

# PANEL PACKET

March 2023



**Employment Training Panel**



## PANEL NOTICE/AGENDA

**Friday, March 24, 2023  
9:30 a.m.**

### VIRTUAL MEETING

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

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

**Join Zoom Meeting:**

<https://us06web.zoom.us/j/82703184445>

**Webinar ID: 827 0318 4445**

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

**Conference code: 1185529**

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

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

Webinar Login For assistance, login and raise your hand or contact Ryan.Boyd@etp.ca.gov or Amina.Nasufovic@etp.ca.gov	9:00am	Ryan Boyd Christina de Leon
Webinar Instruction Intro Virtual: Audio-Ryan/Amina/Voice-Panel Only	9:30am	Ryan Boyd Christina de Leon
Call to Order by Acting Chairperson Virtual: Audio-Janice/Voice-Panel Only <ul style="list-style-type: none"><li>Roll Call</li></ul> Hand-Raise Pause for Public Comment-Alayna <ul style="list-style-type: none"><li>Action to Approve March Panel Meeting Agenda</li><li>Action to Approve February Panel Meeting Minutes</li></ul>		Rick Smiles
Executive Report Virtual: Audio-Reg/Peter/Jaime/Tara/Michael/Voice-Panel Only <ul style="list-style-type: none"><li>Legislative/Budget/Other</li><li>Action Item: Acting Chairperson to appoint an Acting Committee Member to Policy Committee</li></ul>		Reg Javier Peter Cooper Tara Armstrong Michael Cable Jaime Gutierrez

Panel Date: March 24, 2023

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

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Presentation and Action Item for Maximizing the use of ETP funds for the remainder of the Fiscal Year

Mario Maslac

Virtual: Audio-Mario/ Voice-Mario

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2023 Annual Report

Nancy Tran

Virtual: Audio-Nancy/ Voice-Nancy

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Review and Action on Proposals

Kellen Hernandez

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

Chris Hoover

Virtual: Hand-Raise Pause for Public Comment-Alayna

Phil Boyer

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

Virtual: Voice available for Panel Only

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Public Comment on Matters Not on the Agenda

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

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Public Meeting Adjourns

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

This Notice/Agenda of Panel Meeting and related documents are available on the ETP website at [www.etp.ca.gov](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, March 20, 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

Abbyson Living LLC-----	\$137,500
AHMC Whittier Hospital Medical Center LP -----	\$493,695
Doty Bros. Equipment Co.-----	\$496,800
Mission Career College, Inc.-----	\$87,739
Professionals in Human Resources Association -----	\$599,440
Safran Cabin Inc. dba C & D Aerospace -----	\$139,725
True Behavioral Health, LP dba First Responder Wellness -----	\$195,776

### San Diego Regional Office

Chaffey Community College District, Chaffey College -----	\$599,752
South Orange County Community College District, Saddleback College -----	\$264,696

### San Francisco Regional Office

American Tartaric Products, Inc. -----	\$128,685
Olema Pharmaceuticals, Inc. -----	\$171,350
Simpson Strong-Tie Company Inc. -----	\$499,560
The Corporation for Manufacturing Excellence (Manex) -----	\$599,256

### Sacramento Regional Office

California Manufacturers and Technology Association -----	\$599,570
California Workforce Association -----	\$577,980
Franklin Ranch Pet Hospital, Inc. -----	\$197,570
Mariani Nut Company -----	\$463,680

**PROPOSALS APPROVED**

**BY DELEGATION ORDER FOR 02/14/23 – 03/14/23**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Battle-Tested Strategies, LLC	03/01/23	\$73,370
Pacific Resource Recovery Services	03/14/23	\$49,105
Redtails Logistics Company LLC	03/01/23	\$65,780
<b><u>San Diego Regional Office</u></b>		
Katie Wagner Social Media Inc.	03/13/23	\$7,820
<b><u>Sacramento Regional Office</u></b>		
Applied Spectra, Inc.	03/03/23	\$33,465



State of California—Labor and Workforce Development Agency

# Employment Training Panel

## TABLE OF CONTENTS

Panel Meeting of March 24, 2023

### PRELIMINARY MATTERS

Future Meeting Sites  
Prior Meeting Minutes  
Key Program Elements

### OTHER MATTERS

Memo and Action Item for Maximizing the use of ETP funds for  
the remainder of the Fiscal Year

PowerPoint Presentation for the 2023 Annual Report

### REVIEW AND ACTION ON PROPOSALS

#### **Consent Calendar** **Tab**

Abbyson Living LLC -----	1
AHMC Whittier Hospital Medical Center LP-----	2
American Tartaric Products, Inc. -----	3
Doty Bros. Equipment Co. -----	4
Franklin Ranch Pet Hospital, Inc. -----	5
Mission Career College, Inc.-----	6
Olema Pharmaceuticals, Inc.-----	7
Professionals in Human Resources Association-----	8
Safran Cabin Inc.dba C & D Aerospace-----	9
True Behavioral Health, LP dba First Responder Wellness-----	10

#### **Proposals for Single-Employer Contractors** **Tab**

<b>San Francisco Regional Office</b>	
Simpson Strong-Tie Company Inc. -----	11

<b>Sacramento Regional Office</b>	
Mariani Nut Company -----	12

***Proposals for Multiple-Employer Contractors*** ***Tab***

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***San Diego Regional Office***

Chaffey Community College District, Chaffey College -----13

South Orange County Community College District, Saddleback College -----14

***San Francisco Regional Office***

The Corporation for Manufacturing Excellence (Manex)-----15

***Sacramento Regional Office***

California Manufacturers and Technology Association-----16

California Workforce Association-----17

## SUMMARY OF DELEGATION ORDERS

### ***Delegation Orders***

***Tab***

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Applied Spectra Inc.  
Battle-Tested Strategies, LLC  
Katie Wagner Social Media, Inc.  
Pacific Resource Recovery Services  
Redtails Logistics Company LLC



# M e m o r a n d u m

To: Panel Members

Date March 24, 2023

From: Reg Javier  
Executive Director

Subject: **Future Meeting Sites**

<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>
<b><i>May Panel N/A</i></b>	<b>No panel Meeting</b>
<b><i>June Panel June 9<sup>th</sup>, 2023</i></b>	<b>Virtual – Via Zoom Friday 9:30 AM – 3:30 PM</b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL  
Friday, February 24, 2023**

**Panel Members**

Rick Smiles  
Acting Chairperson

Dee Dee Myers  
*Ex-Officio* Member

Ernesto Morales  
Member

Gretchen Newsom  
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**  
Teleconferenced Via Zoom Meeting  
Friday, February 24, 2023

**I. PUBLIC PANEL MEETING CALL TO ORDER**

Acting Chairperson Rick Smiles called the meeting to order at 9:30 a.m.

**II. ROLL CALL**

Present

Gretchen Newsom

Rick Smiles

Douglas Tracy

Aracely Campa Ramirez

Madison Hull

Ernesto Morales - joined at 9:34 a.m.

Executive Staff

Reg Javier, Executive Director

Peter Cooper, Assistant Director

Jaime Gutierrez, Chief Deputy Director

Tara Armstrong, Deputy Director of Technical Branch

**III. AGENDA**

The February Agenda was reviewed.

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

Motion carried, 5 to 0.

**IV. MINUTES**

The January Meeting Minutes were reviewed.

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

Motion carried, 5 to 0.

## **V. REPORT FROM DIRECTOR**

Today's panel meeting is for 13 proposals totaling \$4.4 million in funding requests. This includes one Delegation Order and two amendments. As well as an action item to approve and adopt a Conflict of Interest code. The governor's office is working on getting appointments for our two open panel positions.

## **VI. REPORT FROM ASSISTANT DIRECTOR**

Applications for both the Health Care Workforce Advancement fund and Workforce Literacy pilot program, will be open starting Monday, February 27<sup>th</sup> the application window will be three weeks. There are three different informational webinars posted on our website. These proposals should be coming to the June 9<sup>th</sup> Panel and some in July.

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

Some informational updates under our Cal-E-Force program; we will be releasing the alternative funding (Health Care Workforce Funding and Literacy) on Monday, February 27<sup>th</sup> at 8:00 a.m. and closing March 20<sup>th</sup> at 3:00 p.m. There are some live support sessions for anyone who needs assistance, posted on our website. Also posted are sample applications or templates. Enhancements added to the Cal-E-Force program is list views for our customers so they can see all active and inactive, and sort by whichever applications they want to filter. A mailing address and signatory information at registration and application areas to help with routing of the contracts have been added. We are still working with the California Workforce Development Board adding additional functionalities for their two grants called RARP and Waf 11. Our security incident and event response plan has been completed.

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

### **Regarding Funding**

Today's Panel Meeting is for approximately \$4.4 million, which does include one Delegation Order with a total of \$24,105. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Director on a continuous flow basis. For this state fiscal year ETP has approved a total of 53 Delegation Orders. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 12 projects. After today's panel meeting the Employment Training Panel will have approximately \$32.9 million left in contracting capacity for the fiscal year.

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

There are 183 applications currently in demand and 41 applications are with the Regional Offices in development. With 21 applications under review with the applications and assessment unit and 121 submitted applications pending review. The estimated value of the 183 applications is \$47.8 million (\$35.8 million for single employers, \$5.6 million for multiple employer contracts, \$5.7 million for small business and \$649,680 for Apprenticeship Proposals.) We are currently within our allocations for this fiscal year 2022-2023. While we are getting close to reaching our funding allocation capacity in most of the areas, our demand for Multiple Employer Contractors has been low, and we are actively doing out reach in order to increase that demand.

## **IX. CONSENT CALENDAR**

Tab 2 (Franklin Ranch Pet Hospital, Inc.) was dropped from the consent calendar to be moved to a future panel meeting by request.

**ACTION:** Ms. Newsom moved and Mr. Tracy seconded the approval of the Consent Calendar with the exception of Tab 2. All Panel Members present voted in the affirmative for approval of the Consent Calendar as moved.

Motion carried, 6 to 0.

## **X. LEGISLATIVE UPDATE**

The California Legislature just started a new session 2023-2024. Last week, Friday was the last day for bills to be introduced. The landscape looks rather typical with about 1700 Assembly Bills and about 900 Senate Bills. The Legal Unit is reviewing and will generate a Legislative Memorandum of bills that are pertinent to ETP.

## **XI. AMENDMENTS**

Request for two small amendments to the guidelines. Number one is on the third paragraph of the overview a two word strikethrough. Changing ETP will “require” to “encourage” applicants to participate in the information session. Amendment number two is on page four, the second bullet and then the fourth sub bullet under distance education, hybrid learning a change to the \$19 reimbursement rate making it \$23. These two changes will ensure that we do not have delays getting this funding out this fiscal year.

