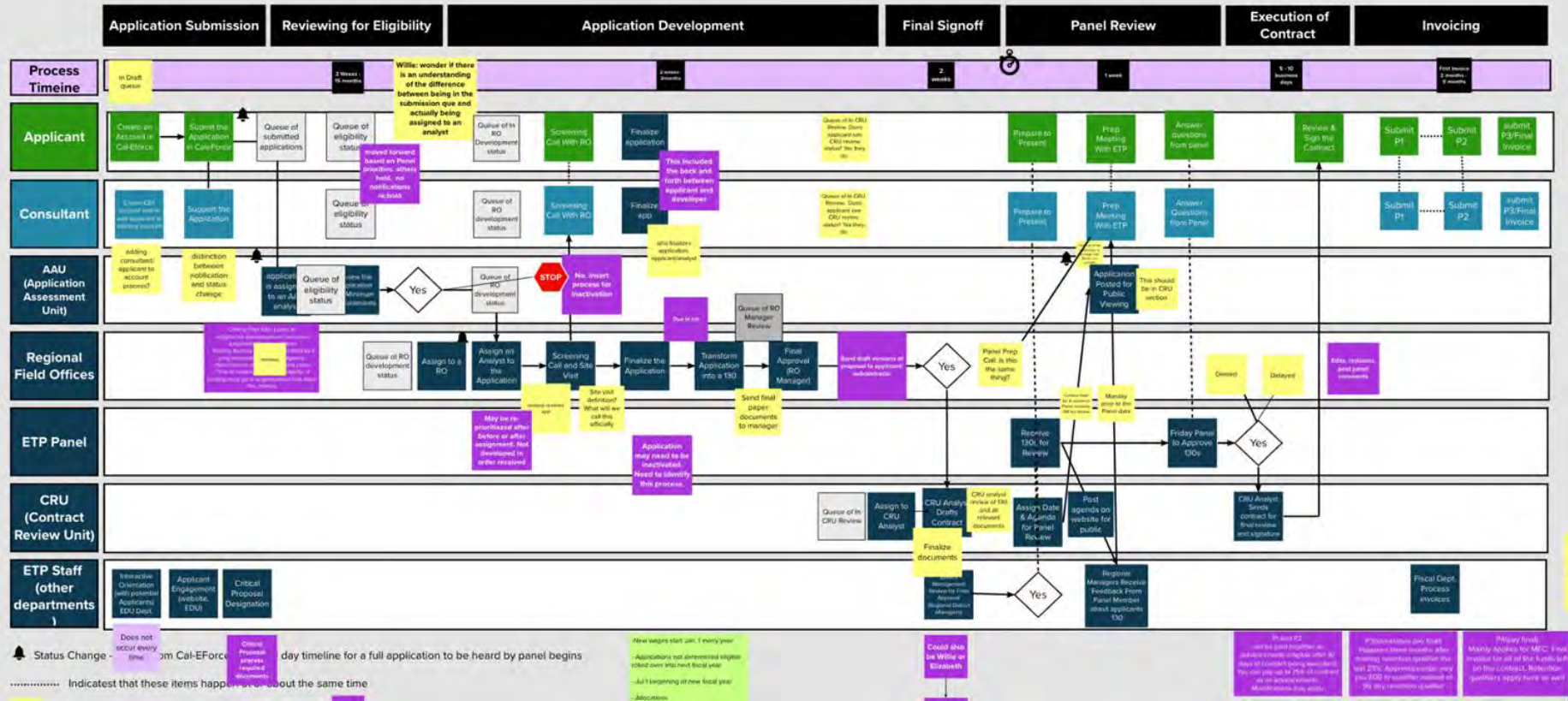


# Timeline & Activities

Focus	Month
<b>Stakeholder Interviews</b> <i>Empathize with stakeholders</i>	September - October
<b>Data Analysis</b> <i>Define the challenge(s) from multiple perspectives</i>	November - January
<b>Ideation</b> <i>Explore ways to address the challenge(s)</i>	February
<b>Prototyping and Testing Ideas</b> <i>Feedback through a transparent and open public process</i>	March

# The 'ETP Application Process' A

*Created from the experiences shared by our stakeholders during the 33+ interviews.*

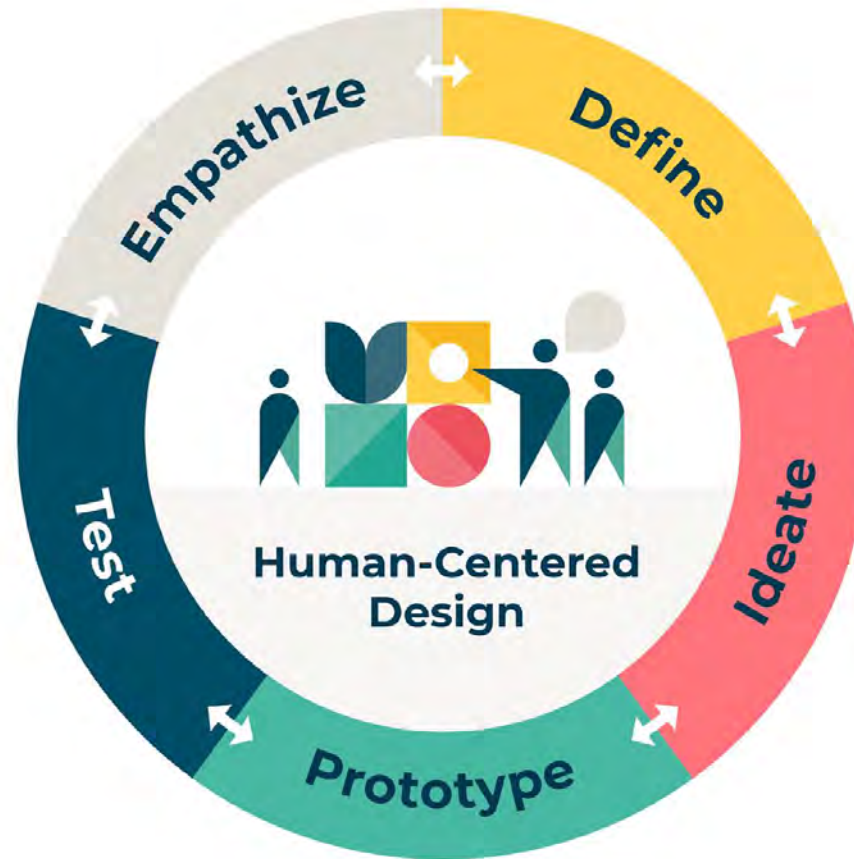


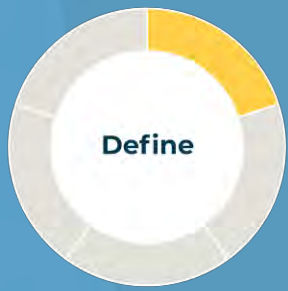
# Updates: Design Team

- Currently we have split the design team up into two different groups (Internal Stakeholder Insights vs. External Stakeholder Insights)
- Teams are working on learning how to frame challenges identified by the various stakeholders interviewed into “**How Might We Statements**”.
- **HCD Session Held on 1/14/2023** with All-Staff (68 Total Participants).



# Examining 'FIFO' using HCD





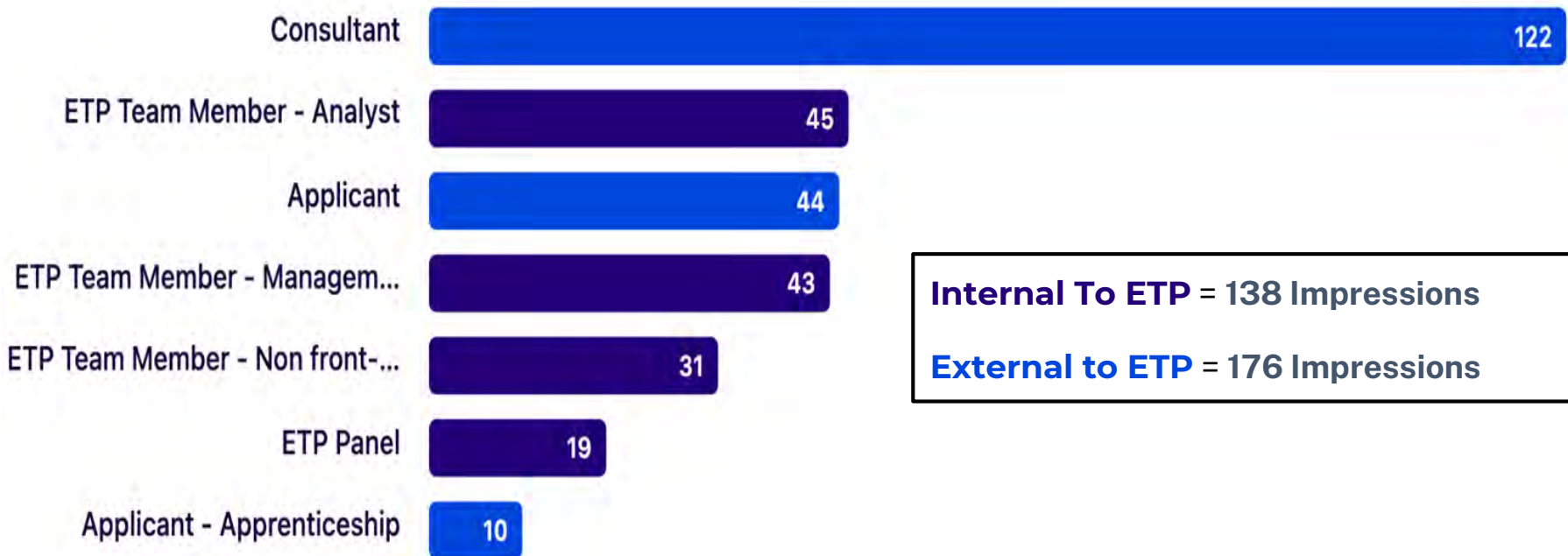
# Define

## Problem Definition



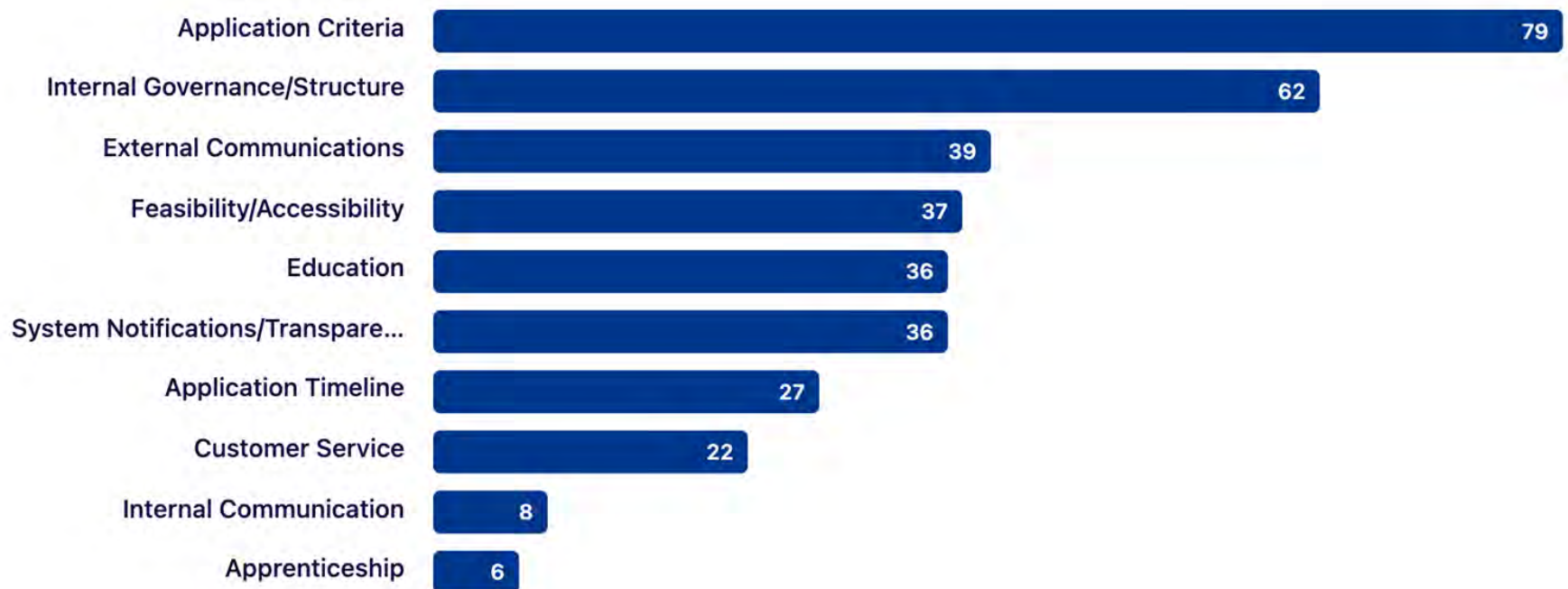
# Impressions From Stakeholders

**\*Impression** = a unique insight given over the course of an interview (33+ interviews).



# Common Themes

**Data Analysis Tool = Dovetail:** good for qualitative data analysis through coding data with specific “Tags” (i.e. themes)





Tag title	Tag description
<b>Application Criteria</b>	items related to what should be considered when evaluating an application (what makes a good or bad application, what merits a rejection or an approval). This also includes structural improvements to the application itself (i.e. having two separate applications for MECs & SE or adding more definitions)
<b>Internal Governance/ Structure</b>	Anything related to or influencing internal guiding policies, regulations, systems, workflows, or protocol (i.e. legislation, guidelines, decision making structures, or internal attitudes)
<b>External Communications</b>	Communications focused on informing folks external to ETP Team members & Panel Members about the application process.
<b>Feasibility/ Accessibility</b>	Anything related to an applicants direct ability to navigate this this process.
<b>Education</b>	Anything related to directly educating folks (both internally and externally) on process practices/protocols, institutional knowledge, and guiding principles.
<b>System Notifications/ Transparency (Cal-eforce)</b>	Items related to both the front-end and backend visibility of Cal-Eforce. Especially notification functionality.
<b>Application Timeline</b>	Related to the overall timing/timeline of the ETP application process and its respective developmental phases (does not include items related to panel meeting, contract execution, or invoicing)
<b>Customer Service</b>	Anything related to customer support interactions between ETP employees and applicants/consultants that happen within the application process.
<b>Internal Communication</b>	Communications between and among ETP Analysts, ETP Departments, ETP Management, and Panel members; as they relate to the phases of the ETP application process.
<b>Apprenticeship</b>	Any points related to apprenticeships interactions with the ETP application process.

	Application Submission	Reviewing for Eligibility	Application Development	Final Signoff
External				
Internal				



# ‘How Might We...’

## Examples:

**How might we** attract more first time applicants to ETP **so that** there is a more diverse pool of applicants?

**How might we** provide education to potential applicants **so that** application submission is more feasible?

**How might we** create a more clearly defined internal review process **so that** ETP staff can determine eligibility more efficiently and provide clear communication on eligibility status to applicants?



# What's Next?

- **Upcoming (Ideation):** CivicMakers will work on prioritizing process improvement focus areas and designing internal and external stakeholder ideation engagement opportunities for the month of February.
- **Upcoming (Prototyping & Testing):** CivicMakers will work with design team and other appropriate stakeholders on prototyping ideas for improvement that we can then test for their desirability, feasibility and viability in the month of March.
- **Upcoming (Design Recommendations):** We anticipate sharing recommendations for improvement by the end of April.
- **Ongoing (Communication):** The CivicMakers team will continue regular, weekly communication with ETP staff on the design team and will be open to any questions, concerns, or suggestions.



**Thank you!**





## M e m o r a n d u m

Employment Training Panel

To: Panel Members

Date: January 27, 2023

From: Mario Maslac, Chief of Program Operations

File:

Subject: Amending Guidelines for ETP Expansion Funds Program

### I. Brief Issue Statement:

The state fiscal year 21/22 budget included \$50 million in general fund dollars to ETP “to expand its programs into high demand sectors.” This ETP program is known as the ETP “Expansion Funds”. Funding is available for encumbrance/expenditure until June 30, 2024.

The ETP Expansion Funds Guidelines were approved at the October 1, 2021 Panel Meeting, effective on the same date, and are consistent with the ETP mission to attract and retain business, provide secure and good wage jobs with opportunities for advancement, as well as meet small business needs.

Since implementation of the ETP Expansion Funds Guidelines, several issues have arisen in which the ETP Expansion Funds Guidelines should be amended in order to ensure the effectiveness of the ETP Expansion Funds Program, and to satisfy the Legislative Intent for allocating said funds to the ETP.

Amendment of the ETP Expansion Funds Guidelines is authorized in accordance with Unemployment Insurance Code section 10214.6(a), and Section 4451(d) of Title 22 of the California Code of Regulations; as well as with Panel Approval of the ETP Expansion Funds Guidelines on October 1, 2021.

### II. Proposal/Recommendation

To ensure the effectiveness of the ETP Expansion Funds Program, including but not limited to exhaustion of the funds, and to satisfy the Legislative Intent for allocating said funds to the ETP, Staff is requesting this action item to formally amend the ETP Expansion Funds Guidelines as follows:

- Contract approved and amended amounts may be above the Core Program project caps, and any increase in funding shall be considered Phase I funding
- Contract term dates may be approved or amended beyond 24 months, but not to exceed March 30, 2024





Employment Training Panel

## Guidelines for: Expansion Funds

**Effective: 10/1/2021**

**Revision History: 01/27/2023:** Update guidelines to allow amending above caps as Phase 1 amendment and allowing term extensions beyond 24 months but not exceeding 03/30/2023.

These are guidelines only. If a proposal raises the need for further modifications, those variations will be accomplished on a case-by-case basis with direction from Executive Staff. **Unless modified by these guidelines, all other Core Program (Program) criteria apply.**

### **BACKGROUND**

Governor Newsom's 21/22 budget, approved in SB129, allocated \$50 million in general fund dollars to ETP to expand its program in high-demand sectors. These allocations shall be known as "Expansion Funds" within ETP's programs. This funding is available for encumbrance or expenditure until June 30, 2024.

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

Pursuant to Unemployment Insurance Code section 10214.6(a), and Section 4451(d) of Title 22 of the California Code of Regulations, the purpose of these guidelines is to support and implement the "Expansion Funds" Alternative Funding Source program approved in SB129. The intent of these guidelines is to ensure that this Alternative Funding Source program builds upon existing ETP Core Program and is consistent with its mission to assist California businesses in the development of performance-based customized training that will attract and retain businesses, provide workers with secure jobs that pay good wages, and have opportunities for advancement. This includes the Legislative intent to meet the needs of small business.

In addition, these guidelines are consistent with the Panel's vision and goals to support future-oriented and sustainable economic development, as well as quality job training that is equitable and inclusive through strategic partnerships with business, labor, and government. Encompassed in these goals is the support of high-road employers; training that leads toward licensing and certification; and workforce training efforts for communities disproportionately impacted by the Pandemic.

## **OVERVIEW**

As a part of the annual report, ETP is required to provide interim reports to the Legislature by November 30, 2022 and final reporting on November 30, 2024. The reporting will include information on the use and outcomes of the funds and will be submitted to the Joint Legislative Budget Committee. ETP is required to report the following:

- The number of applicants
- Number of eligible applicants
- Number of awardees
- Types of industry sectors that received an award
- Average award amount
- Geographic distribution of awardees
- Number of workers served
- Re-employment information
- Information on participation of high road employers
- Information on participant wage gain
- Description of the use of funds
- Changes in participant employment status as a result of the program

## **GUIDELINES**

These funds will be distributed in conjunction with ETP's Core Program and will follow the same program standards with the exceptions listed below.

### **Approved Amount**

- Contract amount may be amended up to above the program project cap.
- An Amendment increasing funding shall be considered Phase I funding.

### **Contractor Eligibility**

- Contractors may apply for both a standard Core Program funded project and an Expansion Funds project in the same fiscal year. The prohibition on concurrent enrollment remains in place.
- Public entities, and nonprofit organizations that have elected an alternate method of financing its liability for unemployment insurance compensation, are eligible for Expansion Funds training contracts. Eligibility for Expansion Training funds is not contingent upon an applicant's payment of the Employment Training Tax.
- All other ETP eligibility requirements apply.

### **Trainee Eligibility**

- Retrainee Job Creation trainees can include backfilled positions and are not required to be "net" new hires.
- Standard Incidental Placement rules do not apply for MECs.



## **Wage**

- SET wages do not apply.

## **Reporting**

- Contractors will be required to report the start of training wages at enrollment for all trainees.
- In the instance where ETP cannot verify trainee's wages through existing processes, ETP may request payroll information from the contractor.

## **Record Keeping**

- All training hours must be reported in ETP systems within 90 days of the delivery of training.

## **Miscellaneous**

- Contract term dates may be approved or amended beyond 24 months, but not to exceed March 30, 2024.
- If not otherwise specified in these guidelines, ETP program standards apply.



Employment Training Panel

## M e m o r a n d u m

To: Panel Members Date: January 27, 2023

From: Mario Maslac, Chief of Program Operations File:

Subject: Amending Guidelines for ETP California Community College Funds Program

### I. Brief Issue Statement:

The state fiscal year 21/22 budget included \$15 million in general fund dollars to ETP to align and operate programs with the community college system, in partnership with the California Community Colleges Strong Workforce program. This ETP program is known as the ETP “California Community College Funds (CCCF)”. Funding is available for encumbrance/expenditure until June 30, 2024.

The ETP CCCF Guidelines were approved at the October 1, 2021 Panel Meeting, effective on the same date, and are consistent with the ETP mission to attract and retain business, provide secure and good wage jobs with opportunities for advancement, as well as meet small business needs.

Since implementation of the ETP CCCF Guidelines, several issues have arisen in which the ETP CCCF Guidelines should be amended in order to ensure the effectiveness of the ETP CCCF Program, and to satisfy the Legislative Intent for allocating said funds to the ETP.

Amendment of the ETP CCCF Guidelines is authorized in accordance with Unemployment Insurance Code section 10214.6(a), and Section 4451(d) of Title 22 of the California Code of Regulations; as well as with Panel Approval of the ETP CCCF Guidelines on October 1, 2021.

### II. Proposal/Recommendation

To ensure the effectiveness of the ETP CCCF Program, including but not limited to exhaustion of the funds, and to satisfy the Legislative Intent for allocating said funds to the ETP, Staff is requesting this action item to formally amend the ETP CCCF Guidelines as follows:

- Contract term dates may be approved or amended beyond 24 months, but not to exceed March 30, 2024
- An Amendment increasing funding shall be considered Phase I funding



# Guidelines for: California Community College Funds

**Effective: 10/1/2021**

**Revision History: 01/27/2023:** Update guidelines to allow amending to be considered Phase 1 amendment and allowing term extensions beyond 24 months but not exceeding 03/30/2023.

These are guidelines only. If a proposal raises the need for further modifications, those variations will be accomplished on a case-by-case basis with direction from Executive Staff. **Unless modified by these guidelines, all other Core Program (Program) criteria apply.**

## **BACKGROUND**

Governor Newsom's FY 21/22 budget, approved in SB129, \$15 million in general fund dollars to ETP to align and operate programs with the community college system, in partnership with the California Community Colleges Strong Workforce program. These allocations shall be known as "California Community College Funds" (CCCF) within ETP's programs. This funding is available for encumbrance or expenditure until June 30, 2024.

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

Pursuant to Unemployment Insurance Code section 10214.6(a), and Section 4451(d) of Title 22 of the California Code of Regulations, the purpose of these guidelines is to support and implement the "California Community College Funds" Alternative Funding Source program approved in SB129. The intent of these guidelines is to ensure that this Alternative Funding Source program is consistent with ETP's mission to assist California businesses in the development of performance-based customized training that will attract and retain businesses, provide workers with secure jobs that pay good wages, and have opportunities for advancement. This includes the Legislative intent to meet the needs of small business.

In addition, these guidelines are consistent with the Panel's vision and goals to support future-oriented and sustainable economic development, as well as quality job training that is equitable and inclusive through strategic partnerships with business, labor, and government. Encompassed in these goals is the support of high-road employers; training that leads toward licensing and certification; and workforce training efforts for communities disproportionately impacted by the Pandemic.

## **OVERVIEW**

As a part of the annual report, ETP is required to provide interim reports to the Legislature by November 30, 2022 and final reporting on November 30, 2024. The reporting will include information on the use and outcomes of the funds and will be submitted to the Joint Legislative Budget Committee. Those requirements are as follows:

- Number of applicants
- Number of Eligible applicants
- Number of awardees
- Types of industry sectors that received an award
- Average award amount
- Geographic distribution of awardees
- Number of workers served
- Number of workers created
- Re-employment information
- Information on participation of high road employers
- Information on participant wage gain
- Description of use of funds
- Changes in participant employment status as a result of program

## **GUIDELINES**

These funds will be distributed in conjunction with ETP's Core Program funding and will follow the same program standards with the exceptions listed below.

### **Approved Amount**

- ETP Multiple Employer Contractor (MEC) program project caps do not apply.
- Contract amount may be amended.
- An Amendment increasing funding shall be considered Phase I funding.

### **Contractor Eligibility**

- Must be a California Community College Contract Education Unit as a MEC.
- Contractors may apply for both a standard Core Program funded project and a CCCF project in the same fiscal year. The prohibition on concurrent enrollment remains in place.
- Public entities, and nonprofit organizations that have elected an alternate method of financing its liability for unemployment insurance compensation are eligible as Participating Employers. Eligibility is not contingent upon a Participating Employer's payment of the Employment Training Tax, which is deposited into the Employment Training Fund.
- All other standard ETP eligibility requirements for Participating Employers will apply.

### **Trainee Eligibility**

- Retrainee Job Creation trainees can include backfilled positions and are not required to be “net” new hires.
- Standard Incidental Placement rules do not apply

### **Wage**

- SET wages do not apply.

### **Reporting**

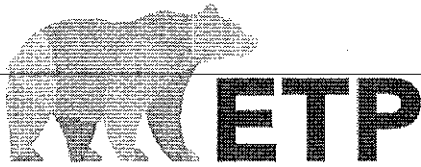
- Contractors will be required to report the start of training wages at enrollment for all trainees.
- In the instance where ETP cannot verify trainee’s wage, ETP may request payroll information from the contractors.

### **Record Keeping**

- All training hours must be reported in ETP systems within 90 days of the delivery of training.

### **Miscellaneous**

- Contract term dates may be approved or amended beyond 24 months, but not to exceed March 30, 2024.
- If not otherwise specified in these guidelines, ETP program standards apply.



## Memorandum

Employment Training Panel

To: Panel Members

Date: January 27, 2023

From: Michael A. Cable, Staff Attorney

File: ET20-0359

Subject: Second-Level Appeal (22 CCR § 4450(b)(2))  
Capitol Engineering Consultants, Inc.

I. Statement of Facts:

This matter concerns the Final Contract Closeout for Contract No. ET20-0359.

On September 19, 2022, ETP's Fiscal Unit sent written notice to Capitol Engineering Consultants, Inc. (hereinafter "Capitol Engineering") advising: that certain trainees "did not qualify with the training completion date and retention originally submitted;" that "wages for these trainees were insufficient to meet requirements;" and that failure to act or remedy the foregoing would "put the contract in an overpayment status." (See email dated September 19, 2022, included in the email string attached as **Exhibit A** hereto). Said written notice also stated: "If I do not hear back from you by EOD, Friday, September 23, 2022, I will proceed with processing the invoice as a closeout as noted above." (*Ibid.*) In response, on September 21, 2022, Capitol Engineering wrote back stating: "We agree with the change. Please close the project." (See email dated September 21, 2022, included in the email string attached as **Exhibit A** hereto.)

On October 6, 2022, ETP's Fiscal Unit sent another written notice to Capitol Engineering in order to informally resolve this matter by stating:

"I just wanted to double check on this one, I can close it out now but since the contract will then be in overpayment, do you want to bill for the trainees that haven't been finalized yet, or do you know that they won't qualify that's why they weren't billed.

This might not clear the potential overpayment but it could lower it...

If you decide to submit more trainees, please let me know, so I can process the invoices as soon as possible, especially if you have a progress, since you won't be able to submit the final till the progress is approved..."

(See email dated October 6, 2022, included in the email string attached as **Exhibit B** hereto.)

In response on the same day, on October 6, 2022, Capitol Engineering wrote back stating: "Matt [redacted] lives out of state and should not have been included, please close out." (See email dated October 6, 2022, included in the email string attached as **Exhibit B** hereto.)

On October 14, 2022, in accordance with the above-noted written instruction from Capitol Engineering, ETP's Fiscal Unit sent ETP Invoice No. 11, which contained the Final Contract Closeout and Notice of Overpayment. (See email dated October 14, 2022, attached as **Exhibit C** hereto.)

On or about November 1, 2022, Capitol Engineering submitted a First-Level Appeal that essentially criticized ETP procedures and the Fiscal Unit instead of setting forth any substantive issue or fact in dispute. (See First-Level Appeal dated November 1, 2022, attached as **Exhibit D** hereto.) Moreover, said First-Level Appeal requested the system be "re-opened" so that Capitol Engineering could bill for trainees after the Final Contract Closeout. (*Ibid.*)

On December 19, 2022, an Executive Director Determination to First-Level Appeal was issued in response; stating:

"since the alleged First-Level Appeal fails to identify any issue or fact in dispute, nor any justification for not providing the required documentation to address the issues herein prior to Closeout, even after receiving multiple written notice to do so, please be advised that the alleged First-Level Appeal is hereby denied in its entirety."

(See Executive Director Determination to First-Level Appeal dated December 19, 2022, attached as **Exhibit E** hereto.)

On or about December 27, 2022, Capitol Engineering submitted a Second-Level Appeal that again essentially criticized ETP procedures and the Fiscal Unit instead of setting forth any substantive issue or fact in dispute. (See Second-Level Appeal dated December 27, 2022, attached as **Exhibit F** hereto.)

## II. Issue Statement:

This Action Item is being presented to Panel pursuant to Section 4450(b)(2) of Title 22 of the California Code of Regulations, which states:

"The second level of appeal is to the Panel, and must be submitted within 10 days of receipt of the Executive Director's determination. This appeal should include a statement setting forth the appellant's argument as to why that determination should be reversed by the Panel, and forwarding any supporting documents or other writings that were not provided at the first level of appeal to the Executive Director. If the Panel accepts the appeal and chooses to conduct a hearing, it may accept sworn witness testimony on the record.

(A) The Panel must take one of the following actions within 45 days of receipt of a second-level appeal:

(1) Refuse to hear the matter, giving the appellant written reasons for the denial; or

(2) Conduct a hearing on a regularly-scheduled meeting date; or

(3) Delegate the authority to conduct a hearing to a subcommittee of one or more Panel members, or to an Administrative Law Judge with the Office of Administrative Hearings."

### III. Recommendation

Given the facts herein, as well as there being no substantive issue or fact in dispute, Staff is requesting the Panel refuse to hear the matter in accordance with Section 4450(b)(2)(A)(1) of Title 22 of the California Code of Regulations.



# Exhibit A

## Cable, Michael@ETP

---

**From:** Chuck Shinneman <[REDACTED]>  
**Sent:** Wednesday, September 21, 2022 9:52 AM  
**To:** Uda, Cari@ETP; Michael Jester, MBA  
**Cc:** Fetsch, Jordan@ETP  
**Subject:** RE: \* Response Requested \* - Closeout Invoice Preliminary Review - ET20-0359 - CAPITAL ENGINEERING - ActionItem:00086:QhTzb

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**\* Non-ETP Email. Be cautious Clicking, Replying, Opening \***

Cari,

Matt Hamilton is an employee but resides in Washington. He inadvertently got picked-up in the building of rosters for the ETP program. We agree with the change. Please close the project

### **Chuck Shinneman, P.E., LEED AP, CxA, EMP**

Associate Principal

Direct: 916.851.3586 | Mobile: 916.730.6251 | Office: 855.331.7273 | Email: [csinneman@capital-engineering.com](mailto:csinneman@capital-engineering.com)

---

**From:** Uda, Cari@ETP <Cari.Uda@etp.ca.gov>  
**Sent:** Monday, September 19, 2022 5:36 PM  
**To:** Chuck Shinneman <[REDACTED]>; Michael Jester, MBA <[REDACTED]>  
**Cc:** Fetsch, Jordan@ETP <Jordan.Fetsch@etp.ca.gov>  
**Subject:** \* Response Requested \* - Closeout Invoice Preliminary Review - ET20-0359 - CAPITAL ENGINEERING

Hello...

I am working on the closeout invoice for ET20-0359 and I wanted to give you the results of my review before I process your invoice.

According to the Contract, *"All trainees must be employed by a participating employer on a full-time basis, with wages reported in California, for the applicable hours and time period of retention by Job Number."*  
*"Retention is at least 90 consecutive days full-time with one employer. Full-time employment means 35 hours per week."*

The following trainees did not qualify with the training completion date and retention originally submitted. The wages for these trainees were insufficient to meet requirements. This will result in an adjustment of <\$730.25> to the invoice. Please also note that this will put the contract in an overpayment status.

- **MAT [REDACTED]** – Wage information necessary to verify full-time employment and wages during the retention period was not available; therefore, we were unable to verify full-time employment.

**CONTRACT OUTCOME:**

ET20-0359	CAPITAL ENGINEERING
END TERM DATE	06/10/2022
CONTRACT TOTAL	\$57,549.00

EARNED TO DATE	\$4,117.23
ESTIMATED EARNED INV 11 (minus trainees noted)	\$793.50
ESTIMATED TOTAL EARNED	\$4,910.73

PAID TO DATE	\$27,436.27
ESTIMATED EARNED INV 11	\$4,910.73
ESTIMATED PAID INV 11	<\$22,252.94>

Also, please refer to the attached list of trainees (Unbilled Trainees). These trainees are currently in "enrolled" status but have not been billed for final payment. If you would like to include these trainees for review, please submit the necessary progress and final payments for these trainees. If I do not hear back from you by the deadline, these trainees will be dropped at closeout. The estimated earned for these trainees is \$21,482.00.

If you wish to bill for other trainees or have updates, please let me know and I will assist in getting the information processed.

If I do not hear back from you by EOD, Friday, September 23, 2022, I will proceed with processing this invoice as a closeout as noted above.

If you have questions, please let me know.

*Thank You...Take Care and Be Safe...*

*Cari Uda*

Fiscal Analyst  
Employment Training Panel  
VM: 916-327-5569  
Fax: 916-327-9384  
Cal-E-Force Help Desk: [ETPCalEForce@etp.ca.gov](mailto:ETPCalEForce@etp.ca.gov)



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For a quicker and easier research, please be sure that the ETP contract number and trainees' last four digits of SSN have been submitted with all requests.

## Exhibit B

**Cable, Michael@ETP**

---

**From:** Michael Jester, MBA <[REDACTED]>  
**Sent:** Thursday, October 6, 2022 2:38 PM  
**To:** Uda, Cari@ETP  
**Subject:** Re: \* Response Requested \* - Closeout Invoice Preliminary Review - ET20-0359 - CAPITAL ENGINEERING

**\* Non-ETP Email. Be cautious Clicking, Replying, Opening \***

Matt [REDACTED] lives out of state and should not have been included. please close out

On 2022-10-06 14:01, Uda, Cari@ETP wrote:

Hi there!!!

I just wanted to double check on this one, I can close it out now but since the contract will then be in overpayment, do you want to bill for the trainees that haven't been finalized yet, or do you know that they won't qualify that's why they weren't billed.

This might not clear the potential overpayment but it could lower it...

If you decide to submit more trainees, please let me know, so I can process the invoices as soon as possible, especially if you have a progress, since you won't be able to submit the final till the progress is approved...

*Thank You...Take Care and Be Safe...*

**Cari Uda**

ETP Fiscal Analyst

VM: (916) 327-5569

Cal-E-Force Help Desk: [ETPCalEForce@etp.ca.gov](mailto:ETPCalEForce@etp.ca.gov)



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**For a quicker and easier research, please be sure that the ETP contract number and trainees' last four digits of SSN have been submitted with all requests.**

**From:** Michael Jester, MBA <[REDACTED]>  
**Sent:** Monday, September 19, 2022 5:41 PM  
**To:** Uda, Cari@ETP <Cari.Uda@etp.ca.gov>  
**Subject:** Re: \* Response Requested \* - Closeout Invoice Preliminary Review - ET20-0359 - CAPITAL ENGINEERING

**\* Non-ETP Email. Be cautious Clicking, Replying, Opening \***

Thanks Cari... I will check on Matt Hamilton tomorrow.

Mike

On 2022-09-19 17:36, Uda, Cari@ETP wrote:

Hello...

I am working on the closeout invoice for ET20-0359 and I wanted to give you the results of my review before I process your invoice.

According to the Contract, "All trainees must be employed by a participating employer on a full-time basis, with wages reported in California, for the applicable hours and time period of retention by Job Number."  
"Retention is at least 90 consecutive days full-time with one employer. Full-time employment means 35 hours per week."

The following trainees did not qualify with the training completion date and retention originally submitted. The wages for these trainees were insufficient to meet requirements. This will result in an adjustment of <\$730.25> to the invoice. Please also note that this will put the contract in an overpayment status.

- **MAT [REDACTED]** – Wage information necessary to verify full-time employment and wages during the retention period was not available; therefore, we were unable to verify full-time employment.

**CONTRACT OUTCOME:**

<b>ET20-0359</b>	<b>CAPITAL ENGINEERING</b>	<b>EARNED TO DATE</b>	<b>\$4,117.23</b>	<b>PAID TO DATE</b>	<b>\$27,436.27</b>
<b>END TERM DATE</b>	<b>06/10/2022</b>	<b>ESTIMATED EARNED INV 11 (minus trainees noted)</b>	<b>\$793.50</b>	<b>ESTIMATED EARNED INV 11</b>	<b>\$4,910.73</b>
<b>CONTRACT TOTAL</b>	<b>\$57,549.00</b>	<b>ESTIMATED TOTAL EARNED</b>	<b>\$4,910.73</b>	<b>ESTIMATED PAID INV 11</b>	<b>&lt;\$22,252.94&gt;</b>

Also, please refer to the attached list of trainees (Unbilled Trainees). These trainees are currently in "enrolled" status but have not been billed for final payment. If you would like to include these trainees for review, please submit the necessary progress and final payments for these trainees. If I do not hear back from you by the deadline, these trainees will be dropped at closeout. The estimated earned for these trainees is \$21,482.00.

If you wish to bill for other trainees or have updates, please let me know and I will assist in getting the information processed.

If I do not hear back from you by EOD, Friday, September 23, 2022, I will proceed with processing this invoice as a closeout as noted above.

If you have questions, please let me know.

Thank You...Take Care and Be Safe...

*Cari Uda*

Fiscal Analyst

Employment Training Panel

VM: 916-327-5569

Fax: 916-327-9384

Cal-E-Force Help Desk: [ETPCalEForce@etp.ca.gov](mailto:ETPCalEForce@etp.ca.gov)



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**For a quicker and easier research, please be sure that the ETP contract number and trainees' last four digits of SSN have been submitted with all requests.**

--  
Michael Jester MBA

Strategic Business Solutions, LLC

██████████

████████████████████

93290



--  
Michael Jester MBA  
Strategic Business Solutions, LLC  
*A Veteran Owned Business*

[REDACTED]  
[REDACTED]  
[REDACTED]

# Exhibit C

**Cable, Michael@ETP**

---

**From:** Uda, Cari@ETP  
**Sent:** Friday, October 14, 2022 11:05 AM  
**To:** cshinneman [REDACTED]; Michael Jester, MBA  
**Cc:** Fetsch, Jordan@ETP; Nguyen, Hong@ETP; Kandhro, Safdar@ETP  
**Subject:** Contract Closeout Overpayment - ET20-0359 - CAPITAL ENGINEERING CONSULTANTS  
**Attachments:** Notice of Appeal Rights (02-2020).pdf; ET20-0359 - INV 11.pdf; INV 11 - OP LETTER.pdf; INV 11 - ATTACHMENT A.pdf; ET20-0359 OVERPAYMENT INVOICE.pdf

Dear Contractor:

We have completed our review of ETP invoice 11. Please find attached the PDF copy of the invoice and letter for your records. A certified copy will also be sent the address on file.