**ACTION:** Ms. Newsom moved and Mr. Tracy seconded the adoption of the two amendments to the guidelines. All Panel Members present voted in the affirmative for approval of the two guideline amendment changes.

Motion carried, 6 to 0.

## **XII. REVIEW AND ACTION OF CONFLICT OF INTEREST AMENDMENT**

The annual financial disclosure statement Form 700 does not only pertain to panel members and executive staff but to those employed at ETP that may have discretion or certain decision making authority. The Political Reform Act mandates that each state agency adopt a Conflict of Interest Code that identifies all such designated positions and assigns a level of disclosure (disclosure category) as to what level of financial disclosure is required for someone completing the 700 Form. ETP bylaws Article 7 Section A states that the panel shall adopt a Conflict of Interest Code which shall be reviewed annually. Using the template provided by the Fair Political Practices Commission, but with some revisions and updates, to reflect new positions or position titles as reflected in Appendix A. This is posted on the ETP website for public review. Staff recommendation is for panel to move to approve the Conflict of Interest Code as prepared and for Legal Unit to proceed with the final adoption as required by the Fair Political Practices Commission.

ACTION: Ms. Newsom moved and Mr. Tracy seconded adoption and approval of the Conflict of Interest Code as prepared and for Legal Unit to proceed with the final adoption as required by the Fair Political Practices Commission. All Panel Members present voted in the affirmative to adopt and approve the Conflict of Interest Code as moved.

Motion carried, 6 to 0.

## **SINGLE EMPLOYER CONTRACTS**

### **Tab No. 4: Cicon Engineering, Inc.**

Repeat contractor. Second ETP contract and second in the last five years. Funding requested \$316,480 to train 320 retrainees over two job numbers. Headquarters in Van Nuys, additional facilities in Canoga Park and Chatsworth. Project emphasis is on cross functional training to provide ability to perform tasks across multiple disciplines. Investment in manufacturing equipment necessitating training on assembly procedures, manufacturing procedures and soldering techniques. Prior project earned \$109,440 which was 100% of their awarded funding amount.

Question regarding wages under job number two (job creation) hiring 20 new production technicians with a pay range of \$16.28/hr. up to \$20/hr., while production technicians in job number one is earning \$20.16/hr. up to \$25/hr., how soon would those new production technicians be eligible for the higher wages listed in job number one?

Response by Dara Kolahi stated that they get a raise every year with bi-annual reviews so probably in three years. Any more would be devastating since their competition is outside of California.

Question regarding how long the job one technicians have been under employment?

Response by Mr. Kolahi was 8 years. There are a lot of people here between 8 to 20 years.

Question asked as to whether there is potential for an increase before the year with the bi-annual reviews?

Mr. Kolahi responded there are people who have gone from quality control technician one to three in a matter of a year. In theory they could get two raises a year.

Question was is it likely that they could get two raises a year? Does it typically happen?

Dara Kolahi responded some people go through very quickly but not all.

Comment was made that three years to potentially work your way up to close to a livable wage in California is tough

Request was made to move the job number two job creation (20 individuals) up to \$18-20 per hour when hired. The turnover rate was 16% which is higher than we usually see. We encourage you to boost up those biannual reviews as quickly as possible.

Response by Mr. Kolahi was no to moving job number two (20 individuals) up to \$18-20 per hour and the aerospace average was a lot higher than 16% during COVID.

Comment was that the post retention wage are supposed to be \$18.78/hr. You are using \$2.50/hr. for healthcare benefits. What type of benefits are they receiving?

Mr. Kolahi responded health, dental, 401K, Vacation, PTO, sick, everything.

It was clarified that the \$2.50 of health benefits was focused on the medical, dental and vision combined into one.

**ACTION:** Ms. Newsom moved and Ms. Campa Ramirez seconded approval of the proposal submitted by Circon Engineering, Inc. in the amount of \$316,480. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 5: Astra Space Operations, Inc.**

Critical proposal. First time contractor. Funding requested \$397,440 to train 180 workers. Training will take place at their Alameda, Sunnyvale and Atwater locations.

**ACTION:** Ms. Newsom moved and Mr. Tracy seconded approval of the proposal submitted by Astra Space Operations, Inc. in the amount of \$397,440. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 6: True Organic Products, Inc.**

Repeat contractor. Funding requested \$498,111 to train 256 workers, including 85 new employees. Training will take place at their Helm, Monterey and El Centro locations.

Concern was raised as to whether the company is prepared since the funding increase is large. Are the management in place able to make sure they are successful?

Anna Carreno responded that they are bringing on new management that will lead and some outside people to make sure they are meeting all the training goals.

**ACTION:** Mr. Tracy moved and Ms. Hull seconded approval of the proposal submitted by True Organic Products, Inc. in the amount of \$498,111. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 7: BFS Group of California LLC**

First time contractor. Funding requested \$496,800 to train 1080 workers including 74 new employees. Training will take place at BFS group locations in Fresno, Riverside, Sacramento, Stanislaus and Yolo County.

ACTION: Mr. Morales moved and Ms. Newsom seconded approval of the proposal submitted by BFS Group of California LLC in the amount of \$496,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 8: California Imaging Institute LLC**

Repeat contractor. Funding requested \$294,975 to train 243 workers, including 45 new employees. Training will take place at their locations in Fresno County.

Concerns were raised regarding the two wage modifications being requested. Looking at page four and five of the proposal, trainees employed in a priority industry, the panel may modify the SCT minimum wage of up to 25% below the statewide average hourly wage. So from \$41.20 down to \$30.90. In addition, trainees under job numbers one and two work in high unemployment areas (HUA) a region with unemployment exceeding the state average by at least 25%. The company's locations in Fresno County are in a HUA. For these trainees, the panel may modify the ETP minimum wage up to 25% if post retention wages exceed the state of training wages. And CII is requesting a wage modification from \$30.90 an hour down to \$17 an hour. These two wage modifications compounded together, go from \$41.20 an hour, great high wage that supports many families, down to \$17 an hour for lower wage occupations. The applicant needs to elaborate on how they're proposing to raise the wages of these workers when they're receiving this ETP funding. Keeping in mind that they are asking for two wage modifications. It states in the proposal that CII is projecting a 5% increase in revenue over the next two years. We would certainly like to see those workers be a part of that increase in business and for them to get some of that benefit. Could CII speak to these concerns? Also, does the California Imaging Institute assist with the higher education ladder by providing tuition?

Patty Trudeau responded that the smaller wages are for the new hires in the billing department, who are working 100% remotely starting at \$16.50 - \$17, this ETP training will take them to the next level for billing codes. The radiology side are increasing every six month so they may start at \$17 but within 120 days to 6 months they are proposing a next step where do they want to go. Scholarships are offered. I'm not sure about reimbursement.

ACTION: Ms. Newsom moved and Ms. Hull seconded approval of the proposal submitted by California Imaging Institute, LLC in the amount of \$294,975 All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

### **Tab No. 9: Vann Brothers**

Repeat contractor. Funding requested \$292,100 to train 250 workers including 20 new employees. Training will take place at Vann Brothers location.

ACTION: Mr. Tracy moved and Ms. Campa Ramirez seconded approval of the proposal submitted by Vann Brothers in the amount of \$292,100. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

### **MULTIPLE EMPLOYER CONTRACTS (MEC)**

#### **Tab No. 10: City and County of San Francisco**

Repeat contractor. Funding requested \$524,320 to train 80 new hire trainees. Training will take place in Evans Campus of the City College of San Francisco.

Comment was made that this application provided good practices on how to overcome multiple barriers to employment.

ACTION: Ms. Newsom moved and Mr. Morales seconded approval of the proposal submitted by City and County of San Francisco in the amount of \$524,320. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

#### **Tab No. 11: Opportunity Junction, Inc.**

Repeat contractor. Funding requested \$544,464 to train 144 new hire trainees. Training will take place at Opportunity Junctions Antioch facility.

Concern was raised after looking at the website as to how much of the ETP funded curriculum is embedded into the 12 week program. The website noted the total cost for admin trainees, tuition and fees for the course at \$4,500. However, it states that you have identified funding sources to cover the cost so none of the costs are passed to those enrolled. Of the ETP funding for the trainees how far does that get them through the program?

Alissa Friedman responded they have rated funding from other government contracts (CDBG's), community services block grant and foundation support. We don't think of it as being a just training because it is followed by up to four month of paid work experience with continued career skills and alumni advancement services. The \$4,500 was a number placed as a tuition for purposes of the ETP and the Bureau of private post-secondary education does not cover the costs of the entire program, which capitated by enrollee is over \$20,000. Estimate is that ETP funds will cover approximately 17% of the total program cost.

Question was raised if the trainee drop for whatever reason are they on the hook for the remaining cost?

Ms. Freidman response was no. Participants are not charged any amount of money for costs or tuition. We qualify people as being low income and we fill that in with foundation funding and unrestricted funding.

Concern was raised that they are coming for quite a bit more money this time will they be in a position to meet that.

Response from Ms. Friedman was we just brought the CNA training to Antioch in July 2021. And that has been running three cohorts a year smoothly, with 15 enrollments. The administrative cross training program had to pivot to online during the pandemic and it was difficult to provide the level of support services that we normally give or to note people having mental health problems and needing that support. We came back fully in person in May of last year, and we are feeling much better about our ability to enroll and graduate our trainees now that we're back in person.

**ACTION:** Ms. Newsom moved and Ms. Campa Ramirez seconded approval of the proposal submitted by Opportunity Junction, Inc. in the amount of \$544,464. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 12: California Workforce Association**

Pulled for a future panel meeting.

**AMENDMENTS**

**Tab No. 13: College Hospital, Inc.**

Two amendment requests to change the previously approved terms and conditions of the current contract between ETP and the contractor. Neither of these represent a requested increase to the total approved agreement amount. Both requests do represent a more than de minimis change to the initial training plan approved by the panel. Except for requested change, or change in the prior amendment, all other items in the training plan remain. Both of these amendments were approved and reflect the post retention wage at or higher than the county minimum wage in 2021.

Tab 13 from College Hospital Incorporated, their current funding amount is \$397,440, the terms and conditions remain with regards to the wages. Hospital representatives here can provide updates to what are the placement wages thus far now and the placement of these trainees now in 2023. With regards to the amendment details, outlined in page three of four of your memorandum after the approval of this contract, there were significant changes in the workforce since the exodus of incumbent healthcare workers, requiring the need for this hospital to bring in a significantly higher than planned number of new employees. Which, resulted in the shift in the job numbers, job number one (incumbent workers) to job number two (job creation), which are the newly hired worker. Resulting in 129 less trainees for job one, and 129 more trainees for job two (job creation), which means there is an increase investment in ETP funding on new hire workers. This request moves 30% of the total contract amount between the existing job numbers

in order to address current job creation hiring aids, resulting in no change to the approved funding amount. In addition to the hospital is requesting to shift the term date by 70 days forward. In other words, the beginning and the end term date forward because it took longer than expected to get this training plan moving.