In order to continue to receive timely email notifications, please notify your monitor with email address and contract representative changes as soon as they occur.

If you have any questions, please contact our office.

*Thank You...Take Care and Be Safe...*

*Cari Uda*

Fiscal Analyst  
Employment Training Panel  
VM: 916-327-5569  
Fax: 916-327-9384  
Cal-E-Force Help Desk: [ETPCalEForce@etp.ca.gov](mailto:ETPCalEForce@etp.ca.gov)



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**For a quicker and easier research, please be sure that the ETP contract number and trainees' last four digits of SSN have been submitted with all requests.**



State of California—Labor and Workforce Development Agency  
**Employment Training Panel**



GAVIN NEWSOM  
GOVERNOR

October 10, 2022

Sent via Certified Mail  
and Email

Charles Shinneman, Director of Building Optimization  
Capital Engineering Consultants Incorporated  
11020 Sun Center Drive, Suite 100  
Rancho Cordova CA 95670

RE: ETP Contract ET20-0359 - FINAL CONTRACT CLOSEOUT  
NOTICE OF OVERPAYMENT

Dear Mr. Shinneman:

We have completed our review of ETP Invoice 11 and we have made the following determination:

Information necessary to verify full-time employment and wages during the retention period for **Matt Hamilton** was not available; therefore, we were unable to verify full-time employment.

As a result of our determination, we cannot approve final reimbursement for 1 trainee.

Our records indicate that a total of 5 trainees have been verified as meeting the required performance. Final training funds earned are \$4,910.73. Based on funds paid to date of \$27,436.27, your Contract is overpaid by \$22,525.54. In accordance with this Contract and State law, interest in the amount of \$1,027.75 has been calculated through 10/10/2022 and will be included with the overpayment amount. Additional interest will continue to accrue at the rate of \$1.93 per day until payment is received.

Based on the above, this letter also serves as a Notice of Overpayment in the amount of \$23,553.29. Please remit payment for the amount due, plus any additional interest accrued after 10/10/2022, with a copy of Overpayment Invoice ET20-0359, to:

**EMPLOYMENT TRAINING PANEL  
1100 J STREET, 4TH FLOOR  
SACRAMENTO CA 95814**

**ATTN: FISCAL UNIT**

SACRAMENTO CENTRAL OFFICE  
1100 J Street, 4<sup>th</sup> Floor  
SACRAMENTO, CA 95814  
(916) 327-5640

N. HOLLYWOOD REGIONAL OFFICE  
4640 Lankershim Blvd., Suite 311  
NORTH HOLLYWOOD, CA 91602  
(818) 755-1313

S.F. BAY AREA REGIONAL OFFICE  
1065 East Hillsdale Blvd, Suite 415  
FOSTER CITY, CA 94404  
(650) 655-6930

SAN DIEGO REGIONAL OFFICE  
9095 Rio San Diego Dr. #320  
SAN DIEGO, CA 92108  
(619) 300-6448

10/10/2022

You may review the current list of participants and their status on the ETP Cal E Force site. If you have any questions concerning this Notice, contact me at (916) 327-5569 or [Cari.Uda@etp.ca.gov](mailto:Cari.Uda@etp.ca.gov). However, this action will not extend your appeal period unless you receive written notice of extension. If you intend to appeal, you must do so within the time frames discussed in Attachment A, Notice of Appeal Rights.

#### **AUDIT AND RECORDS RETENTION**

The total amount of ETP reimbursement is subject to a subsequent audit by ETP. Your contract allows ETP to audit source documents (e.g., accounting and payroll) and other records directly related to reimbursement, for up to four years from the contract end-of-term. You must maintain the source documents and other records (e.g., attendance rosters) for the same amount of time.

Sincerely,



Cari Uda  
Fiscal Analyst

Notice of Appeal Rights

cc: Jordan Fetsch, ETP Monitoring Analyst  
Fiscal Overpayment Unit  
Master File

Michael Jester, Strategic Business Solutions, LLC

### **NOTICE OF APPEAL RIGHTS**

If you want to submit a first level of appeal, then you must do so as stated in the regulation below within 30 days of receipt of this Final Closeout and/or Overpayment. Please note that a first level appeal should be in writing, sent to the Executive Director by U.S. certified mail, and include a detailed statement setting forth the issues and facts in dispute. Any and all documents or other writings that you contend support your position should be provided at the time of submitting your written appeal. Please note that the Executive Director will issue a written determination within 60 days of receiving your appeal.

Please send your appeal by U.S. certified mail to:

**EMPLOYMENT TRAINING PANEL  
ATTN: EXECUTIVE DIRECTOR  
1100 J STREET, 4TH FLOOR  
SACRAMENTO, CA 95814**

For your convenience, California Code of Regulations, title 22, section 4450, states:

#### Appeal Process

- (a) An interested person may appeal any final adverse decision made on behalf of the Panel where said decision is communicated in writing. Appeals must be submitted in writing to the Executive Director at the Employment Training Panel in Sacramento.
- (b) There are two levels of appeal before the Panel. The first level must be exhausted before proceeding to the second.
  - (1) The first level of appeal is to the Executive Director, and must be submitted within 30 days of receipt of the final adverse decision. This appeal will not be accepted by the Executive Director unless it includes a statement setting forth the issues and facts in dispute. Any documents or other writings that support the appeal should be forwarded with this statement. The Executive Director will issue a written determination within 60 days of receiving said appeal.
  - (2) The second level of appeal is to the Panel, and must be submitted within 10 days of receipt of the Executive Director's determination. This appeal should include a statement setting forth the appellant's argument as to why that determination should be reversed by the Panel, and forwarding any supporting documents or other writings that were not provided at the first level of appeal to the Executive Director. If the Panel accepts the appeal and chooses to conduct a hearing, it may accept sworn witness testimony on the record.

- (A) The Panel must take one of the following actions within 45 days of receipt of a second-level appeal:
    - (1) Refuse to hear the matter, giving the appellant written reasons for the denial; or
    - (2) Conduct a hearing on a regularly-scheduled meeting date; or
    - (3) Delegate the authority to conduct a hearing to a subcommittee of one or more Panel members, or to an Administrative Law Judge with the Office of Administrative Hearings.
  - (B) The Panel or its designee may take action to adopt any of the administrative adjudication provisions of the Administrative Procedures Act at Government Code Section 11370 et seq., for the purpose of formulating and issuing its decision. Said action may take place at the hearing, or in preliminary proceedings.
  - (C) Upon completion of the hearing, the record will be closed and the Panel will issue a final ruling. The ruling may be based on a recommendation from the hearing designee. The ruling shall be issued in a writing served simultaneously on the appellant and ETP, within 60 days of the record closure.
- (c) The time limits specified above may be adjusted or extended by the Executive Director or the Panel Chairman for good cause, pertinent to the level of appeal.
  - (d) Following receipt of the Panel's ruling, the appellant may petition for judicial review in Superior Court pursuant to Code of Civil Procedure Section 1094.5. This petition must be filed within 60 days from receipt of the Panel's ruling.

**REFERENCE:**

Section 10205(k) and 10207, Unemployment Insurance Code.

**HISTORY:**

- 1. New section filed 4-14-95; operative 4-14-95 pursuant to Government Code section 11343.4(d) (Register 95, No. 15).
- 2. Amendment of section and Note filed 11-28-2006; operative 12-28-2006 (Register 2006, No. 48).



# Employment Training Panel Internet Invoice

<b>Contract Number:</b>	ET20-0359-000
<b>Contractor:</b>	CAPITAL ENGINEERING CONSULTANTS INC
<b>Address:</b>	11020 SUN CTR DR STE 100 RANCHO CORDOVA, CA 95670
<b>Primary Contact:</b>	SHINNEMAN, CHARLES
<b>Phone Number:</b>	[REDACTED]

<b>Invoice No.:</b>	11
<b>Invoice Date:</b>	Jul 21, 2022
<b>Invoice Status:</b>	Approved
<b>Approval Date:</b>	Oct 13, 2022

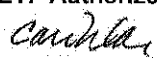
EXPLANATION OF REIMBURSEMENT REQUESTED	
<b>ETP Monitor:</b>	Jordan Fetsch
<b>Contract Closeout Invoice:</b>	No
<b>Range of Services:</b>	Jun 29, 2020 to Mar 03, 2022

SUMMARY OF PAYMENTS APPROVED	
<b>ETP Fiscal Analyst:</b>	Cari Uda
<b>Approved:</b>	\$0.00
<b>Adjustments:</b>	\$17,698.33
<b>Previously paid:</b>	\$27,436.27
<b>Total paid:</b>	\$27,436.27
<b>Earned this invoice:</b>	\$793.50
<b>Previously earned:</b>	\$4,117.23
<b>Total earned:</b>	\$4,910.73
<b>Total unearned:</b>	\$22,525.54

Payment Type	No. of Trainees	Amount Requested
P1	51	(\$25,875.00)
P2	49	\$7,948.10
Final	1	\$228.57
<b>Total Amount Requested:</b>		(\$17,698.33)

Earned This Invoice by Funding Category	
687 / 061 / 96871	\$793.50

Paid This Invoice by Funding Category	
/ /	

Contractor Certification		Explanation of Payment Approved	
<p>I certify that training was performed during the terms of the contract. I also certify that the invoice meets performance criteria outlined in the Agreement. I understand this invoice is subject to audit and change by ETP, and that payment received for trainees who do not meet the criteria set forth in the agreement must be returned to ETP with statutory interest.</p> <p>I further certify I am authorized by the signatory of the agreement to sign and submit this request for payment.</p>			
<b>Submitted By:</b> SHINNEMAN, CHARLES	<b>Date:</b> Jul 21, 2022	<b>ETP Authorized Staff :</b> 	<b>10/13/2022</b> Date
		ETP Authorized Signature	



CONTRACT SUMMARY - ETP AGREEMENT			ET20-0359	
No. of Trainees	Training Occupation / Job		Cost Per Trainee	Total Amount Earned
3	Job 1	Drafting/Designer, Construction Administration, Administration Staff, Design Engineer, Project Engineer, Front-Line Manager	\$966	\$2,709.40
2	Job 2	Drafting/Designer, Project Engineer, Front-Line Manager	\$1,380	\$2,201.33
5	Total Trainees Placed		Total Earned:	\$4,910.73
LESS PREVIOUS REIMBURSEMENTS				\$27,436.27
TOTAL UNEARNED FUNDS RECEIVED				\$22,525.54
ACCRUED INTEREST THROUGH OCTOBER 10, 2022				\$1,027.75
AMOUNT OVERPAID - DUE TO ETP				\$23,553.29



Invoice Number

ET20-0359-000

## Overpayment Invoice

**To:** CAPITAL ENGINEERING CONSULTANTS INC  
11020 SUN CTR DR STE 100  
RANCHO CORDOVA, CA 95670

**Date:** 10-10-2022

**RE:** ETP Agreement Number ET20-0359-000

**Term:** 06-11-2020 to 06-10-2022

This amount due shown below is the result of funds received but not earned plus accrued interest in accordance with the terms and conditions of the Agreement.

Amount:	\$22,525.54
Interest charge from 11-21-2020 through 10-10-2022	\$1,027.75
Adjustments:	\$0.00
<b>Total Overpayment Due:</b>	<b>\$23,553.29</b>
Additional interest charge per day after 10-10-2022	\$1.93

Please return this copy of this invoice with your remittance to:

Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814  
**Attention: Fiscal Unit**

If you have any questions, contact Hong Nguyen at (916) 327-5643 or  
[Hong.Nguyen@etp.ca.gov](mailto:Hong.Nguyen@etp.ca.gov)



## Interest Calculations Worksheet

10-10-2022

Agreement Number		Contractor Name		Agreement Term	
ET20-0359-000		CAPITAL ENGINEERING CONSULTANTS INC		06-11-2020 to 06-10-2022	
Beginning Date	Ending Date	Interest Rate	Interest Amount	Principal Amount	Balance Due
11-21-2020	12-31-2020	5%	\$16.42	\$2,915.01	\$2,931.43
01-01-2021	01-04-2021	3%	\$0.96		\$2,932.39
01-05-2021	02-10-2021	3%	\$12.08	\$1,035.00	\$3,979.47
02-11-2021	03-08-2021	3%	\$10.58	\$966.00	\$4,956.05
03-09-2021	04-04-2021	3%	\$14.08	\$1,380.00	\$6,350.13
04-05-2021	09-01-2021	3%	\$240.54	\$13,041.00	\$19,631.67
09-02-2021	12-31-2021	3%	\$204.88	\$867.67	\$20,704.22
01-01-2022	02-01-2022	3%	\$54.52		\$20,758.74
02-02-2022	06-30-2022	3%	\$277.92	\$1,797.60	\$22,834.26
07-01-2022	07-20-2022	3%	\$37.57		\$22,871.84
07-21-2022	10-10-2022	3%	\$158.20	\$523.26	\$23,553.29
Sub Total:			\$1,027.75	\$22,525.54	\$23,553.29
Adjustments:			\$0.00		
Final Total:			\$1,027.75	\$22,525.54	\$23,553.29

# Exhibit D



November 1, 2022

Employment Training Panel  
Attn: Executive Director  
11009 J Street, 4<sup>th</sup> Floor  
Sacramento, California, 95814

Re: Contract #ET20-0359-000, Capital Engineering Consultants, Appeal

Dear Sir:

Please accept this communication as our Letter of Appeal of the Overpayment Decision regarding Capital Engineering on our contract ET20-0359. We have received notice of an Overpayment situation in the amount of \$22,515.54 plus interest. In the text below we shall outline pertinent arguments regarding this overpayment, mitigating factors, and an amicable solution to this situation.

Overpayments on ETP contracts are rare, per our conversations with ETP staff and ETP Stakeholders. Our Subcontractor has had three (including this one), minor in nature, in 17 years of working with ETP. They are usually caused by one of more of the factors listed below:

- 1, Full time status of a trainee not being verifiable.
2. A retention period not being satisfied.
3. Minimum ETP required wages not being satisfied.
- 4, Not adequate hours of training in the system to offset payments received by the Contractor.

In the case of this contract, none of these conditions apply. Capital Engineering and our Consultant had entered sufficient hours into the system to adequately mitigate 95% of the payments received. (There was one employee denied who was an out of State resident.) Capital Engineering is a higher wage employer, needing no inclusion of health benefits to attain ETP required wages. All employees are full time status and would easily satisfy this requirement. We expected a small overpayment due to the afore-mentioned out of state trainee, but only in the range of approximately \$1,000.00.

In the case of this contract, hours were present in the system to avoid all but a minor overpayment once the final invoice was processed (Attached). The fiscal

we  
bring  
life to  
buildings

analyst had sent communication, but there was a disconnect on our end and we simply did not understand the gravity of the situation. We had expected a small overpayment, but simply did not understand the scope and nature of what was being communicated to us. We are Engineers, and not Accountants.

Our subcontractor had the same disconnect and was sure that hours were entered, and invoices completed. The communication was not completely understood. We are the responsible party in this contract with ETP, and ultimately the party that ETP is responsible to communicate with. (ETP Contract Section 1.10 and Exhibit C-1) We are first time contractors as well and not experienced in ETP processes.

We believe that due to the rarity and severe nature of Overpayment scenarios, that all methods of mitigation should be exhausted, in this and every case. We assert that this did not happen in this case. We cite three different scenarios where contact of a more personal nature, and following standard practices, could have easily mitigated this situation, and would have caused far less work and effort for all parties involved.

The ETP analyst, we believe, should have realized that a disconnect had taken place given the facts stated above. The hours were, in fact, in the ETP CAL E FORCE system and partially invoiced. Only the completion of the invoicing process was necessary to close out the contract for a much more amicable conclusion. It is reasonable and prudent to assume that no party would willingly and knowingly forfeit over \$22,000 in funding when the solution was readily available. A contact by phone or a short teleconference would have allowed the situation to be explained in simple terms so that an understanding could be assured. Literally ten minutes of personal contact could have mitigated the situation and actually caused less work for the parties involved. There is no Policy, Rule, or Regulation prohibiting such Good Practice. We understand it to be true that the Fiscal department has made a plethora of phone calls to Contractors and Subcontractors regarding situations of far less magnitude as a matter of standard practice.

A second scenario that could have been utilized is that the Fiscal Analyst could have contacted the Monitoring Analyst to request that person initiate personal contact with the Contractor to ensure a complete understanding of the situation and its remedies. This is a normal part of the Monitoring Analyst's duties, as understood from conversations with other stakeholders, our start up meeting and prior monitoring visits. One of the expressed goals on the Monitoring Analyst is to facilitate the success of a contractor where possible. This is especially true of a first-time contractor. This procedure was not followed, and this opportunity was not afforded to us in this situation.

Finally, it is our understanding that a Final Monitoring visit is required and a matter of standard practice in order to facilitate the close of a contract. During this Final Monitoring Visit, the status and progress of the contract are discussed as well as the closeout process and outstanding actions items that exist to successfully close out the Contract. A Final Monitoring Visit was not completed on this contract, which we feel, put us a tremendous disadvantage in this situation and could have been, if completed, a mitigating factor to this situation.

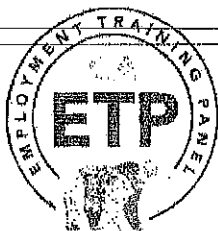
As a result of the information stated above, Capital Engineering asks that the hours that were in the CA E FORCE system (attached) be allowed to offset the overpayment and reduce the amount to a final number reflective of the facts above.

Best Regards,



Chuck Shinneman  
Associate Principal  
Capital Engineering

Encl.  
ETH20-0359 Overpayment Invoice  
ET-0359-INV11  
INV 11- OP Letter  
INV 11 – Attachment A  
Notice of Appeal Rights (02-2020)  
ET20-0359 – Unbilled Trainee List – INV 11  
Capital Engineering 100



## ETP Contract

### Small Business $\leq$ 100 Employees

Term: 06/11/2020 to 06/10/2022  
Approved Amount: \$57,546  
Employer Contribution: \$70,000  
Contract No.: ET20-0359

This ETP Training Contract (Contract) is entered into between the Employment Training Panel (ETP) and Capital Engineering Consultants, Inc. (Contractor), a Corporation registered to do business in California.

This Contract sets forth the terms and conditions of training cost reimbursement that will be made to Contractor by ETP. The terms and conditions appear in Sections 1 - 3 and Exhibits A and B, which are attached and hereby incorporated-by-reference as part of this Contract.

Section 1: Performance Standards  
Section 2: Payment Standards  
Section 3: General Standards  
Exhibit A: Chart 1  
Exhibit B: Menu Curriculum

Training Project Profile: Priority/SB<100

By signature of the authorized representatives shown below, Contractor and ETP agree to the terms and conditions set forth herein, with reference to the "ETP Contract: Definition of Terms." (See Section 3.1, Party Intent.)

**Contractor:**

**ETP:**

\_\_\_\_\_  
Signature/Date

\_\_\_\_\_  
Signature/Date

\_\_\_\_\_  
Printed Name and Title

\_\_\_\_\_  
Stewart Knox, Executive Director  
Printed Name and Title



## **Section 1: Performance Standards**

- 1.1 Approved Amount: ETP will reimburse Contractor for a maximum of \$57,546 in training costs, including administration.
- 1.2 Reimbursement Rate: Contractor will only be reimbursed at an hourly rate, payable on a cost-per-trainee basis. The rate is \$23 per hour for Classroom/Laboratory training, Video Conference and E-Learning. Administrative costs cannot exceed 13% of payment earned, regardless of reimbursement rates.
- 1.3 Wages: All trainees must earn at least the Post-Retention Wage identified below for the county or region in which trainees are employed.

Trainees must earn at least the State or local minimum wage rate (base wage) that is in effect at the time of final payment, regardless of the ETP Minimum Wage. If a higher minimum wage rate is in effect for a city or county within this Job Number, then that wage will prevail.

Job Number: 1    Job Description: Priority/SB<100

Trainees must earn at least \$18.34 per hour in Sacramento County and \$19.05 per hour in Los Angeles County.

Job Number: 2    Job Description: Priority/SB<100/Job Creation

Trainees must earn at least \$15.00 per hour in Sacramento County and \$15.88 per hour in Los Angeles County.

- 1.4 Retention: All trainees must be employed by Contractor on a full-time basis, with wages reported in California, for the applicable hours and time period of retention by Job Number. Retention cannot begin until the end of all training per-trainee, and must be completed within the term of this Contract.  
  
Retention is at least 90 consecutive days full-time with one employer. Full-time employment means 35 hours per week.
- 1.5 Hours of Training: Trainees may receive any number of hours within the minimum and maximum range as identified in Exhibit A: Chart 1 "Range of Hours".
- 1.6 Rosters: Trainees, trainers and supervisors must document attendance at each training session in the form and manner required by ETP. Contractor must produce proof of attendance upon demand by ETP.
- 1.7 Tracking: Contractor must use the ETP Internet Class/Lab Tracking System for the purpose of documenting attendance and completion of training. Contractor must upload/enter this data within 90 days of the date of training delivery.
- 1.8 Trainee Enrollment: A trainee is deemed "enrolled" upon his or her registration with ETP. Contractor must submit a valid Social Security Number (SSN) and demographic information to ETP for each trainee as a condition of enrollment. The SSN and demographic information must be submitted on-line as prescribed by ETP.

- ~~1.9 Confidentiality: ETP will maintain all SSNs and demographic information in confidence~~ using administrative, technical and physical safeguards. ETP will only use SSNs to verify wage and employment data. ETP will only use the demographic information to compile training statistics in the aggregate.
- 1.10 Responsibility: Contractor is directly responsible for the administration and delivery of all training.
- 1.11 Menu Curriculum: ETP will only fund the types of training listed for a given Job Number under Exhibit B: Menu Curriculum.
- 1.12 Training Ratio: The trainer-to-trainee ratio must not exceed 1:20 in a given Class/Lab Video Conference or E-Learning course.
- 1.13 Trainee Eligibility: All trainees must meet the eligibility standards set forth in Unemployment Insurance Code Section 10201(c).

In addition, in Job Number 2, all trainees must have been newly hired on or after March 26, 2020; or, at any time during the term of this Contract so long as there is sufficient time for training and retention. As well, these trainees must have been hired into "net new jobs" which does not include the routine replacement of a vacancy. If the trainees in Job Number 2 do not meet the hiring criteria set forth above, they must be re-enrolled as an incumbent worker in a Job Number appropriate to the type of training and method of delivery.

- 1.14 Occupations: Training shall be funded only for trainees working in the occupations approved by the Panel for each Job Number, as shown in Exhibit A, Chart 1.
- 1.15 Mandatory Training: Contractor represents that all training funded by ETP is for vocational skills that are necessary for the effective performance of the trainee's job duties. Contractor understands that such training is not "voluntary" within the meaning of state and federal wage orders.
- 1.16 In-Kind Contribution: Contractor represents that it shall contribute at least \$70,000 in training or related costs associated with this Contract.
- 1.17 Modifications: The parties agree that certain terms and conditions of this Contract may be modified at the request of Contractor with the written approval of ETP so long as there is no increase in the approved amount of funding, and no change in the scope or intent of training. The terms and conditions subject to modification are restricted to the following:
- a. Add or delete a Job Number;
  - b. Expand or reduce the Estimated Number of Trainees in a Job Number;
  - c. Change the Occupations for trainees in a Job Number;
  - d. Redistribute the Estimated Number of Trainees/funding between Job Numbers;
  - e. Add to or delete training courses identified in the Exhibit B, Menu Curriculum;
  - f. Change or extend the term dates;

- g. Revise range of hours so long as there is no change to the per-trainee cap on hours;
- h. Add health benefits to wages or change the amount of health benefits to be included in wages.

If ETP approved a Modification pursuant to (a) through (h) above, it will prepare a written Modification indicating the effective date, and transmit a copy of same to Contractor. Modifications cannot be made after termination of this Contract.

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## **Section 2: Payment Standards**

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- 2.1 **Schedule of Payment:** Reimbursement will be in up to three stages of Payments. All reimbursement must be invoiced, and will be paid, on a per-trainee basis. The total payments must be reconciled for all trainees taken as a whole, at the time of Fiscal Closeout. (See Exhibit A: Chart 1).
- 2.2 **Payments:** A trainee must be enrolled and must have completed at least 8 hours of training before any payment will be made. Payments may be made in three stages on a per-trainee basis, by Job Number.
- a. The first Progress Payment (P1) will be up to 50% of the Average-Cost-per Trainee, payable upon enrollment and after the first eight hours of training.
  - b. The second Progress Payment (P2) will be paid upon completion of all training hours. Progress Payment (P1) and (P2) combined will be approximately 75% of the Actual Cost per trainee within the range of training hours specified in Chart 1 for each Job Number.  
  
Invoicing (P2) signifies that each trainee has completed all the training hours that will qualify for final reimbursement. Trainees invoiced for (P2) will be deemed to have entered into the retention period applicable to the Job Number in which originally enrolled, and may only participate in additional training under a different Job Number.
  - c. The Final Payment (F) is payable at the end of retention, based on hours of training actually completed (with reference to the minimum and maximum hours) by trainees who met the retention and post-retention requirements, and as reconciled with the Progress Payments made to all trainees.
- 2.3 **Invoicing:** Contractor must submit timely and accurate invoices for the Progress Payments and Final Payment in the manner and form specified by ETP. The Fiscal Closeout invoice should be submitted to ETP no later than 30 days after the term of this Contract has ended.
- 2.4 **Overpayment:** The Progress Payments and Final Payment are not earned until all Conditions of Reimbursement have been satisfied. Contractor must promptly repay ETP for any overpayments identified at Final Closeout, or in a subsequent Audit. Repayment must include Statutory Interest computed from the first day of the month following the overpayment.
- 2.5 **Suspend Payment:** ETP may, at its discretion, suspend any payment if it appears Contractor cannot comply with any Condition of Reimbursement or other requirement under this Contract. ETP shall give Contractor written notice of the suspension and provide a reasonable opportunity for correction.
- 2.6 **Variable Reimbursement:** The reimbursement under this Contract varies in accordance with the actual number of training hours completed and number of trainees retained, as long as reimbursement within each Job Number does not exceed the "Job Max Total Amount" shown in Exhibit A: Chart 1.

### **Section 3: General Standards**

- 3.1 **Party Intent:** In the event of an ambiguity, the intent of the parties shall be construed in accordance with the ETP 130 and open-meeting discussions at the time the training proposal was considered by the Panel. The "ETP Contract: Definition of Terms" set forth in the ETP Contractor's Guide, as in effect at the time this Contract is signed, shall govern the meaning of terms and phrases used throughout this Contract. (This is a link to the definitions within the Contractor's Guide.
- 3.2 **Audits:** ETP has the right, during normal business hours, to examine or audit any and all records, papers and documents related to the delivery of services, including accounting source payroll documents, under this Contract to the extent ETP deems necessary. This right extends for four years from termination of this Contract. Audits will be conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS), and may utilize statistical sampling.
- 3.3 **Charges to Trainees:** Contractor understands that it cannot charge tuition, fees, or costs to trainees for training funded under this Contract without prior written approval by the Executive Director of ETP.
- 3.4 **Observation:** ETP has the right, during normal business hours, to freely observe and monitor the delivery of services under this Contract with or without the presence of the owner or any other Contractor representative. In particular, ETP has the right to interview trainees, trainers and administrative personnel.
- 3.5 **Recordkeeping:** Contractor agrees to maintain all rosters, records and other writings that pertain to the delivery of services under this Contract for a period of no less than four years from termination of this Contract, or three years from Fiscal Closeout, whichever is later.
- 3.5.1 Contractor has requested the following alternate recordkeeping method for all courses:
- For E-Learning and Videoconference, trainer will call verbal rolloall and fill out all necessary information on ETP roster.
- 3.6 **Subcontractor Identification:** Contractor must identify all subcontractors as they become known, prior to and during the term of this Contract, in the form and manner prescribed by ETP. In doing so, Contractor must provide at least the following information: business name and address; contact person name, title, address, phone and email; description of services to be provided, and fees or rate payable. If there is a written subcontract for administrative services in connection with this Contract, Contractor must provide a copy to ETP for review and approval, upon request. An administrative subcontract must incorporate the provisions set forth under "Exhibit C: Subcontracts." Administrative services cannot exceed 13% of payment earned. (See Section 1.2)
- 3.7 **Governing Law:** This Contract shall be governed by the laws of the State of California. Contractor shall comply with all applicable federal, state and local laws.
- 3.8 **Forum State:** The parties agree that any legal action arising under this Contract, including mediation or arbitration, shall take place in Sacramento, California.

~~3.9 Entire Contract: This is the entire agreement between the parties and it supersedes any other understanding or writing made between them related to this Contract.~~

3.10 Amendment: This Contract may only be amended in writing signed by both parties, but for non-substantive amendments made at the discretion of ETP, or made as a Modification in accordance with Section 1.17. There can be no substantive amendments after the termination date of this Contract.

3.11 Survival: The Audits, Recordkeeping and Governing Law provisions of this Contract shall survive its termination.

3.12 Termination: Either party may terminate this Contract without cause by serving at least 30 days' advance written Notice on the other party. However, ETP may terminate this Contract immediately for cause.

3.13 Release from Liability: Contractor hereby releases ETP from liability for any claims, liabilities, losses, damages, costs or expenses (including attorney's fees) that arise from or are related to this Contract.

3.14 Nondiscrimination: Contractor is an equal opportunity employer, and shall remain compliant with all state and federal laws pertaining to fair employment practices during the performance of this Contract.

3.15 Notices: All notices in connection with this Contract must be in writing, and shall be effective upon receipt. Notice of termination or material breach and final notice of overpayment must be delivered by certified U.S. Mail with return receipt requested, or by a commercial courier with receipt. Otherwise, notices may be delivered by U.S. Mail, commercial courier or email. All notices to ETP must be addressed to the manager of a Regional Office or the Sacramento office as appropriate to the subject matter. All notices to Contractor must be addressed to the following authorized representative:

Chuck Shinneman, Director of Building Optimization  
Name/Title

11020 Sun Center Drive, Suite 100  
Street Address

Rancho Cordova, CA 95670  
City, State, Zip

[REDACTED]  
Phone Number

cshinneman@[REDACTED]  
Email Address

Contract Number: ET20-0359-000

Contractor: CAPITAL ENGINEERING CONSULTANTS INC

Trainees in Enrolled but not Placed (with at least minimum hours)  
Please submit a Progress Payment and/or a Final Payment Invoice as needed

JOB	TRAINEE ID	FIRST NAME	LAST NAME	TOTAL VALID HOURS	ESTIMATED EARNED AMOUNT
1	TRN - 0353296	SAMANTHA		16.00	\$368.00
1	TRN - 0353303	ASHKAN		26.50	\$609.50
1	TRN - 0353269	TOM		16.50	\$379.50
1	TRN - 0353285	EMIL		20.25	\$465.75
1	TRN - 0353294	MARK		8.25	\$189.75
1	TRN - 0353305	MATT		39.75	\$914.25
1	TRN - 0353282	DAWN		26.00	\$598.00
1	TRN - 0353302	HUNTER		21.75	\$500.25
1	TRN - 0353275	ANTHONY		21.75	\$500.25
1	TRN - 0353304	JOSEPH		30.50	\$701.50
1	TRN - 0353278	THOMAS		10.00	\$230.00
1	TRN - 0353301	STEPHANIE		9.25	\$212.75
1	TRN - 0353263	PIA		10.25	\$235.75
1	TRN - 0353298	DAMIEL		12.25	\$281.75
1	TRN - 0353260	JOHN		10.25	\$235.75
1	TRN - 0363190	RICHARD		11.75	\$270.25
1	TRN - 0353266	PLAMEN		19.25	\$442.75
1	TRN - 0353291	JESSICA		14.75	\$339.25
1	TRN - 0353274	STEPHEN		2.50	\$57.50
1	TRN - 0353272	KURT		16.25	\$373.75
1	TRN - 0353279	SARAH		3.25	\$74.75
1	TRN - 0353277	RACHEL		13.25	\$304.75
1	TRN - 0353273	JOHN		3.00	\$69.00
1	TRN - 0363189	STEVEN		12.75	\$293.25
1	TRN - 0353268	LLOYD		18.00	\$414.00
1	TRN - 0353264	CHRISTOPHE		19.00	\$437.00
1	TRN - 0353286	MICHAEL		15.50	\$356.50
1	TRN - 0353265	STEPHEN		17.50	\$402.50
1	TRN - 0353299	RACHAEL		30.25	\$695.75
1	TRN - 0353300	RAMON		14.25	\$327.75
1	TRN - 0353288	FERDINAND		9.75	\$224.25
1	TRN - 0353297	MARK		11.00	\$253.00
1	TRN - 0353289	JOHN		40.50	\$931.50
1	TRN - 0353283	IQBAL		23.50	\$540.50
1	TRN - 0353276	CHUCK		26.00	\$598.00
1	TRN - 0353293	KEVIN		16.00	\$368.00
1	TRN - 0353287	CHRISTOPHE		38.50	\$885.50
1	TRN - 0353295	MARGARET		9.25	\$212.75
1	TRN - 0353262	JOEL		11.25	\$258.75
1	TRN - 0353270	JEFFREY		25.25	\$580.75

JOB	TRAINEE ID	FIRST NAME	LAST NAME	TOTAL VALID HOURS	ESTIMATED EARNED AMOUNT
1	TRN - 0353281	WILLIAM	[REDACTED]	4.00	\$92.00
1	TRN - 0353267	DAVID TADD	[REDACTED]	13.50	\$310.50
1	TRN - 0353271	AARON	[REDACTED]	31.75	\$730.25
2	TRN - 0691871	Jean	[REDACTED]	59.25	\$1,362.75
2	TRN - 0691870	Alex	[REDACTED]	65.00	\$1,495.00
2	TRN - 0353310	ERICK	[REDACTED]	22.00	\$506.00
2	TRN - 0363191	Agus	[REDACTED]	28.25	\$649.75
18			TOTALS	934.00	\$21,482.00





# Employment Training Panel Internet Invoice

Employment Training Panel

<b>Contract Number:</b>	ET20-0359-000
<b>Contractor:</b>	CAPITAL ENGINEERING CONSULTANTS INC
<b>Address:</b>	11020 SUN CTR DR STE 100 RANCHO CORDOVA, CA 95670
<b>Primary Contact:</b>	SHINNEMAN, CHARLES
<b>Phone Number:</b>	[REDACTED]

<b>Invoice No.:</b>	11
<b>Invoice Date:</b>	Jul 21, 2022
<b>Invoice Status:</b>	Approved
<b>Approval Date:</b>	Oct 13, 2022

<b>EXPLANATION OF REIMBURSEMENT REQUESTED</b>	
<b>ETP Monitor:</b>	Jordan Feisch
<b>Contract Closeout Invoice:</b>	No
<b>Range of Services:</b>	Jun 29, 2020 to Mar 03, 2022

<b>SUMMARY OF PAYMENTS APPROVED</b>	
<b>ETP Fiscal Analyst:</b>	Cari Uda
<b>Approved:</b>	\$0.00
<b>Adjustments:</b>	\$17,698.33
<b>Previously paid:</b>	\$27,436.27
<b>Total paid:</b>	\$27,436.27
<b>Earned this invoice:</b>	\$793.50
<b>Previously earned:</b>	\$4,117.23
<b>Total earned:</b>	\$4,910.73
<b>Total unearned:</b>	\$22,525.54

Payment Type	No. of Trainees	Amount Requested
P1	51	(\$25,875.00)
P2	49	\$7,948.10
Final	1	\$228.57
<b>Total Amount Requested:</b>		<b>(\$17,698.33)</b>

<b>Earned This Invoice by Funding Category</b>	
687 / 061 / 96871	\$793.50

<b>Paid This Invoice by Funding Category</b>	
/	/

<b>Contractor Certification</b>	
<p>I certify that training was performed during the terms of the contract. I also certify that the invoice meets performance criteria outlined in the Agreement. I understand this invoice is subject to audit and change by ETP, and that payment received for trainees who do not meet the criteria set forth in the agreement must be returned to ETP with statutory interest. I further certify I am authorized by the signatory of the agreement to sign and submit this request for payment.</p>	
<b>Submitted By:</b>	<b>Date:</b>
SHINNEMAN, CHARLES	Jul 21, 2022

<b>Explanation of Payment Approved</b>	
<p>ETP Authorized Staff : <i>Cari Uda</i></p> <p>ETP Authorized Signature _____</p> <p>Date <u>10/13/2022</u></p>	



## Interest Calculations Worksheet

10-10-2022

Agreement Number		Contractor Name		Agreement Term	
ET20-0359-000		CAPITAL ENGINEERING CONSULTANTS INC		06-11-2020 to 06-10-2022	
Beginning Date	Ending Date	Interest Rate	Interest Amount	Principal Amount	Balance Due
11-21-2020	12-31-2020	5%	\$16.42	\$2,915.01	\$2,931.43
01-01-2021	01-04-2021	3%	\$0.96		\$2,932.39
01-05-2021	02-10-2021	3%	\$12.08	\$1,035.00	\$3,979.47
02-11-2021	03-08-2021	3%	\$10.58	\$966.00	\$4,956.05
03-09-2021	04-04-2021	3%	\$14.08	\$1,380.00	\$6,350.13
04-05-2021	09-01-2021	3%	\$240.54	\$13,041.00	\$19,631.67
09-02-2021	12-31-2021	3%	\$204.88	\$867.67	\$20,704.22
01-01-2022	02-01-2022	3%	\$54.52		\$20,758.74
02-02-2022	06-30-2022	3%	\$277.92	\$1,797.60	\$22,834.26
07-01-2022	07-20-2022	3%	\$37.57		\$22,871.84
07-21-2022	10-10-2022	3%	\$158.20	\$523.26	\$23,553.29
Sub Total:			\$1,027.75	\$22,525.54	\$23,553.29
Adjustments:			\$0.00		
Final Total:			\$1,027.75	\$22,525.54	\$23,553.29



**Invoice Number**

**ET20-0359-000**

## Overpayment Invoice

**To:** CAPITAL ENGINEERING CONSULTANTS INC  
11020 SUN CTR DR STE 100  
RANCHO CORDOVA, CA 95670

**Date:** 10-10-2022

**RE:** ETP Agreement Number ET20-0359-000

**Term:** 06-11-2020 to 06-10-2022

This amount due shown below is the result of funds received but not earned plus accrued interest in accordance with the terms and conditions of the Agreement.

Amount:

\$22,525.54

Interest charge from 11-21-2020 through 10-10-2022

\$1,027.75

Adjustments:

\$0.00

**Total Overpayment Due:**

\$23,553.29

Additional interest charge per day after 10-10-2022

\$1.93

**Please return this copy of this Invoice with your remittance to:**

Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814  
**Attention: Fiscal Unit**

If you have any questions, contact Hong Nguyen at (916) 327-5643 or  
[Hong.Nguyen@etp.ca.gov](mailto:Hong.Nguyen@etp.ca.gov)

<b>CONTRACT SUMMARY - ETP AGREEMENT</b>			<b>ET20-0359</b>
<b>No. of Trainees</b>	<b>Training Occupation / Job</b>	<b>Cost Per Trainee</b>	<b>Total Amount Earned</b>
3	Job 1 Drafting/Designer, Construction Administration, Administration Staff, Design Engineer, Project Engineer, Front-Line Manager	\$966	\$2,709.40
2	Job 2 Drafting/Designer, Project Engineer, Front-Line Manager	\$1,380	\$2,201.33
5	<b>Total Trainees Placed</b>	<b>Total Earned:</b>	<b>\$4,910.73</b>
LESS PREVIOUS REIMBURSEMENTS			\$27,436.27
TOTAL UNEARNED FUNDS RECEIVED			\$22,525.54
ACCRUED INTEREST THROUGH OCTOBER 10, 2022			\$1,027.75
<b>AMOUNT OVERPAID - DUE TO ETP</b>			<b>\$23,553.29</b>



State of California—Labor and Workforce Development Agency

# Employment Training Panel



GAVIN NEWSOM  
GOVERNOR

October 10, 2022

Sent via Certified Mail  
and Email

Charles Shinneman, Director of Building Optimization  
Capital Engineering Consultants Incorporated  
11020 Sun Center Drive, Suite 100  
Rancho Cordova CA 95670

RE: ETP Contract ET20-0359 - FINAL CONTRACT CLOSEOUT  
NOTICE OF OVERPAYMENT

Dear Mr. Shinneman:

We have completed our review of ETP Invoice 11 and we have made the following determination:

Information necessary to verify full-time employment and wages during the retention period for **Matt Hamilton** was not available; therefore, we were unable to verify full-time employment.