Request to elaborate on where the wages are for the workers and how their quality of life has been increased or bettered from where they were a few years ago.

Holly McKittrick replied that starting wage has increased up to \$16 for administrative or technical staff and there are barely any at that rate because it is determined upon experience and so forth. The hospital was able to give raises to current other staff as well in the last two years.

**ACTION:** Ms. Hull moved and Mr. Smiles seconded approval of the amendment submitted by College Hospital, Inc. All Panel Members present voted in the affirmative to approve the amendment as moved.

Motion carried, 6 to 0.

#### **Tab No. 14: Butte-Glenn Community College**

Tab 14 is funded through the California community college funds. Requested training plan changes result in decrease of \$54. As with College Hospital the training plan (page two of six) that was approved December of 2021, This amendment starting with jobs one and two, they are cumulatively going to be increasing the number of plan trainees and decreasing the average number of training hours to reflect what is to training for these trainees. With regards to jobs three and four, job three will be increasing by a weighted average of 137 hours and decreasing bodies by about 67. Technically is that job four was for new hire trainees. Those are individuals who are currently unemployed. After the project was approved, Butte was able to procure some health care employers willing to hire individuals and train them while they were working. So it became more of an Earn and Learn model. As such job four was no longer necessary. The request is to delete job four and put those resources into job three for newly hired workers, specifically CNAs. As a result of this it moves about 50% of the funds around only a decrease of about \$50. It does result in an increase of an additional 631 trainees benefitting from the ETP training.

Comment was made regarding the occupations titles of CEO and vice president, are those still be provided training?

Ms. Rafferty responded that there are no CEO's that will be billed as part of this project.

**ACTION:** Ms. Newsom moved and Ms. Campa Ramirez seconded approval of the amendment submitted by Butte-Glenn Community College. All Panel Members present voted in the affirmative to approve the amendment as moved.

Motion carried, 6 to 0.

### **XIII. OPPORTUNITY FOR PANEL MEMBERS TO REQUEST AGENDA ITEMS FOR FUTURE PANEL MEETINGS**

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

Larry Mendel commented that there are only 13 proposals coming to Panel today but 181 are in house. Why then only 13? They have a new project starting the application process on Monday. We have a commitment that they are going to be put ahead of other programs to be heard at the June and July Panel meetings. Is that pushing the projects in house for six or eight months back further? Why do they deserve priority over other companies?

Response was given that the intent is to meet all of the allocations set for single employers, small businesses, critical proposals etc. In areas other than MEC contracts, we are very close to meeting the demand that we have set. The remaining contracts are going to be on hold for a little while until we can figure out where the allocations are going to be and what we can approve moving forward. Regarding the question of whether the new projects are going to impact the projects in the queue, the answer is no. Projects in development right now will be processes in the next couple months. We have groups focused on literacy and healthcare applications. So regular ETP core contracts will continue.

Additional response was given that we are working with CivicMakers to assess why there has been a lag in application processing. Applications will be processed until the entire ETP fund for this fiscal year is exhausted.

Nathan Daily commented on increasing the cap on the health care benefits from \$2.50 to \$3.50 to help small businesses.

David Tisdale commented on looking at processes to move money between jobs numbers without panel approval.

### **XV. MEETING ADJOURNMENT**

Acting Chairperson Smiles adjourned the meeting at 10:55 a.m.

## Single Employer Contractor

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

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at \$500,000.

These features apply to core program funding.

## Multiple Employer Contractor

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

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at \$600,000 and are limited to one contract per Fiscal Year.

### *Retraining*

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an “in kind” contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:
  - 1) wages/benefits paid during training by participating employers;
  - 2) development, recruitment, placement, and assessment costs; and,
  - 3) facility and material expenses.
- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

### *New Hire Training*

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

These features apply to core program funding.

## Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for \$75,000 or less, and (2) single and multiple employer proposals for \$75,000 or less.
- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.
- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.
- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an informational item.



# Memorandum

Employment Training Panel

To: Panel Members

Date: March 24, 2023

From: Reg Javier, Executive Director

Subject: Redistribution of Funding Allocations

## **Redistribution of Funding Allocations**

### I. Brief Issue Statement:

While the Employment Training Panel (ETP) has exhausted or is close to exhausting certain funding allocation categories, there is a lack of sufficient demand in other categories to expend the total contracting capacity for the current Fiscal Year (FY). The Apprenticeship and Single Employer allocation are either exhausted or close to being exhausted, while there is a shortfall in demand of around \$27 million in the remaining categories. Namely, all Small Business, Critical Proposals, and Multiple Employer Contracts (MECs) allocation categories demand has been met, leaving a surplus of allocated funds in each of those categories. There still remains unmet excess demand in the Single Employers category which ETP cannot fund due to the exhaustion of allocated funds.

### II. Background Information:

Leading up to the start of each FY, the Panel approves staff recommended funding allocations for Single Employers, Small Business, Critical Proposals, MECs, and Apprenticeship projects. For the current, FY 2022/23 the allocations are as follows:

<b>Contract Category</b>	<b>Allocations FY 22/23</b>
Single Employer	\$34,864,958
Small Business	\$5,810,826
Critical Proposals	\$5,810,826
Multiple Employer Contracts (MEC)	\$23,243,305
Apprenticeship (including non-traditional)	\$23,243,305
<b>Total:</b>	<b>\$92,973,221</b>

Currently, in FY 2022/23, ETP has either exhausted or is near exhausting the allocations in the Single Employer and Apprenticeship categories. All existing demand is being met in the remaining categories, still leaving approximately \$27 million in allocated surplus across those categories.

### III. Action

Staff is requesting Panel approval to reallocate funds between the Contract Categories that have demand and to help maximize the utilization of the remaining FY 2022/23 Funds.

THE EMPLOYMENT  
TRAINING PANEL



# ANNUAL REPORT

2021-22

RESEARCH ANALYTICS DIVISION  
MARCH 24, 2023

**96K**  
BUSINESSES  
FUNDED

**1.5M**  
WORKERS TRAINED  
& RETAINED OR  
EMPLOYMENT

**\$1.9B**  
TRAINING  
FUNDED

**40  
YEARS  
OF  
ETP**

**\$170M** APPROVED

**10 YEARS  
SERVING  
APPRENTICESHIPS**

**92K** ESTIMATED  
TRAINEES

**359** CONTRACTS

**APPROVED**

## CONTRACTS APPROVED BY PANEL



**85,336**

TOTAL TRAINEES



**\$102M**

TOTAL AMOUNT



**298**

CONTRACTS



**\$342K**

AVERAGE CONTRACT  
AMOUNT

**ONGOING**

**CONTRACTS ACTIVE AND ONGOING  
AT THE END OF THE FISCAL YEAR**



**84,110**

TOTAL TRAINEES



**\$100M**

TOTAL AMOUNT



**289**

CONTRACTS



**\$347K**

AVERAGE CONTRACT  
AMOUNT

**COMPLETED**

**CLOSED CONTRACTS WHICH  
SUCCESSFULLY TRAINED AND  
RETAINED EMPLOYEES**



**76,041**

TOTAL TRAINEES



**\$70M**

TOTAL AMOUNT



**310**

CONTRACTS



**\$224K**

AVERAGE CONTRACT  
AMOUNT



**2.1K**

TOTAL SMALL  
BUSINESSES



**16.8K**

TOTAL SMALL  
BUSINESS TRAINEES

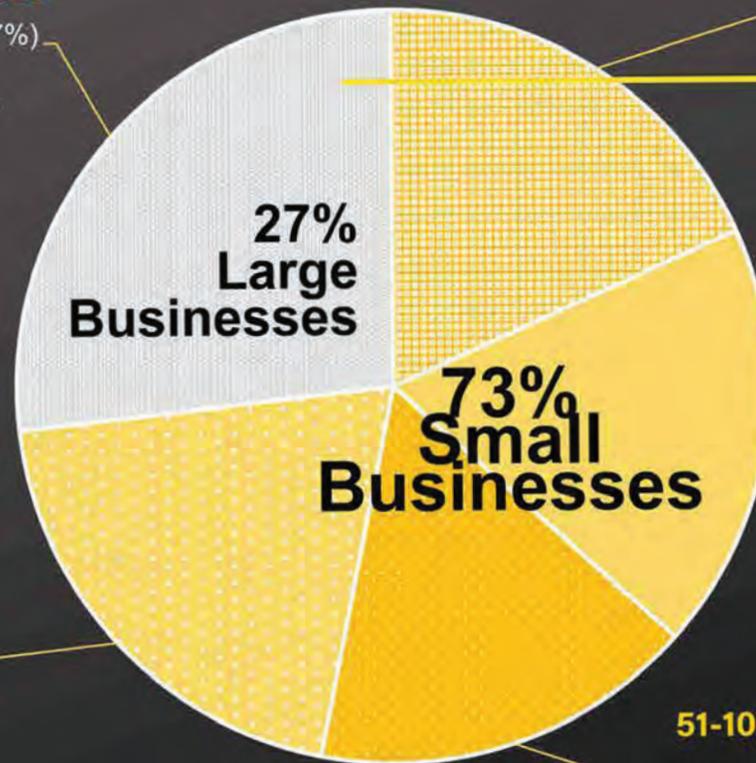
# SMALL BUSINESS

## 251+ EMPLOYEES

690 Businesses (27%)  
\$38.3 million  
51,634 Trainees

## 1-20 EMPLOYEES

472 Businesses (18%)  
\$7.0 million  
3,111 Trainees



## 101-250 EMPLOYEES

516 Businesses (20%)  
\$11.4 million  
10,233 Trainees

## 21-50 EMPLOYEES

473 Businesses (18%)  
\$6.9 million  
4,104 Trainees

## 51-100 EMPLOYEES

426 Businesses (17%)  
\$7.6 million  
6,224 Trainees

Contracts by Business Size



**CONTRACTS  
SERVED IN  
HIGH  
UNEMPLOYMENT  
AREAS**

**RAIN OVER**

**5,500**

**WORKERS**



**\$5M  
FUNDED**

# PRIORITY INDUSTRIES



## Professional Science & Technical

\$4.2 Million  
314 Businesses  
5,171 Trainees



## Manufacturing

\$26.7 Million  
961 Businesses  
37,649 Trainees



## Agriculture

\$1 Million  
43 Businesses  
2,007 Trainees



## Construction

\$16.4 Million  
1,821 Businesses  
11,587 Trainees



## Information Technology Services

\$0.9 Million  
49 Businesses  
1,765 Trainee

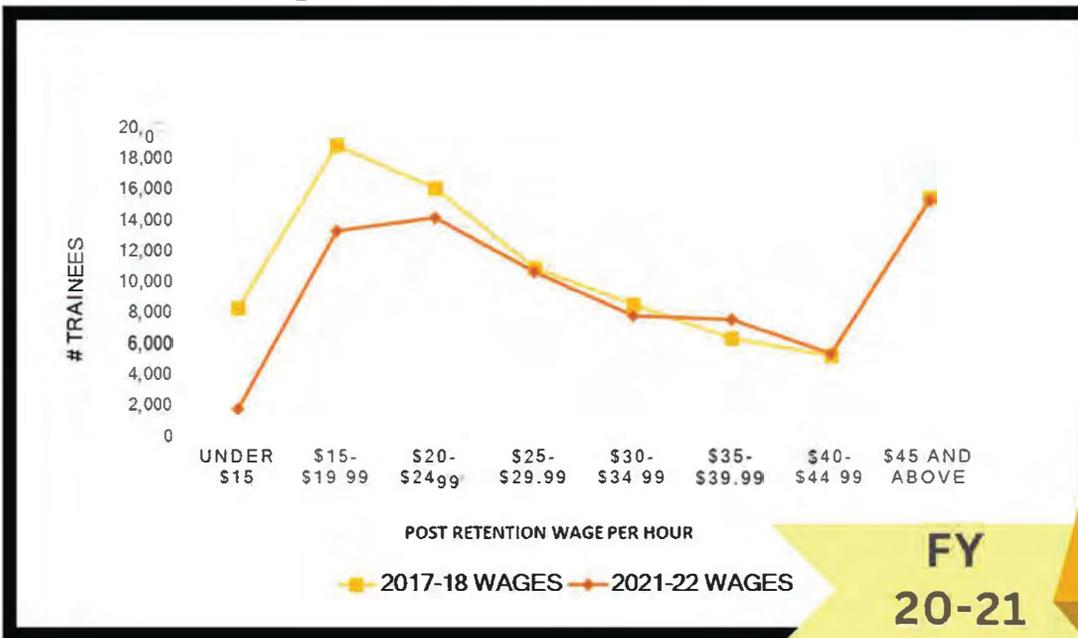


## Healthcare

\$5.9 Million  
104 Businesses  
3,145 Trainees

# POST RETENTION WAGES

## TRAINEE WAGE RANGES & 5 YEARS COMPARISON



**\$19.39/hr.**

POST RETENTION WAGE FOR  
NEW RES

**\$35.03/hr.**

POST RETENTION WAGE FOR  
INCUMBENT WORKERS  
(RETRAINEES)

FY  
20-21

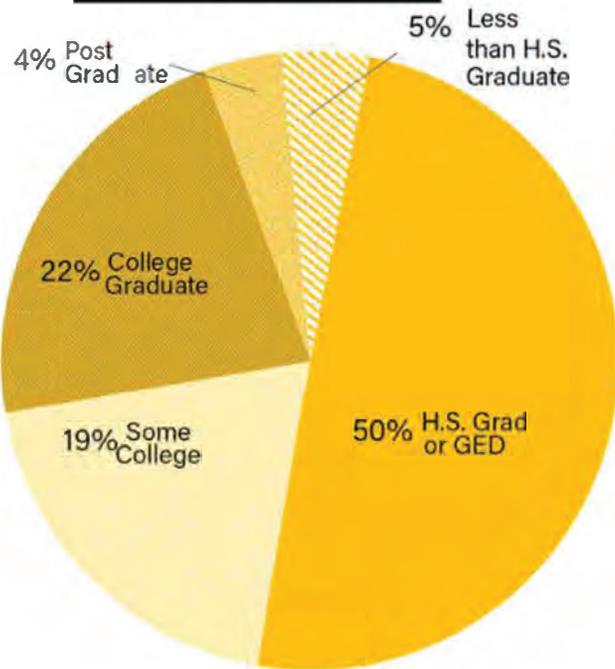
FY  
21-22

**>5%**

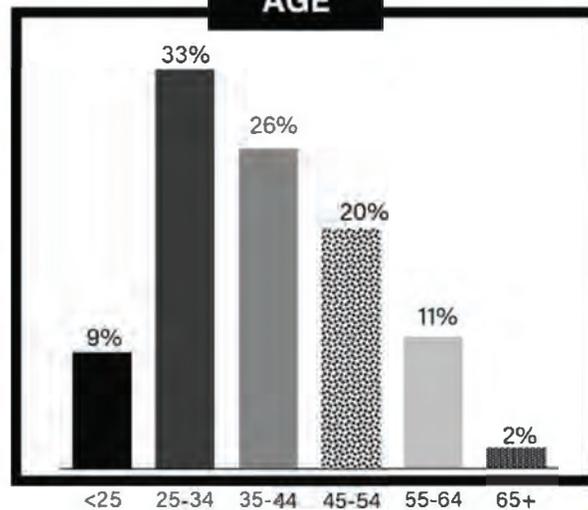
PERCENTAGE INCREASE IN WAGE  
FROM PREVIOUS YEAR

# TRAINEE DEMOGRAPHICS

## EDUCATION



## AGE



## COMPARE TO LAST FY

**1%**

INCREASE IN ETHNIC HISPANIC OR LATINO

**2.5%**

INCREASE IN AGE RANGE 45-55

**3%**

INCREASE IN EDUCATION WITH SOME COLLEGE

NOTE: ETP ECONOMIC DATA - FOR PLACED TRAINEES FROM CORE AND ALTERNATIVE FUNDING SOURCES

# JOB CREATION

**\$11.3M**

**FUNDED  
FOR THE CREATION  
OF 6,640**

**6,640**

**JOBS**



# APPRENTICESHIP



**\$22.7M**

IN FUNDING  
TO TRAIN OVER

**12,340**

TRAINEES IN  
APPRENTICESHIPS

# VETERANS



**Fiscal Year 2021-22, the Panel approved \$2M in funding to train 1,267 veterans under the ETP Veterans Training Program**

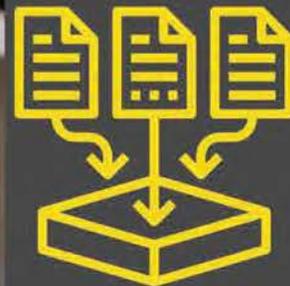
# SYSTEM CONSOLIDATION



**7 YEARS**  
OF  
CONTRACT DATA



**2,300**  
CONTRACTS  
MIGRATED



**175.6M**  
DATA POINTS  
TRANSFERRED

# JOB CREATION

Villara Corporation

SACRAMENTO EMPLOYMENT & TRAINING AGENCY (SETA)



RECEIVED  
**\$564K**

IN FUNDING  
TO CREATE

**500**  
NEW JOBS

TRAINEES EARN  
UP TO  
**\$24/hr**

# EXPANSION FUND/TECHNOLOGY

## Creating Coding Careers

Reshaping Technology to Reflect Diversity



“...coding is a powerful legacy of leave for the next generation of brilliant black minds”



### FAST TRACKING CAREER OPPORTUNITIES

Apprentice Software & Data Engineers participate for 12 months and receive:

- 40 hour a week to earn and learn
- PTO, Paid Holidays, Medical, 401K
- Career Services and meaningful work experience as engineers
- Opportunities to serve our community

RECEIVED  
**\$198K**  
IN FUNDING  
TO CREATE

**75** NEW JOBS  
IN TECH

## CRITICAL PROPOSAL/JOB CREATION MANUFACTURING/OIL/GAS

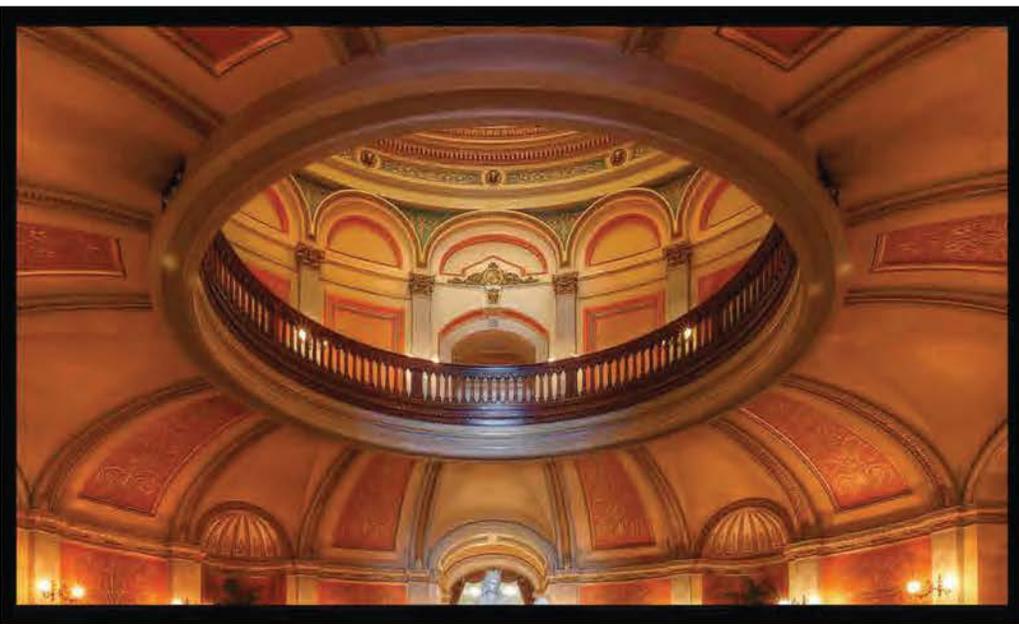
## Mountain Pass Mining

RECEIVED  
**\$548K**  
IN FUNDING  
TO TRAIN  
**150** TRAINEES  
AND CREATE  
**170** NEW  
JOBS



*"Our people are our most important asset, and the partnership we have established with the Employment Training Panel will help us give them the tools they need to fulfill our mission to restore the full rare earth supply chain to the United States. Rare earth elements are essential to the clean energy economy, and funding from the ETP will help us produce them safely, efficiently and in an environmentally responsible manner."*

Michael Rosenthal,  
Chief Operating Officer  
Mountain Pass Mining



Thank you  
for your time

QUESTIONS?