As a result of our determination, we cannot approve final reimbursement for 1 trainee.

Our records indicate that a total of 5 trainees have been verified as meeting the required performance. Final training funds earned are \$4,910.73. Based on funds paid to date of \$27,436.27, your Contract is overpaid by \$22,525.54. In accordance with this Contract and State law, interest in the amount of \$1,027.75 has been calculated through 10/10/2022 and will be included with the overpayment amount. Additional interest will continue to accrue at the rate of \$1.93 per day until payment is received.

Based on the above, this letter also serves as a Notice of Overpayment in the amount of \$23,553.29. Please remit payment for the amount due, plus any additional interest accrued after 10/10/2022, with a copy of Overpayment Invoice ET20-0359, to:

**EMPLOYMENT TRAINING PANEL  
1100 J STREET, 4TH FLOOR  
SACRAMENTO CA 95814**

**ATTN: FISCAL UNIT**

SACRAMENTO CENTRAL OFFICE  
1100 J Street, 4<sup>th</sup> Floor  
SACRAMENTO, CA 95814  
(916) 327-6640

N. HOLLYWOOD REGIONAL OFFICE  
4040 Lankershim Blvd., Suite 311  
NORTH HOLLYWOOD, CA 91602  
(818) 768-1313

S.F. BAY AREA REGIONAL OFFICE  
1065 East Hillsdale Blvd, Suite 416  
FOSTER CITY, CA 94404  
(650) 655-6930

SAN DIEGO REGIONAL OFFICE  
9096 Rio San Diego Dr. #320  
SAN DIEGO, CA 92108  
(619) 300-6448

[www.etp.ca.gov](http://www.etp.ca.gov)  
ETP (08/02/19)

You may review the current list of participants and their status on the ETP Cal E Force site. If you have any questions concerning this Notice, contact me at (916) 327-5569 or [Cari.Uda@etp.ca.gov](mailto:Cari.Uda@etp.ca.gov). However, this action will not extend your appeal period unless you receive written notice of extension. If you intend to appeal, you must do so within the time frames discussed in Attachment A, Notice of Appeal Rights.

#### AUDIT AND RECORDS RETENTION

The total amount of ETP reimbursement is subject to a subsequent audit by ETP. Your contract allows ETP to audit source documents (e.g., accounting and payroll) and other records directly related to reimbursement, for up to four years from the contract end-of-term. You must maintain the source documents and other records (e.g., attendance rosters) for the same amount of time.

Sincerely,



Cari Uda  
Fiscal Analyst

Notice of Appeal Rights

cc: Jordan Fetsch, ETP Monitoring Analyst  
Fiscal Overpayment Unit  
Master File

Michael Jester, Strategic Business Solutions, LLC

**NOTICE OF APPEAL RIGHTS**

If you want to submit a first level of appeal, then you must do so as stated in the regulation below within 30 days of receipt of this Final Closeout and/or Overpayment. Please note that a first level appeal should be in writing, sent to the Executive Director by U.S. certified mail, and include a detailed statement setting forth the issues and facts in dispute. Any and all documents or other writings that you contend support your position should be provided at the time of submitting your written appeal. Please note that the Executive Director will issue a written determination within 60 days of receiving your appeal.

Please send your appeal by U.S. certified mail to:

**EMPLOYMENT TRAINING PANEL  
ATTN: EXECUTIVE DIRECTOR  
1100 J STREET, 4TH FLOOR  
SACRAMENTO, CA 95814**

For your convenience, California Code of Regulations, title 22, section 4450, states:

**Appeal Process**

- (a) An interested person may appeal any final adverse decision made on behalf of the Panel where said decision is communicated in writing. Appeals must be submitted in writing to the Executive Director at the Employment Training Panel in Sacramento.
- (b) There are two levels of appeal before the Panel. The first level must be exhausted before proceeding to the second.
  - (1) The first level of appeal is to the Executive Director, and must be submitted within 30 days of receipt of the final adverse decision. This appeal will not be accepted by the Executive Director unless it includes a statement setting forth the issues and facts in dispute. Any documents or other writings that support the appeal should be forwarded with this statement. The Executive Director will issue a written determination within 60 days of receiving said appeal.
  - (2) The second level of appeal is to the Panel, and must be submitted within 10 days of receipt of the Executive Director's determination. This appeal should include a statement setting forth the appellant's argument as to why that determination should be reversed by the Panel, and forwarding any supporting documents or other writings that were not provided at the first level of appeal to the Executive Director. If the Panel accepts the appeal and chooses to conduct a hearing, it may accept sworn witness testimony on the record.

**ATTACHMENT A: Page 2 of 2**

- (A) The Panel must take one of the following actions within 45 days of receipt of a second-level appeal:
  - (1) Refuse to hear the matter, giving the appellant written reasons for the denial; or
  - (2) Conduct a hearing on a regularly-scheduled meeting date; or
  - (3) Delegate the authority to conduct a hearing to a subcommittee of one or more Panel members, or to an Administrative Law Judge with the Office of Administrative Hearings.
- (B) The Panel or its designee may take action to adopt any of the administrative adjudication provisions of the Administrative Procedures Act at Government Code Section 11370 et seq., for the purpose of formulating and issuing its decision. Said action may take place at the hearing, or in preliminary proceedings.
- (C) Upon completion of the hearing, the record will be closed and the Panel will issue a final ruling. The ruling may be based on a recommendation from the hearing designee. The ruling shall be issued in a writing served simultaneously on the appellant and ETP, within 60 days of the record closure.
- (c) The time limits specified above may be adjusted or extended by the Executive Director or the Panel Chairman for good cause, pertinent to the level of appeal.
- (d) Following receipt of the Panel's ruling, the appellant may petition for judicial review in Superior Court pursuant to Code of Civil Procedure Section 1094.5. This petition must be filed within 60 days from receipt of the Panel's ruling.

**REFERENCE:**

Section 10205(k) and 10207, Unemployment Insurance Code.

**HISTORY:**

1. New section filed 4-14-95; operative 4-14-95 pursuant to Government Code section 11343.4(d) (Register 95, No. 15).
2. Amendment of section and Note filed 11-28-2006; operative 12-28-2006 (Register 2006, No. 48).



# Exhibit E



State of California—Labor and Workforce Development Agency

# Employment Training Panel



GAVIN NEWSOM  
GOVERNOR

December 19, 2022

Sent via Email & Overnight Mail

Chuck Shinneman  
Director of Building Optimization  
Capitol Engineering Consultants, Inc.  
11020 Sun Center Drive, Suite 100  
Rancho Cordova, CA 95670  
[REDACTED]

RE: **Executive Director Determination to First-Level Appeal**  
**Contractor Name:** Capitol Engineering Consultants, Inc.  
**ETP Contract No:** ET20-0359

Dear Chuck Shinneman:

I am writing in response to an alleged First-Level Appeal dated November 1, 2022, submitted for the benefit of Capitol Engineering Consultants, Inc. (hereinafter the "Contractor").

Simply put, after receiving Invoice 11 (Closeout) on October 14, 2022, the Contractor sent an alleged First-Level Appeal that merely criticized ETP procedures and the Fiscal Unit instead of setting forth any substantive issue or fact in dispute. Moreover, the alleged First-Level Appeal requests the system be "re-opened" so that the Contractor can now bill for trainees after Closeout.

The pertinent authority at issue herein includes at least the following:

Section 2.3 of ETP Contract No. ET20-0359 states:

"Invoicing: Contractor must submit timely and accurate invoices for the Progress Payments and Final Payment in the manner and form specified by ETP. The Fiscal Closeout invoicing should be submitted to ETP no later than 30 days after the term of this Contract has ended."

Exhibit D of ETP Contract No. ET20-0359 defines "Final Payment" as follows:

"Final payment is the final 25% payment based on the number of training hours completed for each trainee. Final payments (F) may be authorized and paid for each trainee after completion of training and the required post-training retention period specified in the agreement. Each trainee must be employed full-time and must receive the minimum wage specified in the Contract at the end of the employment retention period. Final Payments are reconciled with individual

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FOSTER CITY, CALIFORNIA 94404  
(650) 655-6930

SAN DIEGO REGIONAL OFFICE  
9095 Rio San Diego Drive, Suite 320  
SAN DIEGO, CALIFORNIA 92108  
(619) 881-1777

unearned progress payments and are not considered earned until the Fiscal Closeout of the Contract.”

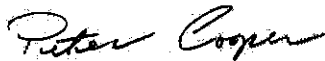
Exhibit D of ETP Contract No. ET20-0359 defines “Final Closeout” as follows:

“The process by which ETP determines the actual amount of Payment Earned for all trainees, reconciling the Final Payment with the first two Progress Payments. ETP will give Contractor written Notice of any overpayment that results from Fiscal Closeout within a reasonable time after the term of this Contract.”

Additionally, on multiple occasions prior to Closeout, including but not limited to September 19, 2022 and October 6, 2022, although not required, the Contractor was provided written notice of the disallowed trainee and unbilled trainees – and specifically advised the Contractor that failure to timely address these issues prior to Closeout would result in an overpayment situation. Notwithstanding said written notice, the Contractor failed to address the pertinent issues prior to Closeout instead instructing ETP staff to proceed with Closeout without change.

Consequently, since the alleged First-Level Appeal fails to identify any issue or fact in dispute, nor any justification for not providing the required documentation to address the issues herein prior to Closeout, even after receiving multiple written notice to do so, please be advised that the alleged First-Level Appeal is hereby denied in its entirety.

Sincerely,



Peter Cooper for Reg Javier  
Executive Director

cc: via email only  
Michael Jester, Strategic Business Solutions, LLC  
Jaime Gutierrez, ETP Chief Deputy Director  
Mario Maslac, ETP Northern California District Manager  
Diana Torres, ETP Southern California District Manager  
Michael Cable, ETP Staff Attorney

**DECLARATION OF SERVICE**

I declare as follows:

I am a citizen of the United States, over the age of eighteen (18) years, and not a party to the within action. I am employed by the Employment Training Panel in the County of Sacramento, State of California. My business address is 1100 J Street, Fourth Floor, Sacramento, CA 95814.

On **December 19, 2022**, I served the within document(s):

**Executive Director Determination to First-Level Appeal  
ETP Contract No. ET20-0359**

on all interested parties in this action as follows:

Chuck Shinneman  
Director of Building Optimization  
Capitol Engineering Consultants, Inc.  
11020 Sun Center Drive, Suite 100  
Rancho Cordova, CA 95670  
[REDACTED]

☒ **BY OVERNIGHT MAIL:** I enclosed the above stated document(s) in an envelope or package provided or accepted by an overnight delivery carrier and addressed to the above stated person(s). I caused such envelope or package for collection and overnight delivery to be deposited at an office or a regularly utilized drop box of the overnight delivery carrier, with the postage fully prepaid.

☒ **BY ELECTRONIC SERVICE:** I caused such document(s) to be delivered electronically via email to the email address of the addressee(s) set forth above.

I declare under penalty of perjury under the laws of the State of California that the above statements are true and correct.

Executed on **December 19, 2022**, in Sacramento, California.

*Melissa Roper*  
\_\_\_\_\_  
MELISSA ROPER

# Exhibit F

Executive Director  
Employment Training Panel  
11009 J Street, 4<sup>th</sup> Floor  
Sacramento, California 95814

December 27, 2022  
Dear Executive Director,

Please allow this letter to serve as our timely response and 2<sup>nd</sup>-level appeal response to the First Level Appeal Determination letter. We still believe that our Appeal is valid and that consideration should be given to Grant this Appeal in whole or in part due to procedural deficiencies in handling the fiscal closeout, as well as the unique facts of this situation.

First of all, it is our contention that the amount of this Overpayment was easily mitigated by the Hours that existed in the ETP System. Pay 1 and Pay 2 invoices had been processed and Pay 4 procedures were begun. We were not asking, as in many cases, that we be allowed to go back and "capture" training in order to offset the overpayment. The hours were already there.

We believe, after discussions with ETP Staff, that both the amount and unique facts stated above puts this situation in a rare category that requires further consideration. It is not our intent, as stated in the Appeal response, to criticize ETP Processes. It is, however, our intent to call into question "how much is enough" when it comes to an extraordinary situation like this where the amount of overpayment is so easily mitigated with some personal attention to the Stakeholder relationship. We contend that "just enough" is not good enough in this situation. A Reasonable and Prudent person with a proper perspective of the Stakeholder relationship would make personal contact to insure that the situation gets resolved in a way that is not injurious to the Contract Holder. In this case, a 15-minute Conference call would have sufficed and would have offered the level of care that was necessary given the apparent disconnect that occurred.

Past practices in the Fiscal Department would have followed a more personal approach and would likely have made this situation "moot". Allegations in the last year against the Fiscal Department have caused a pendulum swing toward a strict constructionist interpretation of Policy and Procedure that has swung so far that remedies like this have been lost and the Stakeholder relationship has suffered as a result. It would seem that much more time and effort has been expended in this appeal process than would have been spent in the above-referenced conference call scenario.

In addition, we raised the fact in our first-level appeal, that a Final Monitoring Visit was not conducted on the Contract. This is a fact that caused serious damage to our ability to successfully close out this contract. Part of any Final Monitoring visit is to review the status of Final Invoicing and to gather information as to when fiscal closeout will occur. We contend that this procedure not being followed cause serious damage to Capital Engineering and that this fact cannot be trivialized nor can its effect on the situation be marginalized.

As a result of the facts stated above, as well as the content of our first-level appeal, we believe that the overpayment should be mitigated in whole or in part to reflect the deficiencies stated above.

Best Regards,

A handwritten signature in black ink, appearing to read "Chuck Shinneman". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Chuck Shinneman  
Associate Principal  
Capital Engineering



Retrainee-Job Creation

**Training Proposal for:**

**Barnum Mechanical, Inc. dba Barnum Equipment Sales Inc.,  
Barnum Mechanical Inc.**

**Contract Number: ET23-0265**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SET SB <100 Priority Rate HUA	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Placer, 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: 44	U.S.:44	Worldwide: 44	
<u>Turnover Rate:</u>	3%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$173,947

<b>Total ETP Funding</b>
\$85,560



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp. Skills Hazardous Materials, Literacy Skills, OSHA 10/30	42	8-200	0-30	\$1,380	\$30.90
				Weighted Avg: 60			
2	Retrainee Job Creation Initiative SET Priority Rate SB<100	Business Skills, Commercial Skills, Computer Skills, Cont. Imp. Skills Hazardous Materials, Literacy Skills, OSHA 10/30	15	8-200	0-30	\$1,840	\$20.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90 per hour in Placer and Tulare Counties  
Job Number 2 (SET/Job Creation): \$18.54 per hour in Placer 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 in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Field Staff		17
Sales Staff		2
Administrative Staff		7
CAD Designer		2
Project Engineer		6
Project Manager		7
Owner		1
<b>Job Number 2</b>		
Field Staff		4
		4
Sales Staff		1
Administrative Staff		1

CAD Designer		1
Project Engineer		1
Project Manager		3

## **INTRODUCTION**

Founded in 1980 and headquartered in Loomis, Barnum Mechanical, Inc. dba Barnum Equipment Sales Inc., Barnum Mechanical Inc. (BMI) (<https://barnummechanical.com>), provides process design engineering, automated control systems, project management and installations for food and beverage processing companies and geothermal industries throughout the United States. BMI has locations in Loomis and Visalia however, training under this proposal will be delivered at the Company's headquarters in Loomis. This is BMI's first ETP Project.

### **Veterans Program**

Although the Company does not actively recruit Veterans, BMI values the Veteran workforce and will pursue opportunities to hire Veteran workers.

## **PROJECT DETAILS**

BMI has very distinctive processes and services due to their specialization in the food and beverage industry. Due to this, the Company has a very elaborate training plan in place that focuses on company specific processes, new industries, and new regulations.

The Company currently serves food and beverage facilities which requires more specialized products. The design and installment require different pipes, welds, control systems, and sanitation systems compared to the more traditional HVAC systems. BMI has an extensive training plan in place for employees to gain knowledge in these specific Company products and processes to maintain the high standards the Company expects. As the Company expands, it is beginning to serve emerging industries (i.e. plant based proteins, food supplement and nutraceuticals). These new industries require subject matter experts in order to plan and build systems to fit the needs of the customers. New standards and regulations provided by the USDA and the State of California provide additional training opportunities. New regulations require additional components and subsystems to the overall strategy, providing a sterile environment for each part of the system has become very complicated and time-consuming. This adds another level of complexity to designing the system. As a result of these new regulations, the employees require continuous training to teach them new industry controls and adapt them to the Company's mechanical and electrical controls.

### **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.

BMI currently has a backlog of projects and needs additional workforce to meet current demands. The Company will hire 15 new employees (Job Number 2) to help meet this increased demand. 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, E-Learning and Computer Based Training (CBT) by in-house experts and vendors as needed in the following:

**Business Skills:** Training will be offered to all occupations and focus on improving communication skills with training topics including Business Communication, Customer Relationship Management and Project Management and Methodology.

**Commercial Skills:** Training will be offered to all occupations and focus on new equipment and certifications. Training topics include Tank Construction, Piping Systems, and Chillers.

**Computer Skills:** Training will be offered to all occupations and focus on the Company's internal software. Training topics include Advanced Excel, Plangrid, and Revit Architecture Fundamentals.

**Continuous Improvement:** Training will be offered to all occupations and focus on the process improvement and increasing efficiency. Training topics include Cross Training, Decision Making, Process Improvement, and Root Cause Analysis.

**Literacy Skills:** Training will be offered to Field Staff and focus on communication skills and basic math skills. Training Topics include Vocational English as a Second Language, Vocational English, and Basic Math.

**Hazardous Material Skills:** Training will be offered to Field Staff, Project Manager, and Project Engineer and focus on safely handling and disposing of hazardous materials. Training topics include Asbestos Removal, Hazardous Materials Handling, and Hazardous Waste Cleaning.

## Certified Safety Training

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

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-30 hours of CBT.

## 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 \$41.20 to \$30.90). The Company requests this modification.

One trainee 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 Tulare County is in an HUA. However, the Company is not requesting a HUA wage modification.

**Commitment to Training**

BMI invests \$125,000 annually on training for its facility. Training includes new hire orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company has identified the Director of Administration and the assistance of an ETP Project Manager who will be responsible for overseeing all aspects of the training project including scheduling training, tracking hours, and collecting rosters. Training will be provided by in-house subject matter experts that have been identified by the Company. 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**

Sierra Consulting Service in Cameron Park assisted with development of this proposal for a flat fee of \$8,500.

**ADMINISTRATIVE SERVICES**

Sierra Consulting Service 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 Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning

**Commercial Skills**

- A/C Systems
- Blue Print Reading
- Boilers
- Bonds
- Boom Lift
- Building Systems
- Change Order Negotiations
- Chillers
- Concrete Forming
- Confined Space
- Construction Cost Awareness and Production
- Construction Job Site logistics/Sequencing

- Construction Management
- Construction: Methodologies
- Contractual Risk Transfer
- Control Panels
- Crisis Management
- Defensive/Distracted Driver Training
- Ducting Overview & Install
- Electricity Overview
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment Operation
- Estimating
- Fall Prevention
- Foreman's Advantage
- Forklift/Scissor Lift
- Global Harmonized System
- High Heat Training
- How to Complete a Work Authorization
- HVAC Systems
- Infection Control and Aseptic Practices
- Insurance
- LEED Building Codes/Design
- LEED Building Fundamentals
- Lien Law and Remedies
- Lock out/Tag out
- Managing Subcontractors
- Mechanical, Electrical and Plumbing
- NFPA 70E Arc Flash Safety
- Personal Protection Equipment
- Pipefitting
- Piping Systems
- Planning and Scheduling
- Product Knowledge
- Rigging and Signaling
- Tank Construction
- Traffic Control
- Unit Cost Tracking
- Welding
- Work Order Processing

**Computer Skills**

- Advanced Excel
- BIM Building Information Modeling
- Bluebeam
- Computer Aided Design (CAD) Software
- ERP Training
- In Design Software Training
- Innovaya Software

- Intermediate and Advanced Microsoft Office
- Navis
- P6
- Plangrid
- Procore
- Projections
- Revit Architecture Fundamentals
- Sage
- Social Media – Linked in
- Suretrack
- Timberline Software
- VM Ware
- Website Maintenance

### **Continuous Improvement Skills**

- 5S
- Cross Training
- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Kaizen
- Leadership
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

### **Hazardous Materials**

- Asbestos Removal
- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

**Literacy Skills**

- Vocational English as a Second Language
- Vocational English
- Basic Math

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**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
- Electrocution – 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:**

**Commercial Casework Incorporated**

**Contract Number: ET23-0258**

**Panel Meeting of:** January 27, 2023

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

**Analyst:** A. Salinas

**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:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Carpenters 46 Northern California Counties Conference Board		
Number of Employees in:	CA: 108	U.S.: 108	Worldwide: 108
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$250,000

<b>Total ETP Funding</b>
\$185,150

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Mfg. Skills, Computer Skills	106	8–200	0	\$1,265	\$26.91
				Weighted Avg: 55			
2	Job Creation Initiative Retrainee Priority Rate	Business Skills, Mfg. Skills, Computer Skills	37	8–200	0	\$1,380	\$26.91
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for Alameda County

Job Number 2 (Job Creation): \$20.60 per hour for Alameda County

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

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

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		
Administrative Staff		4
Engineering Staff		10
Estimation Staff		5
Carpenters		43
Project Management		19
Purchasing Staff		25
Job Number 2 – Job Creation		
Administrative Staff		1
Engineering Staff		3
Estimation Staff		1
Carpenters		12
Project Management		10
Purchasing Staff		10

**INTRODUCTION**

Founded in 1978 and headquartered in Fremont, Commercial Casework Incorporated (Commercial Casework) (<https://commercialcasework.com/>) provides custom architectural woodwork and cabinetry, focusing on the needs of the San Francisco Bay Area. The Company specializes in custom-tenant improvements such as board rooms, cafes, reception areas and

breakrooms/restrooms. The Company is also moving into new areas of work, such as expanding to service hospitals and schools to effectively diversify its projects, anticipating changes in the market. ETP-funded training will be delivered at the Fremont location.

This will be Commercial Casework's second ETP Contract, and it's second in the last five years. In this project, the Company is adding four new occupations to be trained, as well as opening up training to a much larger portion of the Company. Training will be provided in Business, Manufacturing and Computer Skills. Prior training focused on a few non-union positions (which is a small portion of the Company), while also training management on the need to tighten their training processes and procedures. While some trainees will be repeat trainees from the prior project, no training will be duplicated for any trainee and the topics will be new due to technology changes.

### **Veterans Program**

Although there is not a separate Veterans' Job Number in this proposal, Commercial Casework is committed to veteran inclusion and encourages veterans to apply for positions within the Company. The Company accepts applications from all veterans and seriously considers their employment due to their varying and deep experience in the service.

### **Union Support**

Carpenters and Engineering Staff are represented by Carpenters 46 Northern California Counties Conference Board. The union has submitted a letter of support for this training project.

### **PROJECT DETAILS**

Over the next two years, Commercial Casework will implement new machinery including a CNC router that all production employees must be trained. The Company is also utilizing new technologies, where training is needed in the field as well as in the office. Commercial Casework is also implementing many new processes such as new procedures manuals, which is affecting the project management team who must learn the procedures to deliver those changes to all field personnel. Due to increased costs of materials and general construction, the Company has to be more lean and efficient to remain viable. This has created a need for training to ensure all materials are maximized.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 37 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, Commercial Casework is looking at new customers in hospital, schools, and public works, which creates the opportunity for more revenue and necessitating the hiring of more employees. Company revenue is expected to increase by 30% (up to \$50M) over the course of the training project. The Company is also exploring adding another facility in the East Bay and needs these new employees to facilitate these changes.

### **Training Plan**

The following training will be conducted via Class/Lab and E-Learning delivery methods:

**Business Skills:** Training will include Accounting Skills, Communication Skills, Customer Service and Data Analysis.

**Manufacturing Skills:** Training will include Assembly Processes, Engineering Planning, Equipment Maintenance and Equipment Operation.

**Computer Skills:** Training will include AutoCAD, Construction Manager Accounting Software, Lien Writer Software and ProjectPAK.

### **Commitment to Training**

The Company's annual-training budget in California is \$200,000 and includes sexual harassment prevention, basic Microsoft Office skills, and other basic training for new software programs.

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 Accounting Manager (dedicated administrator), two Accounting Administration, and one HR Administration staff will be directly responsible for the project. Training will be delivered by five to seven (in-house) leads who are subject-matter experts from each occupation listed in the proposal. Additionally, the Company has retained a third-party subcontractor, Propel Consulting Group, to assist with ETP administration and systems.

### **Impact/Outcome**

As a result of ETP funding, trainees will receive LEAN certifications as well as forklift certification.

### **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 \$ %
ET21-0138	Fremont	7/15/20 – 7/14/22	\$29,394	\$29,394 (100%)

### **DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$5,000.

### **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 Skills
- Communication Skills
- Customer Service
- Data Analysis
- Financial Management
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Sales Techniques
- Team Building

**Manufacturing Skills**

- Assembly Processes
- Engineering Planning
- Equipment Maintenance
- Equipment Operation
- Error Reduction
- Forklift Operation
- Installation Procedures
- LEAN Construction
- Machinery Operation
- Manufacturing Basics
  - Scissor Lift Training
  - Respirator Training
  - Table Saw Training
  - Eye Protection Training
- Production Techniques
- Product Handling
- Project Scheduling
- Quality Assurance
- Tool Operation

**Computer Skills**

- AutoCAD
- Construction Manager Accounting Software
- Float (Resource Management Software)
- GEMM Software
- Lien Writer Software
- Microsoft Office Skills (Intermediate/Advanced)
- ProjectPAK
- ShoPAK
- Tablets

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# CARPENTERS

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46 Northern California Counties Conference Board

**CHRIS PEDROZA**

Executive Director

December 6, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members:

We understand Commercial Casework, Inc. is requesting Employment Training Panel (ETP) funding. The proposed training plan for the specified members has our support. The trainees covered under the collective bargaining agreement for Northern California Carpenters (044260-044260 and 044260-051351) will be as follows: Approximately 65 Carpenters and 15 Engineers.

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

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

Please be advised that Carpenters 46 Northern California Counties Conference Board is in full support of additional training for our membership which compliments the multi-faceted and comprehensive training provided by the Carpenters Training Committee for Northern California based on the understanding and assurance that affected employees will be compensated as per our collective bargaining agreement.

Should you have any questions regarding this matter, please feel free to contact this office.

Sincerely,



Chris Pedroza  
Executive Director

CP:jc



## Retrainee-Job Creation

### Training Proposal for:

### Engeo Incorporated

**Contract Number: ET23-0270**

**Panel Meeting of:** January 27, 2023

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

**Analyst:** S. Wang

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans HUA	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Orange, Santa Clara, San Francisco, Alameda, Santa Barbara, San Joaquin, Placer, Los Angeles, and San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Operating Engineers Local Union No.3		
Number of Employees in:	CA: 245	U.S.: 260	Worldwide: 404
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$274,260

<b>Total ETP Funding</b>
\$148,465



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Commercial Skills, PL - Comm. Skills, Computer Skills, Cont. Improv., HazWoper, OSHA 10/30	235	8–200	0–174	\$483	\$23.50
				Weighted Avg: 21			
2	Job Creation Initiative Retrainee Priority Rate	Commercial Skills, PL - Comm. Skills, Computer Skills, Cont. Improv., HazWoper, OSHA 10/30	50	8–200	0–174	\$598	\$23.50
				Weighted Avg: 26			
3	Veterans Retrainee Priority Rate	Commercial Skills, PL - Comm. Skills, Computer Skills, Cont. Improv., HazWoper, OSHA 10/30	10	8–200	0–174	\$506	\$23.50
				Weighted Avg: 22			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Numbers 1 & 3:** \$24.72 per hour for Alameda, Santa Clara, and San Francisco counties; \$23.59 per hour for Contra Costa County; and \$22.66 per hour for Orange, San Diego, Santa Barbara, San Joaquin, Los Angeles, and Placer counties.

**Job Number 2 (Job Creation):** \$20.60 per hour for Alameda, Santa Clara, and San Francisco counties; \$19.66 per hour for Contra Costa County; \$18.78 per hour for Los Angeles County; \$18.54 per hour for Orange, San Diego, Santa Barbara, San Joaquin, and Placer counties.

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

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

Up to \$1.22 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 and 3.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Engineers and Geologists		106
Field and Laboratory Representatives		96
Project Assistants		33
<b>Job Number 2: Job Creation</b>		
Engineers and Geologists		16
Field and Laboratory Representatives		30
Project Assistants		4

<b>Job Number 3: Veterans</b>		
Engineers and Geologists		6
Field and Laboratory Representatives		3
Project Assistants		1

## **INTRODUCTION**

Founded in 1971 and headquartered in San Ramon, Engeo Incorporated (Engeo) ([www.engeo.com](http://www.engeo.com)) is an employee-owned firm that provides geotechnical, environmental, hydrologic, and geologic engineering as well as construction testing and inspection services. Engeo has eleven additional offices in California and international offices in New Zealand and Australia. ETP-funded training will be delivered at Engeo's California locations in Orange, San Joaquin, Los Angeles, Alameda, Placer, San Francisco, Santa Clara, Santa Barbara, San Diego, and Contra Costa counties.

Engeo's customer-base includes school districts, utility districts, land developers, land builders, financial institutions, landowners, land-use attorneys, and city, county, state, and local agencies.

This will be Engeo's fifth ETP Contract, and its third in the last five years. In previous projects, training focused on regulatory changes (updated every two to four years) and use of new equipment including Ground Penetrating Radar, Drones, and Geographic Information System. In this proposal, training will focus on industry changes to adapt to new regulations, quality control, and service offerings. No training will be duplicated for trainees who participated in prior ETP-funded training.

### **Veterans Program**

In this proposal, Engeo will deliver training to ten Veterans (Job Number 3). The Company frequently posts open positions at Travis Air Force Base and with Local 3 Operating Engineers Union. Additionally, it also reaches out to the National Reserves and local community colleges.

### **Union Support**

Engeo has approximately 12 employees represented by Operating Engineers Local Union No. 3 (ten Field Representatives and two Laboratory Representatives). The union has provided a letter supporting its training initiatives.

### **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.

In this proposal, the Company 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. During the COVID-19 pandemic, a significant number of employees serving the engineering and construction profession took early retirement. This has resulted in a job shortage for the last two years that is being felt in the industry. Since then, Engeo has increased its market share and expanded its regions to help address this shortage, which has added to the need to hire and train new employees in both the engineering and construction aspects of the business.

## **PROJECT DETAILS**

In the engineering and construction industry, there are routine Building or Seismic Code updates, Stormwater / Water Quality / Water supply updates, frequent design changes due to construction materials available, and frequent field changes due to actual conditions encountered. ETP-funded training will allow Engeo to train its staff on these updates to adeptly identify, prepare for, and solve these occurrences and challenges to meet infrastructure standards.

### **Training Plan**

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

**Commercial Skills:** this training will be offered to all occupations on course topics like Business Strategy Training Series, Technical Writing Training, Certification Preparation, and Construction Plan Training.

**Computer Skills:** this training will be offered to all occupations on course topics like Civil 3D with subtopics such as Points, Services, Coordinate Geometry, Parcels, and Alignments.

**Continuous Improvement:** this training will be offered to all occupations on course topics like AutoCAD and SI Certs – International Code Council (ICC) Certification On-Line Training.

### **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.

Engeo will deliver PL training to an estimated 65 Field and Laboratory Representatives and 39 Engineers and Geologists, which would equal around 24% of total ETP funding being requested. PL training will be performed at one of Engeo's regional laboratories, and other PL training will be conducted on the construction site to physically observe the features being taught such as nuclear gauge usage, grading, concrete placement, and stake reading elements. PL will be for trainees who directly interface with new and/or improved processes and new equipment. Each trainee will require a maximum of 15 hours of PL training, using a 1:1 trainer-to-trainee ratio.

### **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 24 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## **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 0–174 hours of CBT.

## **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 locations in San Joaquin County are in an HUA.

However, the Company is not requesting a wage or retention modification.

## **Commitment to Training**

Engeo has an annual training budget of \$950,000 allocated to its California-based facilities for employee training. Non-ETP training programs include: LinkedIn Learning, monthly-safety meetings, job-site safety training, retirement and financial planning, and project-specific training. ENGEO is committed to continue providing company-sponsored training. ETP funds will not displace 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**

Engeo's Project Assistant (dedicated administrator) will oversee and coordinate the project. Along with the Project Assistant, there will be approximately five other staff ranging from Director, HR Staff, and Principal to assist with internal administrative duties. The Project Assistant will be in charge of enrolling trainees, tracking training hours, and corresponding with ETP staff. The Director and Principal will be dedicated to getting training scheduled. At each location, there will be a Project Assistant or identified lead to gather all training records. Training will be delivered by in-house subject-matter experts and/or vendors to be determined.

## **Impact/Outcome**

ETP-funded training will result in workers receiving the following skills' certifications that are transferrable in the industry:

- American Portable Nuclear Gauge Association (APNGA) (or equivalent nuclear gauge training company)
- HAZWOPER (OSHA 40)
- CAD (Computer-Aided Drafting)
- OSHA 10/30
- ACI (America Concrete Institute) and ICC (International Code Council)

## **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 \$ %
ET20-0182*	Statewide	12/31/19 – 12/30/21	\$199,686	\$148,676.71 (74%)
ET17-0198	Statewide	9/5/16 – 9/4/18	\$168,298	\$168,298 (100%)

\*ET20-0182: The reason Engeo underperformed was because employees working from home during the COVID-19 pandemic did not fill out ETP rosters for the online training. The Company was doing more Zoom training, and the documentation was not clear. Since then, a majority of the staff are back in office and there is a better plan in place on how training records should be documented.

**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**

- Business Strategy Training Series
- Technical Writing Training
- Job Readiness Workshops
- Certification Preparation
- Administrative Task Training
- Analysis and Design Criteria Training
- Field Activities Training
- Construction Plan Training
- Green & Sustainable Remediation Practices and Sustainability Reports
- Construction Site Safety / Awareness
- Geotechnical Documents and Plans
- Construction Observation
- Geotechnical Corrective Grading
- Geotechnical Products
- Hot Mix Asphalt (HMA) Placement
- Special Inspections Training
- Storm Water Pollution Prevention Program (SWPPP) Monitoring and Sampling
- Data Acquisition Instrumentation

**Productive Lab (Trainer-to-Trainee Ratio 1:1)****PL- COMMERCIAL SKILLS**

- Laboratory Equipment Training
  - Soil Index Testing (Compaction Curves, Grain Size Distribution/Sieves, Atterberg Limits)
  - Soil Strength Testing (Unconfined, Triaxial, Direct Shear, R-Value, Cyclic Direct Simple Shear, Constant Rate Strain Consolidation)
  - Cementitious Material Testing (Mortar, Grout, Concrete, Cellular Concrete)
  - Materials Specification Testing (Hot Mix Asphalt, Aggregate Base, Chemically Treated Soil)
  - Incremental Consolidation
  - Swell / Collapse Testing
  - Hydraulic Conductivity Testing
  - Sulfate Testing of Soils
  - Laboratory Staff Certification Training (ACI and CalTrans)
- Nuclear Gauge Equipment Procedures

## **Computer-Based Training**

### **COMMERCIAL SKILLS**

- Online Gauge Certification Training (6 hrs.)

### **COMPUTER SKILLS**

- Civil 3D - Total Hours: 24
  - Session 1 - Introduction, Sharing, Project Data (4 hrs.)
  - Session 2 - Points, Surfaces, Coordinate Geometry (4 hrs.)
  - Session 3 - Parcels, Alignments (4 hrs.)
  - Session 4 - Profiles, Corridor Modeling (4 hrs.)
  - Session 5 - Sections, Grading (4 hrs.)
  - Session 6 - Labels, Real Time Simulations (4 hrs.)

### **CONTINUOUS IMPROVEMENT**

- Arc Geographical Information System (ArcGIS) / Environmental Systems Research Institute (ESRI) (24-hrs.)
  - Python Development Training (5 hrs.)
  - ArcGIS Field Maps Best Practices (4 hrs.)
  - ArcGIS Introduction to Experience Builder (5 hrs.)
  - Coordinate System and Projections (2 hrs.)
  - Watershed Modeling (4 hrs.)
  - ArcGIS Figure Standards and Production Workflow (4 hrs.)
- AutoCAD (24-hrs.)
  - AutoCAD and ArcGIS Integration (5 hrs.)
  - Coordinate System and Projections (2 hrs.)
  - Best Practices for Cross Sections (4 hrs.)
  - AutoCAD Figure Standards and Production Workflow (4 hrs.)
  - Construction Drawing Standards and Workflow (4 hrs.)
  - Integration of AutoCAD Extensions (5 hrs.)
- Special Inspection (SI) Certs - International Code Council (ICC) Certification On-Line Training (24 hrs.)
  - Part 1: Introduction to Relevant Building Materials (2 hrs.)
  - Part 2: California Building Code and Code Implementation (4 hrs.)
  - Part 3: Application of Other Reference Manuals (6 hrs.)
  - Part 4: Quality Control and Reporting (4 hrs.)
  - Part 5: Plan Reading (8 hrs.)

### **HAZWOPER (HazWoper)**

- HazWoper Certification Course (24 hrs.)
  - Legal Issues (4 hrs.)
  - Toxicology (4 hrs.)
  - Chemical Hazards (4 hrs.)
  - Physical Hazards (4 hrs.)
  - PPE Overview (4 hrs.)
  - Waste Site Operations (4 hrs.)
- HazWoper Refresher Course (8 hrs.)
  - Session 1 - Legal Issues, Chemical Hazards, Decon and Conclusion (2 hrs.)
  - Session 2 - Toxicology, Waste Site Operations (2 hrs.)

- Session 3 - Physical Hazards, Basic PPE Overview (2 hrs.)
- Session 4 - Using Respiratory Protection, Using Chemical Protective Clothing (2 hrs.)

**Safety Skills - OSHA 10/30 (Certified-OSHA Instructor)**

- OSHA 10
  - Caught In or Between (0.5 hr.)
  - Cranes, Derricks, Hoists, Elevators, and Conveyors (0.5 hr.)
  - Electrocution (1 hr.)
  - Excavations (0.5 hr.)
  - Falls (1.5 hrs.)
  - Health Hazards in Construction (0.5 hr.)
  - Introduction to OSHA (1 hr.)
  - Materials Handling, Storage, Use, and Disposal (0.5 hr.)
  - Personal Protective and Lifesaving Equipment (0.5 hr.)
  - Scaffolds (0.5 hr.)
  - Stairways and Ladders (0.5 hr.)
  - Struck-By (1 hr.)
  - Tools – Hand and Power (0.5 hr.)
  
- OSHA 30
  - Asbestos Awareness (0.5 hr.)
  - Asbestos for Supervisors (2 hrs.)
  - Caught-in or Between (1.5 hrs.)
  - Confined Spaces (0.5 hr.)
  - Cranes, Derricks, Hoists, Elevators, and Conveyors (0.5 hr.)
  - Electrical Safety (2 hrs.)
  - Ergonomics (0.5 hr.)
  - Excavations (0.5 hr.)
  - Fall Prevention (1.5 hrs.)
  - Fire Protection and Prevention (0.5 hr.)
  - Foundations for Safety Leadership (2.5 hrs.)
  - Hand and Power Tool Safety (1 hr.)
  - Hazard Communication (0.5 hr.)
  - Hazardous Materials (0.5 hr.)
  - Health Hazards in Construction (2 hrs.)
  - Introduction to OSHA (1 hr.)
  - Lead Awareness (0.5 hr.)
  - Lead Exposure (0.5 hr.)
  - Managing Safety and Health (2 hrs.)
  - Materials Handling, Use, and Disposal (0.5 hr.)
  - Motor Vehicles (0.5 hr.)
  - Personal Protective Equipment (2 hrs.)
  - Rollover Protective Structures, Signs, Signals, and Barricades (0.5 hr.)
  - Safety and Health Programs (0.5 hr.)
  - Scaffolds (0.5 hr.)
  - Silica Exposure (0.5 hr.)
  - Stairways and Ladders (1 hr.)
  - Steel Erection (0.5 hr.)
  - Struck-By (1 hr.)
  - Welding and Cutting (0.5 hr.)





December 9, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the ENGEO Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:

- 4 – Field Representative
- 1 – Laboratory Supervisor
- 1 – Senior Laboratory Technician
- 1 – Sr. Field Geologist
- 1 – Sr. Field Representative I
- 3 – Sr. Field Representative II
- 2 – Sr. Field Representative II – SI

The International Union of Operating Engineers Local Union No 3 has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

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

Sincerely,

Michael W. Strunk  
Technical Engineers Representative  
IUOE Local Union No. 3  
3920 Lennane Drive  
Sacramento, CA 95834

**Franklin Ranch Pet Hospital, Inc.**

**Withdrawn**



**Training Proposal for:**

**JB Pacific, Inc.**

**Contract Number: ET23-0263**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction (C)  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: 198	U.S.: 198	Worldwide: 198
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$288,000

<b>Total ETP Funding</b>
\$102,465

**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, Commercial Skills, Computer Skills, Cont. Imp. Skills, OSHA 10/30, HAZMAT	81	8-200	0	\$1,265	\$32.00
				Weighted Avg: 55			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90 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

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
<b>Job Number 1</b>		
Project Managers		20
Project Engineers		25
Superintendents (Non-Managers)		26
Administrative Staff & Coordinators		10

**INTRODUCTION**

Founded in 2015 and headquartered in San Diego, JB Pacific, Inc. (JB Pacific) ([www.jbpac.com](http://www.jbpac.com)) is a general contracting company focused on delivering complex construction projects for its customer base which operates in the commercial real estate, biotechnology, and healthcare industries. JB Pacific considers its drive and ability to collaborate with clients in the design planning and construction phases of each project as its competitive advantage.

This will be JB Pacific first contract with only one location participating in this training program. JB Pacific has worked on a diverse collection of construction projects ranging from complete renovations, converting open space to lab space, converting lab space to private offices, creating a new manufacturing facility (clean rooms) and building new lab support rooms. JB Pacific's list of clients include: Athenahealth, LifeNet Health, Bioserv, Scripps, Poseida Therapeutics, Heron Therapeutics, Tandem Diabetes, Acea Biosciences, Inc., Explora BioSciences. This will be JB Pacific's first ETP Contract. It will utilize ETP funding to supplement the current training program.

## Veterans Program

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

## PROJECT DETAILS

Construction work has become more complex and workers at all levels must gain the skills and experience needed for optimal job performance. To this end Project Engineers and Superintendents, need to acquire additional skills in site safety procedures, leadership skills, problem solving skills and performance management skills. Additionally, Administrative Staff require computer skills in Microsoft Office, as well as organizational and communication skills. The Company's employee count has tripled over the past two years and it projects this increase to continue as the business acquires more projects. Accordingly, the number of employees requiring new and enhanced skills will continue.

JB Pacific believes investing in training is a crucial step for its workforce to acquire the skills that will enable the Company to continue operating and expanding in order to be relevant, competitive, and offer opportunities for project acquisition. All training outlined in this training proposal will be incorporated into the Company's formal training plan. Training will consist of small group sessions to achieve the desired training goals. The funding assistance from the ETP will allow JB Pacific to maximize the training budget and effectively train more employees.

## Training Plan

**Business Skills:** Training will be provided to all occupations in Communication Skills, Organizational Skills and System Management. Training will allow employees to define and create solutions that meet business needs, goals and objectives.

**Commercial Skills:** Training will be offered to all occupations and will focus on all aspects of construction, planning, and design while also emphasizing workplace safety when working in hazardous conditions.

**Computer Skills:** Training will be provided to all occupations in newer versions of construction software to help automate critical processes such as takeoff, estimating, project management and coordination across project timelines.

**Continuous Improvement Skills:** Training will be provided to all occupations in best practices and continuous improvement techniques to implement lean efficiency principals. This training will provide employees the skills necessary to recognize effective processes and procedures to keep pace with the construction projects.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging

from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, all staff 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. In this proposal, the certification entity has not yet been determined.

### **Commitment to Training**

The Company currently spends approximately \$200,000 in job skills training which lead to increased product knowledge and eventually higher wages. Training focuses on safety and overall operations in the workplace and core job competencies. 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**

JB Pacific has designated the Company’s Safety Director to oversee ETP training and all administrative responsibilities with the assistance of a Human Resources Manager to support the administration of the project including the handling of training rosters and tracking performance. Training will be provided by the Safety Director and a current JB Pacific Safety Manager. JB Pacific has a detailed training schedule in place and is ready to begin training upon approval.

### **Special Employment Training**

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

#### **➤ 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 \$41.20 to \$30.90). The Company requests this modification.

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

### **Alternate Recordkeeping**

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

### **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:

**Business Skills**

- Communication Skills
- Organizational Skills
- System Management
- Leadership Skills
- Dealing with Conflict

**Commercial Skills**

- Aerial & Boom Lifts
- Presentation Skill and Techniques
- Effective Contract management
- Safety Awareness For Everyone (SAFE),
- Foundations for Safety Leadership
- Fall Protection
- Scaffold Safety Set Up Training
- Trenching and Excavations
- Rigging
- Aerial Lifts
- Forklift Training
- Heat Illness Hazards
- Silica Awareness
- Respiratory Protection
- Stairways and Ladders
- Electrical Hazards Safety
- Caught in between Hazards
- Struck by Injury
- Lock Out/Tag Out Safety
- Ergonomics

**Computer Skills**

- Procore Training
- Bluebeam
- Primavera P6
- Microsoft Office (Intermediate/Advanced)

**Continuous Improvement Skills**

- Problem Solving
- Performance Management
- Teams and teams building
- Lean Manufacturing
- Environmental Management EMS implementation
- Strategic planning and policy deployment

- Leading change
- Time management

**Hazardous Materials Skills**

- Respiratory Protection
- Global Harmonization
- Safety Data Sheets

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30





Retrainee-Job Creation

**Training Proposal for:**

**Kana Pipeline, Inc.**

**Contract Number: ET23-0261**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	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: 204	U.S.: 204	Worldwide: 204
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$315,640

<b>Total ETP Funding</b>
\$110,492

**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	Comm'l. Skills, Computer Skills, OSHA 10/30 PL-Comm'l. Skills	116	8-200	0	\$667	\$32.50
				Weighted Avg: 29			
2	Job Creation Initiative Priority Rate SET	Comm'l. Skills, Computer Skills, OSHA 10/30 PL-Comm'l. Skills	24	8-200	0	\$1,380	\$25.50
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90/hr

Job Number 2(SET/Job Creation): \$18.54/hr in 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 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
<b>Job Number 1</b>		
Equipment Operator(II, III, IV)		56
Pipelayer (II, III, IV)		40
Foreman/Superintendent (Non-Managers)		20
<b>Job Number 2</b>		
Equipment Operator (I)		8
Pipelayer (I)		14
Foreman/Superintendent (Non-Managers)		2

**INTRODUCTION**

Founded in 1984 and headquarter in Riverside, Kana Pipeline, Inc. (Kana Pipeline) ([www.kanapipeline.com](http://www.kanapipeline.com)) provides underground contracting services. The Company focuses on sewer lines, sanitary sewer systems, fireline and water pipeline installations, and provides services for storm drainage and subsurface utility engineering. Kana Pipeline specializes in new construction, maintenance, repair and remodeling of residential, commercial, industrial, institutional, and municipal water pipeline systems.

Kana Pipeline has grown steadily since the last recession in 2008 and as result has moved to its current location with over an acre of operational space that includes a 20,000sqft warehouse.

Kana Pipeline's principle customers include: Lennar Communities Developer, DR Horton America's Builder, RM Dalton Multi Unit Developer, Millie & Severson Inc. and municipal cities. Additionally, some of the projects the Company has completed include: the installation of utilities to replace sewer lines in Placentia; a 15,000ft installation of water pipe system in Hemet; a new housing development main water pipe system in Corona, and a storm drain development in Ontario.

Furthermore, Kana Pipeline has committed to several upcoming projects which include: a redevelopment in the city of Ontario, an Amazon Distribution Center in Los Angeles, a residential project for Lennar Residential Developers and private contracts.

### **Veterans Program**

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

### **PROJECT DETAILS**

This will be Kana Pipeline's first ETP Contract. Kana Pipeline's growth is allowing the Company to increase its workforce to meet the demands of its ongoing and forthcoming projects. Kana Pipeline's priorities are not only successful project results, but also having a robust and competent workforce. To this end, the Company has developed a workforce training path that allows the opportunity for Pipelayers and Equipment Operators to progress to the next level with more complex work and higher pay. The Company's training plan is continuous to assure compliance and identify opportunities for employee advancement. Underground wet utility requires a comprehensive 90-day training for entry level laborers to become a first level Pipelayer. This training program offers trainees a valuable long term skill set in this competitive market and adds value to existing employees by enhancing their skill set and opening opportunities for advancement in their field. Trainees will learn construction processes and the operation of tools & equipment and these training topics do not replace, parallel, supplant, compete with, or duplicate existing apprenticeship programs as applicable to the occupations planned.

In addition, internal certifications awarded at the completion of training include: Productive Lab/On-the-Job application, and competency tests ranging from Hand, Air, Electric, Gas-Powered Tools to Thrust Block Installation, Stake Reading, Plan Reading, City Specifications, and Excavator Operation. Traditional certifications will also be included in ISO 30, Forklift, and Competent Person for compliance and advancement positions.

### **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.

Kana Pipeline projects a 20% growth over the next two years and is planning to hire 24 new employees (Job Number 2) and continue to hire in accordance with its contract projections. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract

Kana Pipeline has hired two full time recruiters to attain the labor needed to meet the Company's growth goals and plans to hire experienced and unexperienced laborer positions that will require significant training.

## Training Plan

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

**Commercial Skills:** Training will be provided to all occupations in the critical skills needed to operate heavy machinery, power tools, and execute other job specific tasks. Training will improve upon the employee's knowledge of proper techniques for working with equipment and on-the-job experience.

**Computer Skills:** Training will be offered to all occupations and will focus on the development of foundational skills for all office- and field-based employees. Training includes software programs HRIS and Eco Docs. This software contains all the training and development schedules including earned certifications and competence status completions.

## 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. Trainer to Trainee ratio will be 1:1. PL-Commercial Skills training will be offered to all occupations that includes equipment operations and field operational procedures. PL training will occur when trainees are working directly under a trainer on a designated work assignment. Trainees will receive up to nine hours of PL training.

PL training for Equipment Operators, Pipelayers and Foreman occupations will include operation in specific construction equipment such as: Excavator, Loader and Backhoe Equipment, Rigging, Water Truck and Dump Truck, and Trench Shields. Training will help new and incumbent workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

## Special Employment Training

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

### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$32.50). The Company requests this modification for Job Number 1.

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.

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

### **Commitment to Training**

Kana Pipeline invests approximately \$300,000 annually in job skills training which leads to increased product knowledge and eventually higher wages. Kana Pipeline tailors its current training to focus on safety in the workplace and core job competencies. 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.

ETP funds are a key component to growing the Company's business and allow Kana Pipeline to keep up with its contractual obligations by training newly hired employees and providing training for existing employees. The Training and Development Program is on-going to ensure compliance and continuous growth opportunities for the Company's existing workforce to adopt as an integral part of their culture.

#### **➤ Training Infrastructure**

The Training and Development Manager will oversee all aspects of the training project. The Director of Operations will be responsible for measuring employee growth and retention rates. The Training and Development Manager will be the administrator responsible for reports and internal data collection for the ETP training project. There will be an internal team of high-level subject-matter experts to deliver training.

### **Alternate Recordkeeping**

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

### **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:

**Commercial Skills**

- Confined Space
- Competent Person
- General Construction Safety
- Trench Safety
- Shoring Safety
- Traffic Control
- Driver Training
- Traffic Flagging
- Stake Reading
- Plan Reading
- City Plan Specifications
- Project/Budget Specifications
- Asbestos Awareness OSHA1529
- Non-Powered Hand Tools
- Electric Powered Tools
- Fuel Powered Tools
- Pneumatic Tools
- Bedding and Shading
- Exposing Utilities
- Rigging
- Water Truck Operation
- Dump Truck Operation
- Grade Checking
- Banding RCP
- Hydraulic Shoring
- Visqueen Wrap
- Bitumastic Application
- Flowliner Operation
- Cut Off Saw
- Thrust Blocks
- Manhole/Valve Blow Off Measurements
- Ball Sewer
- Manhole Shaft Stacking
- Water Fire Line Flush
- Manhole Bottoms
- Laser Set Up/User
- Pressure Test Water Mains
- Set String Line
- Trench Shields
- Flare Fitting
- Compression Fittings

- Laterals Pipeline Installation
- Angle Meter Stops/RPs to Grade
- Tying Steel for JS
- Setting Hi Line
- Setting Fire Hydrants
- Positive Flow Verification
- Pipe on Grade Verification
- Hot Taps
- Setting Detector Checks
- Silver Soldering
- Main Line Installation
- Equipment Maintenance
- Equipment Operation Loader
- Equipment Operation Backhoe
- Equipment Operation Excavator
- Calculate Slopes
- BMP Storm Water Pollution Prevention
- Boring Pits
- Dewatering/Sewer Bypass Requirements
- Excavation Competent Person
- Forklift Certification Training

**Computer Skills**

- HRIS Software system
- Eco Docs software

**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:

**Commercial Skills**

- Non-Powered Hand Tools
- Electric Powered Tools
- Fuel Powered Tools
- Pneumatic Tools
- Bedding and Shading
- Exposing Utilities
- Rigging
- Water Truck Operation
- Dump Truck Operation
- Grade Checking
- Banding RCP

- Hydraulic Shoring
- Visqueen Wrap
- Bitumastic Application
- Flowliner Operation
- Cut Off Saw
- Thrust Blocks
- Manhole/Valve Blow Off Measurements
- Ball Sewer
- Manhole Shaft Stacking
- Water Fire Line Flush
- Manhole Bottoms
- Laser Set Up/User
- Pressure Test Water Mains
- Set String Line
- Trench Shields
- Flare Fitting
- Compression Fittings
- Laterals Pipeline Installation
- Angle Meter Stops/RPs to Grade
- Tying Steel for JS
- Setting Hi Line
- Setting Fire Hydrants
- Positive Flow Verification
- Pipe on Grade Verification
- Hot Taps
- Setting Detector Checks
- Silver Soldering
- Main Line Installation
- Equipment Maintenance
- Equipment Operation Loader
- Equipment Operation Backhoe
- Equipment Operation Excavator
- Calculate Slopes
- BMP Storm Water Pollution Prevention
- Boring Pits
- Dewatering/Sewer Bypass Requirements
- Excavation Competent Person
- Forklift Certification Training





Retrainee-Job Creation

Training Proposal for:

**Mechanical Analysis/Repair, Inc. dba Mar-Tech**

**Contract Number: ET23-0269**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative HUA	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	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: 62	U.S.: 70	Worldwide: 70
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$720,240

<b>Total ETP Funding</b>
\$151,800

**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 SB <100	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, PL-Commercial Skills	50	8-200	0	\$1,725	\$22.66
				Weighted Avg: 75			
2	Retrainee Priority Rate SB <100 Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, OSHA 10/30, PL-Commercial Skills	30	8-200	0	\$2,185	\$20.00
				Weighted Avg: 95			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$22.66 per hour for San Joaquin County.

**Job Number 2 (Job Creation):** \$18.54 per hour for San Joaquin County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Machinist Band		4
		11
Millwright Band		5
		20
Safety Band		3
		7
<b>Job Number 2 (Job Creation)</b>		
Machinist Band		4
		6
Millwright Band		4
		6
Safety Band		4
		6

## **INTRODUCTION**

Founded in 1993 and headquartered in Lodi, Mechanical Analysis/Repair, Inc. dba Mar-Tech (Mar-Tech) ([www.mar-tech.com](http://www.mar-tech.com)) services, manufactures parts, and provide complete repair and maintenance of electric motors and industrial equipment for dams and waterways. Customers include PG&E, city municipalities, SMUD, private and governmental agencies in Northern California. Training will be provided at its sole location in California in Lodi. This is Mar-Tech's first ETP project.

### **Veterans Program**

Mar-Tech actively recruits Veterans through partnerships with local organizations such as "Hire A Vet" and "Troops to Trades" to place local veterans.

## **PROJECT DETAILS**

Mar-Tech has implemented an extensive training plan on dynamic and comprehensive diagnostic and repair processes. The Company has experienced an increasing demand for its services due to aging infrastructures such as municipal power grids and hydroelectric equipment. Staff must continuously train on repairs, upgrades, and maintenance. The Company has invested over \$240k on new equipment including Computer Numeric Control (CNC) lathes and waterjets. The Company will also be expanding its services to include laser alignment, vibration analysis, and infrared analysis.

Mar-Tech has also recently partnered with Lockeford Community Water District, Contra Contra Water District, Alameda County Public Works Agency, and the City of San Jose to provide its services. Training under this proposal will allow the Company to effectively and efficiently integrate new equipment and technologies.

### **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 the increase of its services from new infrastructure spending contracts, Mar-Tech will hire 30 new employees (Job Number 2). This will enable the Company to increase the headcount to meet increasing demand for industrial equipment repair. 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. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations and will focus on improving business functions. Training topics include Time Management, Presentation Skills, and Communications.

**Commercial Skills:** Training will be offered to all occupations and will focus on equipment operation. Training topics include Machining Skills, Code Welding Repair, and Maintenance Skills.

**Computer Skills:** Training will be offered to all occupations and will focus on the Company's internal software. Training topics include MobilFrame Software, OPA Software, and Mini Mac 400 Operation.

## **Certified Safety Training**

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

## **Productive Laboratory**

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

Mar-Tech is requesting PL training for its Machinist Band, Millwright Band, and Safety Band occupations. Training will focus on equipment operation. 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 Code Welding Repair, Code and Specialty Welding, and Pump Repair.

The Company is requesting 20 hours of PL with a trainer-to-trainee ratio of 1:1.

## **High Unemployment Area**

Trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s location in Lodi is 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 pre-retention wages.

However, the Company is not requesting a wage modification.

## **Temporary to Permanent Hiring**

The Company will train 10 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is two months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

## **Commitment to Training**

Mar-Tech invests \$275k annually on training including 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

Mar-Tech has assigned its HR Manager, two site managers and an HR Coordinator to oversee all training aspects of the project including roster collection and tracking hours. In-house subject matter experts and external training vendors may be utilized to deliver training. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$12,144.

### **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:

**Business Skills**

- Communications
- Conflict Resolution
- Ergonomics
- Leadership Training
- Presentation Skills
- Problem Solving
- Team Building
- Time Management

**Commercial Skills****Machining Skills:**

- Brush Plating
- Code Welding Repair
- Dynamic Balancing
- Fabrication and Design
- Field Machining
- Hard Facing
- Metal Spraying
- Performance Coatings
- Reverse Engineering
- Splined Shafts

**Maintenance Skills**

- Capital Projects
- Code and Specialty Welding
- Electrical and Instrumentation Support
- Equipment Repair/Overhaul
- Installation and Startup Support
- Laser and Optical Alignment
- Outage and Shutdown
- Plant Upgrades and Modernization
- Precision Dynamic Balancing
- Safety Oversight
- System Integration Programming

**Pump Repair:**

- Ball Mills/Pulverizers
- Centrifugal
- Centrifuge/Decanter
- End Suction
- FD/ID Fans
- Gearboxes Single/Multi Reduction
- Hammer Mills/Crushers/Grinders
- Liquid Ring
- Multi Stage

- Roots Blowers/Compressors
- Screens
- Split Case
- Turbine
- Vacuum
- Vertical

**Roll Grinding;**

- Bearing Housing Design/Build and Repair
- Detailed Roll Inspection
- Dryer Head Repair
- Emergency Repairs
- Instrumentation and Calibration
- Journal Repair and Replacement
- Precision Grinding
- Roll Condition Assessments
- Roll Fabrication
- Suction and Specialty Roll Repair
- Suction Box Repair
- Suction Roll Repair
- Suction Roll Seal and Vacuum Testing

**Systems Integration:**

- Allen Bradley SI
- Automation Control
- Back Safety
- Communications Systems
- DCS Support
- GE Fanuc SI
- HMI Programming
- Ladder Safety
- Lifting Properly
- Process Control
- Protective Relays
- Rockwell Automation SI
- Siemens SI
- System Sims and Testing
- Wonderware SI

**EASA Services:**

- 1000 KVA, 480 VAC Test Set
- 1500 KVA, 4160 VAC Test Set
- Babbit Bearing Repair
- Computerized Core Loss Testing
- Dynamic Balancing, Rotors, Fans
- Hammermills – Shop and Field
- Horsepower/Speed Changes
- Motor Re-Rating and Redesign
- Non-Destructive DC HIPOT Testing
- Rotor Re-Barring
- Special Coil Applications
- Voltage Testing
- Winding Surge Testing

**Flange Facing:**

- Bore Aligning
- Bore Welding
- Casing Cutting
- Cladding
- Drilling and Boring
- Grind and Polish including Valve Seats
- Journal Repair
- Key Cutting
- Milling
- Turning

**CNC Machining:**

- 5 Axis Milling
- Assembly
- Finishing
- Precision Milling and Turning
- Quality and Inspection
- SolidWorks Engineering

**Hydroelectric Services:**

- Bushing Upgrades
- Casing Repair
- Draft Tubes
- Fish Screens
- Gates
- Hydraulic Servos
- In Place Machining
- Mechanical Systems
- Penstocks
- Turbines
- Valves
- Wicket Gates

**Balancing Services:**

- Hard and Soft Bearing Machines
- ISO, API and MIL Specifications
- NIST Calibration
- Reporting and Documentation
- Vibration Diagnostics

**Condition Assessment:**

- Acceptance Testing
- Infrared Thermography
- Oil Lube Analysis
- On-line and Off-Line Motor Circuit Analysis
- Switchgear Inspection and Testing
- Vibration Analysis

**Valve Repair and Servicing:**

- Actuation Repairs and Installation
- Field and Inline Valve Repairs



- Inline Valve Seat Refurbishment
- Part Manufacturing
- Shop Overhaul and Valve Reconditioning
- Valve Testing
- VR – PSV Testing and Recertification

**Confined Space Rescue:**

- Confined Space Rescue
- Documentation
- High Angle Rescue
- Job Safety Analysis
- Rescue Plans
- Rescue Systems

**Computer Skills**

- B2W Estimating Software
- CNC Software
- Mini Mac 400 Operation
- MobilFrame Software
- OPA Software
- Smarsheets

**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:

**Commercial Skills****Machining Skills:**

- Brush Plating
- Code Welding Repair
- Dynamic Balancing
- Fabrication and Design
- Field Machining
- Hard Facing
- Metal Spraying
- Performance Coatings
- Reverse Engineering
- Splined Shafts

**Maintenance Skills**

- Capital Projects
- Code and Specialty Welding
- Electrical and Instrumentation Support
- Equipment Repair/Overhaul
- Installation and Startup Support

- Laser and Optical Alignment
- Outage and Shutdown
- Plant Upgrades and Modernization
- Precision Dynamic Balancing
- System Integration Programming

**Pump Repair:**

- Ball Mills/Pulverizers
- Centrifugal
- Centrifuge/Decanter
- End Suction
- FD/ID Fans
- Gearboxes Single/Multi Reduction
- Hammer Mills/Crushers/Grinders
- Liquid Ring
- Multi Stage
- Roots Blowers/Compressors
- Screens
- Split Case
- Turbine
- Vacuum
- Vertical

**Roll Grinding;**

- Bearing Housing Design/Build and Repair
- Dryer Head Repair
- Emergency Repairs
- Instrumentation and Calibration
- Precision Grinding
- Roll Fabrication
- Suction and Specialty Roll Repair
- Suction Box Repair
- Suction Roll Repair

**Systems Integration:**

- Allen Bradley SI
- Automation Control
- Communications Systems
- DCS Support
- GE Fanuc SI
- HMI Programming
- Process Control
- Protective Relays
- Rockwell Automation SI
- Siemens SI
- Wonderware SI

**EASA Services:**

- 1000 KVA, 480 VAC Test Set
- 1500 KVA, 4160 VAC Test Set
- Babbit Bearing Repair
- Dynamic Balancing, Rotors, Fans
- Hammermills – Shop and Field

- Horsepower/Speed Changes
- Motor Re-Rating and Redesign
- Rotor Re-Barring
- Special Coil Applications

**Flange Facing:**

- Bore Aligning
- Bore Welding
- Casing Cutting
- Cladding
- Drilling and Boring
- Grind and Polish including Valve Seats
- Key Cutting
- Milling
- Turning

**CNC Machining:**

- 5 Axis Milling
- Assembly
- Finishing
- Precision Milling and Turning
- SolidWorks Engineering

**Hydroelectric Services:**

- Bushing Upgrades
- Casing Repair
- Draft Tubes
- Fish Screens
- Gates
- Hydraulic Servos
- In Place Machining
- Mechanical Systems
- Penstocks
- Turbines
- Valves
- Wicket Gates

**Balancing Services:**

- Hard and Soft Bearing Machines
- ISO, API and MIL Specifications
- NIST Calibration

**Valve Repair and Servicing:**

- Actuation Repairs and Installation
- Field and Inline Valve Repairs
- Inline Valve Seat Refurbishment
- Part Manufacturing
- Shop Overhaul and Valve Reconditioning



## Retrainee-Job Creation

### Training Proposal for:

**Murad, LLC**

**Contract Number: ET23-0267**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

### PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee	Industry Sector(s):	Wholesale Trade - Distribution (A) Trade Wholesale (42)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, Riverside	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: 170	U.S.:170	Worldwide: 153,000
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$200,500

<b>Total ETP Funding</b>
\$173,705

**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, Manufacturing Skills, Continuous Impr, PL-Manufacturing Skills	160	8-200	0-23	\$980	\$22.66
				Weighted Avg: 49			
2	Job Creation Initiative	Business Skills Computer Skills Manufacturing Skills Continuous Impr, PL-Manufacturing Skills	15	8-200	0-23	\$1,127	\$18.54
				Weighted Avg: 49			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Los Angeles and Riverside County; Job Number 2: \$18.78 per hour for Los Angeles County; and \$18.54 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

Up to \$2.47 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$2.31 may be used for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Customer Service Staff		20
Support Staff		15
Manager/Supervisor (frontline)		20
Sales/Marketing Staff		25
Information Technology Staff		15
Design Staff		35
Clinical Staff		30
<b>Job Number 2</b>		
Customer Service Staff		1
		1
Support Staff		2
Sales/Marketing Staff		2
Design Staff		2
Manager/Supervisor (frontline)		2
Information Technology Staff		1
Clinical Staff		4

## **INTRODUCTION**

Founded in 1989 and headquartered in El Segundo, CA, Murad, LLC (Murad) ([www.Murad.com](http://www.Murad.com)) produces clinical skin care products such as cleansers, toners, hydration, skin protection products, dietary supplements, sunscreens, and nutritional supplements.

Founder Howard Murad, M.D., FAAD, a board-certified dermatologist and trained pharmacist, is dedicated to developing clinically proven, cruelty-free products that meet the meticulous standards for safety, efficacy and care, and address total skin health. Murad's customer base is considered the modern day consumer. The Company's products reaches customers through direct sales from their website and via nationwide such as Sephora, Ulta, Macy's, Nordstrom, hair salons and spas.

Training will occur in its El Segundo and Moreno Valley locations in CA. This will be Murad's first ETP Contract.

### **Veterans Program**

Although, this project does not include a Veterans component, Murad, LLC encourages veterans to apply.

## **PROJECT DETAILS**

Murad is expanding its product lines to customized items to meet the individual needs of its customers. In addition to new products, the overall demand for Murad products has grown as the skin care industry becomes a more competitive marketplace. The Company's goal is to also look into the inflationary pressures on product components, materials, packaging, and shipping.

To meet the business demands, its workforce must learn new business, computer, manufacturing and continuous improvement job skills to design, test, manufacture and market new products to keep up with sales and new products. Training will also help trainees ~~will~~ gain skills in product development and marketing/sales techniques to help find ways to continue expanding Murad's business while controlling costs.

### **Retrainee - Job Creation**

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

Murad is expanding business capacity by hiring new employees. The Company will hire 15 new employees (Job Number 2) to help meet the Company's expanded customer base demands. 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 consist of Class/Lab/E-Learning, Productive Lab and Computer Based Training.

**Business Skills:** Training will be offered to all staff and will consist of classes such as branding, capacity planning, marketing techniques, and sales negotiations. Training will help the Company implement new ways to control increasing costs due to inflation.

**Computer Skills:** Training will be offered to all staff and will consist of classes such as business operations software, cyber security, e-commerce marketing and client web based applications. Training will result in increased customer satisfaction.

**Continuous Improvement:** Training will be offered to all staff and will consist of classes such as key performance indicators, creating continuous flow, and COVID-19 procedures. Training will help the company develop new products and improve product quality.

**Manufacturing Skills:** Training will be offered to Design and Support Staff and Manager/Supervisor (frontline) and will consist of classes such as equipment cross-training, inventory control, packaging, quality control, and material handling. Training will improve the manufacturing process for increased sales.

### **Productive Laboratory (PL)**

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.

Manufacturing products requires delicate formulations of materials and classroom instruction is not an adequate means of training delivery for these skill sets. Equipment that trainees will be training on is calibrated and controlled to establish product specifications. Workers need to learn how to perform manufacturing and testing procedures that can only be performed in a laboratory environment.

During PL training, equipment will not operate at full production capacity. Production will decrease by 5% as trainees are being supervised with a trainer-to-trainee ratio of 1:1. A total of 20 hours of PL per trainee will be provided to 20 total trainees: 12 Clinical Staff and 8 Support Staff. The PL hours are needed due to the complex nature of the manufacturing process. Managers and Supervisors will observe, evaluate, and correct trainee's work to confirm the trainee follows standard operating procedures during the PL trainings. Trainers will have a minimum of 2 years of experience on equipment before they are eligible to provide training.

Equipment/processes used in PL training include clinical equipment, moisture titrator, peristaltic pumps, flexible plastic manufacturing equipment, and viscosity equipment.

### **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 0-23 hours of CBT.

### **Alternate Recordkeeping**

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

### **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.

Murad's training budget in CA is \$100,000. The basis of most of the training will be within business, continuous improvement, manufacturing and computer skills. Murad will continue to provide basic production skills training after the ETP project ends.

#### **➤ Training Infrastructure**

The VP of People and Culture, a Training Coordinator, and five Managers/Supervisors will oversee the training coordination and administration of this project. A subcontracted third party will also

assist with the administration side as well. All training will be done by in-house and/or vendors if it is determined as needed during the project life span.

### **DEVELOPMENT SERVICES**

The Company retained National Training Company, Inc. in Irvine, CA to assist with development of this proposal for a flat fee of \$9,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined



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

Trainees may receive any of the following:

**Business Skills**

- Branding
- Business Processes
- Capacity Planning
- Improving Customer Retention
- Logistics Planning
- Marketing Techniques
- Partner Development
- Pricing Strategies
- Problem Solving & Resolution
- Product Knowledge
- Reducing Operational Costs
- Sales Negotiations
- Time Management

**Computer Skills**

- Business Operations Software
- Client Web Based Applications
- Computer-Aided Design
- Customer Relationship Software
- Cyber Security
- E-Commerce Marketing
- Internal Applications Software
- Microsoft Office (Intermediate/Advanced)
- Product Design Software

**Continuous Improvement Skills**

- Communication Skills
- COVID-19 Procedures
- Creating Continuous Flow
- Decision Making
- Industry Standards
- Key Performance Indicators
- Leadership
- Lean Procedures Practices
- Product Development

**Manufacturing Skills**

- Equipment Cross-Training
- Equipment Operation
- Inspection Techniques
- Instrument Calibration

- Inventory Control
- Machine Maintenance
- Manufacturing Practices
- Material Handling
- Measurement and Measuring Devices
- Packaging
- Pallet Jack Operation
- Product Specifications
- Quality Control
- Reducing Waste
- Standard Operating Procedures
- Technical Tools/Equipment
- Troubleshooting

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

Trainees may receive any of the following:

#### **Manufacturing Skills**

- Clinical Equipment
- Density Tester
- Flexible Plastic Manufacturing Equipment
- Moisture Titrater
- Peristaltic Pumps
- Product Packaging Equipment
- Viscosity Equipment

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Business Skills**

- Achieving Focus (0.58 hours)
- Building Relationships (1.20 hours)
- Business Essentials (1.50 hours)
- Business Writing Skills (1.70 hours)
- Customer Service Skills (3 hours)
- Managing Conflict (1.18 hours)
- Negotiating (2 hours)
- New Product Lines (1.2 hours)
- Product Management (0.75 hours)
- Productivity (1.30 hours)
- Quality Control (1.80 hours)
- Skincare Marketing (3 hours)
- Staying Competitive (1.50 hours)
- Thriving in Hybrid Teams (0.50 hours)
- Working with Sales Partners (1.65 hours)



Retrainee-Job Creation

Training Proposal for:

**Alliance Environmental Holdings, LLC**

**Contract Number: ET23-0262**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Waste Management (56)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Imperial, Ventura, San Luis Obispo, Fresno, Santa Clara, Santa Cruz, Sacramento, Solano	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: 523	U.S.: 650	Worldwide: 650
Turnover Rate:	11%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$263,241

<b>Total ETP Funding</b>
\$261,648

**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 SET Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr., HazMat, HazWoper, OSHA 10/30, PL-Comm'l Skills	333	8-200	0	\$736	\$30.90
				Weighted Avg: 32			
2	Retrainee SET Job Creation Initiative Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr., HazMat, HazWoper, OSHA 10/30, PL-Comm'l Skills	20	8-200	0	\$828	\$18.54
				Weighted Avg: 36			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority): \$30.90 per hour Statewide  
 Job Number 2 (SET/Job Creation): \$20.60 per hour for Santa Clara County; \$18.78 per hour for Los Angeles County; and \$18.54 per hour for all other counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Priority)</b>		
Administration		54
Lead		45
Production/Operator		180
Technician		54
<b>Job Number 2 (SET/Job Creation)</b>		
Production/Operator		5
		15

## **INTRODUCTION**

Founded in 1995 and headquartered in Azusa, Alliance Environmental Holdings, LLC (Alliance) ([www.alliance-enviro.com](http://www.alliance-enviro.com)) is an environmental remediation company that provides asbestos removal, mold remediation, demolition, duct and hood cleaning, structural pasteurization, trauma cleanup, and house cleanup/safety services. Customers include insurance carriers, real estate and lending institutions, restoration specialists, construction companies, government agencies, school districts, private industry, and homeowners.

Alliance has multiple locations in California, as well as offices in Arizona and Nevada. The training outlined in this proposal will be conducted at Alliance headquarters and branch locations in Azusa, Sacramento, Fresno, El Centro, San Luis Obispo, Fairfield, Simi Valley, San Jose, Aptos, San Diego, and Stanton.

### **Veterans Program**

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

## **PROJECT DETAILS**

Alliance has established a strong training infrastructure by maintaining its own training center. The Company's prior ETP project focused heavily on implementing new safety and prevention measures in response to the COVID-19 pandemic. This included new best practices for workers at all locations and jobsites. This proposal will build upon the successful training components that were previously established, and will support the Company's plan to expand services into areas such as water remediation. Alliance is also in the process of transitioning to new accounting and client management systems. Additionally, the Company is investing in new equipment for use by field technicians. Therefore, significant training must be provided to ensure that employees become familiar with the functionality of new software solutions, technology advancements, and related business improvements.

This proposal includes a training plan designed to help Alliance 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 the prior ETP Contract.

### **Retrainee - Job Creation**

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

Alliance is expanding its business capacity to accommodate a growing customer base and to support the introduction of new products and services. The Company also plans to increase its employee count through acquisition opportunities that merge well with Alliance's strategic objectives. The Company has committed to hiring 20 new Production/Operator 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 at the aforementioned Alliance locations and client jobsites in California.

**Business Skills:** Training will be offered to all occupations. Training will focus on customer relations, communication, and project management skills.

**Commercial Skills:** Training will be offered to Production/Operators, Leads, and Technicians. These modules will cover industry-specific technical and safety skills including air quality management, hazard recognition, equipment operation, lead and mold abatement, site clearing, power washing, and environmental cleaning procedures.

**Computer Skills:** Training will be offered to all occupations. Training will equip workers with the skills to utilize various business software solutions to perform tasks more efficiently.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on process improvement and problem solving techniques designed to enhance the Company's operational efficiency.

## Certified Safety Training

1. OSHA 10/30: Training will be offered to Technicians, Production/Operators, and Leads. 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.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER): Training will be offered to Technicians, Production/Operators, and Leads. This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom training for workers stationed at the hazard site; and 24 hours for workers who visit the site. Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
3. Hazardous Materials (HAZMAT): This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Technicians, Production/Operators, and Leads will receive up to 40 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**

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

PL training will allow Alliance to provide hands-on instruction in a productive environment that cannot be adequately replicated in a classroom setting. The Company anticipates that 180 Production/Operator employees will receive up to 10 hours of PL-Commercial Skills training (approximately 16% of the overall training plan). This training will help new and incumbent workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency.

PL training will involve the use of XRF (x-ray fluorescence) lead sampling equipment including XRF guns/analyzers, dust monitors, air monitoring pumps, GPS units, cameras, field computers/tablets, and sample containers, along with commercial drafting tools and other testing equipment. Training will be delivered by qualified instructors with several years of experience in hazardous materials (asbestos, lead, and mold) abatement and management. The trainer-to-trainee ratio will be 1:1.

## **Safety Training Limitation**

Safety is intrinsic to the nature of Alliance's business; therefore, the Company is not subject to the Safety Training limitation per trainee.

## **Special Employment Training (SET)**

Under SET, employers are 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 SET Priority Industry**

For trainees employed in a Priority Industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). Alliance is requesting the SET/Priority wage modification for the trainees in Job Number 1.

## **Alternate Recordkeeping**

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

## **Commitment to Training**

Alliance spends an estimated \$85,000 on training annually per facility in California. Company training covers management training, First Aid/CPR, California lien laws, and sexual harassment prevention. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

Alliance's Training Director will oversee administration of this project. Branch Managers at each location will assist with scheduling, delivering, and documenting training. Training will be coordinated through Alliance's internal training center for all locations in California. Training will be delivered by in-house subject matter experts and training vendors as needed. Alliance

has a training schedule in place and is prepared to commence training upon contract approval. The Company has also retained an outside administrative consultant to assist with ETP administrative requirements.