Retrainee-Job Creation  
**Training Proposal for:**  
**Abbyson Living LLC**

**Contract Number: ET23-0296**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative	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, San Bernardino	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: 145	U.S.: 145	Worldwide: 145
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	17%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$170,000

<b>Total ETP Funding</b>
\$137,500

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills, Computer Skills, Continuous Impr., Mgmt. Skills, Mfg. Skills	140	8-200	0	\$900	\$22.66
				Weighted Avg: 45			
2	Retrainee Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr., Mgmt. Skills, Mfg. Skills	10	8-200	0	\$1,150	\$20.16
				Weighted Avg: 50			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**  
 Job Number 1: \$22.66 per hour for Los Angeles and San Bernardino Counties.  
 Job Number 2 (Job Creation): \$18.78 per hour for Los Angeles County and \$18.54 per hour for San Bernardino County

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Numbers 1 and 2</b>		
Cherry Picker/Order Fulfillment		5
Coordinator		10
Customer Service Evaluation (CX)		10
Data Analyst		5
Designer		2
Dock Auditor		5
Electric Pallet Jack Operator		5
Executive Assistant		4
Forklift Driver		15
General Labor/Loader		15
Sr. Human Resources Generalist		2
Lead		5
Manager/Supervisor/Director		15
		10

Planner		2
RF Scanner		10
Specialist		8
Sales Agent		10
Staff Accountant		5
Visual Merchandiser		2
Yard Driver		5

## **INTRODUCTION**

Founded in 1989, Abbyson Living LLC (Abbyson) ([www.abbyson.com](http://www.abbyson.com)) is an e-commerce furniture distribution and manufacturing company. Abbyson is a vertically integrated organization with full control of its supply chain, product manufacturing, delivery, and customer service. The Company designs and provides home furnishing for every type of space. Abbyson is headquartered in Woodland Hills and also maintains a distribution center in Redlands. The training outlined in this proposal will target employees at both California locations.

### **Veterans Program**

Abbyson has not included a separate Veterans component in this proposal; however, the Company does recruit and hire Veterans through its normal hiring practices.

## **PROJECT DETAILS**

Abbyson is establishing new processes and procedures to improve product quality, customer service, sales acumen, e-commerce infrastructure, and frontline leadership. Improving efficiencies in these targeted areas will help Abbyson expand its merchandising capacity, reduce delivery times, increase business volume, and improve overall customer satisfaction. Abbyson is also implementing new enterprise resource planning software that will impact most departments throughout the organization. Significant training must be provided to ensure that employees become familiar with the functionality of new software solutions and related process improvements. The proposed training will focus on upgrading the skills of Abbyson's existing workforce, integrating new employees, and implementing improvements to enhance organizational efficiency.

### **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, Abbyson is committed to hiring at least 10 new employees across all occupations (Job Number 2). The Company is preparing for an increase in sales due to enhanced marketing activities and product line additions. Therefore, Abbyson is expanding its business capacity to accommodate a growing customer base and to support the introduction of new products. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Temporary to Permanent Hiring

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

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

## Training Plan

Training will be delivered via Class/Lab and E-Learning as outlined below:

**Business Skills:** Training will be offered to all occupations and will focus on customer service, product merchandising, communication, sales, and project management skills. Trainees will learn to perform tasks more efficiently, and interact more effectively with internal and external customers.

**Computer Skills:** Training will be offered to all occupations. Employees across all departments will learn to work more efficiently by using enterprise resource planning tools to centralize information, share design and manufacturing concepts, manage inventory, and coordinate product distribution channels. This training will also help Abbyson enhance its presence in the e-commerce marketplace.

**Continuous Improvement:** Training will be offered to all occupations. This training will focus on process improvements, frontline leadership, supply chain management, and Lean manufacturing philosophies to enhance productivity, improve quality control measures, reduce waste, and control costs.

**Management Skills:** Training will be offered to Managers and Supervisors. This training will provide Abbyson’s management team with the leadership, conflict management, coaching/motivating, project management, and change management skills to become more effective leaders.

**Manufacturing Skills:** Training will be offered to Designers, Order Fulfillment, General Labor, Forklift Drivers, Warehouse workers, Leads, Planners, and Specialists. Training will focus on machine/equipment operation and safety, inventory control, forklift skills, warehouse procedures, and production operations.

## Director Title

Abbyson is requesting that trainees with the job title of “Director” be allowed to participate in this project. The Company has confirmed that these employees actively manage teams and projects, provide training, and spend more than 50% of their time performing frontline work. These individuals do not hire, fire, or make company policy.

**Alternate Recordkeeping**

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

**Commitment to Training**

Abbyson does not have a set annual training budget; however, company-funded training includes new employee onboarding and basic on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Abbyson's Senior VP of Human Resources will oversee project administration. The Company will have additional administration support staff at each location to coordinate the scheduling, tracking, and documentation of training. Training will be delivered by in-house subject matter experts and vendors as needed. Training will take place at Abbyson's locations in Woodland Hills and Redlands. The Company is prepared to commence training upon contract approval.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Product Merchandising
- Gorgias Training/Customer Service
- Sales Training/E-commerce/B2B
- Project Management
- Effective Communication
- Negotiation Skills
- Effective Presentations
- Data Driven Analysis/Power BI

#### **Computer Skills**

- Sales Pad
- Microsoft Office Suite (Intermediate/Advanced)
- ERP System
- E-commerce/Gorgias
- HRMS System Upgrade

#### **Continuous Improvement Skills**

- Frontline Leadership
- Operational Efficiencies Training
- Supply Chain
- Lean Manufacturing
- Purchasing
- Cost Analysis
- Team Building
- Scheduling and Planning
- Inventory Management

#### **Management Skills (Managers/Supervisors/Leads Only)**

- Leadership Development Training
- Performance Management Training/Succession Planning/9-Box
- Cost Reduction
- Document Retention
- Time Management
- Coaching/Motivating
- Conflict Management
- Change Management

**Manufacturing Skills**

- Machine/Equipment Operation Skills
- Forklift Driver Skills
- Safety Training
- Production Operations
- Inventory Control
- Warehouse Practices



Retrainee-Job Creation

Training Proposal for:

**AHMC Whittier Hospital Medical Center LP**

**Contract Number: ET23-0295**

Panel Meeting of: March 24, 2023

ETP Regional Office: North Hollywood

Analyst: J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET Job Creation Initiative Medical Skills Training Priority Rate	Industry Sector(s):	Services (G) Healthcare (62)  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 California Nurses Association		
Number of Employees in:	CA: 585	U.S.: 585	Worldwide: 585
Turnover Rate:	18%		
Managers/Supervisors: (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$501,226

<b>Total ETP Funding</b>
\$493,695

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET	Computer Skills, Continuous Imp., MS Clinical Preceptor; MS Didactic	457	8-200	0	\$1,035	\$30.90
				Weighted Avg: 45			
2	Retrainee Priority Rate Medical Skills Training SET Job Creation	Computer Skills, Continuous Imp., MS Clinical Preceptor; MS Didactic	15	8-200	0	\$1,380	\$20.27
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**  
Job Number 1: \$30.90 per hour in Los Angeles County. (SET Priority Industry)  
Job Number 2: \$18.78 per hour in Los Angeles County. (Job Creation)

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1:</b>		
Administrative Staff		17
Ancillary Support Staff		30
Pharmacist		20
Registered Nurse		290
Technician		100
<b>JOB NUMBER 2:</b>		
Administrative Staff		2
Ancillary Support Staff		2
Registered Nurse		8
Technician		3

## **INTRODUCTION**

Founded in 1957, AHMC Whittier Hospital Medical Center LP (Whittier Hospital) ([www.whittierhospital.com](http://www.whittierhospital.com)) is a community-based acute care hospital with 178 licensed beds. Its services include emergency, critical care, general surgery, medical/surgical, telemetry, pediatric subacute, obstetric care, nursery, laboratory, outpatient services, rehabilitation services (physical, occupational & speech therapy), and imaging services.

As part of its community outreach, the Hospital offers programs in wellness, diabetes and stroke awareness. Whittier Hospital is a wholly-owned subsidiary of AHMC Healthcare, Inc., but it operates as a Limited Partnership autonomous from other AHMC hospitals in the state. The proposed training is to update employees with the latest evidence based best practices in order to ensure safe care for patient population, as many initiatives are new or revamped.

### **Veterans Program**

Although there is no Veteran component in this proposal, Whittier Hospital is firmly committed to the hiring and development of Veterans. Whittier Hospital has employees who are veterans that may participate in the proposed training. All qualified Veteran candidates are also encouraged to apply for positions through the normal company hiring policy.

### **Union Support**

The Registered Nurses are represented by the California Nurses Association. The union has provided a letter of support for this training project.

## **PROJECT DETAILS**

This will be Whittier Hospital's seventh ETP Contract, its third within the last five years. The proposed training differs from and/or expands on training delivered in prior ETP projects. The prior contracts focused on pain management, suicide/ligature risk training and prevention, and safe patient handling.

In this proposal, training will support Whittier Hospital's objective of maintaining a high performance workplace, promoting advanced employee job skills, and improving patient care experience, patient flow and efficiency. This training will keep employees up to date with the latest evidence based best practices in order to ensure safe care of its patient population. Training will focus on new initiatives and programs recently implemented as follows:

- Sterile Processing/Decontamination – This will focus on scope and instrument cleaning and disinfection education regarding best practices and appropriate guidelines for reprocessing, cleaning, disinfecting and sterilizing scopes. This will be a continued focus for the next several years and has significant patient safety implications.
- Care Transition - About 50% of patients get discharged so there is a need for more effective approach to continuing patient care in the home setting for the well-being of patients' quality of care and efficiency. Another goal is to achieve improvement in the effectiveness of the transitions of patients between health care organizations, which provide for the continuation of safe, quality care for patients in all settings. Some initiatives will include standardized transition plans, comprehensive planning and risk assessment throughout the hospitalization, follow up after discharge, and education regarding patient engagement methods with family/caregiver involvement to ensure compliance, understanding of plan of care, and medications.

- Perinatal Best Practices - Whittier Hospital delivers 150-200 babies per month. This initiative will include education on neonatal resuscitation, pregnancy complications, infection in newborns, maternal hemorrhage collaborative, shoulder dystocia, and HELLP (hemolysis, elevated liver enzymes, low platelet counts) syndrome.
- Joint Commission/Continuous Quality Improvement – This initiative will focus on new recommendations by the Joint Commission, which includes moderate sedation (i.e. safe administration of medication) and environmental and life safety (i.e. handling of biohazard waste, oxygen storage, and decontamination processes).

Although some course titles may be similar as in prior projects, Whittier Hospital confirmed that there is no duplication of training and the curriculum has been updated and/or changed.

### **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.

Whittier Hospital will hire 15 new employees (Job Number 2). The hospital has experienced an increase in surgical volume in its Perioperative Department and an overall increase in patient visits through its Emergency Department. These new employees are needed to support the Hospital's expanding patient care and new shifts added to the Perioperative, Postpartum, and Emergency Departments. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations to improve staff's ability to properly document medical care and utilize internal computer software programs.

**Continuous Improvement:** Training will be offered to all occupations to improve employee skills and implement updated techniques and procedures that will increase competence. Courses will include Case Management, Patient and Family Center Care, Critical Thinking, Time Management, and CORE Measures.