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0101	Multiple	07/01/20 – 06/30/22	\$436,172	\$263,551 (60%)

\*The Contractor reported that the COVID-19 pandemic had a significant impact on business operations and training opportunities, particularly during the first half of the contract term. Following an initial slow start to training, the Company was able to adapt to the unforeseen COVID environment and still deliver a large portion of the original training plan. The Company's robust training infrastructure remains in place and is well-positioned to support the proposed training. Lastly, this proposal has also 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**

- Accounting/Paycom
- Coaching and Communication
- Contract and Proposal Writing
- Customer Relations
- Goal Setting
- Project Management
- Report, Presentation and Proposal Writing
- Risk Management
- Sales and Presentation Skills
- Time Management

**Commercial Skills**

- Air Quality Management District (AQMD) (Fugitive Dust Control)
- Asbestos
- Bed Bugs
- Blood Borne Pathogens
- Confined Space
- Duct, Hood and Vent Clean Procedures
- Equipment and Tool Operations
- Environmental Procedures
- Fall Protection
- Hazard Recognition for Construction
- Health Standards
- Infection Control
- Insulation
- Job Site Procedures
- Lead and Mold Abatement/Remediation
- Powerwash
- Silica Procedures
- Site Clearing
- Structural Pasteurization
- Trauma, Meth Lab, Hoarding Cleanup
- Heat Treatment

**Computer Skills**

- Accounting Software (Paycom)
- Adobe (Acrobat, Dreamweaver, Illustrator, Photoshop; DocuSign)
- CRM (used to be Saleslogix)
- Database Management
- Xactimate for Estimating
- IT Software (Email, Server, etc.)
- Microsoft Office (Intermediate/Advanced), Project

**Continuous Improvement Skills**

- Process Improvement
- Leadership Skills

**Hazardous Materials Skills**

- Hazardous Material/Waste Handling
- Asbestos 32 and 40-Hour Training, Plus 8-Hour Annual Refresher
- COVID 19
- Bio Hazard Trauma Scene Cleanup
- Lead Renovation, Repair, and Painting (RRP)

**HazWoper**

- HAZWOPER Training (40-hour or 8-hour Refresher)

**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:

**Commercial Skills**

- Environmental Monitoring
- Indoor Air Testing
- Heat/ThermaPure Insulation Remove and Replace
- Soil Sampling
- Air Monitoring Sampling
- Lead Paint Stabilization Sampling



Retrainee-Job Creation  
**Training Proposal for:**  
**G & C Auto Body, Inc.**  
**Contract Number: ET23-0271**

**Panel Meeting of:** January 27, 2023

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Job Creation Initiative HUA	Industry Sector(s):	Services (G)     Priority Industry: <input type="checkbox"/> Yes <input checked="" 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			
Number of Employees in:	CA: 600	U.S.: 600	Worldwide: 600	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$808,500

<b>Total ETP Funding</b>
\$393,000

**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 SET HUA	Business Skills, Commerical Skills, Computer Skills, PL- Commercial Skills	40	8–200	0	\$1,200	\$41.20
				Weighted Avg: 60			
2	Job Creation Initiative Retrainee SET HUA	Business Skills, Commerical Skills, Computer Skills, PL- Commercial Skills	150	8–200	0	\$2,300	\$21.00
				Weighted Avg: 100			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (SET):** \$41.20 per hour statewide.

**Job Number 2 (Job Creation):** \$20.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$19.66 per hour for Contra Costa County; \$18.78 per hour for all other counties (statewide).

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Technicians		20
Repair Planners		10
Refinish Technicians		10
<b>Job Number 2: Job Creation</b>		
Technicians		45
		25
Refinish Technicians		15
		25
Repair Planners		15
		25

**INTRODUCTION**

Founded in 1972, and headquartered in Santa Rosa, G & C Auto Body, Inc. (G & C) ([www.gandcautobody.com](http://www.gandcautobody.com)) provides automotive repair services and sells parts and accessories

to California consumers and national insurers such as Geico and State Farm. ETP training will be delivered at its current 29 locations in Fremont, South San Francisco, San Lorenzo, Sebastopol, Oakland, Hayward, Marysville, Berkeley, Richmond, San Jose, Antioch, Fairfield (2), Novato, Petaluma, Rohnert Park, San Raphael, Santa Rosa (2), Sonoma, Ukiah, Vacaville (2), Vallejo, Windsor, Benicia, Pittsburg, San Francisco, and Stockton. One affiliate, G & C Auto Body, LLC, is also participating in the training.

This will be G & C's second ETP Contract, and its second in the last five years. Previously, training focused mainly on assisting the Company's rapid growth of locations and employees, while delivering supplemental training on new software, upgrading worker skills, and increasing its quality and safety of repairs to keep pace with rapid industry changes including competitive-automotive manufacturers and insurers' requirements. In this proposal, it is to train previously untrained employees due to new equipment investments totaling over \$337,520. The Company has built customized vocational training that routinely includes updates on new equipment to continuously upgrade the skills of its workforce. Topics that appear to be similar from the prior project have been updated, or will not be delivered to trainees that already received the topic.

### **Veterans Program**

In this proposal, G & C has committed to include 25 veterans who have served on active (full-time) duty in the Armed Forces. However, the Company is not requesting any ETP-related incentives requiring the Company to separate its veterans into a Job Number. Concerning recruitment for filling open positions within G & C, the Company actively works with a local organization- Hire a Vet and Troops to Trades that seek to match qualified veterans with its employment opportunities.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 150 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 opening specific new facilities in Modesto, Manteca, Stockton, and Yreka in the first quarter of 2023, G & C meets ETP's Job Creation criteria as an expanding business with over 180,000 square feet between its newest nine facilities to accommodate these new employees. Since the first proposal, the Company has nearly tripled its employee base from 234 to 600 full-time employees while growing from 13 locations to 29 locations within a five-year period.

### **PROJECT DETAILS**

G & C reports substantial changes within the industry pertaining to how vehicles are manufactured which requires periodic upgrade-skill training. ETP training is designed to help the Company remain competitive, while employees obtain certifications and other long-term career skills that advance their automotive-repair careers. Upskill training in this proposal focuses heavily on special materials' welding, three-dimensional laser and sonar measuring, panel replacement, suspension and mechanical diagnosis and repairs, structural repair, and refinish operations.

Due to both declining community college programs and lack of other programs that teach collision-repair skills, G & C must train its staff almost exclusively once an employee is hired.

### **Training Plan**

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

**Business Skills:** This training will be offered to Repair Planners and Refinish Technicians on topics such as Customer Care Skills and Customer Retention to create a learning culture that supports continued rapid-business growth, including both expansion in territory and number of full-time employees.

**Commercial Skills:** This training will be offered to Refinish Technicians and Technicians on courses like I-CAR Collision Repair Certification Skills, Refinishing Skills, and Color Theory & Tints due to changing manufacturing methods, rapid technological advances in structural materials, and on-board computers and smart vehicle systems.

**Computer Skills:** This training will be offered to all occupations on topics that include ALLDATA Automotive Software and Mitchell Connect Software. G & C represents many aspects of automotive repair are becoming computerized from diagnosis to actual repair processes and tools that were previously manual. Consequently, computerized measuring, inspection processes, and satisfying insurer requirements increasingly requires upgraded computer skills.

### **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.

G & C proposes to train 140 Technicians total in PL- Commercial Skills, but only and estimated 90 (64%) will need up to the 45-maximum hours of PL training being requested. Of this 64% of trainees within the Technician occupations, PL training may be allowed for greater than 50% of their total hours being delivered to be via the PL delivery method based on the representation that no alternate method for skill development needed on those topics is available. PL training will be delivered adhering to a 1:1 trainer-to-trainee ratio.

Although PL is reportedly considered a primary mode of learning in the automotive trades, G & C agreed to reduce the overall PL request dramatically from 50% to under 23% during rightsizing discussions with ETP's staff. The training requested was verified by ETP's staff to be limited to items that can't be taught in a classroom and all topics are reportedly specific to new equipment and tools. G & C understands PL reimbursement by ETP only covers skill development to basic competency levels. The estimated total of 4,050 PL hours represents \$93,150 in potential reimbursement or 23% of the total contract's maximum reimbursable amount.

### **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.

### **High Unemployment Area**

Some trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Yuba 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 pre-retention wages. However, the Company is not requesting a wage and/or retention modification.

## **Commitment to Training**

Annually, the Company invests approximately \$67,500 between all facilities on training and includes mandatory safety, company orientations, and PL 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

G & C's HR Manager (dedicated administrator) has two internal-support staff to help with the project's administration plus one site manager per facility. The Company has 22 in-house trainers (three per site) to deliver training. Some training will be delivered by outside vendors as needed. It has also retained a third-party administrator- Synergy Management Consultants to assist with ETP-administrative duties.

## **Impact/Outcome**

As a result of ETP training, many vocational certifications (estimated 305) will be earned as a part of the training plan proposed. These certifications maintain upward mobility in higher wage and higher skilled jobs for staff, while also providing G & C the opportunity to demonstrate desired certifications customers request as part of service requests. The resulting certifications related to proposed training will enable G & C to be eligible under insurer programs as a service provider and provide its workforce with transferable skills.

## **Alternate Recordkeeping**

Staff has received 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 \$ %
ET19-0183	Statewide	8/6/18 – 8/5/20	\$399,498	\$399,498 (100%)

## **DEVELOPMENT SERVICES**

Synergy Management Consultants in Grass Valley assisted with development for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

Synergy Management Consultants will also perform administrative services for a not to exceed 10% of payment earned.

## **TRAINING VENDORS**

ICAR in Los Angeles has been retained to provide training Commercial Skills for a fee of \$75,000.

PPG in Fairfield has been retained to provide training Commercial Skills for a fee of \$25,000.

CCCOne in Tracy has been retained to provide training Computer Skills for a fee of \$15,000.

CarOliner in Roseville has been retained to provide training Commercial Skills for a fee of \$10,000.

Other trainers will be identified as they are retained.



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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Care Skills
- Customer Retention
- Customer Engagement
- Customer Relationship Building
- Advanced Sales & Marketing Skills
- Closing Sales
- Management (non-disciplinary nor basic-management skills)
- Advanced Closing Techniques
- Sales Procedures & Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

**COMMERCIAL SKILLS**

- I-CAR Collision Repair Certification Skills
- Refinishing Skills
- Color Theory & Tints
- Blending Techniques
- New Technologies
- Paint Certification
- Structural Repair
- Unibody Alignment
- CAROLINER Structural Measuring Certification
- Repair & Replacement of Outer Body Panels
- High Strength Steels
- Aluminum Repair Processes
- MIG Welding
- Aluminum Welding
- Straightening Structural Damage
- Heating Cooling and AC Systems
- Steering & Suspension Systems
- Advanced Vehicle Systems
- Composite Materials and Bonding Techniques
- Estimating Skills
- Steering & Suspension System Damage Analysis
- Damage on Non-Drivable Vehicles
- Electrical / Mechanical Systems
- Advanced Materials
- Advanced Vehicle Systems
- Repair Planning

- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Service Procedures & Scheduling
- Product Knowledge
- Pre-Post Scanning / Computer Recalibration

### **COMPUTER SKILLS**

- Mitchell Connect Software
- Information Systems Software
- ALLDATA Automotive Software
- Manufacturer Scanning Software

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

### **PL- COMMERCIAL SKILLS**

- Structural Resistance Spot Welding
- Color Tinting Special Coatings
- CarOLiner Measuring Vehicle Structures Aluminum
- CarOLiner Structural Correction
- Technical Collision Estimating / Repair Planning
- Pre-Post Scanning
- Calibrating Advanced Driver Assistance Systems



Retrainee-Job Creation

Training Proposal for:

**Navis LLC dba NAVIS Corporation**

**Contract Number: ET23-0260**

**Panel Meeting of:** January 27, 2023

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee 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:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 220	U.S.: 400	Worldwide: 900
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$315,000

<b>Total ETP Funding</b>
\$294,630

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., PL-Comm'l. Skills	170	8-200	0-18	\$1,403	\$24.72
				Weighted Avg: 61			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., PL-Comm'l. Skills	40	8-200	0-18	\$1,403	\$20.60
				Weighted Avg: 61			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for Alameda County.  
Job Number 2 (Job Creation): \$20.60 per hour for Alameda County.

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

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

Up to \$2.47 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$2.45 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Business Service Staff		10
		25
Customer Service Staff		20
Engineering Staff		25
Managers/Supervisors		20
Project Management Staff		25
Software Support Staff		20
Technical Support Staff		15
		10
<b>Job Number 2: Job Creation</b>		
Business Service Staff		5
		10
Engineering Staff		8
Software Support Staff		10
Technical Support Staff		5
		2

## **INTRODUCTION**

Founded in 1988 and located in Oakland, Navis LLC dba NAVIS Corporation (Navis) (<https://www.navis.com/>) is a subsidiary of Accel – KKR. Navis is a Terminal Operating System (TOS) software developer specializing in Container Operating Systems and Container Terminal Automation. The Company combines industry-best practices with innovative technology and services to enable customers, regardless of cargo type and size, to maximize performance and reduce risk when shipping cargo from one terminal to another. Its customer base includes operating terminals across the world and clients that may operate private shipping terminals. ETP training will be delivered at its location in Oakland.

This will be Navis' first ETP-funded proposal.

### **Veterans Program**

Although this proposal does not include a Veteran's Job Number component, Navis strongly encourages veterans to apply for jobs at the Company.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 40 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. 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 resulting from the COVID-19 pandemic, many cargo containers were stuck at port. With COVID-19 guidelines loosening, the supply chain emergency in California has created more customers requiring Navis products and services to move an increased number of cargo containers in order to meet the supply chain emergency demand.

## **PROJECT DETAILS**

ETP-funded training will focus on addressing the supply-chain emergency in California. Trainees must learn how to design, install, and support software products to meet customer needs. Staff will be trained on the integration of the Company's TOS within shipping terminals. This will allow works to better understand and design TOS software in order to help reduce the supply-chain emergency around the world.

### **Training Plan**

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

**Business Skills:** Training will be offered to Managers/Supervisors, Business Service, Customer Service, Software Support and Technical Support Staff and include Billing Processes, Communication Skills and Critical Thinking.

**Commercial Skills:** Training will be offered to Managers/Supervisors, Business Service, Engineering, Software Support and Technical Support Staff and include Automated Terminal Procedures, Container Movement, Gate Operations and Infrastructure Integration.

**Computer Skills:** Training will be offered to all occupations and include Database Management, File Management and Scanning Skills, Software Implementation and Terminal Operating Software.

**Continuous Improvement:** Training will be offered to all occupations and include Industry Standards Training, Shipyard Documentations, Leadership, and Real-Time Decision Making Skills.

### **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.

The proposed PL-Commercial Skills' training will offer training opportunities when working in the port setting. This training is necessary so that trainees can learn how to integrate Navis software into real-time operations. A total of 53 trainees ranging from Business Service Staff, Engineering Staff, Managers/Supervisors, Software Support Staff, and Technical Support Staff will receive up to 30 hours of PL training.

PL- Commercial Skills training will ensure that staff acquire the critical skills needed to perform their jobs at a quality standard when working in the port setting. Training will include Container Transport Equipment, Rail Operations Equipment, Cranes, Flatbed Trailer Operations, and Storage Equipment Operation. PL training at Navis is an interactive training event directly supervised by a Manager or Supervisor. All trainers are subject-matter experts who have a minimum of three years of experience with Navis' operation and with its software development. 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 will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0-18 hours of CBT.

### **Commitment to Training**

Navis spends \$100,000 annually on training and includes new-hire orientation, first aid, Continuous Improvement, Business, Computer and Commercial 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 Director of Training (dedicated administrator) will oversee the ETP-funded project. There will be one Training Coordinator assisting with scheduling training, collecting training rosters, and other internal administrative duties. Training will be delivered by ten Managers and Supervisors and two subject-matter experts and vendors as needed. Additionally, a third-party administrator, National Training Company, Inc. (NTC), has been 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 know 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 \$10,000.

### **ADMINISTRATIVE SERVICES**

NTC 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**

- Administration
- Billing Processes
- Communication Skills
- Critical Thinking
- Inventory Control/Warehousing
- Partner Development
- Time Management

**COMMERCIAL SKILLS**

- Automated Terminal Procedures
- Container Movement
- COVID-19 Procedures
- Customer Communication
- Dispatch Training
- Equipment Safety
- Gate Operations
- Inclement Weather Procedures
- Infrastructure Integration
- Pan-Terminal Integration
- Pre-Sales Skills
- Product Classification
- Shipment Scheduling
- Standard Operating Procedures
- Terminal Operating Software Implementation
- Transparency & Visibility Practices
- Yard Operations

**COMPUTER SKILLS**

- Database Management
- File Management & Scanning Skills
- Microsoft Office (Intermediate/Advanced)
- Preventative Maintenance Program
- Software Implementation
- Software Upgrade Training
- Terminal Operating Software
- Third Party Technologies Integration
- Web Management

**CONTINUOUS IMPROVEMENT**

- Industry Standards Training
- Leadership



- Operating System Maintenance
- Real-Time Decision Making Skills
- Safety Procedures & Practices
- Shipyard Documentation
- Upgrades & Testing

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

#### **COMMERCIAL SKILLS**

- Container Transport Equipment
  - Haulers
  - Yard Tractors
  - Forklifts
  - Materials Handling Equipment
  - Top Handlers
  - Side Handlers
  - Container Handling Systems
  - Reach Stackers
- Rail Operations Equipment
  - Rail Containers
- Cranes
  - Panamax Crane Operation
  - Straddle Carriers
  - Gantry Cranes
- Flatbed Trailer Operations
  - Trailers
  - Terminal Tractors
- Storage Equipment Operation
  - Specialty Tractor Systems
  - Material Handling Equipment

### **Computer-Based Training**

#### **BUSINESS SKILLS**

- Customer Needs Assessment (1.45 hrs.)
- Dealing with Difficult People (1.45 hrs.)
- Effective Customer Service (1 hr.)
- How To Be An Effective Communicator (1.5 hrs.)
- Inventory Management (1.8 hrs.)
- Leadership (1.9 hrs.)
- Listening Skills (1.5 hrs.)
- Presentation Skills (1.9 hrs.)
- Project Management (1 hr.)
- Quality Improvement (1.9 hrs.)
- Time Management (2 hrs.)



Retrainee-Job Creation  
**Training Proposal for:**  
**Niagara Bottling, LLC**  
**Contract Number: ET23-0264**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, San Joaquin, San Bernardino	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: 2,680	U.S.: 6,831	Worldwide: 7,082	
<u>Turnover Rate:</u>	9%			
<u>Managers/Supervisors:</u> (% of total trainees)	12%			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$585,000

<b>Total ETP Funding</b>
\$299,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Improvement, Mfg. Skills	425	8-200	0-8	\$598	\$22.66
				Weighted Avg: 26			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Improvement, Mfg. Skills	75	8-200	0-8	\$598	\$19.67
				Weighted Avg: 26			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** **Job Number 1 (Retrainee):** \$22.66 per hour for Los Angeles and San Bernardino County. **Job Number 2 (Retrainee/HUA):** \$17.00 per hour for San Joaquin County.

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

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

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
<b>Job Number 1 – Retrainee</b>		
Corporate Support Staff		42
		55
Customer Service Staff		10
		15
Distribution/Logistics Staff		23
		26
Engineering/IT Staff		50
Managers		51
Manufacturing/Mechanic Staff		68
		85
<b>Job Number 2 – Retrainee/HUA</b>		
Corporate Support Staff		1
		5
Distribution/Logistics Staff		1
		2

		7
Engineering/IT Staff		2
Managers		2
Manufacturing/Mechanic Staff		15
		20
		20

## **INTRODUCTION**

Founded in 1963 and headquartered in Ontario, Niagara Bottling, LLC (Niagara) ([www.niagarawater.com](http://www.niagarawater.com)) is the largest private-label bottled water supplier in the United States. The Company uses advanced bottling technology such as PET (polyethylene terephthalate) recyclable manufacturing. The Company manufactures almost all component parts in-house including the water bottles and caps. The only parts it purchases are resin, labels, and shrink wrap. Niagara's customers include grocery stores, convenience stores, club stores and wholesale customers across the country.

There are eight operating facilities participating in this proposal. The Southern California facilities are located in Diamond Bar, Rialto and two in Ontario. All four Northern California facilities are located in Stockton. This is Niagara's fourth ETP Contract and third in the last five years.

### **Veterans Program**

Although there is not a dedicated Veterans job number, Niagara is committed to hiring and retraining Veterans. In addition, Niagara continues to work with Recruit Military that gives them the option to attend or sponsor virtual job fairs. Niagara has a Veterans outreach program through online employment websites for recruiters to source and contact Veterans. Niagara has worked with the VA to conduct outreach programs in areas where its production facilities are located.

## **PROJECT DETAILS**

In the three previous contracts, the Company's training focused on reducing the use of materials, new technology upgrades and the conversion of some production lines (in the Ontario sites) from flavored water to premium water. The Company also installed two brand new quality-checking machines and two additional manufacturing lines in the Rialto site. In this contract, Niagara's training will focus on the Company's expansion from six operating sites to eight. This new project will focus on the Company's current growth trajectory, skills, and knowledge needed, as well as new manufacturing lines and technology meant to enhance product diversity and quality. This expansion in Stockton has created more manufacturing lines and opportunities for more efficient production processes. New staff at the Stockton location will require extensive training on how to effectively operate machines and manage the facility.

Niagara will focus training on day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure operation infrastructures are aligned with quality customer service. The Company is developing adaptive and interactive platforms to manage costs and measure consumer needs and expectations. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. In addition, enhancing employee skills will enable Niagara to remain competitive within the industry and offer higher workplace promotional opportunities.

In addition, Niagara 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 Adobe Acrobat Reader, AutoCAD, Computer Language Skills, Cross-Training Skills, Marketing/Sales Skills, and Intermediate and Advanced Microsoft Office will give trainees transferable skills while promoting the Company's culture. Additionally, Managers promoted from within will require formal managerial training to enhance team building, leadership and motivation skills.

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

## **Training Plan**

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

**Business Skills:** Training will be delivered to all occupations and focus on Cross-Training Skills, Customer Service/Support Skills, Marketing/Sales Skills and Train-the-Trainer.

**Computer Skills:** Training will be offered to all occupations to improve software skills. Training topics include Adobe Acrobat/Reader, AutoCAD, Computer Language Skills and SharePoint.

**Continuous Improvement:** Training will be delivered to all occupations on Effective Leadership, Lean/Six Sigma Skills, Process/Performance Improvement, Product Development/Innovation Skills, Project Management and Team Development Skills.

**Manufacturing Skills:** Training will be offered to Manufacturing/Mechanic and Distribution/Logistics Staff. Training will improve employee's knowledge of proper techniques for working with equipment and provide on-the-job experience. Training topics include Aseptic Beverage Production, Blowmolding Skills, Electrical Safety, Injection Molding Skills, Logistics/Distribution Skills, Palletizing, Product Wrapping, and Sterilization Processes.

## **Computer-Based Training**

Computer-Based Training (CBT) will be provided to supplement class/lab, which is a more convenient means of delivering basic training. Trainees will receive between 0-8 hours of CBT. Courses include Bloodborne Pathogens, Clean In Place (CIP), Crane Safety, Electrical Safety Awareness, and Line Specific Mineral Skid Clean Out of Place (COP).

## **High Unemployment Area**

The 75 trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in an HUA.

### **➤ Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. The Company is requesting a wage modification from \$22.66 per hour to \$19.67 per hour for Job Number 2.

## **Commitment to Training**

Niagara's annual training budget, for all eight California facilities, is approximately \$2.6 million for safety and employee improvement. The Company is committed to making sure all staff are up-to-date with the new safety plan and able to efficiently operate the new equipment and software. 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 Manager of Training and Development will be working with the Project Manager to oversee the ETP project. A Training Administrator at each location will assist with training events and ensuring data is entered correctly into the CEF system. In addition, Niagara has also retained the services of a third-party subcontractor with extensive ETP experience to assist with administration. Training will be delivered by in-house experts and vendors as needed. Niagara has a detailed training schedule in place and is ready to start training upon approval.

## **Electronic Recordkeeping/LMS**

Staff has reviewed and confirmed that Niagara will be using the same LMS used in the previous contract, ET21-0127, which meets ETP Recordkeeping requirements.

## **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 \$ %
ET21-0127	Multiple	8/3/2020 – 8/2/2022	\$276,000	\$276,000 (100%)
18CS-0031-000	Multiple	8/3/2017 – 8/2/2019	\$140,352	\$140,352 (100%)

## **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development for a fee of \$8,900.

## **ADMINISTRATIVE SERVICES**

Training Funding Partners will also 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**

- Cross-Training Skills
- Customer Service/Support Skills
- Marketing/Sales Skills
- New/Updated Product Skills
- Train-the-Trainer

**Computer Skills**

- Adobe Acrobat/Reader
- AutoCAD
- Computer Language Skills
- Intermediate/Advanced Microsoft Office
- SharePoint

**Continuous Improvement Skills**

- Developing Teams/Goals/Objectives
- Effective Leadership
- Lean/Six Sigma Skills
- Problem Solving/Troubleshooting
- Process/Performance Improvement
- Product Development/Innovation Skills
- Project Management
- Talent Management/Targeted Selection
- Team Development Skills

**Manufacturing Skills**

- Aseptic Beverage Production
- Blowmolding Skills
- Bottle/Capping Processing
- Electrical Safety
- Injection Molding Skills
- Logistics/Distribution Skills
- Manufacturing Equipment/Maintenance Skills
- Packaging Skills
- Palletizing
- Product Wrapping
- Quality Control Skills
- Reverse Osmosis/Water Treatment
- Sterilization Processes

**Computer-Based Training**

Trainees may receive any of the following:

**Manufacturing Skills**

- Back Safety Training E-Learning (0.42 hours)
- Bloodborne Pathogens E-Learning (0.5 hours)
- Clean In Place (CIP) of the Centralized Mineral Skid (0.27 hours)
- Confined Space Entry E-Learning (0.583 hours)
- Crane Safety E-Learning (0.42 hours)
- Electrical Safety Awareness E-Learning (0.583 hours)
- Fall Protection E-Learning (0.33 hours)
- FourKites (Digital) Introduction (1.33 hours)
- Globally Harmonized System (GHS) Safety Data Sheet (SDS) E-Learning (0.42 hours)
- GHS Safety Data Sheets in Laboratory (0.33 hours)
- HAZCOM: Hazard Communication E-Learning (0.42 hours)
- Heat Stress Prevention E-Learning (0.33 hours)
- Ladder Safety E-Learning (0.33 hours)
- Line Specific Mineral Skid –Clean Out of Place (COP) (0.3 hours)
- Lock-Out/Tag-Out Awareness E-Learning (0.66 hours)
- Logility MP Software Simulation: Add an Item to the Gantt Chart (0.5 hours)





**Training Proposal for:**  
**Northern California Construction Training, Inc.**

**Contract Number: ET23-0268**

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	New Hire HUA SET Ex-Offender At-Risk Youth Multiple Barriers	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Mendocino, Placer, Sacramento, San Joaquin, Stanislaus, Yolo	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**

<table><tr><th>Program Costs</th></tr><tr><td>\$367,080</td></tr></table>	Program Costs	\$367,080	+	<table><tr><th>Support Costs</th></tr><tr><td>\$35,264 12%</td></tr></table>	Support Costs	\$35,264 12%	=	<table><tr><th>Total ETP Funding</th></tr><tr><td>\$402,344</td></tr></table>	Total ETP Funding	\$402,344
Program Costs										
\$367,080										
Support Costs										
\$35,264 12%										
Total ETP Funding										
\$402,344										
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent						

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority Rate New Hire SET Ex-Offender At-Risk Youth	Commercial Skills	76	8-260	0	\$5,294	\$17.00
				Weighted Avg: 210			

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

**Minimum Wage by County:** Job Number 1: \$17.00 per hour for Mendocino, Placer, Sacramento, San Joaquin, Stanislaus, and Yolo Counties.

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

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

Up to \$1.00 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
<b>Job Number 1</b>		
Pre-Apprentice:		
Cement Masons		3
Construction Craft Laborers		40
Laborers		31
Operating Engineers		2

**INTRODUCTION**

Founded in 1996, Northern California Construction & Training, Inc., (NCCT) ([www.ncct.ws](http://www.ncct.ws)) is a non-profit community-based organization. NCCT is headquartered in Sacramento and provides employment training and pre-apprenticeship programs in Sacramento, San Joaquin, Yolo, Mendocino, Placer, and Stanislaus counties. The pre-apprenticeship program helps prepare individuals for entry into a variety of construction trades. At the completion of training, it is planned that trainees will be placed in a Department of Apprenticeship Standards apprenticeship program and begin their retention period with employers in the building trades industry. NCCT is recognized as a Regional Occupational Center (ROC). As such, NCCT is eligible to contract with ETP as a Training Agency by the Sacramento County Office of Education. NCCT is also approved by the Division of Apprenticeship Standards for training as a Highway Maintenance Worker. This is NCCT's seventh ETP Contract, its third in the last five years.

NCCT is licensed to operate as a general contractor as approved under the Sacramento County Office of Education, Regional Occupational Program (SCOE/ROP).

NCCT is a repeat contractor and is eligible to contract with ETP as a private non-profit training agency. The proposal is for Special Employment Training funds for individuals who might not otherwise meet trainee eligibility requirements. These trainees will have multiple barriers to employment. Barriers may include but are not limited to mental or physical disability, illiteracy, limited English proficiency, limited math skills, or similar impediments. Trainees will have multiple barriers to employment, more specifically, Ex-Offenders and At-Risk Youth.

NCCT is partnering with Northern California Teamsters Apprentice Training and Education Trust Fund (NCTAT), Cement Masons Local 400, and Laborer's Local 185. NCCT is proposing to train 76 individuals for placement with employers in the construction industry.

### **Veterans Program**

Although NCCT does not actively track Veterans, NCCT works closely with Veteran Administration organizations such as the Salvation Army Veteran Services in Sacramento.

### **PROJECT DETAILS**

NCCT seeks funding for Ex-Offender and At-risk Youth New-Hire training with trainee placement through its established relationships with employer associations, apprenticeship programs, and local unions in the construction industry. NCCT's curriculum consists of commercial skills required for placement into construction related employment.

NCCT will provide a Commercial Skills curriculum that includes a range of skills that has been developed using input from employers and labor unions in the construction industry. The NCCT program is oriented to construction and consists of a total of 800 training hours, of which 520 hours are classroom, funded with SCOE/ROP funds. NCCT is proposing an ETP-funded new hire program, to include 260 laboratory training hours. There will be no overlap with SCOE/ROP funding.

Students will alternate between two weeks in SCOE/ROP-funded class and one week of ETP-funded laboratory training at NCCT's facility. In the SCOE/ROP-funded class training, trainees learn reading, math, safety, life skills and related requirements necessary for a career in construction, such as getting to work at an early hour, being drug free and working cooperatively with others. During the ETP-funded training, trainees build homes according to building code requirements, and learn specialties such as plumbing and wall texturing. The homes are sold to low-income or first-time homebuyers at cost.

NCCT is proposing laboratory-jobsite training consisting of commercial skills training for new-hires. The proposed training meets ETP's definition of laboratory training in a "non-productive environment" because: (1) the training agency is not in the normal business of building construction; and (2) there will be no profit or other monetary gain because the structures are to be sold at cost. ETP-funded trainees shall not use laboratory time to produce goods or provide services for profit.

### **Training Plan**

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

**Commercial Skills:** Training will be provided to all trainees. Training includes Hand Tool Terminology, Masonry Terminology Worksheets including Basic Masonry, Basic Carpentry, Basic Plumbing, and related skills at pre-apprentice levels.

## **Commitment to Training**

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

### ➤ Training Infrastructure

The Office Manager will oversee the Contract. NCCT has 10 additional employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration. In house trainers will provide the training for NCCT.

## **SET/HUA**

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. The Panel may modify the ETP Standard Wage for these trainees by up to 25% if post-retention wages exceed the pre-retention wages. This modification is permissible under the At-Risk Youth Project Guidelines for good cause. This wage modification is being requested (see Ex-Offender/At-Risk Youth paragraph below)

There are 18 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 San Joaquin and Stanislaus Counties are in an HUA.

## **Ex-Offender/At-Risk Youth**

Job Numbers 1 and 2 will be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines.

NCCT will be responsible for documenting the eligibility criteria for this program.

### ➤ Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days.

### ➤ Wage Modification

NCCT requests a post-retention wage modification for these trainees at 25% below the ETP Minimum Wage. This modification is permissible under the At-Risk Youth Project Guidelines for good cause which includes employment in high unemployment areas and secure jobs with known wage progression. Trainees who complete training will gain valuable experience and opportunities to seek apprenticeships.

### ➤ Incidental Placement

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

**Impact/Outcome**

Training will develop trainee skills to meet specific needs of employers, and help manufacturers and small businesses increase business.

**Marketing and Support Costs**

Marketing activities include mail, email, and website marketing. Members of NCCT will also market directly to their associates, high schools, colleges, jails, group homes, and probation offices.

Support costs of 12% will be used to recruit additional participating employers and assess employer-specific job training requirements throughout the term of the project. Staff recommends the 12% support costs for New Hire.

**Trainer Qualifications**

All NCCT training instructors are Journeymen Carpenters. These trainers are subject matter experts who will attest to trainee's progress and proficiency.

According to the Sacramento County Office of Education, all NCCT trainers are credentialed by the State of California.

**Tuition Reimbursement**

NCCT 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 NCCT under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0191	Mendocino, Placer, Sacramento, San Joaquin, Stanislaus, Yolo	11/4/2019 – 11/3/2021	\$254,064	\$254,064 (100%)
ET17-0241	Mendocino, Placer, Sacramento, San Joaquin, Stanislaus, Yolo	12/26/2016 – 12/25/2018	\$211,392	\$205,860 (97%)

**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**

- Hand Tool Terminology
  - Hand Tool Identification
  - Hand Tool Review
- Power Tool Terminology
  - Power Tool Identification
  - Power Tool Review
- Masonry Terminology
  - Basic Masonry
  - Hands on Masonry Instruction
  - Masonry Review
- Building Construction Terminology
  - Building Materials
  - Building Materials Review
- Building Layout
  - Building Layout Review
- Basic Carpentry
  - Basic Carpentry Review
- Electrical and Mechanical Terminology
  - Basic Electrical
  - Electrical Review
- Basic Plumbing
  - Plumbing Handout
- Basic HVAC
  - HVAC Review
- Welding Workshop
- Painting Trades Terminology
  - Basic Painting
  - Painting Review
- Basic Glazing
  - Glazing Review
- Basic Floor Covering
  - Floor Covering Review
- Landscaping Terminology
  - Basic Landscaping
  - Landscaping Test and Review
- BATC Training (Petro-Chemical)
  - Basic HazMat Safety



Employment Training Panel

**LIST OF PROPOSALS  $\leq$  \$75,000 APPROVED  
BY DELEGATION ORDER FOR 12/07/22 – 01/16/23**

<i><b>Project</b></i>		<i><b>Approved Date</b></i>	<i><b>Approved Amount</b></i>
ET23-0244	Aire-Rite Air Conditioning & Refrigeration, Inc.	12/13/22	\$50,140
ET23-0242	Aleia Corp. dba Surplus Service	12/13/22	\$29,670
ET23-0243	Alpha Research & Technology, Inc.	12/12/22	\$14,904
ET23-0245	American Restore, Inc.	12/15/22	\$46,460
ET23-0236	Artemis Headlands LLC	12/16/22	\$59,915
ET23-0250	ASAP Holding Co. dba ASAP Drain Guys & Plumbing	12/20/22	\$64,170
ET23-0247	Cabinet Outsource, Inc.	12/21/22	\$59,800
ET23-0246	Cal-Delta Plumbing, Inc.	12/21/22	\$54,970
ET23-0240	Calmont Engineering & Electronics Corp. dba Calmont Wire & Cable, Inc.	12/15/22	\$29,118
ET23-0239	Dalou Corporation dba Tomco Products	12/09/23	\$12,880
ET23-0251	Diamond Technologies, Inc.	12/30/22	\$64,630
ET23-0254	Everson Spice Company, Inc.	01/04/23	\$41,860
ET23-0228	Glazing Concepts, Inc.	12/05/22	\$51,750
ET23-0248	Henderson Farms, Inc.	12/27/22	\$60,076
ET23-0257	HR Mechanical Corp	12/23/22	\$17,020
ET23-0255	Life-Assist Incorporated	12/22/22	\$48,300
ET23-0259	Metal Tite Products	01/06/23	\$37,375
ET23-0256	Peninsula Improvements, Inc.	12/20/22	\$46,575
ET23-0253	Tully, Inc.	12/22/22	\$34,270
ET23-0252	U.S. Glass, Inc.	12/21/22	\$34,040
ET23-0249	Warren & Baerg Manufacturing, Inc.	12/28/22	\$37,030
ET23-0209	Western Pump, Inc.	12/08/22	\$32,775

**Total -----\$927,728**



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Aire-Rite Air Conditioning & Refrigeration, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0244**

**Approval Date:** December 13, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative	Industry Sector(s):	Construction (C) Services (61,71,72,81,92)  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: 152	U.S.: 152	Worldwide: 152
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$55,125

**Total ETP Funding**

\$50,140



<b>Occupations to be Trained:</b>	Administrative Staff, Technician, Warehouse/Transportation Staff, Field Lead
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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 SET	Business Skills Comm Skills Continuous Impr. Computer Skills HAZWOPER OSHA 10/30 PL-Comm. Skills	35	8-200	0-58	\$989	\$29.41
				Weighted Avg: 43			
2	Retrainee Job Creation Priority SET	Business Skills Comm Skills Continuous Impr. Computer Skills HAZWOPER OSHA 10/30 PL-Comm. Skills	15	8-200	0-58	\$1,035	\$17.64
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job Number 1 (SET): \$29.41 per hour Statewide  
 Job Number 2 (SET/Job Creation): \$17.81 per hour for Orange County; \$17.64 per hour for Riverside County

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

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

Job Number 2: No health benefits will be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Technician		25
Field Lead		5
Administrative Staff		3
Warehouse/Transportation Staff		2
<b>JOB NUMBER 2</b>		
Technician		2
		7
		1
Administrative Staff		4
Warehouse/Transportation Staff		1

**OVERVIEW**

<b>Year Company Founded:</b>	1972	<b>Company Headquarters:</b> <input type="checkbox"/> <i>Single location</i> Huntington Beach
<b>Total Number of Facility locations in California</b>	2 - Huntington Beach, Riverside	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Huntington Beach (Orange County)</li> <li>Riverside (Riverside County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Aire-Rite Air Conditioning &amp; Refrigeration, Inc. (Aire-Rite) specializes in the installation of heating, ventilations, air conditioning (HVAC), refrigeration and cooking equipment, and climate controls and thermostats. Aire-Rite also provides refrigeration service and repairs, disinfection services, proactive maintenance, equipment optimization, and mechanical services.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Commercial real estate</li> <li>Restaurant and food service industry</li> <li>Government facilities and hospitals</li> <li>Customers include Del Taco, Little Caesar's Pizza, Fountain Valley Hospital, Hoag Memorial, Princess Cruise, Compass Church, and GM Gas Station</li> </ul>

<b><i>Business / Industry Needs / Changes</i></b>	<ul style="list-style-type: none"> <li>Changes to HVAC standards require an increase in innovation, services, and quality assurance in the industry.</li> <li>Need to increase customer satisfaction in order to elevate growth and expand market share.</li> <li>Need to stay competitive within its industry and deliver services its client base requires.</li> <li>As a result of Aire-Rite's aging workforce, new technicians must be hired and obtain necessary competencies to back-fill for more experienced retiring technicians leaving the workforce.</li> </ul>
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**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>New technicians must receive extensive training to increase their skill level.</li> <li>Training will allow workers to manage projects and improve communication skills with internal staff and external customers.</li> <li>Trainees will learn the necessary skills to operate equipment and properly implement construction techniques and job site procedures.</li> <li>The proposed training will increase workforce skills, employee efficiency, and productivity.</li> </ul>
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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

<b>Commercial Skills</b>	<b>Business Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>HAZWOPER</b>	<b>OSHA 10/30</b>

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> HAZWOPER
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<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment <input type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>24 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> <ul style="list-style-type: none"> <li>• Technician</li> </ul>

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### 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"> <li>• <b>Project Oversight:</b>  Aire-Rite's Workforce Development Administrator will oversee the implementation of this project with the assistance of two internal staff members who will be coordinating training and the collection of rosters at both facilities. Aire-Rite has a training schedule in place and is prepared to commence training upon contract approval.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined (HAZWOPER and OSHA10/30)</li> </ul> </li> </ul>

- **Administration:**
  - ☒ In-house
  - ☐ Subcontractor

### Repeat Contract

• <b>Number Of Contracts in last 5 years:</b>	<b>1 – ET19-0196</b>
• <b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>• Training focused on new instrumentation that improved energy conservation and indoor air quality.</li> <li>• Training also focused on building a high performance workplace where employees were able to work in multiple jobs, solve problems, and identify and implement ideas for continuous improvement.</li> </ul>
• <b>Difference in Training Plan:</b>	<ul style="list-style-type: none"> <li>• Training will focus on specialized air conditioning, heating, ventilation, refrigeration, and commercial cooking equipment.</li> <li>• There will be new course offerings such as OSHA 10/30 and HAZWOPER.</li> <li>• Trainees at the Riverside facility did not participate in the last contract and will be trained in this new project.</li> </ul>

### PRIOR PROJECTS

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0196	Huntington Beach	8/27/2018- 11/24/2020	\$130,000	\$ 50,516 (39%)*

\*ET19-0196: The low completion rate was due to an overestimation of training hours and administrative difficulties with a subcontractor who was not familiar with ETP and provided minimal to no assistance during the contract term. This time, Aire-Rite has designated two in-house staff members to oversee training and will be in constant communication with internal groups to ensure 100% compliance. From its prior ETP project, Aire-Rite has gained valuable experience and a clear understanding of ETP requirements. A thorough assessment of training needs was conducted in each department which gave Aire-Rite the confidence that the proposed training plan is adequate and manageable. This proposal has also been right-sized to its prior earnings.

### 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**

- Business Case Analysis
- Business Development
- Business Partnering
- Contract Administration
- Interpersonal Communication
- Public Sector Finance Government and Accountability
- Time Management
- Service Costing and Financial Modeling
- Work Procedures
- Budget Management
- Financial Management
- Negotiation Skills
- Sales Skills
- Strategic Planning

**Commercial Skills**

- Blueprint Reading
- Construction Procedures
- Energy Saving Procedures
- Field Operational Procedures
- Heating, Ventilation and Air Conditioning
- Leadership in Energy and Environmental Design (LEED)
- Operations Procedures
- Operations Monitoring
- Plumbing Procedures
- Process Piping Procedures
- Project Turnover Procedures
- Refrigeration Procedures
- Site Management Procedures
- Welding Procedures
- Equipment Maintenance
- Operation and Control Procedures
- Quality Control Analysis
- System Analysis
- System Evaluation
- Operation Analysis
- Indoor Air Quality
- Commercial Cooking
- Forklift
- Industrial Equipment

### **Computer Skills**

- ACAD
- Adobe Acrobat
- Autodesk Building Design Premium
- AutoCAD Lt
- AutoCAD MEP
- Building Design Suite
- Fabrication CADmep
- Fabrication CAMduct
- Intermediate and Advanced Microsoft Office
- NavisWorks – ACAD
- Primivera
- Prolog
- ProCore
- Timberline Management Module
- SMARTS System
- BlueBeam
- Timberline
- Windows 7, 8, and 10
- Quick Pen
- DataBasics
- TechAnywhere

### **Continuous Improvement Skills**

- Goal Setting
- Meeting Management
- Planning Skills
- Process Improvement
- Quality Improvement
- Communication
- Conflict Management
- Conflict Resolution
- Decision Making
- Delegation Skills
- Engagement Skills
- Leadership Skills
- Logistics Skills
- Problem Solving Skills
- Team Building
- Teamwork
- Project Management

### **HazWoper**

- Hazardous Waste Operations and Emergency Response

### **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:

**Commercial Skills**

- Variable Speed Driver
- Airflow/Air Balance
- Hood Exhaust + Make-up Air
- Self-Contained Refrigeration
- KE2 Walk-In Cooler (WIC) Controls
- Beacon WIC Controls
- Parallel Rack
- Glycol Chillers
- Ice Machine – Follett
- Ice Machine – Manitowoc
- Ice Machine – Ice-O-Matic
- Ice Machine – Hoshizaki
- Ice Machine - True
- Electrical Motors
- Drains + Plumbing
- Economizers
- Breeze Air
- Hydrazones
- Performance Maintenance Refrigeration
- Performance Maintenance Heating Ventilation Air Conditioning (HVAC)
- CW3
- Honeywell Controls
- 75F Controls
- Pelican Controls
- Imperial
- MIC Machines
- Welding
- Brazing
- Hinges
- Gaskets
- Kitchen Equipment Drawer Repairs
- Kitchen Equipment Leg Repairs
- Disinfecting
- Rotobrush

**Computer-Based Training**

Trainees may receive any of the following:

**Commercial Skills**

- Fleet Safety (3.5 hours)
- Safe Environments (3.5 hours)
- Workplace Safety (3.5 hours)
- Appliance (3.5 hours)

**Computer Skills**

- Power BI Essentials (3.5 hrs)
- Pivot Tables (4 hrs)
- Excel Lookup Functions (1 hr)
- Excel Data Visualization (2.5 hrs)
- Excel Advance Formulas (4.75 hrs)
- Word Mail Merge in Depth (1.75 hrs)
- Creating Report in Word (1.5 hrs)
- Word Building Blocks and Macros (2.5 hrs)
- PowerPoint Advance Tutorial (2 hrs)

**Continuous Improvement Skills**

- The 7 Habits of Highly Effective People (8 hrs)
- The 5 Choices to Extraordinary Productivity Essentials (6 hrs)
- Change How to Turn Uncertainty Into Opportunity (1 hrs)
- Project Management (5 hrs)





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Aleia Corp. dba Surplus Service**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0242**

**Approval Date:** December 13, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Wholesale Trade - Distribution (A) Trade Wholesale (42)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda, Marin, San Bernardino	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>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

\$55,000

**Total ETP Funding**

\$29,670

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administrative Staff, IT Technician, Manager, President (Owner), Warehouse Technician

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr.	14	8-200	0	\$1,035	\$23.53
				Weighted Avg: 45			
2	Job Creation Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr.	11	8-200	0	\$1,380	\$21.57
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1: \$23.53 per hour for Alameda County; Job Number 2 (Job Creation): \$19.61 per hour for Alameda and Marin Counties; and \$17.64 per hour for San Bernardino County.

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

Up to \$1.00 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
<b>Job Number 1</b>		
Administrative Staff		3
IT Technician		3
Manager		3
President (Owner)		1
Warehouse Technician		4
<b>Job Number 2 (Job Creation)</b>		
IT Technician		4

Manager		3
Warehouse Technician		4

## **OVERVIEW**

<b>Year Company Founded:</b>	2011	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Fremont, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>• Fremont (Alameda)</li> <li>• San Quentin State Prison (Marin)</li> <li>• Chino (San Bernardino)</li> </ul>
<b>Nature of Business:</b>		<ul style="list-style-type: none"> <li>• Aleia Corp. dba Surplus Service (Surplus Service) is a green-certified Small Business based in Fremont. The Company's services are referred to as Upcycling, meaning it provides green-sustainability solutions. This includes refurbishment services, liquidation of surplus goods, data removal, recycling and e-waste management and removal. Surplus Service provides reverse logistics (purge or end-of-life management) for the collection of surplus inventory, returned goods, e-waste, and depreciated assets including computers, servers, medical devices, laboratory instruments, test equipment, and phone and networking systems.</li> </ul>
<b>Customer Base:</b>		<ul style="list-style-type: none"> <li>• IT industries</li> <li>• School districts</li> <li>• Government agencies</li> <li>• Hospitals</li> <li>• Medical and laboratory institutions</li> </ul>
<b>Business / Industry Needs / Changes</b>		<ul style="list-style-type: none"> <li>• New customer demands and expectations, including better and faster services.</li> <li>• Opening two new locations mid-2023 (San Quentin State Prison and California Institution for Men State Prison Chino).</li> <li>• Keep up with industry requirements.</li> <li>• Upgraded software applications have been developed for staff to become more proficient in the use of the Company's various automated systems so they can exceed customer expectations.</li> <li>• Developed best business practices related to COVID-19, including adapting to the new business environment.</li> <li>• The Company has experienced a 20% growth in business, and is committed to hiring 11 new employees in Job Number 2 over the next two years.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• The Company's goal is to provide existing and new workers with training so they may obtain the required job skills to adapt to new technologies and systems, exceed customer expectations, attract new clients, and support the business's continued growth.</li> <li>• Training will increase operational efficiencies and retention, improve services, and standardize processes and procedures across all facilities.</li> <li>• New employees require training in the following areas: Statement of work, service level agreements, clients' specific requirements, shorter delivery time, and cost reduction.</li> <li>• Training will be required to adopt new business practices and procedures while maintaining superior quality standards resulting from COVID-19.</li> <li>• Surplus Service has developed a company-wide training program, which includes Business Skills, Computer Skills, and Continuous Improvement. Trainees will gain the knowledge and skills necessary to deliver superior services, become more consistent and effective, and improve overall work performance.</li> <li>• The overall objective of training is to help staff promote, gain new job opportunities, increase wages and support career advancement.</li> <li>• The Company anticipates a 15-20% increase in business and workforce within the contract term.</li> <li>• No training from the prior ETP contract will be repeated except for that undertaken by trainees who did not participate in the prior ETP training.</li> </ul>
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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
<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function;  <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities; and  <input checked="" type="checkbox"/> The Company has committed to hiring 11 new employees and is currently going through the hiring and interviewing processes to prepare them for the opening of its two new facilities mid-2023.	

**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
For trainees in Job Number 2 (Job Creation), Surplus Service requests a weighted average of 60 hours. Job Number 2 consists of new employees who will need additional training to better understand the Company's business operations and procedures.	

**Veterans Program**

<b>Number of Veterans</b>	Although the Company does not have a separate Veteran Job Number, Surplus Service actively recruits Veterans. Currently, the Company has three Veterans in its workforce, and works with the Center for Employment Opportunities and workforce development organizations that specialize in hiring Veterans.
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**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  The Company's President will oversee the project and training implementation. In addition, the Director of Operations, Administrative Staff, Operation Support Staff and General Manager at each location 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 the Company is ready for training to commerce upon approval.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, and Continuous Improvement  <input type="checkbox"/> Vendor – Types of Training by vendor:         </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>             The President and General Manager  <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor         </li> </ul>

**Repeat Contract**

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	1
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<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Company's fundamentals</li> <li>• ISO 14001, 45001, and Responsible Recycling (R2) certifications</li> <li>• Enterprise Resource Planning and Customer Resource Management systems</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	New business and customers require new standards and specifications in which existing and new employees must be trained to meet customer expectations and industry requirements. In addition, training in the upgraded computer system will increase employee skills and knowledge to better attract and serve customers, improve business operations, and promote continued growth.

### **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 \$ %
ET21-0121	Fremont	07/02/20 – 09/29/21	\$19,320	\$19,320 (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**

- Adopting Changes in Market Segments
- Reporting Skills
- Standard Operating Procedures
- Teambuilding
- Onboarding New Clients
- Managing Clients Expectations on New Agreements

**Computer Skills**

- Upgraded Customer Service and Operational Software
- Customer Resource Management (CRM) System
- E-Commerce
- Enterprise Resource Planning (ERP)/Inventory Management Software
- Upgraded Customer Service and Operational Management Software

**Continuous Improvement Skills**

- Communication Skills - Verbal and Written
- Customer Service Skills
- ISO 14001, 45001, 9001
- Responsible Recycling (R2)



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Alpha Research & Technology, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0243**

**Approval Date:** December 12, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**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:	El Dorado Hills	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: 26	U.S.: 26	Worldwide: 26
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$33,161

**Total ETP Funding**

\$14,904



<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administrative Staff, Engineers, Managers/Supervisors, Owner, Warehouse Staff

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Management Skills Mfg. Skills	24	8-200	0	\$414	\$21.57
				Weighted Avg: 18			
2	Retrainee Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Management Skills Mfg. Skills	12	8-200	0	\$414	\$18.00
				Weighted Avg: 18			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$21.57 per hour for El Dorado County, Job Number 2 (Job Creation): \$17.64 per hour for El Dorado 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: Retrainees		
Administrative Staff		6
Engineers		7
Managers/Supervisors		3

Owner		1
Warehouse Staff		7
Job Number 2: Job Creation		
Administrative Staff		1
Engineers		2
Managers/Supervisors		3
Warehouse Staff		6

## **OVERVIEW**

<b>Year Company Founded:</b>	1993	<b>Company Headquarters:</b> El Dorado Hills
<b>Total Number of Facility locations in California</b>	2	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• El Dorado Hills (Hillsdale Cir.)</li> <li>• El Dorado Hills (Robert J Mathews)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Alpha Research &amp; Technology (ART) (<a href="http://www.artruggedsystems.com">www.artruggedsystems.com</a>) is an aviation systems integrator involved in the design, manufacture, integration and support of high-quality and cost effective airborne Command Control, Surveillance, and Reconnaissance missions systems</li> <li>• Products range from single chassis items to complete network and computer infrastructure development and manufacturing</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Private Aerospace companies such as Lockheed Martin &amp; Boeing</li> <li>• United States Military Agencies</li> <li>• Prime Defense Contractors</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• ART contracts with U.S. Military agencies which require them to follow continuously changing procurement processes and regulations.</li> <li>• ART is also upgrading their computer software and Enterprise Resource Planning (ERP) system.</li> </ul>
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**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• In order to keep up with new technology, ART will provide staff with training on new upgrades to the ERP systems and computer software applications. Training will keep the staffs skills up-to-date by incorporating new advancements in electronics and computer engineering designs.</li> <li>• Training on the development of program management, contract management, and administration skills will ensure staff are able to meet new regulations and develop skills in order to succeed.</li> <li>• As a result of training, trainees will receive an increase in technical and professional skillsets in order to perform at a higher level and help ART remain competitive in the industry. Employees will also receive various certifications including AS9100 Quality Auditor Certification, Project Management Certification, ISP J-Standard Soldering Certification, IPC/WHMA620 Cable Crimping and Wire Harnessing Certification.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

☒ Class/lab

☒ E-Learning

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Hazardous Materials Skills</b>	<b>Management Skills</b>
<b>Manufacturing Skills</b>		

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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The following Modification falls within Panel guidelines:

**Temp-to-Perm**

Average days to convert temporary workers to full time permanent employment.	120 Days
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <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. Training is both job specific and companywide, and includes safety, legal compliance, product knowledge, and on-the-job training. Training will be delivered at both of ART's El Dorado Hills locations. The Company's annual training budget is approximately \$15,000. ART's CEO will oversee the Contract along with a Senior Accountant who will coordinate training and gather rosters. The previous contract had poor performance which resulted from poor administration. Since then, the Company has reviewed the mistakes from the previous contract and has made changes as to how the oversight and administration of this Contract will be done.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Material Skills, Management Skills, and Manufacturing Skills.</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>The CEO along with the Senior Accountant will Administrative tasks for this contract</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul>

## Repeat Contract

<ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>• Training focused on increasing efficiencies and enhancing production capabilities</li> <li>• Training also focused on getting up to date with FAA standards that were new at the time as well as newer software</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	The training for this proposal differs from previous contracts with upgrades to software and systems, as well as new industry standards. In addition, the Company now has a contract with U.S. Military agencies and needs to meet new training requirements for government regulations.

**PRIOR PROJECTS**

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0314	El Dorado Hills	12/26/2016 – 12/25/2018	\$72,800	\$14,420 (20%)

The previous Contract had poor performance which resulted from poor administration. This was from a combination of not having a good grasp of the program and a lack of oversight. Since then, the Company has reviewed the mistakes from the previous Contract and has made changes as to how the oversight and administration of this Contract will be done. In addition, the current project has been rightsized to a similar amount earned on the previous Contract.

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Writing Skills
- Communication Skills
- Dealing With Difficult People
- Finance for Non-Financial Managers
- Leading Effective Meetings
- Managing Priorities, Projects & Deadlines
- Presentation Skills
- Problem Solving & Decision Making
- Project/Program Management
- Strategic Planning
- Time Management

**Commercial Skills**

- Accounting & Auditing Compliance for Government Contractors
- Contract Pricing Fundamentals
- Cost Accounting for Government Contracts
- Cyber Security Maturity Model Certification (CMMC) - Policy & Technical Requirements
- Effective Market Research in Government Contracts
- Federal Contractor's Performance Assessment Reporting System (CPAR)
- Fundamentals of Government Contracting
- Fundamentals of Procurement
- Fundamentals of Supply Chain Management
- Government Contract Compliance & Administration
- Government Subcontract Management
- Improving Ruggedness & Reliability in Electronics Systems Design
- Managing Contracts for Maximum Value and Minimum Risk
- Managing Government Property under Contracts
- Maritime Shipyard Safety Regulations
- Pricing and Cost Analysis in Government Contracts
- Purchasing - Sourcing Strategies
- Teaming & Subcontracting in Federal Contracts
- Timekeeping for Government Contractors
- Understanding Defense Contract Audit Agency (DCAA) Compliance Programs
- Understanding Federal Acquisition Regulations (FAR)
- Understanding Mandatory DFARs and Flow-Downs

**Computer Skills**

- Adobe Acrobat
- CAM Works
- Crystal Report Writing
- InfoRouter Document Management System
- Intel Quartus Prime Programming
- Intel SoC FPGA Programming
- JobScope ERP - Overview
- JobScope ERP - Financials module
- JobScope ERP - Job Costing Accounting module
- JobScope ERP - Purchasing module
- JobScope ERP - Material Requirements Planning (MRP) module
- JobScope ERP - Production Planning & Scheduling module
- JobScope ERP - Estimating & Quoting module
- JobScope ERP - Shop Floor Control
- JobScope ERP - Job Control/Work Orders
- JobScope ERP - Receiving/Inventory Control
- JobScope ERP - Engineering & Bill of Material (BOM) Management Module
- JobScope ERP - Quality Assurance (QA) module
- JobScope ERP - Sales Management module
- JobScope ERP - DATACAP Barcode Labor Collection
- JobScope ERP - Mobile module
- Microsoft Excel - Intermediate/Advanced
- Microsoft Outlook - Intermediate/Advanced
- Microsoft Word - Intermediate/Advanced
- Microsoft Powerpoint - Intermediate/Advanced
- Microsoft Project - Intermediate/Advanced
- Paycor Payroll Software
- SQL Programming
- SolidWorks CAD - Basic Fundamentals
- SolidWorks CAD - Advanced Drawings
- SolidWorks CAD - Mastering the SolidWorks Design Library
- SolidWorks CAD - Extreme Modeling
- SolidWorks CAD - Mastering Parts & Features
- UNIX
- Visual Basic

**Continuous Improvement Skills**

- AS9100 Quality Auditor
- AS9100 Quality Standards & Compliance
- ASQ Problem Solving Using A3
- Developing Effective QMS Programs
- Developing & Implementing Effective Quality Management Systems (QMS)
- Failure Mode & Effects Analysis (FMEA)
- Geometric Dimensioning & Tolerancing Fundamentals
- Kaizen Method for Quality Improvements
- Process Improvement (Lean/Six Sigma)
- Quality/Engineering Tools for Supplier Management

- Quality Improvement Fundamentals
- Root Cause Corrective Action (RCCA) Methodology
- Statistical Process Control

**Hazardous Materials Skills**

- Handling, Storage & Disposing of Hazardous Chemicals
- Understanding for Safety Data Sheets (SDS)

**Management Skills (For Managers/Supervisors only)**

- Behavioral-based Interviewing for Results
- Coaching & Leading Teams
- Coaching & Managing Performance
- Delegating Effectively
- Developing Effective Performance Objectives
- Teambuilding
- Managing Conflict

**Manufacturing Skills**

- 3D Modeling for Additive Manufacturing
- CNC - Multi-Axis Operations
- CNC - Multi-Axis Programming
- CNC - Multi-Axis Programming - Advanced
- Counterfeit Electronic Parts Identification and Prevention
- Design Rules for 3D Printing
- Electrostatic Discharge (ESD) Control for Electronics Assembly
- Foreign Object Damage (FOD) Prevention for Electronic Assembly
- Fundamentals of 5S Manufacturing Programs
- Fundamentals of Commercial-off-the-Shelf (COTS) Based Engineering & Manufacture
- Fundamental of Electronics Assembly for Engineers
- Fundamentals of Electronics Assembly for Operations
- Introduction to Lean Manufacturing Principles
- IPC J Standard Soldering Specialist Certification
- IPC/WHMA 620 Cable & Wire Harness Specialist Certification
- Manufacturing Principles for 3D Printing
- Principles of Manufacturing
- Schematic Capture & Printed Circuit Board (PCB) Layout
- Understanding Electronics & Cable Assembly Drawings & Schematics





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**American Restore, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0245**

**Approval Date:** December 15, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET Job Creation Initiative	Industry Sector(s):	Construction (C) Services (61,71,72,81,92)  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: 36	U.S.: 36	Worldwide: 36
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$66,255

**Total ETP Funding**

\$46,460

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Technician, Administrative Staff, 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 SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	36	8-200	0	\$1,035	\$29.41
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	5	8-200	0	\$1,840	\$17.81
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:**

Job Number 1 (SET/Priority Industry): \$29.41 per hour Statewide

Job Number 2 (SET/Job Creation): \$17.81 per hour for Orange County

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

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

Job Number 2: Up to \$0.17 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Technician		30
Administrative Staff		5
Owner		1
<b>Job Number 2</b>		
Administrative Staff		1
Technician		1

		1
		2

## **OVERVIEW**

<b>Year Company Founded:</b>	2012	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Huntington Beach
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Huntington Beach (Orange County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>American Restore, Inc. (ARI) (<a href="http://www.americanrestore.com/">www.americanrestore.com/</a>) is a specialty contractor providing industrial solutions for heavy duty flooring, waterproofing, high performance coatings, and concrete repair and strengthening.</li> <li>Services include reconstruction, remediation, emergency clean up, damage repair (water, mold, and fire) and disaster restoration.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Residential, commercial, and industrial companies</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>In response to increased competition and complexity of projects in the remediation and reconstruction industries, ARI employees need higher levels of technical skills.</li> <li>ARI recently invested \$65K in new equipment installed within the Company.</li> <li>Due to a more sophisticated and knowledgeable customer base, a highly skilled workforce is required to meet customer needs.</li> <li>Expansion of business capacity, therefore, hiring 5 new employees within the next 12 months to meet customer demand.</li> </ul>
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## **Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>To keep up with changing and complexity of work projects, Technicians need training in commercial skills in an effort to improve service, decrease repair work, and enhance technical installation and restoration techniques. ARI certified that the training topics do not replace, parallel, supplant, compete with, or duplicate existing apprenticeship programs as applicable to the occupations planned. As a result of ARI's significant investment in new equipment,</li> </ul>
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	<p>employee training is required for its full operation and utilization of said equipment. Training is not included in the purchase price.</p> <ul style="list-style-type: none"> <li>To meet customer service needs new and current employees will be trained in customer service, conflict management, performance management, coaching skills, communication and product knowledge in order to remain competitive.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

☒ Class/lab

☒ E-Learning

☒ Productive Lab

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>HAZMAT</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Productive Laboratory</b>	<b>Justification:</b>
	<input checked="" type="checkbox"/> New Equipment
	<input checked="" type="checkbox"/> Certification Standards
	<b>20 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b>
	Technician
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<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	80 Hours
Newly-hired technicians will be provided up to 200 hours of training in tile laying, plumbing, drywall installation, framing, and electrical. These new hires are trained within two to four months from the start of their employment. This will allow them to acquire the required level of competency to work independently and meet the quality standards of the customers. ARI is requesting ETP reimbursement for 80 hours.	

### Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.
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The following Modification(s) fall within Panel guidelines:

### Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	30
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  ARI's Human Resources Manager and President will be responsible for the administration and implementation of this project. An outside consultant has been retained to assist in the project administration and ensure that all training records meet ETP compliance. ARI has a training schedule in place and is prepared to commence training upon contract approval. Training will be provided by in-house subject matters and vendors as needed.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HAZMAT, PL–Commercial Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined (OSHA 10/30)           </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  Human Resources Manager/President and Training Funding Source  <input checked="" type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor           </li> </ul>

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

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

**Commercial Skills**

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

**Computer Skills**

- ACT Customer Relationship
- Global Positioning System Software
- Microsoft Office
- QuickBooks
- RMS Software
- Time Tracking
- Website Design

**Continuous Improvement Skills**

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

**Hazardous Materials Skills**

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

**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:

**Commercial Skills**

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



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Artemis Headlands LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0236**

**Approval Date:** December 16, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, 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: 55	U.S.: 55	Worldwide: 55
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$59,285

**Total ETP Funding**

\$59,915



<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Research Operations, Administrative Staff, Sales Staff, Supervisors/ Managers, Owner

### **TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Comm. Skills	55	8-200	0	\$920	\$21.57
				Weighted Avg: 40			
2	Retrainee Priority SB<100 Job Creation	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Comm. Skills	9	8-200	0	\$1,035	\$19.07
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$21.57 per hour for both San Diego and Riverside Counties; Job Number 2 (Job Creation): \$17.64 per hour for Riverside County and \$17.89 per hour for San Diego County.

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Research Operations		32
Administrative Staff		13
Sales Staff		2
Supervisors/ Managers		6
Owner		2
<b>Job Number 2</b>		
Research Operations		9

### **OVERVIEW**

<b>Parent Company</b>	Headlands Research LLC	
<b>Year Company Founded:</b>	2008	<b>Company Headquarters:</b> <input type="checkbox"/> Single location San Diego, CA
<b>Total Number of Facility locations in California</b>	3	
<b>Facility location(s) where training will occur</b>	San Diego (San Diego County)  San Marcos (San Diego County)  Riverside (Riverside County)	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Founded in 2008, Artemis Headlands LLC (Artemis) (<a href="http://www.artemis-research.com">www.artemis-research.com</a>), is a service-based small business that conducts clinical research studies with human subjects. The Company executes specific protocols to further develop and understand new medication treatments.</li> <li>Artemis works on behalf of pharmaceutical companies which are overseen by the Food and Drug Administration (FDA) in multi-therapeutic areas including, psychiatry, neurology, internal medicine, and vaccines. The data for each study protocol is gathered by the Company through collaborating and working with human study participants, who volunteer to participate in a clinical research study.</li> <li>Artemis parent company is Headlands Research LLC and the company has been designated a Headlands Research site.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Artemis' primary customer base includes the pharmaceutical and medical device industries.</li> <li>The Company's customers are small to large biotech and pharmaceutical companies, ranging from having one potential medicine under clinical research testing, to large diverse compounds that are being tested for the market and need approval from the relevant regulatory bodies. These regulatory bodies include the FDA and the European Union Commission.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>As the landscape for performing clinical research is becoming more specialized, it has steadily become more difficult to find industry trained medical and administrative staff to fulfill the needs for clinical research.</li> <li>As the Company grows, it is also becoming imperative for the organization to upgrade the skills</li> </ul>

	<p>of its employees to effectively meet the demands of its customer base.</p> <ul style="list-style-type: none"> <li>• Artemis operates in a highly specialized part of healthcare and competition for trained employees is very high within the industry. Providing more training opportunities will improve employee retention rates and make Artemis an even more desirable organization to work for.</li> <li>• Research technology is continuously evolving, procedures are often modified, and new regulations and protocol changes are implemented.</li> </ul>
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### Training Plan:

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• In order to address and support the aforementioned business needs, Artemis is committed to providing a comprehensive company-wide training program to address the deficiencies in technical skills of its staff. This will be achieved by providing a comprehensive training program necessary to meet industry demands and standards as set forth by the relevant regulatory bodies.</li> <li>• Trainees will also receive training in various data collection technologies necessary to conduct research studies on behalf of its customer base.</li> <li>• Professional and business skills training in team building, management, communication, conflict resolution, leadership, and company operations in order to continually develop team members and allow for retention and advancement within the Company.</li> <li>• Administrative Staff will also need training in effective communication skills, project management and team building in order to streamline internal procedures when responding to customer needs. In addition, Administrative Staff will need extensive software training and an understanding of the Company's operations in order to respond when called upon by customers.</li> <li>• The Sales Team will need training in order to effectively find, vet and work with patients suffering from a variety of ailments. This is necessary to match these individuals to research trials suitable to assist patients with their specific ailments. This requires constant training on diseases and technology.</li> </ul>
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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

☒ Productive Lab

Business Skills	Computer Skills	Commercial Skills
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<b>Continuous Improvement</b>		
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<b>Productive Laboratory</b>	<b>Justification:</b>
	<input checked="" type="checkbox"/> Certification Standards
	<b>0-11 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Research Operations, Administrative Staff, Sales Staff, Supervisors/ Managers
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the Company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition
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### Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>The project will be overseen by the CEO of the Company. The CEO will be assisted by the Director of Operations who will manage the coordination of training at each facility and ensure training documentation is done adequately.</p>
<ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement Training.</p> <p><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD as needed.</p>
<ul style="list-style-type: none"> <li><b>Administration:</b></li> </ul> <p>Artemis will contract with an administrative subcontractor to assist with project administration. Under the oversight of the Director of Operations, internal office administrator at each location will be the point person and will be responsible for submitting completed original rosters to the San Diego office. The Director of Operations at the San Diego office will submit copies of completed attendance rosters to administrative subcontractor for uploading in the ETP online system.</p> <p><input checked="" type="checkbox"/> In-house</p> <p><input checked="" type="checkbox"/> Subcontractor – An Administrative subcontractor party has been hired to assist with project administration.</p>

**Repeat Contract**

• <b>Number Of Contracts in last 5 years:</b>	1
• <b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>The previous project focused on Company expansion (opening another facility) as well as enhancing the technical skills of its incumbent workers.</li> </ul>
• <b>Difference in Training Plan:</b>	As a result of the pandemic, Artemis experienced a large turnover of staff. The result, a lack of technically skilled workers necessary to complete tasks on the job. The training in this project will enable the Company to recall displaced workers and provide them with the skills necessary to work within the Company. Additionally, for the existing and new staff, new technology training in data collection, such as electronic source data capturing, is necessary to keep up the needs of clinical research.

**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 \$ %
ET20-0119	San Diego	7/24/2019- 7/23/2021	\$56,304	\$56,304 (100%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13% of payment earned
Training Vendors	TBD	TBD	TBD

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

Trainees may receive any of the following:

**Business Skills**

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

**Commercial Skills**

- Clinical Research/Trials Protocol Training
- Equipment Operations & Maintenance
- Filing Systems
- Inspection Procedures
- Integrated Approaches to Testing & Assessment
- Laboratory Procedures
- Phone Screening for Clinical Studies
- Sample Processing
- Standard Research Methods
- Study Areas
- Work Procedures
- Collection of Data
- Good Clinical Practice (GCP)

**Computer Skills**

- Adobe
- Clinical Conductor/Clinical Trial Management Software
- Cloud Solutions
- Computer Graphics, Design & Drafting
- Customer Relationship Management (CRM) – Salesforce
- Electronic Data Capture Software
- Financial Software
- Microsoft Office (Intermediate/Advanced)
- Payroll System
- Web Design and Graphics Software

**Continuous Improvement Skills**

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

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

Trainees may receive any of the following:

**Commercial Skills**

- Vitals Collection
- Electrocardiogram Testing
- Polysomnography Testing
- Blood Drawing
- Lab Processing
- Study Visit Data Collection
- Investigational Drug Collection and Dispensing
- Obtaining Informed Consent
- Data Entry



## RETRAINEE-JOB CREATION

Training Proposal for:

**ASAP Holding Co. dba ASAP Drain Guys & Plumbing**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0250**

**Approval Date:** December 20, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative SB <100	Industry Sector(s):	Construction (C)  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: 72	U.S.: 72	Worldwide: 72	
<u>Turnover Rate:</u>	15%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

#### In-Kind Contribution

\$132,545

#### Total ETP Funding

\$64,170



<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Technician, Administrative 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 SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	57	8-200	0	\$1,035	\$29.41
				Weighted Avg: 45			
2	Priority Retrainee Job Creation SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	5	8-200	0	\$1,035	\$17.89
				Weighted Avg: 45			

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

**Minimum Wage by County: Job Number 1 (Retrainee):** \$29.41 per hour for SET/Priority Statewide Average. **Job Number 2 (Job Creation):** \$17.89 per hour for San Diego County.

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

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

Up to \$0.89 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)		
Technician		50
Administrative Staff		7
Job Number 2 (Job Creation)		
Technician		4
Administrative Staff		1

**OVERVIEW**

<b>Year Company Founded:</b>	2001	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location San Marcos, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>San Marcos (San Diego)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Commercial Plumbing Construction</li> <li>Residential Plumbing Construction</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Commercial and local businesses and building companies</li> <li>Homeowners</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>ASAP Holding Co. dba ASAP Drain Guys &amp; Plumbing (ASAP Holding Co.) is upgrading its Service Titan Software by adding new modules including dispatching, scheduling, call booking, and reporting.</li> <li>ASAP Holding Co. will also implement a new GPS Monitor and Tracking software including new dash cams and telematics to improve equipment maintenance and routing efficiency.</li> <li>The Company also implemented a new Foundation Accounting System to improve project management.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>ASAP Holding Co. invested \$95K on new equipment including cables, snakes, and upgrading modules on its Service Titan software. All employees will need to train on dispatching, scheduling, call booking, marketing, reporting, QuickBooks interface, mobile operations, financing, and customer relations.</li> <li>Employees need to learn how to sell, install and support new products including water filtration, conditioning, and softening systems; water heater protection systems; and water disinfecting and sterilizing systems.</li> <li>Employees will also need to learn how to operate new GPS Monitor and Tracking software to improve equipment maintenance and routing efficiency.</li> </ul>
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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

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>HazMat</b>	<b>PL-Commercial Skills</b>

<b>Productive Laboratory</b>	<b>Justification:</b> <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	<b>10 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Technician
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  ASAP Holding Co. has a detailed training plan in place and is ready to implement upon approval. The Operations Manager with assistance from the Office Manager and Lead Technicians will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics of training. The Company has also retained the services of an administrative subcontractor to assist staff to successfully complete this project.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined         </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  Operations Manager will be responsible for collecting rosters for administrative subcontractor to enter information into the tracking systems.   <input checked="" type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor         </li> </ul>

### Repeat Contract

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	One
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>ASAP Holding Co. implemented an Operations Manual to ensure consistency throughout the Company.</li> <li>The Company introduced its Service Titan software.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	The Company will be upgrading its Service Titan software with new modules and will implement new software including its Foundation Accounting System and new GPS Monitor and Tracking software.

**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 \$ %
ET20-0345	San Marcos	5/19/2020- 5/18/2022	\$74,520	\$70,638 (95%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13% of earned amount
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

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

**Commercial Skills**

- Drains and Sewer
- Equipment and Operations
- Installation Techniques
- Job Cost
- Materials Handling and Storage
- Painting
- Power Tool Use and Guarding
- Product and Service Knowledge
- Prepping/Protecting Property
- Refinishing/Renovate Techniques
- Respiratory Protection
- Site Logistics
- Standard Operating Procedures (SOP)
- Water Heater & Filtration
- Work Procedures

**Computer Skills**

- Customer Relationship Management (CRM)
- Service Titan
- GPS Software
- Microsoft Office (Intermediate/Advanced)
- QuoteWerks
- QuickBooks
- Time Tracking
- Website

**Continuous Improvement Skills**

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

**Hazardous Materials Skills**

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

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

Trainees may receive any of the following:

**Commercial Skills**

- Equipment Operations
- Field Operational Procedures
- Plumbing Installation



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Cabinet Outsource, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0247**

**Approval Date:** December 21, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate SB <100	Industry Sector(s):	Manufacturing (E)  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: 44	U.S.: 44	Worldwide: 44
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$49,425

**Total ETP Funding**

\$59,800

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Admin Staff, Production Staff, Supervisor/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 Computer Skills Continuous Impr. HazMat Mfg. Skills	44	8-200	0	\$1,265	\$21.57
				Weighted Avg: 55			
2	Retrainee Priority SB<100 Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills	3	8-200	0	\$1,380	\$19.07
				Weighted Avg: 60			

**\*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: 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 (Retrainee)		
Admin Staff		5
Owner		1
Production Staff		37
Supervisors/Managers		1
Job Number 2 (Job Creation)		
Production Staff		3



**OVERVIEW**

<b>Year Company Founded:</b>	2001	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Brea, CA</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Manufacturing and wholesale of custom built cabinets and closet components</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Residential homes</li> <li>Commercial buildings including medical facilities, schools, laboratories, and health clubs</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Cabinet Outsource, Inc. (Cabinet Outsource) is moving towards new markets and needs certifications in order to do business in them.</li> <li>The Company is implementing Lean Manufacturing Techniques as they shift their employee culture, ways of doing business, and their thought processes behind it.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Cabinet Outsource is looking to expand their business into new markets. To do so, the Company is required to have certain certifications in order to access this new customer base. These certifications are Architectural Woodwork Institute Certification (AWI), The Woodwork Institute Certification (WI), and Forest Sustainability Certification (FSC).</li> <li>In order to keep up with industry standards and remain competitive, the Company has begun to implement Lean Manufacturing Techniques in order to change the Company's culture. The implementation of Lean Manufacturing is designed to help the Company become more efficient while maintaining the quality of products. As a result of this implementation, the Company is consistently providing employees with training in order to become a better Original Equipment Manufacturer.</li> <li>Over the past few years, Cabinet Outsource has seen a 10% growth in revenue. The Company expects this growth to continue over the next few years and, in order to meet the projected growth and increased demand, the Company plans on hiring three more production staff.</li> </ul>
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>Manufacturing Skills</b>	<b>HazMat</b>	

<b>Certified Safety Training</b>	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function;  <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Job 1: 55 hours Job 2: 60 hours
The Company currently trains employees in excess of 60 hours in order to remain competitive. Due to the complexity of the manufacturing of wood products, a significant amount of training is needed in order to ensure the safety of employees, as well as the production of high quality products. In addition, trainees will learn transferable skills under this project that allow them to be more competitive in the industry.	

### Training Infrastructure & Administrative Plan

- Project Oversight:**

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 is both job specific and companywide, and includes safety, legal compliance, product knowledge, and on-the-job training. Training will be delivered at Cabinet Outsource's Brea Location. The Company's annual training budget is approximately \$100,000. The Company has a detailed and structured training plan in place and is ready to start training upon project approval. Cabinet Outsource's Controller will oversee the contract, coordinate training and gather rosters. In addition, the Company has retained the services of a third party administrator with extensive ETP experience to assist with administration.

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, HAZMAT</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13% of funds 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**

- Coaching
- Communication
- Conflict Resolution
- Customer Relations
- Finance
- Goal Setting
- Inventory Control
- Leadership
- Marketing & Business Development
- Product Knowledge
- Project Management
- Team Cohesiveness

**Computer Skills**

- Accounting
- Aletha
- Cabinet Vision
- Club Resource Group Gazinta
- Crystal Reports
- Intuit Quick Books Enterprise
- Keytix Fabrication
- Manufacturing
- MS Office (Intermediate/Advanced)
- MS Project (Intermediate/Advanced)
- Program Management
- Purchasing
- Scheduling
- Warehouse

**Continuous Improvement Skills**

- 5S
- Buy American Compliance Processes
- Forest Sustainability Council Certification
- Lean Manufacturing
- Process Improvement
- Productivity Improvement
- Quality Control Program
- Quality Improvement
- Woodwork Institute Certification

### **Hazardous Materials Skills**

- HazMat Handling

### **Manufacturing Skills**

- Altendorf Saw Operation
- Belfab Dust Extraction Program
- Blueprint Reading
- Brandt Airtech Laser Edgeband
- Equipment Operation, Maintenance & Troubleshooting
- Forest Sustainability Council Tracking
- Good Manufacturing Processes
- Hand Fabrication to Woodwork Institute Certification Standard
- Hofer Clamp Operations
- Inspection Techniques
- Komatsu/Clark Pick and Place Machine
- Material Requirements Planning
- Preventative Maintenance
- Programmable Conformal Doweling Machine
- Statistical Process Control
- Woodwork Institute Inspection and Programming
- Zebra Label Printer



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Cal-Delta Plumbing, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0246**

**Approval Date:** December 21, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	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: 35	U.S.: 35	Worldwide: 35
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$62,140

**Total ETP Funding**

\$54,970

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administrative Staff, Field Construction, Field Service Technicians, Operations, Owner, Project Managers

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30	35	8-200	0-30	\$1,150	\$21.57
				Weighted Avg: 50			
2	Retrainee Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30	8	8-200	0-30	\$1,840	\$17.64
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County: Job Number 1 (Retrainee):** \$21.57 per hour for Sacramento County. **Job Number 2 (Job Creation):** \$17.64 per hour for Sacramento County.