**Medical Skills Training (Didactic and Clinical with Preceptor):** Didactic training will be offered to nurses and healthcare professionals to ensure Whittier Hospital provides quality healthcare services to patients. Clinical with Preceptor training will be hands-on training to ensure nurses and healthcare staff are capable of providing medical care to patients and to have a better understanding of clinical processes to ensure competency and maximize patient satisfaction and safety.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Whittier Hospital's annual training budget per year is \$1 million. Whittier Hospital's ongoing training includes new employee orientation, State-mandated training, Annual Skills Day, management training, life support certification and recertification, and in-service training to disseminate new information. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Whittier Hospital’s Director of Education will be responsible for overseeing all aspects of the contract. This project will be a shared responsibility of the Human Resources Director, Chief Nursing Officer, Director of Education and their respective administrative assistants and staff. Training will begin upon Panel approval and will be delivered by the Education Department who are subject matter experts. A vendor has been retained to assist with administration and ensure that all training records meet ETP compliance.

**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 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). Whittier Hospital requests this modification.

**Alternate Recordkeeping**

Staff has reviewed and approved Whittier Hospital’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	
				\$	%
ET19-0338	Whittier	12/10/18 - 12/09/20	\$420,368	\$420,368 (100%)	
ET17-0180	Whittier	09/01/16 - 08/31/18	\$421,524	\$421,524 (100%)	

**DEVELOPMENT SERVICES**

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

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Medication Reconciliation & electronic Prescribing Skills
- Data Information Population and Exchange via Interfaces—Required Data
- PhysDoc Software electronic documentation skills
- Data Analysis and Reporting Writing Skills
- Electronic File Management & Scanning Skills
- Computerized Physician Order Entry (CPOE) Skills
- Electronic Health Record (E.H.R). Patient Portal Skills
- Creating Charts, Graphs, and Pivot Tables for Data Display

#### **Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Patient Satisfaction, Health Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Training
- Value Based Purchasing
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review
- Emergency Department Assaultive Training
- Meaningful Use

#### **Medical Skills (Didactic)**

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics and Safe Patient Handling
- Care of the Cardiac Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)

- Care of the Pre-Eclamptic/Eclampsia Patient (Perinatal)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, PCA Pumps)
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (New Grads only)
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- PICC Line Insertion
- Pharmacology Updates and Medication Management
- Pre and Post-Operative Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- Sugar, Temperature, Airway, Blood Pressure, Lab work and Emotional Support (S.T.A.B.L.E.)
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills

- Wound & Skin Care
- Defibrillator Training

**Medical Skills (Preceptor)**

- Emergency Department Training
- Emergency Room Nursing Skills
- Emergency Care of the Burn Patient
- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric patients
- Intensive Care Unit/Critical Care Unit Training
- Critical Care Nursing Skills
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care
- Hemodynamics Training
- Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care & Hospice)
- Patient Assessment & Care
- Geriatric Nursing Skills
- Med/Surg Nursing Skills
- Hospice Nursing Skills
- Medical/Surgical Unit Training
- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Obstetrics Unit Training
- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- Sugar, Temperature, Airway, Blood Pressure, Lab Work (S.T.A.B.L.E.)
- Advanced & Electronic Fetal Monitoring
- Neonatal Resuscitation Provider (NRP)
- Operating Room and Post-Anesthesia Care Unit (PACU) Training
- Patient Assessment & Care
- Care of the Burn Patient
- Peri-operative Nursing Skills
- Pre and Post-Operative Care
- Pediatric Services Unit
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Patient Assessment & Care
- Pre & Post-Operative Care
- Surgical Services Unit Training
- Patient Assessment & Care
- Surgical Nursing Skills
- Pre and Post-Operative Care
- Telemetry Unit Training

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Intravenous (IV) Therapy

January 27, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Whittier Hospital Medical Center 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:

Registered Nurses: 269

Exhibit E

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

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

Sincerely,

Antoinette McDaniel  
Labor Representative  
California Nurses Association  
Email: amcdaniel@calnurses.org



Retrainee-Job Creation

Training Proposal for:

**American Tartaric Products, Inc.**

**Contract Number: ET23-0302**

**Panel Meeting of:** March 24, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Retrainee SB <100	Industry Sector(s):	Wholesale Trade - Distribution (A)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Sonoma	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: 49	U.S.: 49	Worldwide: 49
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$139,910

<b>Total ETP Funding</b>
\$128,685

**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	Comp. Skills Cont. Improv Commercial Skills	47	8-200	0	\$1,725	\$22.66
				Weighted Avg: 75			
2	Retrainee Job Creation Initiative SB <100	Comp. Skills Cont. Improv Commercial Skills	18	8-200	0	\$2,645	\$22.66
				Weighted Avg: 115			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Sonoma County. Job Number 2 (Job Creation): \$18.54 per hour for Sonoma County.

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

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

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

Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative		2
Customer Service Lead		1
Customer Service Rep		1
Enology Products Specialist		2
Enology Technical Support Rep		1
Finance		1
IT Services Support Engineer		2
Key Account Development Representative		2
Maintenance and Service Supervisor		1
Maintenance Service Tech		2
		1
Manager		6
Marketing and Communications		2
Mobile Filtration Service Tech		1
Parts and Service Admin		1
		2

Procurement Agent & Operations Support		1
Purchasing Assistant		1
Sales Representative		3
Service Coordinator		2
Sr IT Services		1
Sr. Wine Filtration and Services Technician		1
Supply Chain Inventory Analyst		2
System Technician		2
Warehouse Operations		2
		1
Warehouse Operations Supervisor		1
Wine Filtration and Services Technician		1
Winemaker		1
<b>Job 2: Job Creation</b>		
Customer Service Rep		5
Production		6
Wine Filtration and Services Technician		4
Sales Representative		3

## **INTRODUCTION**

Founded in 2019 and headquartered in Windsor, American Tartaric Products, Inc. (ATP Group) (<https://atpgroup.com/>) is a leading supplier to the wine, beer, food, and pharmaceutical markets. ATP Group offers an unparalleled range of high-quality products and services. Some of the Company's products include winemaking and cellar products, brewery supplies, glassware, production equipment, cleaning and sanitation solutions, parts and servicing, mobile services, tartaric acid, cream of tartar, and Rochelle salt. Training will take place at the Company's Windsor location. This will be ATP Group's first ETP Contract.

## **Veterans Program**

Even though ATP Group does not plan to include a separate Veteran's Job Number, the Company will work with job boards to attract, interview, and recruit current and former members of the US Military, discovering and preparing them to succeed in new career paths.

## **PROJECT DETAILS**

ETP funding will assist the Company in maintaining production levels while being able to release employees for additional classroom/laboratory training in continuous improvement, new software, and commercial skills. As a small business, it is essential to remain productive with training. These funds will allow the Company to focus on upgrading employee skills, processes, effectiveness and efficiency.

ATP Group's mission is to expand the Company including online catalogs and products. The Company is investing in a new ERP utilizing a Cloud Based System, MS Business Central. This new ERP will infiltrate all aspects of the Company, including finance, customer service, online product catalogs, distribution, warehouse, management, etc. The new ERP will require extensive training for all employees within the organization. Additionally, the Company is expanding the use of PowerBi to include every employee. PowerBi is a data visualization tool that unifies data from many sources to create interactive dashboards and reports to provide insights and drive business results.

Additionally, the Company is focusing on Winemaking and SO<sub>2</sub> (Sulfur Dioxide) Reduction Process Enology. Increasing public concern with sulfite content in wine as well as wine quality loss by high sulfite additions has created the need for new winemaking tools and practices to reduce sulfite use. For winemakers, reducing SO<sub>2</sub> means greater commitment of time and responsibility in avoiding the risk of exposing an unprotected wine to chemical and microbiological changes.

ATP Group will offer options able to replace SO<sub>2</sub> for its anti-oxidant, anti-oxidasic, and anti-microbial activities and produce quality, SO<sub>2</sub>-low or -free wines. The entire process of winemaking must be reviewed, especially sanitation and oxygen protection, using appropriate equipment and sanitation protocols.

Lastly, The Company aims to work on Customer Expansion of Product Line and focus on innovative product offerings, expanding its portfolio, and new collaboration with Hillbrush Inc. Through this collaboration, the Company will receive specialist color-coded cleaning tools for producers of wine, beer, juice, and other beverages, as well as food and pharmaceutical production facilities.

Training is focused on allowing ATP Group to keep up with the latest trends in technology, services, and equipment operations platforms, as well as business models for improving processes and procedures. Training will formulate a strong career ladder, build an internal succession plan, as well as strengthen the Company's capacity through efficient and effective processes companywide.

### **Retrainee - Job Creation**

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

The Company is anticipating an increase in demand for products as they partner with other companies in order to research and expand their product line. To meet these demands ATP Group plans to hire 18 new employees (Job Number 2) over the next two years. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

ETP-Funded training will be conducted and delivered via Class/Lab, E-Learning delivery methods in the following:

**Computer Skills:** Training will be offered to all occupations. Training will focus on the new ERP, PowerBi, Data Processing, IT Remote Diagnostics and Servicing, Help Desk Support, and Cyber Security.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on Costs and Analyses, Supply Chain Elements and Management, Import/Export Process Flow, Monitoring and Measurement, and Frontline Leadership.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on Product Operations which includes courses on Filtration, Food Safety, Raw Material Handling, Customer Support, and Good Manufacturing Practices.

### **Commitment to Training**

ATP Group's annual training budget in California is \$20,000 and includes orientation, safety training, and basic job skills 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

A dedicated Administrator will oversee this ETP-funded project with the assistance of Senior Management in roster input, communication, and the invoicing process. A Training Manager on site will be responsible for training plans and ensuring all planned training is taking place. ATP Group will utilize an Administrative Support employee to assist with gathering rosters and submitting them to a third-party administrator. Training will be delivered by in-house subject-matter experts and by outside vendors as needed.

### **Impact/Outcome**

Upon completion of training, trainees will directly benefit not only in gaining new skills and improving existing ones, but also in gaining a clear path to growing within the Company.

### **Electronic Recordkeeping/LMS**

Staff has reviewed and approved the Company's Learning Management System (LMS) - Cornerstone.

### **DEVELOPMENT SERVICES**

Training Grants Intelligence Inc. in Suwanee, GA assisted with development costs in the amount of \$2,557.

### **ADMINISTRATIVE SERVICES**

Training Grants Intelligence Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

N/A

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

Trainees may receive any of the following:

**Commercial Skills**

- New Product Training
- Filtration Aids and media
- Antimicrobials, Antioxidants, Enzymes, Fining Agents, Stabilizers, Oak Alternatives, Yeast and Yeast Products
- Centrifuges
- Distillation
- Cleaning and Sanitation
- Food Safety
- Production Operations
- Raw Materials Handling
- Customer Support
- Enology
- Pharmaceuticals
- Good Manufacturing Practices
- Warehouse Operations
- Safety

**Computer Skills**

- Navision
- ERP (Enterprise Resource Planning)
- MS Business Central
- PowerBi
- Online Catalog
- IT Remote Diagnostics and Servicing
- Word Processing - Intermediate and Advanced
- Data Processing - Intermediate and Advanced
- Spreadsheets - Intermediate and Advanced
- QuickBooks, Adobe
- Databases
- Cyber Security
- Social Media Marketing
- Help Desk Support
- Logistics Software
- Project Management Software

**Continuous Improvement Skills**

- Factory audits, documentation maintenance
- Project Management
- Scheduling, Budgeting and Cost Controls
- Managing Resources
- Quality Control

- Supply Chain Elements
- Communication Skills
- Customer Service
- Goal Setting
- Productivity and Quality
- Sales Skills
- Best Practices
- Supply Chain Elements and Management
- Costs and Analyses
- Scheduling and Planning
- Purchasing and Inventory
- Capacity Management
- Import/Export Process Flow
- Frontline Leadership
- Quality Management Processes
- Needs Assessment
- Document Control
- Monitoring and Measurement



Retrainee-Job Creation  
**Training Proposal for:**  
**Doty Bros. Equipment Co.**  
**Contract Number: ET23-0298**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Kern	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Union of Operating Engineers Local 12; Steam, Refrigeration, Air Condition, Pipe Fitters, Welders and Apprentices of the United Association of the United States and Canada – Local 250; Cement Masons’ Local No. 600; Teamsters Local Union No. 986; and Liuna Southern California District Council of Laborers.		
Number of Employees in:	CA: 410	U.S.: 410	Worldwide: 410
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$529,445

<b>Total ETP Funding</b>
\$496,800

**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 SET Priority Rate	Business Skills; Commercial Skills; Computer Skills; Continuous Improvement HazMat; OSHA10; OSHA 30; PL-Commercial Skills	285	8-200	0-100	\$1,380	\$30.90
				Weighted Avg: 60			
2	Job Creation Initiative SET Priority Rate	Business Skills; Commercial Skills; Computer Skills; Continuous Improvement; HazMat; OSHA10; OSHA 30; PL-Commercial Skills	50	8-200	0-100	\$2,070	\$25.00
				Weighted Avg: 90			

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

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

<p><b>Minimum Wage by County:</b>                  Job Number 1 (SET-Priority wage) - \$30.90 per hour and                  Job Number 2 (Job Creation) - \$18.78 per hour (Los Angeles); \$18.54 per hour (Kern) Counties.</p> <p><b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p><b>Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe</p> <p>Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1:</b>		
Operation Support Staff (Warehouse, Yardman, Dispatch)		10
Laborer (Mechanic, Journeyman, Operator, Pipefitter, Welder, Truck Driver, Carpenter)		215
Engineer (Operating, Design, Planning, Estimator)		10
Foreman		25
Superintendent		20

Frontline Manager/Supervisor (Project Coordinator/Project Manager)		5
<b>JOB NUMBER 2 (Job Creation)</b>		
Operation Support Staff (Warehouse, Yardman, Dispatch)		4
Laborer (Mechanic, Journeyman, Operator, Pipefitter, Welder, Truck Driver, Carpenter)		38
Engineer (Operating, Design, Planning, Estimator)		2
Foreman		2
Superintendent		2
Frontline Manager/Supervisor (Project Coordinator/Project Manager)		2

## **INTRODUCTION**

Founded in 1935, Doty Bros. Equipment Co. (DBE) ([www.dotybro.com](http://www.dotybro.com)), a subsidiary of Meruelo Enterprises Inc., provides underground construction, planning and design services in the distribution and transmission of various utility systems such as electrical, wireless, oil and gas and water systems. The Company offers installation and repair of pipeline systems for the delivery of consumable water and redistribution of waste water. Doty Bros. capabilities include routing, hydraulics, alternative materials evaluation and alternative construction techniques. DBE takes a specialized approach to delivering value driven products while ensuring safety and quality. The Company's services include: planning and design; oil and gas pipe inspection and replacement; water pipeline transmission; underground electrical construction; electrical transmission and maintenance; emergency response and storm restoration; earthwork and pipe fabrication; and bridge conduit systems.

DBE's customer base includes large public and local utility providers, electric, telecommunication, oil and gas companies. The Company is headquartered in Norwalk and operates a construction yard in Bakersfield. Employees from both locations will participate in this ETP proposal. This is DBE's second ETP proposal in the last five years.

### **Veterans Program**

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

### **Union Support**

Occupations listed under Operator, Welder, Foreman, Journeyman, Truck Driver and Laborers in this proposal are represented by their respective union as stated below:

- International Union of Operating Engineers Local 12;
- Steam, Refrigeration, Air Condition, Pipe Fitters, Welders and Apprentices of the United Association of the United States and Canada – Local 250;
- Cement Masons' Local No. 600;
- Teamsters Local Union No. 986; and
- Liuna Southern California District Council of Laborers.

Each union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

The construction industry is currently experiencing rapid changes. As a company operating in a highly competitive industry, DBE recognizes that the success of its business relies primarily in the skills of its employees. Training on the latest technology and newest methods in construction and pipeline systems are an organizational priority for DBE. The Company is working to expand its project management tools, IT systems and recently acquired new equipment for its wildfire prevention program.

The major focus of the proposed training will be to provide new and advanced skills in the wildfire prevention for each functional area and retain and promote employees from within the company by upgrading their skills. DBE created cross-functional training to enable each employee to gain new skillsets that will provide them the capability to identify issues and make real-time decisions and recommendations to solve customer or product problems. The Company also expanded and upgraded its comprehensive occupational safety program focused on accident reduction through hazard recognition, education, and safety leadership.

The proposed training will help keep high productivity, lower turnover, improve quality and help promote employees within the company and prepare the Company to respond to a current forecast of 24% growth over the next 2 years.

### **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, occupations listed under laborer will receive up to 48 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.

### **Commitment to Training**

DBE spends approximately \$123,000 annually for training. Courses include new hire orientation and mandatory job-specific training. The Company is committed to training its employees upon completion of the ETP program to ensure job competency within the company.

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**

DBE’s Safety Director and two Site Coordinators will be responsible for internal administration of training in this ETP proposal. Training is scheduled to be provided daily in the main facility

and at the construction yard. Some training will also be provided at the construction sites which will be overseen by Site Supervisors assigned to these locations. DBE has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

### **Computer-Based Training (CBT)**

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-100 hours of CBT. Due to complexity of the training a higher than customary number of CBT hours are required.

### **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. DBE will provide up to 15 PL training hours to 112 (Laborers) in Job 1 and 22 PL training hours to 38 (Laborers) in Job 2. The training will be specific to various machines and equipment used during production. This training cannot be duplicated in a Class/Lab setting as the equipment is large and complex. Given that some equipment requires two employees to operate, training will be delivered at a trainer-to-trainee ratio of 1:2.

### **Retrainee - Job Creation**

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

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.

DBE's business expansion is from new work contracts obtained with various companies that requires more workers to complete the job and hiring new employees to support the additional workload. These new positions are Operations Staff, Laborer, Engineer, Foreman, Superintendent and Frontline Supervisor/Manager.

### **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 for trainees in Job Number 1.

### **Training Plan**

**Business Skills:** This training will be offered to Estimators, Engineers, Operation Support Staff, and Project Coordinators. Employees will be trained in becoming proficient in account management, communication skills and internet marketing which they will use to develop new and innovative products and in creating construction budgets.

**Commercial Skills:** This training will be provided to Estimators, Foreman, Laborers, Superintendents, Truck Drivers and Project Managers. Employees will gain understanding and job skills on the full scope of construction projects focusing on all aspects of construction, planning

and design. Drivers will receive training and acquire The Smith Driver Certification that provides the appropriate skills needed to drive heavy-haul trucks safely and efficiently to and from job site locations.

**Computer Skills:** This training will be offered to Operations Support Staff, Engineers, Project Coordinators/Project Engineers and Estimators. These occupations will receive training in various topics which include Database Tools, Cloud Computing, and Design tools, Microsoft Office, CRM, Programming Languages and DBE Products & Tools. Operation Support Staff will be offered training classes to support DBE products and systems which include System Integration/configuration, systems upgrades and systems training. The training will enable employees to customize databases, spreadsheets, reports, charts, graphs and professional presentation materials for our clients for internal purposes which is necessary to provide employees with the best designs and detailed analysis for their specific construction needs.

**Continuous Improvement:** This training will be offered to all occupations. The training will provide technical competence to solve problems, make effective decisions, and formulate solutions required by customers to work within their systems and processes.

### **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 \$ %
ET21-0139	Norwalk	08/03/20 – 08/02/22	\$358,800	\$358,800 (100%)

### **DEVELOPMENT SERVICES**

The Company retained California Training Administration, Inc. (CTAI) in Rocklin to assist with development of this proposal for a flat fee of \$500.00.

### **ADMINISTRATIVE SERVICES**

CTAI 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**

- Managing Multiple Task in a timely manner
- Account Management
- Support Skills and Updates
- Workplace Communications Skills

#### **Commercial Skills**

- Underground Construction Best Practices
- Arborist Skills: Chain Saw; Chipper; Ground Operations
- Asbestos Awareness / Asbestos in Construction
- Asphalt Grinding and Paving
- Concrete Sawing
- Conductor in Conduit (CIC)
- Conduit Rodding and Cleaning
- Heavy Equipment Operation
- Hot Work / Fire Prevention
- Inner-duct Placing
- Installing / Replace Hand-holes and Pull Boxes
- Installing Conduit
- Utility Line Clearing
- Vault and Manhole Installation / Repair
- Planning and Design Skills
- AutoCAD Drafting
- Civil Base Mapping
- Planning & Design Techniques
- Traffic Control & Permitting processes (Lane Closures, Detour Plans)
- Pipeline Construction Skills
- Cross-functional Equipment Training
- Elevated Platforms / Aerial Devices
- Emergency Repair Techniques
- Equipment Maintenance
- Excavation Practices
- Fork Lift Training / Lift Trucks
- Gas-Covered Tasks
- Heavy Equipment Operator Training
- Hoisting and Rigging Training
- Lead Awareness / Lead in Construction
- Maintenance of Electrical Systems
- New Employee Job Skills / Safety Orientation
- Operator Qualification Skills OQSC
- Pipeline Operator Qualifications
- Power Tool / Hand Tool Operation