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

Up to \$2.47 per hour may be used to meet the Post-Retention Wage for Job Number 1. Up to \$1.64 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
<b>Job Number 1: Retrainee</b>		
Administrative Staff		2
		2
		1
Field Construction		3
		9
		9

Field Service Technicians		5
Operations		1
		1
Owner		1
Project Managers		1
<b>Job Number 2: Job Creation</b>		
Administrative Staff		1
Field Construction		2
		1
Field Service Technicians		1
Operations		1
		1
Project Managers		1

## **OVERVIEW**

<b>Year Company Founded:</b>	1984	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Sacramento (Sacramento County)
<b>Total Number of Facility locations in California</b>	<ul style="list-style-type: none"> <li>1</li> </ul>	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Sacramento (Sacramento County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Cal-Delta Plumbing, Inc. (Cal-Delta Plumbing) (<a href="http://www.caldeltaplumbing.com">www.caldeltaplumbing.com</a>) provides traditional plumbing services for residential and commercial buildings.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Customers include single-family houses, property managers, general contractors and corporations all throughout Northern California.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Cal-Delta Plumbing is a construction company that needs to consistently enhance and upgrade equipment and techniques to meet industry needs.</li> <li>The Company has expansion plans within Northern California that require the provision of additional training to incumbent and new staff on equipment and process to keep up with growing demand.</li> <li>Business contracts have been obtained well into 2023, which will require continuous training and an increase in staffing.</li> </ul>
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	<ul style="list-style-type: none"> <li>The industry has continued to evolve and develop new requirements/regulations. This requires Cal-Delta Plumbing to continue training to meet industry regulations.</li> </ul>
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**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>All Field Construction and Field Service Technicians will receive cross training in multiple areas. Training on Construction Methodologies, Crisis Management, Excavating, Mechanical, Product Knowledge, Rigging and Signaling, Electrical and Plumbing will provide trainees with in-depth knowledge of the Company's processes to ensure continued Company growth.</li> <li>All Administrative Staff will have training focused on improving their Business Skills. Training on Business Communication, Conflict Resolution, Cost Control, Customer Service, Financial Analysis, Operational Skills and Retaining Customers will set the standard for the skill levels required and standardize the knowledge base.</li> <li>With a focus of expanding the business into a larger customer base, the Company plans on hiring additional workers to meet current demand for its services. Training will require the new employees to learn all of the products and services, as well as how to utilize all the systems.</li> </ul>
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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

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>		

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.  <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift
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## Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	• 50 hours for Retraitees (Job Number 1) and 80 Hours for Job Creation Trainees (Job Number 2).
Incumbent trainees will receive specific skill technical training throughout the contract term while 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.	

## Veterans Program

<b>Number of Veterans</b>	Although the Company does not currently track how many Veterans it employs, it has worked with Veterans in the past and plans to begin working with them whenever the opportunity presents itself.
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b> <p>Cal-Delta Plumbing's training budget is approximately \$60,000 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>Cal-Delta Plumbing has a structured training plan in place. The Office Manager will oversee project administration and tracking performance. Training will be delivered by in-house experts and vendors as needed.</p> </li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, Hazardous Materials and OSHA 10/30</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Carrasco LLP, Innovative Tax Solutions	Sacramento	\$5,400
Administrative	Carrasco LLP, Innovative Tax Solutions	Sacramento	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**

- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Styles
- Company Culture Development
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Personal Image
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

**Commercial Skills**

- Bonds
- Blue Print Reading
- Building Systems
- Change Order Negotiations
- Concrete Forming
- Confined Space

- Construction Contract Administration
- Construction Methodologies
- Contract Documents and Construction Law
- Contractual Risk Transfer
- Crisis Management
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Estimating
- Equipment Operation
- Excavating
- Foreman's Advantage
- Forklift/Scissor Lift
- Hand Tools
- How to Complete a Work Authorization
- Insurance
- LEED Building Fundamentals
- Lien Law and Remedies
- Lock Out/Tag Out
- Managing Subcontractors
- Mechanical, Electrical and Plumbing
- Personal Protection Equipment
- Planning and Scheduling
- Product Knowledge
- Project Management
- Rigging and Signaling
- Traffic Control
- Trenching
- Unit Cost Tracking
- Work Order Processing

**Computer Skills**

- Intermediate and Advanced Microsoft Office
- QuickBooks

**Continuous Improvement Skills**

- 5S
- Cross Training
- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Change Management
- Effective Meetings for Leaders
- How to Coach and Mentor
- Kaizen
- Lean Manufacturing
- Meeting Management
- Production Scheduling
- Production Operations/Workflow

- Process Improvement
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Visual Controls

**Hazardous Materials Skills**

- Asbestos Removal
- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

**Safety Skills - OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**Safety Skills - OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

**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
- Electrocution – 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:**

**Calmont Engineering & Electronics Corp. dba Calmont Wire  
& Cable, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0240**

**Approval Date:** December 15, 2022

**Panel Meeting of:** January 27, 2022

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	SB <100 Retrainee Priority Rate Job Creation Initiative	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: 32	U.S.: 32	Worldwide: 32	
Turnover Rate:	10%			
Managers/Supervisors: (% of total trainees)	N/A			

**In-Kind Contribution**

\$38,493

**Total ETP Funding**

\$29,118

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Production Staff, Administrative Staff, Supervisors/ Managers, Sales Staff

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	28	8-200	0	\$966	\$21.57
				Weighted Avg: 42			
2	Retrainee Job Creation Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	2	8-200	0	\$1,035	\$17.81
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job Number 1 (Retrainee – Priority): 21.57 per hour in Orange County; Job Number 2 (Retrainee – Job Creation): \$17.81 in Orange 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
<b>Job Number 1</b>		
Production Staff		10
Administrative Staff		9
Supervisors/Managers		4
Sales Staff		5
<b>Job Number 2</b>		
Production Staff		2



**OVERVIEW**

<b>Year Company Founded:</b>	1958	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>• Santa Ana (Orange County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Calmont Engineering &amp; Electronics Corp. dba Calmont Wire &amp; Cable, Inc. (Calmont) (www.calmont.com) designs and manufactures precise, highly engineered custom wire, cable and extruded shapes/profiles for electrical and non-electrical products. This includes cable coatings and windshield wiper blades.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Calmont's customer base includes medical device, aerospace, military/defense and technology industries offering both original equipment manufacturers and cable assembly houses.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Calmont must improve efficiencies in the manufacturing process, to increase production and the Company's competitive advantage by creating cost savings that can be passed on to the customers.</li> <li>• Calmont has purchased new equipment, which will help in the expansion of manufacturing capabilities within the Company. For example, the purchase of extruders will allow for the extrusion of foam insulation.</li> <li>• The Company will also maintain International Traffic in Arms Regulations (ITAR) certifications which will further the Company's competitive edge.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Training will be provided to new and existing Production Staff and Supervisors/Managers on integrating the new equipment into the manufacturing process.</li> <li>• Training will be provided to Production Staff and Managers on new processes for fulfilling co-extrusion material orders.</li> <li>• Training will also be provided to Sales Staff for the new equipment. This will enable the team to market the new services being offered with the addition of the new equipment.</li> <li>• Complying with ITAR requires changes in internal processes including the bidding, selling, manufacturing, and shipping of products. Calmont will train all staff on ITAR certifications.</li> </ul>
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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

☒ Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Productive Laboratory	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	<b>24 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,  <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift.
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The following Modification falls within Panel guidelines:

### Alternate Recordkeeping

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

### Training Infrastructure & Administrative Plan

- Project Oversight:**

This project will be overseen by the President with administrative support from an Administrative Subcontractor. Training will be delivered by nine in-house experts. The Company has a scheduled training plan in place with sessions scheduled weekly. Training will begin immediately upon project approval.

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business, Computer, Continuous Improvement and Manufacturing Skills</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>An administrative third party will assist with project administration.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### Repeat Contract

• <b>Number Of Contracts in last 5 years:</b>	2
• <b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>• In the Company's prior project (ET20-0172), Calmont focused on the reduction of lead times by implementing lean manufacturing processes. This included changes to its manufacturing processes to accommodate longer and higher volume runs with the inclusion of new equipment and five additional production staff.</li> </ul>
• <b>Difference in Training Plan:</b>	This project will focus on the addition of new equipment to expand services as well as improve manufacturing efficiencies.

### PRIOR PROJECTS

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0172	Santa Ana	10/13/2019- 10/02/2021	\$30,935	\$30,935 (100%)
ET17-0324	Santa Ana	12/31/2016- 12/30/2018	\$20,020	\$20,020 (100%)

### 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	TBD	TBD	TBD

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

Trainees may receive any of the following:

**Business Skills**

- Coaching
- Costing/Quoting
- Finance/Accounting Procedures
- International Traffic in Arms Regulations (ITAR)
- Leadership Skills
- Planning
- Product Knowledge
- Sales and Marketing
- Work Processes/Procedures

**Computer Skills**

- Cablebuilder (Cable Design Software)
- Calibration Manager
- Cost Center Analysis
- Expandable (MRP Software)
- Payroll Processing

**Continuous Improvement Skills**

- Lean Manufacturing Concepts
- Process Improvement
- 5S

**Manufacturing Skills**

- Equipment Operation
- Good Manufacturing Processes/Practices
- Industry Accepted Inspection Techniques
- Maintenance & Troubleshooting
- Proper Care of Inspection Tools
- Proper Inspection Tool Selection
- Quality Assurance Equipment
- Standard Operating Procedures

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Equipment Operation, Maintenance & Troubleshooting
- Quality Assurance Equipment



**Training Proposal for:**

**Dalou Corporation dba Tomco Products**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0239**

**Approval Date:** December 9, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100	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: 14	U.S.: 14	Worldwide: 14	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

\$19,330

**Total ETP Funding**

\$12,880

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administrative Staff; Production Staff

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	14	8-200	0	\$920	\$21.73
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff		4
Production Staff		10

### OVERVIEW

<b>Year Company Founded:</b>	1993	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Azusa, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Azusa, Los Angeles County</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Dalou Corporation dba Tomco Products (Tomco Products) is a sheet metal fabrication company that produces grounding kits for electrical vaults. The Company also produces frames/covers for precast enclosures as well as pull irons and manhole steps.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Telecommunication companies</li> <li>Electrical companies</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Customers are demanding a higher level of service and quality standards. This makes it imperative for the Company to not only keep up with industry standards, but to also meet and exceed in those standards.</li> <li>Expansion of advanced service offerings has created a demand to produce innovative and complex design projects in order to remain competitive.</li> </ul>
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### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li><b>Business Skills:</b> Training will be offered to all occupations and will focus on accounting/auditing, communication, leadership and project management. Training will help workers better manage projects, improve business standards and allow Tomco Products to operate more efficiently.</li> <li><b>Computer Skills:</b> Training will be offered to all occupations. Training will focus on Adobe, MasterCAM, MS Office/Projects and will allow workers to maximize the capabilities and potential of these systems.</li> <li><b>Continuous Improvement:</b> Training will be offered to all occupations in order to improve performance and process/quality as well as to keep up to date with industry standards.</li> <li><b>Manufacturing Skills:</b> Training will be offered to production staff and will focus on inspection techniques, inventory control, manufacturing techniques, warehouse procedures and product/service knowledge. Training will boost new product knowledge allowing for the Company to compete in new product markets.</li> </ul>
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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	Computer Skills	Manufacturing Skills
Continuous Improvement		

### 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"> <li>• <b>Project Oversight:</b>  Tomco Products' Plant Manager will oversee the implementation and administration of this project. Training will begin upon Panel approval and will be delivered by in-house subject-matter experts.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>  <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined         </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b>  An outside administrative subcontractor has been retrained to assist with administrative duties and ensure that all training records meet ETP compliance.  <input type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor         </li> </ul>

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$700
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/Auditing
- Coaching
- Communication
- Credit & Collection Skills
- Customer Relations
- Goal Setting
- Inventory Control
- Leadership
- Product Knowledge
- Project Management
- Time Management
- Business Writing

**Computer Skills**

- 3D CAD
- Adobe
- Auto CAD Office 365
- Made2Manage
- MasterCAM
- MS Office/Project-Intermediate
- Report Generation

**Continuous Improvement Skills**

- Change Management
- Performance Improvement
- Process/Quality Improvement

**Manufacturing Skills**

- Equipment Operations/Maintenance
- Inspection Techniques
- Inventory Control-Cycle Counting
- Leadership Energy Environmental Design (LEED)
- Manufacturing Techniques
- Production/Manufacturing Techniques
- Product/Service Knowledge
- Quality Control
- Shop Drawings-CAD Drawings
- Warehouse Procedures (Shipping, Receiving, Order Picking/Packing)



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Diamond Technologies, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0251**

**Approval Date:** December 30, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative HUA	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern	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: 40	U.S.: 40	Worldwide: 40
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$50,000

**Total ETP Funding**

\$64,630

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HUA Only:</b>	Number of trainees in HUA location: 40
<b>Occupations to be Trained:</b>	Administrative Staff, Accounting Staff, Managers, Sales, Service 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 SB<100 HUA	Business Skills, Computer Skills, Cont. Imp.	26	8-200	0	\$1,380	\$18.00
				Weighted Avg: 60			
2	Retrainee Priority SB<100 HUA Job Creation	Business Skills, Computer Skills, Cont. Imp.	10	8-200	0	\$2,875	\$18.00
				Weighted Avg: 125			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$16.17 per hour for Kern County  
Job Number 2 (Job Creation/HUA): \$15.00 per hour for Kern 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
<b>Job Number 1</b>		
Administrative Staff		4
Accounting Staff		2
Managers		2
Sales		4
Service Technicians		14
<b>Job Number 2</b>		
Administrative Staff		2
Accounting Staff		1
Service Technicians		7

**OVERVIEW**

<b>Year Company Founded:</b>	1997	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Bakersfield
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Bakersfield (Kern County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Diamond Technologies, Inc. (Diamond) is an Information Technology (IT) services and solutions provider.</li> <li>Diamond contracts with companies to provide customized IT consulting, support/training, and personalized business solutions based on company need.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>City of Tehachapi</li> <li>Alissal Ranch</li> <li>City of Arvin</li> <li>Community Action Partnership of Kern</li> <li>Strathmore School District</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>In the last year, Diamond had a 20% increase in revenue. The Company's service department, marketing department, and sales have all increased due to its customer base expanding.</li> <li>To keep up with customer demand and the competitive nature of the industry, Diamond must maintain up-to-date software and hardware. This requires an immense amount of training hours as Managers and Service Technicians must be kept apprised of threats, monitoring, and installation techniques to keep up with all the changes.</li> <li>Expanding customer contracts to include Certified Public Accountant firms and online retail stores.</li> <li>Diamond offers extensive training to all newly hired employees along with any certifications required to fulfill the job occupation.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Training will lead to a better skill set for employees, advancement, better pay, additional productivity and morale and increased revenue for the Company.</li> <li>Due to cyber security breaches, customers are becoming more focused on security. Diamond is focusing a large amount of training on security network growth for Service Technicians and Managers to keep up with security changes.</li> <li>Training will also focus on certifying Service Technicians in Azure Security, Azure Fundamental, Three 65 Mobility, and CompTia Net Plus.</li> </ul>
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	<p>Certification ensures trainees can confidently install and maintain software and services.</p> <ul style="list-style-type: none"> <li>In addition, Accounting and Administrative Staff will receive training in Payroll and Inventory Control; Sales will receive additional training in Vendor Management and Marketing; and Managers will receive additional training in Vendor Management and Strategy.</li> </ul>
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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
<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift	

### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Retrainees 125 Hours for Job Creation
Diamond requests an increased weighted average of training to provide sufficient training to meet industry demand and changing technology. The Company's request to exceed the average weighted training hours is brought on by Diamond's shift in its business processes to include additional IT tasks to be a "one-stop shop", new standards of service towards the monthly subscription based model, and continuous improvement training to keep up with updating technology and standards. This requires extensive training to provide workers the skills needed to ensure products and services are updated, customers' needs met and Diamond is able to meet unique individual businesses needs for cybersecurity safety and solutions.	

### Veterans Program

<b>Number of Veterans</b>	The Company currently has five Veterans employed. The Veteran trainees will participate in training under Job Number 1.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b> The ETP project will be overseen by the Company's Controller, who will manage implementation and administration of this Agreement. There will also be one person from Operations to help with scheduling training and collecting rosters. The Company also retained a third party administrator, Judith's Training Services, LLC, to complete enrollment, track training hours, perform data entry, and manage the invoice process.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>

- **Administration:**

Judith's Training Services, LLC, to complete enrollment, track training hours, perform data entry, and manage the invoice process.

- ☐ In-house  
☒ Subcontractor

### Repeat Contract

• <b>Number Of Contracts in last 5 years:</b>	2
• <b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>• Hardware Technology</li> <li>• Software including Acronis, Connect Wise, and Datto.</li> </ul>
• <b>Difference in Training Plan:</b>	Previous training focused on current software and hardware technology. Due to COVID, many new software platforms were not fully implemented till the end of the prior Contract and will be the focus for this 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) (\$ %)
ET22-0214	\$59,800	12/31/2021 – 12/30/2023	30	0	0	\$59,800 (100%)

Contractor is in the process of invoicing for training and will close out ET22-0214 early with potential earnings of 100%.

### 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 \$ %
ET19-0230	Kern	8/30/2018 – 8/29/2020	\$28,080	\$28,080 (100%)

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Judiths Training Services	Los Angeles	\$5,494
Administrative	Judiths Training Services	Los Angeles	Not to exceed 11% of earned amount.
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Accounting
- Business Administration
- Customer Service
- Dispatching
- Inventory Control
- Marketing
- Payroll
- Sales
- Strategy
- Vendor Management

**Computer Skills**

- Acronis, Advanced adobe design,
- Advanced Excel
- Advanced Malware Prevention
- Advanced Quick Books
- Alert Logic Software
- Auto-Cad (CAD/CAM)
- Certified Novell Assistance (CAN)
- Certified Network Engineer (CNE)
- Checkpoint
- CISCO Certified Network Administrator (CCNA)
- Connect Wise
- Datto
- Dell Cisco Software
- Document Management Training (DRIVVE – MFILES)
- Firewall Back-Ups
- E-Set
- Firepower
- Hypervisors
- Local Area Networks (LAN)
- Metropolitan (MAN)
- Microsoft Certified Systems Administrator (MCSA) My IT Process
- Network Management
- Next Generation Intrusion Prevention Systems NovaSoc
- Process Improvement
- Ransom Software
- Scripting
- Sentinel
- Share Point
- Source Fire

- Storage Craft
- True Methods
- Virtualization
- Voice Over IP
- Watch Guard
- Wide (WAN)
- World Wide Web (WWW)

**Continuous Improvement Skills**

- Decision Making
- Leadership Skills
- Operations/Workflow
- Process and Procedure
- Production/ Project Scheduling
- Professional Services Automation
- Quality Concepts
- Quality Management
- Team Building





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Everson Spice Company, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0254**

**Approval Date:** January 4, 2023

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	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: 115	U.S.: 115	Worldwide: 115	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	8%			

**In-Kind Contribution**

\$55,382

**Total ETP Funding**

\$41,860

<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HUA Only:</b>	Number of trainees in HUA location: 120
<b>Occupations to be Trained:</b>	Production Staff, Administrative Staff, Manager/ Supervisor

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills, PL-Mfg. Skills	95	8-200	0	\$345	\$21.73
				Weighted Avg: 15			
2	Retrainee Priority Job Creation	Business Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills, PL-Mfg. Skills	20	8-200	0	\$368	\$18.11
				Weighted Avg: 16			
3	Retrainee Priority HUA	Business Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills, PL-Mfg. Skills	5	8-200	0	\$345	\$16.30
				Weighted Avg: 15			

**\*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  
Job Number 3 (HUA): \$16.30 per hour for Los Angeles County

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

Up to \$1.73 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$2.11 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Production Staff		15
		63
Administrative Staff		2
		5
Manager/Supervisor		2
		8

<b>Job Number 2</b>		
Production Staff		2
		18
<b>Job Number 3 (HUA)</b>		
Production Staff		3
Administrative Staff		2

**OVERVIEW**

<b>Year Company Founded:</b>	1987	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Signal Hills
<b>Total Number of Facility locations in California</b>	2	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Two locations in Signal Hills (Los Angeles County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Everson Spice Company, Inc. (Everson) is a spice processor and manufacturer of custom blend spices, liquid marinades, dry rub, glazes, batters, gravies and soup bases.</li> </ul>	
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Food service and retail establishments</li> <li>Grocery stores</li> <li>Industrial food processors</li> <li>Restaurant chains</li> </ul>	
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Everson invested in a new Enterprise Resource Planning (ERP) system, which fully integrates all aspects of the Company's processes and network infrastructure.</li> <li>As a British Retail Consortium certified facility, ongoing updates on technical and protocol food supplier standards are required.</li> </ul>	

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Implement the new ERP system and other applications in manufacturing and accounting to utilize across all departments</li> <li>Improve workflow and manufacturing processes, including food safety, cross contamination, production equipment and tools preventative maintenance</li> <li>Increase workforce skills, employee efficiency and productivity</li> </ul>
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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

☒ Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	HAZMAT	

<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	<b>5 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> <ul style="list-style-type: none"> <li>• Production Staff</li> </ul>
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function  <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift
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### High Unemployment Area

Five trainees in Job Number 3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%, under the Panel Standards. Everson's location in Signal Hill (Los Angeles County) is 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. Everson requests a wage modification from \$21.73 to \$16.30 per hour (Job Number 3). Some trainees will start at a minimum of \$16.00 with wage progression of \$0.30 or more by the end of the retention period.

### Alternate Recordkeeping

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

### Training Infrastructure & Administrative Plan

- **Project Oversight:**  
Everson's Controller will oversee project implementation with the assistance of two internal staff members (Human Resources Generalist and Executive Assistant). They will coordinate training and collection of rosters and other internal administrative duties at both facilities. An outside 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 Signal Hills facilities which will be provided by in-house experts and vendors as needed. Everson has a training schedule in place and is prepared to commence training upon contract approval.
<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, HAZMAT, Manufacturing Skills, and PL-Manufacturing Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <ul style="list-style-type: none"> <li>Controller and Training Funding Source</li> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### Repeat Contract

• <b>Number Of Contracts in last 5 years:</b>	1 - ET20-0136
• <b>Training provided / focus in last Contract:</b>	<ul style="list-style-type: none"> <li>• Training previously focused on new ERP system and manufacturing processes.</li> </ul>
• <b>Difference in Training Plan:</b>	<ul style="list-style-type: none"> <li>• The first project was for the implementation of the new ERP system, however, was delayed due to the pandemic. Everson had to shift its focus to operations to keep the business afloat significantly affecting the training plan.</li> <li>• The proposed training plan will be a continuation of the first ETP Contract focused on the post implementation phase of the new Enterprise Resource Planning. In addition, at the time of its first ETP Contract, Everson was a small business, but has now grown to more than 100 employees. The growth of its business and expansion of product line requires new and upgraded training of incumbent workers and newly-hired employees.</li> </ul>

### 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 \$ %
ET20-0136	Signal Hill	08/10/2019- 11/09/2021	\$59,340	\$41,882 (71%)

\*ET20-0136: The main focus of prior project training was on Everson's new ERP system; however, its implementation was delayed due to the pandemic resulting in the project's low completion rate. For the proposed

project, the ERP system has been implemented and a detailed training schedule is in place with the full support of management to prioritize training. This proposal has been right-sized to its prior earnings.

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	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 and Service Knowledge
- Project Management
- Working Successfully with Others

#### **Computer Skills**

- Enterprise Resource Planning (ERP)
- Financial/Accounting/Manufacturing
- Materials Requirement (MRP)

#### **Continuous Improvement Skills**

- Decision Making
- Leadership
- Lean Manufacturing
- Process/Quality Improvement
- Teambuilding

#### **Hazardous Materials Skills**

- HAZMAT
- Sanitation

#### **Manufacturing Skills**

- Cross-Contamination
- Food Safety
- 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
- Troubleshooting
- Maintenance





**Training Proposal for:**  
**Glazing Concepts, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0228**

**Approval Date:** December 5, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	Construction (C)  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: 50	U.S.: 51	Worldwide: 51
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$91,632

**Total ETP Funding**

\$51,750

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Management II, Management II-CFO, Supervisor, Glazier I, Glazier II, Logistics, Administrative Staff

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Continuous Impr. Computer Skills OSHA 10/30 PL-Comm. Skills PL-Computer Skills	50	8-200	0	\$1,035	\$21.57
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** \$21.57 per hour for Riverside County.

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Management II		4
Management II - CFO		1
Supervisor		9
Glazier I		7
Glazier II		11
Logistics		4
Administrative Staff		14

**OVERVIEW**

<b>Year Company Founded:</b>	2000	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Corona, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Corona, CA (Riverside County)</li> </ul>
<b>Nature of Business:</b>		<ul style="list-style-type: none"> <li>Glazing Concepts, Inc. (<a href="https://glazingconceptsinc.com/">https://glazingconceptsinc.com/</a>) (Glazing Concepts) is a full service commercial glass manufacturer and glass installer. The Company offers specialized services and products including custom made glass interior walls and doors, custom made glass exterior walls and windows, automatic glass entry doors, glass stair guardrails and glass storefront installations.</li> </ul>
<b>Customer Base:</b>		<ul style="list-style-type: none"> <li>The Company's customer base includes businesses which require the specialized service of commercial glass design, glass manufacturing, and glass installation. The Company performs jobs of all sizes with the majority of projects concentrated on hotels, big box retailers, office buildings, and industrial buildings</li> </ul>
<b>Business / Industry Needs / Changes</b>		<ul style="list-style-type: none"> <li>As a result of continued growth, Glazing Concepts recently acquired its own building. The Company has also acquired new equipment and technology, which includes a new lab mock up display, fabrication equipment, and sealant systems. These new systems will ensure Glazing Concepts can continue to respond to unique customer demands.</li> <li>The Company must also maintain a North American Contractor Certification (NACC). This Certification aides Architectural Glass and Metal Contractors in remaining competitive in the market.</li> <li>Glazing Concepts recently introduced Salesforce as a means to streamline internal procedures. This will increase efficiency when responding to unique customer demands.</li> </ul>

**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• Training will focus on new equipment and improving efficiencies when responding to customer demands.</li> <li>• Trainees will also continue to receive training necessary to maintain NACC.</li> <li>• The Glaziers will receive unique productive lab training that will allow them to get hands on experience using new equipment and technology necessary to remain competitive and respond to customer demands.</li> <li>• All occupations will receive extensive training focused on the Company's new CRM software (Salesforce) that will ensure internal procedures are streamlined and accessible via one platform rather than several. Hence the need for extensive training for all staff.</li> </ul>
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>OSHA 10/30</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>24 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Management II, Supervisors, Glaziers I, Glaziers II, Logistics and Administrative Staff.
The PL instructor must be dedicated to training, at a ratio of 1:3.	
<b>Ratio Higher than 1:1</b>	Production and production process requires a team of 3 workers.  The field and shop employees need productive lab training on the following commercial skills topics: fabrication skills, installation skills, equipment operation, and sealant systems. Many of these techniques need to be learned in the field as new and unique situations arise in every job. Training directly with an expert helps the field and shop employ-

	ees expand their job skills. There is also the need for productive lab training in computer skills such as: Autocad, Bluebeam, Procontractor. This will ensure that the trainees are able to learn specific job techniques in these construction and drafting programs. Administrative employees will need productive lab training in the new computer program salesforce recently implemented at the Company.
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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.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>The CFO will oversee the project administration and training implementation (coordinating and scheduling) with assistance from the Human Resources Manager. The Company has a detailed training plan in place that has been improved/refined based on the prior ETP project and the Company is prepared to begin training upon approval.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <p>Training will be delivered by in-house expert and vendors as needed.</p> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement, and Computer Skills.</p> <p><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills, Commercial Skills, Continuous Improvement, Computer Skills, and OSHA 10/30.</p>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>The CFO and Human Resources Manager will work together with Supervisors to schedule all Class/Lab &amp; PL training. Field Staff and Shop Staff will be notified via Outlook of all training dates and times. Supervisors will take the lead on collecting training rosters and submitting them to the Human Resources Manager. Glazing Concepts has retained an administrative subcontractor to assist with project administration and uploading training hours into the ETP Tracking system.</p> <p><input checked="" type="checkbox"/> In-house – See notes above.</p> <p><input checked="" type="checkbox"/> Subcontractor – An administrative third party will assist with project administration.</p>

### Repeat Contract

<ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>	2
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>• Training in the previous contract focused on a combination of industry changes and responding to increased customer demands, which created the need</li> </ul>

	for training. Starting in 2019 the industry also recommended all Architectural Glass and Metal Contractors participate in the North American Contractor Certification (NACC) program in order to submit competitive bids. The training therefore focused on that as well.
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<p>This training will focus on new equipment, the introduction of streamlined internal procedures and a new CRM.</p> <p>Trainees will continue to receive training for NACC, this is continuous improvement training as standards are constantly evolving and changing within the industry.</p>

## **PRIOR PROJECTS**

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0430	Corona	3/27/2019- 3/26/2021	\$55,900	\$55,900 (100%)
ET17-0238	Corona	9/27/2016- 9/26/2018	\$30,186	\$28,715 (95%)

## **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Welsh Advisors	Anaheim, CA	\$4,025
Administrative	Welsh Advisors	Anaheim, CA	Not to exceed 13% of payment earned
Training Vendors	To Be Determined	N/A	N/A

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Project Management
- Leadership Skills
- Product Knowledge
- Payrolls Services
- Invoice Processing
- Vendor Performance Management
- Lien Management
- Customer Service Skills
- Sales and Marketing Skills

**COMMERICAL SKILLS**

- Fabrication Skills
- Installation Skills
- Equipment Operation
- Sealant Systems
- Safety
- NACC Certification

**COMPUTER SKILLS**

- AutoCAD
- BlueBeam
- Amcheck Payroll System
- Procontractor
- Excel (Intermediate)
- Salesforce

**CONTINUOUS IMPROVEMENT**

- Quality Improvement

**OSHA 10 (Certified-OSHA Instructor)**

- OSHA 10

**OSHA 30 (Certified-OSHA Instructor)**

- OSHA 30

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

Trainees may receive any of the following:

**COMMERICAL SKILLS**

- Fabrication Skills
- Installation Skills
- Equipment Operation
- Sealant Systems

**COMPUTER SKILLS**

- AutoCAD
- BlueBeam
- Amcheck Payroll System
- Procontractor
- Excel (Intermediate)
- Salesforce





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Henderson Farms, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0248**

**Approval Date:** December 27, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SB <100 HUA Priority	Industry Sector(s):	Agriculture (B)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Colusa	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: 51	U.S.: 51	Worldwide: 51
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$119,934

**Total ETP Funding**

\$60,076

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>HUA Only:</b>	Number of trainees in HUA location: 50
<b>Occupations to be Trained:</b>	Executive Team, Field Staff, Field Leads, Foreman, Managers, Office Staff

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 HUA	Business Skills, Comm'l. Skills, Computer Skills, HazMat, Literacy Skills Mgmnt. Skills	48	8-200	0-7	\$1,196	\$17.00
				Weighted Avg: 52			
2	Retrainee Priority SB<100 Job Creation HUA	Business Skills, Comm'l. Skills, Computer Skills, HazMat, Literacy Skills	2	8-200	0-7	\$1,334	\$17.00
				Weighted Avg: 58			

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

**Minimum Wage by County:** Job Number 1(HUA): \$16.17 per hour in Colusa County  
 Job Number 2 (Job Creation/HUA): \$15.00 per hour in Colusa County

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Executive Team		2
Field Staff		24
Field Leads		6
Foreman		4
Managers		7
Office Staff		5
Job Number 2		
Field Staff		2

**OVERVIEW**

<b>Year Company Founded:</b>	1991	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Arbuckle</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Provides harvesting services to nut farms throughout Yolo and Colusa counties.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Individual family farms</li> <li>Nut farms for companies such as Farmer's International and Golden Farms LLC</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Henderson Farms must train on newly acquired equipment and programs since the last contract. These include sprayers, heavy equipment, and processing equipment that are more advanced than the previous.</li> <li>The Company has experienced a growth in both the number of clients and acreage to farm. As a result of the increased acreage to farm the company needs to hire new employees and create new efficient systems.</li> <li>In order to remain competitive and help the company grow, Henderson Farms is going to train employees on additional skills such as English, computers and personal financing.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Previous training focused on necessary knowledge and skills on agronomy, pest control, irrigation and management skills.</li> <li>Under this contract, Henderson Farms is expanding on this training as well as new transferable skills. These new transferable skills include literacy training for both English and Spanish, knowledge of the agriculture market, knowledge of sprayer calibration, and math skills.</li> <li>Since the last contract, Henderson Farms has acquired new technology, programs, and equipment that requires additional training. These include new color sorters, new sprays, and a new smart farming operations platform. These machines help the company to be more efficient and effectively clean almonds prior to shipping to buyers.</li> <li>With growth in both clients and acreage since the last contract, the company has hired new employees to keep up with the demand. These new employees need training on the equipment and</li> </ul>
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	processes. In addition, the company plans to hire two full time employees during the term of the contract.
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Literacy Skills</b>	<b>Management Skills</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Job Creation Justification</b>	<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	52 Hours for Job Number 1 58 Hours for Job Number 2
The Company has recently acquired a new color sorter, new sprayer and new smart farming programs that will require a significant amount of training in order to become proficient. In addition, the training for additional skills such as English and Spanish classes will take many hours of training in order to become proficient in.	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  Henderson Farms has a detailed training schedule in place and is ready to begin training upon approval. The Growth and Development Manager will oversee all aspects of training. The Safety Manager will coordinate with Department Managers and will be responsible for reports and internal data collection for tracking purposes. A team of high-level subject matter experts will deliver training.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Hazardous Materials, Literacy Skills, Management Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>   <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor </li> </ul>

**Repeat Contract**

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Process improvements and new technologies to increase operational efficiencies and product service offerings.</li> <li>Training on necessary knowledge and skills on agronomy, pest control, and irrigation best practices.</li> <li>Management skills on food product safety, teambuilding, and leadership topics to increase employee professionalism and production methods.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	Since the last contract, Henderson Farms has acquired new technologies, programs, and equipment that require additional training. The Company also plans to expand on previous training.

**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 \$ %
ET20-0263	Arbuckle	1/30/2020 – 1/29/2022	\$48,507	\$44,160 (91%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Building Great Relationships
- Conflict Resolution
- Customer Relations
- Ethics Training
- Ethical Expectations
- Math Skills
- Motivating Employees

**Commercial Skills**

- Agricultural Math Skills
- Color Sorter Training
- English Communication
- Equipment Operations
- Harvest Equipment Training and Upkeep
- Irrigation Systems and Maintenance
- Inventory Management

**Computer Skills**

- Almad Training
- Zoom Training

**Hazardous Materials Skills**

- Mathematical Applications and Calibrations
- Spray/Fertilizer Uses and Safety
- Sprayer Upkeep and Safety
- Qualified Applicator Certificate

**Literacy Skills**

- Vocational English Language

**Management Skills**

- Motivational Leadership
- Relational Leadership,
- Successful Confrontations

## **Computer-Based Training**

Trainees may receive any of the following:

### **Business Skills**

- Conflict Resolution-How to Overcome Disruptive Workstyle Differences: 1 Hour
- Conflict Resolution-Simple Scripts for Problems at Work: 1 Hour
- Conflict Resolution-Managing Conflict Step-by-Step: 11 Minutes
- Assertive Communication: 30 min
- Ethical Decision Making-How Emotions Drive Decision-Making During a Crisis: 45 Minutes
- Ethical Decision Making-Strategic Problem Solving for Better Decision Making: 1 hour

### **Computer Skills**

- Principals of Accounting-Accounting Ethics and Integrity: 1 Hour
- Principals of Accounting-Bookkeeping Basics: 1 Hour



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**HR Mechanical Corp**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0257**

**Approval Date:** December 23, 2022

**Panel Meeting of:** January 27, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET SB <100	Industry Sector(s):	Construction (C)  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: 14	U.S.: 14	Worldwide: 14
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$19,621

**Total ETP Funding**

\$17,020



<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Technicians, Administrative Staff, and 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 SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	14	8-200	0	\$920	\$29.41
				Weighted Avg: 40			
2	Job Creation Retrainee Priority SET SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	4	8-200	0	\$1,035	\$26.91
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County: Job Number 1 (Modified SET Wage):** \$29.41 per hour statewide.  
**Job Number 2 (Job Creation):** \$17.89 per hour for San Diego County.

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Technicians		11
Administrative Staff		2
Owner		1
<b>Job Number 2: Job Creation</b>		
Technicians		4

**OVERVIEW**

<b>Year Company Founded:</b>	2000	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>San Diego (San Diego County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>HR Mechanical Corp (HR Mechanical) provides commercial and residential plumbing services.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>The Company serves businesses and residents in San Diego County.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>HR Mechanical is rapidly adopting technology in communication, document sharing/storage, and operations.</li> <li>Office and field staff are already using some of these new technologies for plumbing equipment, operations, and installation techniques. However, not all of the vital technologies are being used or familiar to the employees because the Company has only recently started adopting/deploying them.</li> <li>Without these new technologies and without the skilled workforce to utilize them effectively, the Company will not be able to compete in the industry.</li> <li>Customers are demanding faster delivery of estimates, preconstruction/planning, and development stages of production, which requires a highly skilled staff and workforce.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>To remain competitive, HR Mechanical must provide training to increase its workforce skills to adopt new technology, and meet customer deliverables.</li> </ul>
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Hazardous Materials</b>	

<b>Job Creation Justification</b>	<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:

### Special Employment Training

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

### ➤ Wage Modification

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

### Veterans Program

<b>Number of Veterans</b>	While HR Mechanical currently does not have any targeted outreach to the Veteran population, the Company is looking into how it can expand its recruiting processes to include Veteran-specific outreach.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b>  HR Mechanical's President/CEO (dedicated administer) will oversee the project, while assisting with administrative duties. Approximately five (in-house) trainers who are subject-matter experts will deliver training. Company has a detailed training plan in place which will began upon approval.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, and Hazardous Materials.   <input type="checkbox"/> Vendor – Types of Training by vendor:         </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> Along with the President/CEO who will assist with internal administrative duties, HR Mechanical has also retained a third-party subcontractor—Training Funding Source—to assist with the ETP administrative requirements.   <input checked="" type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor         </li> </ul>

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Training Funding Source	Seal Beach	\$1,700
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned
Training Vendors	N/A	N/A	N/A

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Budget
- Coaching Skills
- Communication
- Contract Administration (non-legal or non-labor-law context)
- Conflict Management
- Customer Service
- Developing New Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination

**COMPUTER SKILLS**

- Customer Relationship Management (CRM)
- Service Titan
- Global Positioning System (GPS) Software
- Microsoft Office (Intermediate / Advanced)
- QuoteWerks
- QuickBooks
- Time Tracking Software
- Website Software

**CONTINUOUS IMPROVEMENT**

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

**COMMERCIAL SKILLS**

- Drains and Sewer
- Equipment and Operations
- Installation Techniques
- Job Cost
- Materials Handling and Storage
- Painting
- Power Tool Use and Guarding
- Product and Service Knowledge
- Prepping / Protecting Property
- Refinishing/Renovate Techniques

- Respiratory Protection
- Site Logistics
- Standard Operating Procedures (SOP)
- Water Heater & Filtration
- Work Procedures

**Hazardous Materials (HazMat) 1:20 Ratio**

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances



**Training Proposal for:**  
**Life-Assist, Incorporated**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0255**

**Approval Date:** December 22, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100	Industry Sector(s):	Wholesale Trade - Distribution (A) Trade Wholesale (42)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 75	U.S.: 93	Worldwide: 93	
<u>Turnover Rate:</u>	3%			
<u>Managers/Supervisors:</u> (% of total trainees)	0%			

**In-Kind Contribution**

\$84,000

**Total ETP Funding**

\$48,300

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Accounting Administrative Assistants, Customer Care Specialist, HR Generalist, IT Generalist, Marketing Specialists, Material Handler, Pricing Specialist, Products Specialists, Purchasing Agents, Software Engineers

### **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 Computer Skills Continuous Impr.	70	8-200	0	\$690	\$21.57
				Weighted Avg: 30			

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

**Minimum Wage by County:** Job Number 1: \$21.57 per hour in Sacramento 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
Accounting Administrative Assistants		8
Customer Care Specialist		8
HR Generalists		3
IT Generalists		4
Marketing Specialists		6
Material Handler		20
Pricing Specialist		7
Products Specialists		4
Purchasing Agents		5
Software Engineers		5



**OVERVIEW**

<b>Year Company Founded:</b>	1977	<b>Company Headquarters:</b> Rancho Cordova, CA
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>Lenexa, Kansas</li> </ul>	
<b>Total Number of Facility locations in California</b>	1	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Rancho Cordova, CA</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Life-Assist, Incorporated (www.life-assist.com) (Life-Assist) distributes emergency medical supplies and equipment for First Responders, Paramedics, Emergency Medical Technicians and Emergency Medical Services Providers.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>First Responders, Paramedics, EMTs and EMS Providers</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Life-Assist has invested in new technology tools to improve work efficiency.</li> <li>Life-Assist has completed a general reorganization to meet business objectives while creating remote work opportunities.</li> <li>The Company reorganization has also created an opportunity for in-house promotions in positions requiring advanced skillsets. The new system has been used to identify individuals who would succeed in advanced positions and provides them with training to achieve this.</li> <li>The company has experienced steady workforce growth over the past few years, from 69 employees in 2018 to 93 in 2022. It expects to continue its growth in workforce in the upcoming years to meet the needs of its current expansion.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Life-Assist retooling resulted in a need to train its workforce to increase their technological expertise. Training will provide its workforce with computer expertise, improved communication, leadership and management knowledge, focused on improving employee productivity.</li> <li>The increase in workers creates a need to train new employees as they are hired.</li> </ul>
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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	Computer Skills	Continuous Improvement
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  Life-Assist has a structured training plan in place and is ready to begin training upon project approval. Life-Assist's Human Resources Generalist will oversee project administration and coordination with department managers to facilitate the training under this project.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement  <input type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined         </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>   <input checked="" type="checkbox"/> In-house  <input type="checkbox"/> Subcontractor         </li> </ul>

### Repeat Contract

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Training focused on improving customer service, leadership skills, and communications skills.</li> <li>Training also focused on products that were new at the time.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>This contract will build on the training that was provided in the previous contract.</li> <li>Training on new products and technological advances since the previous Contract</li> <li>This Contract will also focus on training employees on skills they will need to succeed in moving to advanced positions.</li> <li>The almost double requested funding is as a result of the increase in number of employees since the last Contract.</li> </ul>

**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-0155	Rancho Cordova, CA	12/9/2017 – 12/8/2019	\$34,980	\$29,377 (84%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Accounting
- Business Administration
- Communication Skills
- Conflict Resolutions
- Customer Service
- Email Etiquette
- Financial Strategies
- Leadership
- Marketing
- Payroll Systems
- Product Knowledge

**Computer Skills**

- Digital Technology,
- Microsoft Office Suite Intermediate/Advanced
- Network Equipment
- Paychex Payroll System
- Video Editing, Computer software,

**Continuous Improvement Skills**

- Customer Service
- Inventory Management
- Product Training



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Metal Tite Products**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0259**

**Approval Date:** January 6, 2023

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SB <100	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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No Sheet Metal, Air, Rail, Transportation - Local 170		
Number of Employees in:	CA: 69	U.S.: 69	Worldwide: 69
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$42,599

**Total ETP Funding**

\$37,375

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administration, Production, Supervisor, Manager

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills, Computer Skills, Cont. Impr. Skills, Mfg. Skills, PL-Mfg. Skills	35	8-200	0	\$805	\$22.66
				Weighted Avg: 35			
2	Job Creation Priority SB<100	Business Skills, Computer Skills, Cont. Impr. Skills, Mfg. Skills, PL-Mfg. Skills	10	8-200	0	\$920	\$18.78
				Weighted Avg: 40			

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

**Minimum Wage by County:**

Job Number 1(Retrainee): \$22.66/Hour in Los Angeles County.

Job Number 2(Job Creation): \$18.78/Hour in Los Angeles County.

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.78 per hour for Job Number 2.

Wage Range by Occupation – Job Number 1		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration		1
Production		1
Production		28
Supervisor/Manager		1
Supervisor/Manager		3
Wage Range by Occupation – Job Number 2		
Production		1
Production		9

**OVERVIEW**

<b>Year Company Founded:</b>	1973	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Pico Rivera (Los Angeles County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Metal Tite Products (Metal Tite) specializes in window and door manufacturing.</li> <li>The Company produces a variety of products including sound control, blast and bullet resistance, radio frequency, steel, wood, and metal doors and windows.</li> <li><a href="https://www.kriegerproducts.com">https://www.kriegerproducts.com</a></li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Designer, Builders, Developers, Residential, and Commercial Buildings and Residences</li> <li>Walt Disney Concert Hall, Hospitality Venues, Government Buildings, and Military installations</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Metal Tite is undergoing a transition in production and manufacturing capabilities.</li> <li>The Company has invested in new equipment and technology to modernize the manufacturing process.</li> <li>The Company has an increase in demand from customers for custom products.</li> <li>Metal Tite is implementing Lean Six Sigma training and business practices across the organization.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Metal Tite Invested \$300,000 in new equipment to develop new products and modernize the production process to keep up with industry standards.</li> <li>Training all employees on the new equipment and technology will greatly improve workflow efficiency throughout all business units and speed up production completion time.</li> <li>Customers are requesting custom made products utilizing new materials which will require training for manufacturing and production staff to ensure employees have adequate knowledge on working material.</li> <li>Lean Six Sigma training and deployment across the organization will enhance productivity, decrease waste, and improve organizational workflow.</li> </ul>
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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

☒ Productive Lab

<b>Business Skills</b>	<b>Computer Skills</b>	<b>PL – Manufacturing Skills</b>
<b>Commercial Skills</b>	<b>Continuous Improvement</b>	<b>Manufacturing Skills</b>

<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	<b>12 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Production
The PL instructor must be dedicated to training, at a ratio of 1:1.	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,  <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;  <input checked="" type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the Company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition
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### 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"> <li>• <b>Project Oversight:</b> The project will be administered by the Company's Controller who has previous experience on a prior ETP training contract. This person along with 2 designated internal employees will be responsible for tracking, uploading, and validating training data in the ETP CEF system. The Company has also retained the services of a third party consultant who will assist with the administration of this training proposal.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training:</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>



## Repeat Contract

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	<b>1: ET19-0304</b>
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Continuous Improvement in general manufacturing processes.</li> <li>Start of Lean Six Sigma training to empower employees on independent workflow improvement.</li> <li>Launch of cohesive training across business units to improve manufacturing and production communication and output.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	This training proposal will focus on enhanced and continuation of Lean Six Sigma training across the entire organization. The training will improve overall manufacturing and production processes resulting in less waste, faster product turnaround, and increased productivity in all business units. This training proposal will also focus on training to all employees on recently purchased equipment and technology implemented across the organization. The new equipment is producing new products and new technology is implemented for all staff to improve operating efficiency for the Company.

## PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0304	Pico Rivera	10/25/18 – 01/22/21	\$56,056	\$37,721 (67%)

This training proposal finished less than 75% due to the impacts of the COVID 19 pandemic. The mandatory shutdowns and social distancing rules significantly impacted training. Training came to a near halt for quite some time and the Company fell behind on training efforts. The Company did not have the resources to provide training virtually and most of the training needed to be delivered in person at the job site due to the production and manufacturing nature of the business.

## 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	TBD	TBD	TBD

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

Trainees may receive any of the following:

**Business Skills**

- Change management
- Coaching
- Finance/Accounting procedures
- Interpersonal Communication
- LEED (Leadership Energy Environmental Design)
- Leadership
- Planning
- Product/Service Knowledge
- Project/Program Management
- Sales and Marketing
- X-Matrix
- Work processes/procedures

**Computer Skills**

- Computer Aided Design (CAD)/Autodesk
- Customer Relationship Management (CRM)
- Engineering Design
- Enterprise Resource Planning (ERP)
- Lean Six Sigma
- Magento
- Machine Programming
- Microsoft Office
- My Solutions
- Payroll Processing
- Project Management
- Sequel Server
- Solidworks
- Time and attendance
- Training Manager
- Vault
- Quickbooks
- Excel
- Word
- Customer Relationship Management (CRM)

**Continuous Improvement Skills**

- 6S
- Lean Process Improvement/Kaizen
- Problem Solving/Six Sigma Process Controls
- Performance/Process/Quality Improvement

- Teambuilding
- Value Stream Mapping

**Manufacturing Skills**

- Brake Press operation
- Calibration
- Control Charts
- Door manufacturing
- Equipment Operation, Maintenance & Troubleshooting
- Good Manufacturing processes
- Just in Time
- Inspection techniques
- Kanban
- Laser programming cutting equip
- Manufacturing Math
- Quality Assurance equipment
- Radio Frequency Hybrid Doors
- Structural Drawings
- Total Productive Maintenance (TPM)
- Tool operation & Maintenance
- UL Certification
- Validity testing
- Veneering

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Good Manufacturing Processes
- Equipment Operation, Maintenance & Troubleshooting



SHEET METAL | AIR | RAIL | TRANSPORTATION  
**LOCAL 170**

**Mario Vega**  
**Business Manager/ Financial Secretary**  
9101 East Whittier Blvd., 2nd Floor  
Pico Rivera, California 90660-2405  
Phone: 562-695-4066 Fax: 562-695-4807



September 8, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand KRIEGER SPECIALTY PRODUCTS is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: approximately 30 Production Trainees.

### Exhibit E

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

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

If you should have questions or concerns with regard to this letter of support, please contact our SMART Local Union 170 office at (562)695-4066.

Sincerely,

A handwritten signature in black ink that reads "Mario Vega". The signature is written in a cursive, flowing style.

Mario Vega  
Business Manager



**Training Proposal for:**  
**Peninsula Improvements, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0256**

**Approval Date:** December 20, 2022

**Panel Meeting of:** January 27, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET SB <100	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Mateo	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: 45	U.S.: 45	Worldwide: 45	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

\$48,900

**Total ETP Funding**

\$46,575

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

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30	45	8-200	0	\$1,035	\$29.41
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** \$29.41 per hour statewide (Modified SET Wage).

**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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Field Technicians		34
Administrative Staff		5
Leads		4
Owners		2

**OVERVIEW**

<b>Year Company Founded:</b>	1992	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>San Mateo (San Mateo County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Peninsula Improvements, Inc. (Peninsula Improvements) provides construction services including exterior and interior painting, cabinet</li> </ul>	

	refinishing, concrete stain and epoxy finishing, crown molding, deck and fencing, drywall repair, power washing, stucco repair, and wood repair and replacement.
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>The Company serves residential homes and businesses in San Mateo County.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Peninsula Improvements needs to convert its current software and implement Microsoft Dynamics, Office 365 and Customer Relation software.</li> <li>The Company also has new equipment (pressure washer, sprayers, and applicators) that employees need to learn how to operate.</li> <li>The Company places a high value on training employees not only in the trade of painting, but also in customer service. In fact, the Company created a training program and curriculum for the original purpose of launching a business with qualified and trained individuals.</li> <li>The Company is committed to training. However, over the past several years, there has been a shift in the workforce and recruitment, which has created a greater challenge to training than at any other time in the Company's history.</li> <li>Additionally, to set the Company apart from all competition in the painting industry, there is a need to respond to the increased complexity of the projects. Therefore, it is important to train the employees at a much higher level to educate potential clients, reduce customer service concerns, and increase revenue.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Peninsula Improvements will be training new and current employees in the area of leadership, management, sales, customer service, administration while also improving the Field Technicians' painting and carpentry skills in an effort to decrease customer service problems, warranty issues, increase market share and client/employee retention, and ultimately increase its profitability.</li> <li>ETP funds will supplement the Company's training program that focuses on training in field skills. Additionally, top trainers have been identified as well as those that could benefit most from training.</li> <li>Lastly, there is a management training program, a financial literacy program, a sales training program, and a painter development program that ETP-</li> </ul>
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	funded training will assist with expanding. The training manuals have been updated to reflect the current training needs.
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Hazardous Materials</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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The following Modification(s) fall within Panel guidelines:

### Special Employment Training

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

#### ➤ Wage Modification

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

### PEO

Peninsula Improvements represents that it uses the services of Barrett Business Services, INC. (BBSI), a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor's qualifications, and Peninsula Improvements 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 Peninsula Improvements has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with BBSI clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that Peninsula Improvements retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

Peninsula Improvements represents that it uses the services of BBSI, a Motion Picture Payroll Services Company (MPPSC), and that its contract for services is compliant with Unemployment Insurance Code Section 679. Peninsula Improvements also represents that BBSI is a signatory to the pertinent collective bargaining agreement(s); controls wages and pays trainees from its own account, and is obligated to pay the wages even if Peninsula Improvements does not bear the cost. This proposal has



been reviewed by ETP staff to ensure compliance with all applicable guidelines, and Peninsula Improvements has been informed about the duty to make the foregoing representations in the ETP Contract.

### Veterans Program

<b>Number of Veterans</b>	While the Company currently does not have any targeted outreach to the veterans' population, it is interested in looking into how it can expand its recruiting processes to include veteran-specific outreach.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>The Company's President/CEO (dedicated administer) will oversee the proposal and will also assist in providing internal administrative duties. Peninsula Improvements also has six in-house subject-matter experts who will deliver ETP training.</p>
<ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skill, Computer Skills, Continuous Improvement, Hazardous Materials, and OSHA 10/30.</p> <p><input type="checkbox"/> Vendor – Types of Training by vendor:</p>
<ul style="list-style-type: none"> <li><b>Administration:</b></li> </ul> <p>Along with the Company's Director of People and Culture to assist with internal administrative duties, Peninsula Improvements has also retained Training Funding Source (TFS) to assist with the ETP administrative requirements.</p> <p><input checked="" type="checkbox"/> In-house</p> <p><input checked="" type="checkbox"/> Subcontractor</p>

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	\$13%
Training Vendors	N/A	N/A	N/A

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Budget
- Coaching Skills
- Communication
- Conflict Management
- Contract Administration (non-legal & non-labor-law context)
- Customer Service
- Developing New Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination
- Profit & Loss
- Accounts Payable / Receivable

**COMMERCIAL SKILLS**

- Construction Procedures / Techniques
- Equipment / Tool Operations, Maintenance, and Troubleshooting
- Installation / Application Techniques
- Job Costing
- Job Budgeting
- Materials Handling and Storage
- Painting & Staining
- Power Tool Use and Guarding, Prepping, and Protecting Property
- Job Planning / Site Logistics
- Respiratory Protection
- Site Logistics

**COMPUTER SKILLS**

- Dynamics 365 Customer Relationship
- Global Positioning System (GPS) Software
- Microsoft Office (Intermediate / Advanced)
- QuickBooks
- Time Tracking Software
- Website Software

**CONTINUOUS IMPROVEMENT**

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

- Quality Systems and Procedures
- Team Building
- Customer Service / Net Promoter Score (NPS)

**Hazardous Materials (HazMat) 1:20 Ratio**

- Hazard Communication
- Material Safety Data Sheet
- Toxic Substances

**OSHA 10/30 (OSHA-Certified Trainer) 1:40 Ratio**

- OSHA 10 (maximum of 10 hours per trainee)
- OSHA 30 (maximum of 30 hours per trainee)



## RETRAINEE-JOB CREATION

Training Proposal for:

**Tully, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0253**

**Approval Date:** December 20, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Solano	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 30	U.S.: 30	Worldwide: 30	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

#### In-Kind Contribution

\$57,304

#### Total ETP Funding

\$34,270

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Estimators, Operators and Administration Staff, Project Staff, Stormwater Inspectors

### **TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills	22	8-200	0-47	\$1,035	\$27.00
				Weighted Avg: 45			
2	Retrainee Priority SB<100 Job Creation	Business Skills Comm Skills Computer Skills	5	8-200	0-47	\$2,300	\$27.00
				Weighted Avg: 100			

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

**Minimum Wage by County:** Job Number 1: \$21.57 per hour for Solano County;  
Job Number 2: \$17.64 per hour for Solano 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:		
Estimators		2
Operators and Administration Staff		3
Project Staff		5
Stormwater Inspectors		12
Job Number 2:		
Stormwater Inspectors		5

**OVERVIEW**

<b>Year Company Founded:</b>	2005	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Dixon, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Dixon (Solano)</li> </ul>
<b>Nature of Business:</b>		<ul style="list-style-type: none"> <li>Tully is a woman-owned environmental protection company.</li> <li>Company provides stormwater management and civil engineering services throughout Northern California</li> </ul>
<b>Customer Base:</b>		<ul style="list-style-type: none"> <li>General Contractors</li> <li>Construction Companies</li> <li>Engineering Contractors</li> <li>Landscaping Companies</li> </ul>
<b>Business / Industry Needs / Changes</b>		<ul style="list-style-type: none"> <li>Expand the Company to offer additional environmental services to Northern California by hiring new employees and obtaining required certifications in areas such as 8-hour Caltrans Water Pollution Control Managers (WPCM), Title 22 Hazardous Waste Generator Training.</li> <li>Be in a position to bid on and win multiple large projects and provide new project prospects.</li> <li>Certify Stormwater Inspectors in Qualified Stormwater Pollution Prevention Plan Developer (QSD) to diversify projects the Company can work on.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Trainees are required to be certified in multiple environmental services or the Company will not be able to provide services. Therefore, it's imperative that new and existing employees obtain certifications to continue Company growth.</li> </ul> <p>For new employees or existing employees who want to advance, certifications include 8-hour Caltrans Water Pollution Control Managers (WPCM), Title 22 Hazardous Waste Generator Training, Certification as an Inspector of Sediment and Erosion Control, and Qualified Stormwater Pollution Prevention Plan (SWPPP) Practitioner.</p> <p>For Stormwater Inspectors, certifications include Qualified Stormwater Pollution Prevention Plan Developer (QSD) which will allow the inspectors to sign off on plans and move a project forward faster</p>
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	<p>allowing the Company to complete projects on time and within budget and obtain additional projects.</p> <ul style="list-style-type: none"> <li>• Cross training will be offered to all occupations in Business Skills and Commercial Skills to provide multiple opportunities for growth.</li> <li>• Job Specific training will be provided to Estimators, Operator and Administration Staff, Project Staff, and Stormwater Inspectors including Estimating, General Construction, and Erosion Theory.</li> </ul>
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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
<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.	

### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	100 Hours for Job Creation Trainees Only
<p>The Company is requesting an average of 100 hours for Job Number 2 trainees. The higher average hours are needed because when an employee is hired, the Company provides the training and pays for each new employee to be certified in the 8-Hour Caltrans Water Pollution Control Managers (WPCM), Title 22 Hazardous Waste Generator, Certification as an Inspector of Sediment and Erosion Control (CISEC), and Qualified Stormwater Pollution Prevention Plan Practitioner (QSP) training. In addition, each new employee receives job specific company training.</p>	

### Veterans Program

<b>Number of Veterans</b>	The Company does not track the amount of employed Veterans at this time.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>Tully 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 company-wide training. Training includes safety, legal compliance, product knowledge, and on-the-job training. Training will be delivered at Tully's location in Dixon. The Company's annual training budget is approximately \$15,000 and includes new hire orientation and safety training.</p>
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<p>The Company Owner will have oversight of the project administration and implementation (coordinating and scheduling) with assistance of the Chief Financial Officer, and the Human Resources Manager. The Company has a detailed training plan in place and is prepared to begin training upon approval.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>The Company Owner will lead the day- to-day administration internally.</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

### **SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Economic Incentives Advisory Group	Phoenix, AZ	\$3,375
Administrative	None	None	None
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**

- Annual Reports
- Presentations
- Contracts
- Proposals
- Report Writing
- Leadership Skills

**Commercial Skills**

- American Stormwater Institute Training
- Basic Inspection
- Caltrans Projects
- Caltrans Water Pollution Control Managers (WPCM)
- Certified Erosion, Sediment and Stormwater Inspector (CESSWI)
- Certified Inspector of Sediment and Erosion Control (CISEC)
- Certified Professional in Erosion & Sediment Control (CPESC)
- Certified Professional in StormWater Quality (CPSWQ)
- Certified Professional in Municipal Stormwater Management (CPMSM)
- Construction Stormwater Pollution Prevention Plan (SWPPP) Writing
- Dirt Time
- Dust Control Certification
- Erosion Theory
- Estimating In-Water Work Training
- General Construction
- General Safety
- Industrial General Permit (IGP) Training
- Project Coordination
- Project Management
- Qualified Industrial Stormwater Pollution Prevention Plan (SWPPP) Practitioner (QISP)
- Qualified Stormwater Pollution Prevention Plan (SWPPP) Developer (QSD)
- Qualified Stormwater Pollution Prevention Plan (SWPPP) Practitioner (QSP)
- Rain Event Training
- Water Pollution Control Report
- Stormwater Pollution Prevention Plan (SWPPP) Training
- Title 22 Hazardous Waste Generator Training

**Computer Skills**

- Bluebeam

**Computer-Based Training**

Trainees may receive any of the following:

**Commercial Skills**

- Tully University Module 1 Initial Training
  - Welcome
    - Intro (15 minutes)
    - Guides on How to Use Software (55 minutes)
    - Weather Tools (7 minutes)
    - Server Tour (8 minutes)
    - Car Practices (6 minutes)
    - Marketing Spiel (8 minutes)
  - Basics of Stormwater Management (2 hours)
  - The Construction General Permit (1 hour)
  - General Safety (1 hour)
  - How to Perform a Basic Inspection (2 hours)
  - How to Complete a Basic Inspection Report (2 hours)
  - How to Complete a Caltrans Inspection Report (2 hours)
  - Caltrans Fact Sheets (2 hours)
  - Construction Parties 101 (1 hour)
- Tully University Module 2 Rain Event Training
  - Rainy Season Workshop (2 hours)
  - Pulling Storm Data (15 minutes)
  - Rain Event Action Plan (REAP)s (30 minutes)
  - Sampling (1 hour)
  - Winterization (1 hour)
  - Exceedances (30 minutes)
- Tully University Module 3 In-Water Work Training
  - Welcome (30 minutes)
  - Permits (1 hour)
  - Part 1 (30 minutes)
  - Part 2 (30 minutes)
  - Part 3 (30 minutes)
  - Part 4 (30 minutes)
  - Part 5 (30 minutes)
  - Part 6 (30 minutes)
  - Conclusion (15 minutes)
- Tully University Module 4 Water Pollution Control Plan (WPCP) Training
  - How to write a Water Pollution Control Plan (WPCP) (6 hours)
    - Plan Part 1: (42 minutes)
    - Plan Part 2: (66 minutes)
    - Plan Part 3: (56 minutes)
    - Plan Part 4: (51 minutes)
    - Plan Part 5: (33 minutes)
    - Tools and Additional Resources: (40 minutes)
    - Examples and Quiz: (70 minutes)
  - Peer reviewing a Water Pollution Control Plan (WPCP) (1 hour)
  - Waste Pollution Control District (WPCD) Mini Lesson (30 minutes)

- Tully University Module 5 Stormwater Pollution Prevention Plan (SWPPP) Training
  - Understanding Stormwater Pollution Prevention Plan (SWPPP) (1 hour)
  - How to write Stormwater Pollution Prevention Plan (SWPPP) (1 hour)
  - Completing a Risk Assessment (1 hour)
  - Helpful Tips & Tricks (30 minutes)
  - Write a Stormwater Pollution Prevention Plan (SWPPP) with me! (5 hours)
    - Starting the SWPPP (27 minutes)
    - Risk Assess Part 1 (47 minutes)
    - Risk Assess Part 2 (24 minutes)
    - Calcs (32 minutes)
    - Water Pollution Control Drawings (46 minutes)
    - Main Body (79 minutes)
    - Appendix and Compile (32 minutes)
- Tully University Module 6 Industrial General Permit (IGP) Training (1 hour)
- Tully University Module 7 Annual Reports Training
  - How to complete your annual reports (2 hours)
  - SMARTS (30 minutes)
  - Ad Hocs (30 minutes)



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**U.S. Glass, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0252**

**Approval Date:** December 21, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SB <100 Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Glaziers Architectural Metal and Glassworkers Local Union 767			
Number of Employees in:	CA: 39	U.S.: 39	Worldwide: 39	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A%			

**In-Kind Contribution**

\$74,214

**Total ETP Funding**

\$34,040

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administrative Staff, Shop Staff, Programming Staff, Project Manager, Glazier, Production Glazier, Engineering Staff, 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	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	32	8-200	0-30	\$920	\$21.57
				Weighted Avg: 40			
2	Job Creation SB<100 Priority	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	5	8-200	0-30	\$920	\$19.07
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1: \$21.57 in Sacramento County. Job Number 2 (Job Creation): \$17.64 in Sacramento 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
<b>Job Number 1</b>		
Administrative Staff		1
		2

Engineering Staff		1
Glazier		10
Production Glazier		8
Owner		1
Programming Staff		1
Project Manager		3
Shop Staff		5
<b>Job Number 2</b>		
Administrative Staff		1
Engineering Staff		1
Glazier		1
Production Glazier		1
Project Manager		1

## **OVERVIEW**

<b>Year Company Founded:</b>	2005	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Sacramento, Sacramento County</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>U.S. Glass, Inc. (US Glass) is a glazing contractor that serves Northern California. The Company specializes in glazing as well as mixed use, blast systems, design build, and LEED Certification.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Commercial office building, educational buildings, hospitals, retail centers, airports and museums.</li> <li>Past projects include: UC Davis, Palo Alto School, Cal Aquatics, Marin General Hospital, Folsom College, and El Cerrito High School.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Company is shifting processes as it begins a shift from mid-size to large glazing company.</li> <li>Implementing FlaX and Trimble Software to streamline company processes.</li> <li>There is an essential and significant need to increase the workforce technology skill sets from a basic to a higher-level.</li> <li>US Glass is investing \$400,000 in new equipment.</li> </ul>

**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• The company has developed a training plan in order to improve processes Company wide.</li> <li>• Software upgrades are necessary for the Company as it grows, using technology to streamline processes will assist in the growth.</li> <li>• New equipment purchases include a new saw, CNC machine, silicate pumps, and overhead pumps. All new equipment will require extensive training.</li> </ul>
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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

<b>Business Skills</b>	<b>Continuous Improvement</b>	<b>Computer Skills</b>
<b>Commercial Skills</b>	<b>Hazardous Materials</b>	<b>OSHA 10/30</b>

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>20 PL Hours per-trainee-</b> Applying windows is a job that is inherently dangerous and very costly to replicate in a class room setting. Glass setting requires special tools and adhesives that must be learned in order to properly install glass that can only be taught on the job site. Due to this, US Glass is requesting up to 20 hours of PL training. At the end of training a written certificate will be saved to the employee file for access and review.
	<b>Occupations Receiving PL Training:</b> Shop Staff, Glazier, Production Glazier, and Project Manager.
The PL instructor must be dedicated to training, at a ratio of 1:3.	
<b>Ratio Higher than 1:1</b>	Production and/or production process requires a team of workers.
<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function;

	<input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  The Company has a structured training plan in place. The President will oversee project administration with the assistance of a dedicated ETP Project Manager. A third party administrator will assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.</li> </ul>
<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Types of Training: Continuous Improvement, Business Skills, Computer Skills, Commercial Skills, Hazardous Materials, OSHA 10/30, PL- Commercial Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b>  US Glass has retained an administrative subcontractor to assist with the administering of the training Contract.   <input type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor </li> </ul>

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Carrazo LLP, Innovative Tax Solutions	Sacramento	\$3,404
Administrative	Carrazo LLP, Innovative Tax Solutions	Sacramento	13% of funding 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**

- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Styles
- Cost Control
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

**Commercial Skills**

- Bonds
- Blue Print Reading
- Building Envelope Installation
- Building Envelope Products
- Building Systems
- Change Order Negotiations
- Concrete forming
- Confined Space
- Construction Overview
- Construction Methodologies

- Contractual Risk Transfer
- Crisis Management
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment Maintenance/Repair
- Equipment Operation
- Estimating
- Foreman's Advantage
- Forklift/Scissor lift
- Hand Tools
- Heat and Illness Prevention
- How to Complete a Work Authorization
- Insurance
- LEED Building Codes/Design
- Lien Law and Remedies
- Lock out/Tag out
- Managing subcontractors
- Mechanical, Electrical and Plumbing
- Personal Protection Equipment
- Planning and Scheduling
- Product Knowledge
- Project Management
- Rigging and Signaling
- Traffic Control
- Unit Cost Tracking
- Unitized System
- Work Order Processing

**Computer Skills**

- Advanced Excel
- BIM Building Information Modeling
- Inventor
- Bluebeam
- CAD software
- Microsoft Office (Intermediate and Advanced)
- Plangrid
- Procore
- Projects (Microsoft)
- Sketchup
- Slack
- Teams
- Textura
- Quickbooks
- Revit Architecture Fundamentals
- Social Media – Linked in
- Website Maintenance
- Zoom

**Continuous Improvement Skills**

- 5S
- Cross Training
- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Kaizen
- Leadership
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

**Hazardous Materials Skills**

- Chemical Adhesives and Solvents

**Safety Skills - OSHA 10/30 (Certified-OSHA Instructor)**

- OSHA 10
- OSHA 30

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

Trainees may receive any of the following:

**Commercial Skills**

- Blue Print Reading
- Building Envelope Installation
- Building Envelope Products
- Building Systems
- Concrete Forming
- Construction Methodologies

- Crisis Management
- Equipment Maintenance/Repair
- Equipment Operation
- Estimating
- Forklift/Scissor Lift
- Hand Tools
- Mechanical, Electrical and Plumbing
- Rigging and Signaling
- Traffic Control
- Unitized System

### **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
- Electrocution – 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

**GLAZIERS ARCHITECTURAL METAL AND GLASSWORKERS**  
**LOCAL UNION 767**  
**DISTRICT COUNCIL 16 - INTERNATIONAL UNION OF PAINTERS AND ALLIED TRADES**  
**HIGH PERFORMANCE / HIGH VALUE**



**7111 GOVERNORS CIRCLE**  
**SACRAMENTO, CA 95823**

**PH: 916/393-2742**  
**888/772-2497**  
**FAX: 916/393-0244**

April 14, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand U.S. Glass, Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 31 Current Employees and potentially up to 3 new hires (over the next 2 years) in Glazier Journeyman and production glaziers.

**Exhibit E**

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

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

Fraternally

John Tweedt

Regional director DC16/LU767



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Warren & Baerg Manufacturing, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0249**

**Approval Date:** December 28, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA SB <100 Job Creation Initiative	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	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: 36	U.S.: 36	Worldwide: 36
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$38,000

**Total ETP Funding**

\$37,030

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HUA Only:</b>	Number of trainees in HUA location: 39
<b>Occupations to be Trained:</b>	Production Staff, Engineering Staff, Front-Line Manager, Painting/Finishing, Administration

**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 HUA	Business Skills Comm Skills Mfg. Skills Computer Skills Continuous Impr. Mgmt. Skills	32	8-200	0	\$805	\$16.50
				Weighted Avg: 35			
2	Retrainee Priority SB<100 HUA Job Creation	Business Skills Comm Skills Mfg. Skills Continuous Impr. Computer Skills	7	8-200	0	\$1,610	\$16.00
				Weighted Avg: 70			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1 (HUA): \$16.17 in Tulare County

Job Number 2 (Job Creation/HUA): \$15.00 in Tulare 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
<b>Job Number 1</b>		
Production Staff		17
Engineering		5
Front-Line Manager		3
Painting/Finishing		2
Administration		5
<b>Job Number 2 (Job Creation)</b>		
Production Staff		7



**OVERVIEW**

<b>Year Company Founded:</b>	1966	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location where training will occur</b>		<ul style="list-style-type: none"> <li>Dinuba, Tulare County</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Designs, manufactures, and installs forage processing equipment such as cubing systems, hay grinders, bale compressing systems, and bale stacking units</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Various agricultural companies and biomass plants</li> <li>Shell Oil Company</li> <li>Holt Farms</li> <li>Columbia Pulp Company</li> <li>Material lifecycle management</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>The Company faces competition on a global level and relies on higher quality products to compete.</li> <li>Re-engineering all processes to achieve increased capacity, waste reduction, and increase proficiency.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>The end product is highly customizable so workers must be highly skilled to work on various projects and build different machines.</li> <li>Waste reduction principles such as LEAN Process, six sigma, and total quality management has taken priority to reduce waste and compete with the global markets.</li> <li>Upgrades to several software systems such as ICAD and AUTOCAD that require training of several departments.</li> </ul>
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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

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Commercial Skills</b>
<b>Continuous Improvement</b>	<b>Management Skills</b>	<b>Manufacturing Skills</b>

<b>Job Creation Justification</b>	<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:

**HUA Wage Modification** - All trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%, under the Panel Standards. Warren Baerg's location in Dinuba (Tulare County) is 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. Warren Baerg requests a wage modification from \$21.57 to \$16.50 per hour in Job Number 1 and from \$17.64 to \$16.00 in Job Number 2.

### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	70 Hours
Warren & Baerg requests a weighted average of 70 hours for its Job Creation staff. New staff will require more training on all work processes. Due to the complexity of the Company's processes, new hires train approximately 100 hours. The Company requests an average of 70 hours to accommodate this increase in training.	

### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>Warren &amp; Baerg has a detailed training plan in place and is ready to implement upon approval. The Owner with the assistance of the company's Controller will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics of training. The Company has also retained the services of an administrative subcontractor to assist staff to successfully complete this project.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, Manufacturing Skills and Management Skills</p> <p><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be Determined</p>
<ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>An Administrator for the company will be responsible for gathering rosters and sending them to an administrative sub-contractor for entry into the ETP system.</p> <p><input type="checkbox"/> In-house</p> <p><input checked="" type="checkbox"/> Subcontractor (Strategic Business Solutions, LLC)</p>

**Repeat Contract**

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	The Contractor has had one ETP contract in the last five years.
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Standardize procedures to focus on quality standards and productivity.</li> <li>Software update focused on SAGE system that helped disseminate information in the company.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	For this proposal, in order to compete on a global level the company currently needs training on LEAN Processes to eliminate waste and increase efficiency. The Company also needs training for new software systems that it's focused on implementing.

**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 \$ %
ET20-0288	Dinuba	2/22/2020- 2/21/2022	\$32,982	\$32,982 (100%)

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions, LLC	Visalia	\$2,500
Administrative	Strategic Business Solutions, LLC	Visalia	13% of funds earned
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Account Development
- Marketing Worldwide
- Export Protocols
- Information Workflow
- Effective Communications
- Purchasing Best Practices
- Bidding and Estimating Best Practices

**Commercial Skills**

- Intermediate Welding
- Grinding and Deburring
- Metal Fabricating
- Commercial Grade Paint and Finish
- Manufacturing Equipment (Lathe, Milling, Punch, and Press) Operation
- Height Training
- Combustible Dust training
- Confined Space Training
- Respirator Training

**Computer Skills**

- SAGE Operating System
- SolidWorks CAD/CAD 3D
- Microsoft 360 Suite
- AutoDesk Software Training

**Continuous Improvement Skills**

- Leadership
- Teambuilding
- LEAN Process
- Six Sigma
- Quality Control Systems and Standards
- 5 "S" process and Implementation
- Process Mapping
- Just in Time Manufacturing

**Management Skills (Managers/Supervisors/Leads Only)**

- Strategic Planning
- Change Management
- Coaching and Mentoring

**Manufacturing Skills**

- Cubing Machinery Assembly
- Production Equipment Operation and Maintenance
- Materials Handling Equipment Training



**Training Proposal for:**  
**Western Pump, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0209**

**Approval Date:** December 8, 2022

**Panel Meeting of:** January 27, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	SB <100 Retrainee Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego, San Bernardino	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: 98	U.S.: 160	Worldwide: 160	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	4%			

**In-Kind Contribution**

\$111,000

**Total ETP Funding**

\$32,775

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administration, Service Technicians, Construction Laborers, Warehouse Staff, Front Line Managers, Purchasing, Dispatch/Call Center and Estimator

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Comm Skills Continuous Impr. HazMat HAZWOPER	57	8-200	0	\$575	\$21.57
				Weighted Avg: 25			

\*Post-Retention Wage is the Contractual wage.

**Minimum Wage by County:** Job Number 1: \$21.57 per hour in San Bernardino and San Diego counties

**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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration		4
Service Technicians		29
Construction Laborers		17
Warehouse Staff		2
Front Line Managers		2
Purchasing		1
Dispatch/Call Center		1
Estimator		1

**OVERVIEW**

<b>Year Company Founded:</b>	1950	<b>Company Headquarters:</b> <input type="checkbox"/> Single location San Diego, CA
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>Arizona</li> </ul>	
<b>Total Number of Facility locations in California</b>	2	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>San Diego</li> <li>Rancho Cucamonga</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>The Company specializations in the construction and servicing of refueling equipment and facilities located at retail consumer gas station, boat marinas and airports.</li> <li>The Company constructs new facilities from the ground up or completes renovations/remodels of existing facilities.</li> <li>The Company performs compliance testing for fully-integrated wholesale distribution and fuel facility services for petroleum and lubrication systems.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Fuel dispensing businesses such as convenience stores, gas stations, agricultural businesses, Municipalities, military installations, boat marinas and airports.</li> <li>Western Pump's projects in the fueling and transportation infrastructure industries include: Love's Travel Stop gas stations, Legoland Fuel Facility and Seaworld underground storage tank replacement.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Western Pump is becoming a certified distributor and warranty service provider for numerous equipment companies integral to the industry. This change in Western Pump business model will enhance operations including supply chain management that was previously conducted by a third-party vendor.</li> <li>There is a need to raise the level of expertise of its workforce to become subject matter experts of its product equipment lines.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>In order for Western Pump to become a certified distributor and warranty service for numerous equipment companies all of its Service Technicians must receive advanced training on equipment and software for the following brands: Gilbarco, Veeder Root, GasBoy, Graco and Gardner Denver.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Service Technicians will earn equipment manufacturer certifications that are needed to provide services related to repair, installation, and warranty upgrades. In addition, this change in operation will also require training for some Construction staff and front-line Managers.</li> <li>• Product knowledge training will be provided to increase workforce expertise of its product line.</li> </ul>
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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		

Certified Safety Training	<input checked="" type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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### 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"> <li>• <b>Project Oversight:</b>  The Human Resources Manager will oversee all aspects of the training project. The Office Manager will be responsible for reports and internal data collection for tracking purposes at the Rancho Cucamonga facility and forward it to the San Diego Headquarters for processing. There is an Office Manager at each location to help coordinate training and an internal team of high-level subject-matter experts and Managers/Supervisors will deliver training. In addition, Western Pump has retained an administrative subcontractor to provide additional administrative support.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>   <input checked="" type="checkbox"/> In-house – Types of Training: Business, Computer, Commercial and Continuous Improvement Skills  <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: HazMat, HazWoper           </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b>  <input checked="" type="checkbox"/> In-house – Human Resources Manager, Office Manager at each location  <input checked="" type="checkbox"/> Subcontractor           </li> </ul>

**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 \$ %
ET16-0428	San Diego	4/16/16- 4/15/18	\$74,360	32,474 (44%)

Western Pump faced numerous training infrastructure and administrative challenges during its first ETP Contract. However, the ETP training project forced the Company to create a structured training plan companywide that is currently being executed. Western Pump has an experienced professional training administrator to support training initiatives and the training support staff fully understand ETP's Contract requirements.

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions, LLC	San Diego	2,300
Administrative	Strategic Business Solutions, LLC	San Diego	13%
Training Vendors	To be determined		

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

Trainees may receive any of the following:

**Business Skills**

- Account Development
- Contract Estimating
- Purchasing (APICS)
- Inventory Management
- Project Management
- Payroll Accounting
- Strategic Planning

**Commercial Skills**

- Underground Construction/Tanks
- Leak Detection
- Vapor recovery Systems Install/Repair/Testing
- Fuel Dispensing Systems Installation/Repair
- Automated car Wash Equipment Installation/Repair
- Vehicle Service Equipment Installation/Repair/Inspection
- Materials Handling Equipment Training
- American Petroleum Institute Work Safe Training
- Confined Space
- Combustible Dust

**Computer Skills**

- Point of Service System Training (Gilbarco, Veeder Root, Verifone)
- Jonas Construction ERP Software
- Jet Trac Compliance Forms Software
- ADP Software Training
- Public Works Labor Compliance Reporting and Tracking Portal
- Customer Management System Training (Berisae/Tesoro)

**Continuous Improvement Skills**

- Leadership
- Teambuilding
- LEAN Processes

**Hazardous Materials Skills**

- HAZMAT

**HazWoper**

- HAZWOPER