- Silica Awareness / Silica in Construction
- Storm Restoration Processes
- Trenching & Shoring
- Veriforce Pipeline Certification
- Welding Operations / Welding Skills
- Occupational Hazard Procedures & Skills (not limited to 10%)
- Accident Investigations
- Behavior Based Safety
- Chipping on Energized Encasement
- Chocking, Blocking, Hearing Protection
- Confined Space
- COVID19 Mitigation Procedures
- Hazard Communications / Job Site Analysis and Mitigation (JSA)
- Daily Job Hazard Analysis (JHA)
- Personal Protective Equipment PPE
- Proper Lifting of heavy tools and equipment
- Rescue Techniques (Confined Space, Pole Top, Bucket & Trenches)
- Respiratory Protection & Equipment
- Equipment Operator / Smith-Competent Driver Training
- Tailboards – Daily Work Instruction and updates for job-site & hazards
- Wildfire Prevention & Mitigation Training
- Fire Extinguishing Equipment
- Work Area Assessment
- Working near Power Lines
- Working with Ladders / Portable Ladders

### **Computer Skills**

- AutoCAD / Design Tools
- Field software or reporting system
- Microsoft Programs (Advanced/Intermediate)
- Word, Excel, PowerPoint, Access, Publisher
- Performance Management – Labor Cost Tracking System
- Sales-Ops Training (Sales Software & Platform Tools)
- System Upgrades/New Systems Training
- Programming Languages
- Resource Planning system
- Document Management
- Equipment Management
- Inventory
- Job Billing / Job Cost
- Material Pre-Construction
- Pre-Construction
- Project Management

### **Continuous Improvement Skills**

- Building a Positive Work Environment
- Building Effective Work Teams
- Customer Service

- Efficiency & Quality Improvements
- Leadership/Coaching Essentials
- Managing Multiple Priorities
- Managing Workflow and Schedules
- Problem Solving/Process Innovation
- Project Management Skills
- QIP – Quality Inspection Program
- Quality Control Certifications (Electricians, Equipment Operators, Forman)
- Team Meetings HPWT
- Workplace Communications

**Hazardous Materials Skills**

- Bloodborne Pathogens
- Chemical Handling
- Dept. of Transportation DOT Safety procedures
- Hazardous Material Handling
- Hazardous Waste Cleaning
- Operator Qualification Veriforce Certification
- Respirator / Hearing PPE
- Spill Prevention, Control and Remediation

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

- OSHA 10

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

- OSHA 30

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

Trainees may receive any of the following:

**Commercial Skills**

- Cross Training / Job Skill Updates
- Dangerous Material Handling
- Equipment Maintenance
- Inspection Techniques
- Installing New Equipment
- Professional Smith driver classification skills (Class C to Class B to Class A)
- Repairing Techniques
- Pipeline Maintenance Skills

## **Computer-Based Training**

Trainees may receive any of the following:

### **Commercial Skills**

#### **DOTY Operator Qualification Modules CBT**

- CT0031 – Inspect and Monitor Galvanic Ground Beds/Anodes (1 hr.)
- CTVF – Veriforce Operator Qualification (40 hrs.)
- CT01 – Conducting Annual Cathodic Protection Surveys (1 hr.)
- CT01U – Cathodic Protection Inspection on Underwater Facilities (1 hr.)
- CT02 – Maintain Test Leads (1 hr.)
- CT0221 – Inspect, Test and Maintain Temperature Transmitters (1 hr.)
- CT1291 – Locate Underground Pipelines (1 hr.)
- CT12U – Operation of an Underwater Assembly (1 hr.)
- CT13 – Inspect Internal Pipe Surfaces (1 hr.)
- CT1301 – Install and Maintain Pipeline Markers (1 hr.)
- CT13U – Perform Underwater Pigging Activities (1 hr.)
- CT14 – Application and Repair of External Coatings (1 hr.)
- CT14U – Perform Underwater Flange Mating Procedures (1 hr.)
- CT15 – Place and Maintain Line Markers (1 hr.)
- CT15U – Perform an Underwater Mechanical Hot Tap (1 hr.)
- CT16A – Inspect Surface Conditions of Right-of-Way and Perform Leak Surveys (Aerial Patrols) (1 hr.)
- CT16G – Inspect Surface Conditions of Right-Way And Perform Leak Surveys for Gas Pipelines (1 hr.)
- CT16L – Inspect Surface Conditions of Right-Way And Perform Leak Surveys for Liquid Pipelines (1 hr.)
- CT17 – Inspect Navigable Waterway Crossings (1 hr.)
- CT18 – Inspection of Breakout Tanks (1 hr.)
- CT19 – Provide Temporary Marking of Buried Pipeline Prior to Excavation (1 hr.)
- CT20 – Inspection Following Excavation Activities And Leak Survey After Blasting (1 hr.)
- CT21 – Provide Security for Pipeline Facilities (1 hr.)
- CT22 – Inspect Valves (1 hr.)
- CT23 – Repair Valves (1 hr.)
- CT24 – Inspect, Test and Calibrate Relief Valves (1 hr.)
- CT25 – Maintain/Repair Relief Valves (1 hr.)
- CT26 – Inspect, Test and Calibrate Pressure Limiting Devices (1 hr.)
- CT27 – Inspect, Test and Calibrate Pressure Switches and Transmitters (1 hr.)
- CT28 – Verify or Set Protection Parameters for Programmable Controllers (1 hr.)
- CT29 – Moving In-Service Pipe (1 hr.)
- CT30 – Inspect Existing Pipe Following Movement (1 hr.)
- CT31 – Measure Clearance from Existing Pipe to Underground Structures (1 hr.)
- CT32 – Abandoning, Safe Disconnect, Purging, and Sealing of Pipeline Facilities (1 hr.)
- CT33 – Installation, or Replacement/Repair of Support Structures (1 hr.)
- CT34 – Inspection Activities for Tie-ins, Pipeline Replacements (1 hr.)
- CT35 – Backfilling a Trench Following Maintenance (1 hr.)
- CT36.2 – Install Welded Tight Fitting sleeves (1 hr.)
- CT36.3 – Perform Over-sleeve Repair (1 hr.)
- CT36.4 – Perform Composite Wrap Sleeve Repair (1 hr.)

- CT36.5 – Install Mechanical Split Sleeve Repair (1 hr.)
- CT36.6 – Install Mechanical Coupling (1 hr.)
- CT36.7 – Perform Hot Tapping (1 hr.)
- CT36.8 – Install Pipeline Plugs (1 hr.)
- CT36.9 – Install Completion Plugs (1 hr.)
- CT37 – Conduct Pressure Test (1 hr.)
- CT38 – Maintenance Welding on Pipelines (1 hr.)
- CT39 – Operations of a Pipeline System (1 hr.)
- CT39F – Field Operations of a Pipeline System (1 hr.)
- CT40 – Computational Pipeline Monitoring (CPM) Leak Detection (1 hr.)
- CT41 – Operate Pressure Relieving Devices for Launching and Receiving Facilities (1 hr.)
- CT42 – Performing Maintenance on Valves (1 hr.)
- CT43 – Perform Flange Bolting Procedures (1 hr.)
- CT44 – Tubing and Tube Fitting Handling and Installation (1 hr.)
- CT45 – Perform Leakage Survey (1 hr.)
- CT46 – Vault Maintenance (1 hr.)
- CT47 – Install Electrical Insulating Device (1 hr.)
- CT48 – Purge a Pipeline (1 hr.)
- CT50 – Testing an Emergency Shutdown Device (1 hr.)
- CT51 – Perform Incremental Pressure Increases to Uprate MAOP (1 hr.)
- CT52 – Operate Odorant Equipment (1 hr.)
- CT54 – Gas Detection and Alarm System Maintenance and Performance Testing 1 hr
- CT55 – Isolation of a Gas Compressor Unit (1 hr.)
- CT56 – Compressor Station Inspection and Testing of Remote Control (1 hr.)
- CT57 – Startup, Shutdown and Operation of a Turbine Driven Gas Compressor Unit (1 hr.)
- CT58 – Startup, Shutdown and Operation of an Engine Driven Gas Compressor Unit (1 hr.)
- CT61 – Documentation, Reporting, & OQ Recordkeeping (1 hr.)
- CT62 – Inspecting and Remediating Pipeline Hazard Protection (1 hr.)
- CT63 – Inspect Tank Pressure Vacuum Breakers (1 hr.)
- CT65 – Damage Prevention During Excavation of In-Service Pipe (1 hr.)



**DAVID K. SIKORSKI**  
Business Manager

*International Union of Operating Engineers* AFL-CIO  
Southern California & Southern Nevada 

February 3, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members:

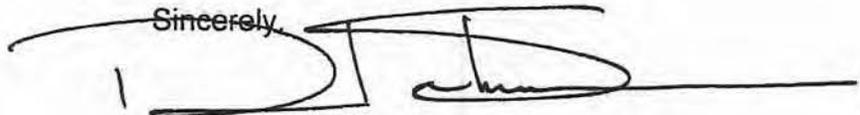
We understand Doty Brothers Equipment, Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 70 Operators.

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 have any questions, please contact my office.

Sincerely,



David K. Sikorski, Business Manager  
I.U.O.E., Local Union No. 12

DKS:ks

# Local Union 250

JASON GUERRERO  
President

BEN CLAYTON  
Business Manager/  
Financial Sec'y-Treas.

BRANDON MÖRTORFF  
Assistant Business Manager

STEAM - REFRIGERATION - AIR CONDITIONING - PIPE FITTERS, WELDERS AND APPRENTICES  
OF THE UNITED ASSOCIATION OF THE UNITED STATES AND CANADA



**Business Representatives**  
RAY CAMACHO  
HECTOR CARBAJAL  
OSCAR DELCID  
DAVID GRIGGS  
TOM MORTON  
JON MUNOZ  
GUS TORRES  
NAT WILLIAMS

18355 SOUTH FIGUEROA STREET, GARDENA, CA 90248-4217  
Bus. Mgr. (310) 660-0035  
Fax (310) 329-2465

**Organizers**  
CRYSTAL LEWIS  
JESSE SANCHEZ  
PETE WOHLGEZOGEN

January 31, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Doty Brothers Equipment, 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: 26 Welders.

## Exhibit E

UA Local 250 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,

Ben Clayton  
Bus.Mgr./Fin.Sec'y-Treas.

BC/sm  
opeiu537/afl-cio



# Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons  
International Association of the United States and Canada, AFL-CIO

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February 6, 2023

Employment Training Panel  
110 J Street  
Sacramento, CA 95814

Dear Panel Members:

We understand Doty Brothers Equipment, 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: 2 Foreman

#### 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 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,

Ricardo Gonzalez  
Business Manager &  
Financial Secretary

CHRISTOPHER S. GRISWOLD  
Secretary-Treasurer

SEAN P. HARREN  
President

# TEAMSTERS LOCAL UNION NO. 986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*General Teamsters, Airline, Aerospace and Allied Employees, Warehousemen, Drivers, Construction, Rock and Sand*



January 30, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Doty Brothers Equipment, 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: 60 Truck Drivers.

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

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

Sincerely,

A handwritten signature in black ink that reads "Chris Griswold".

Chris Griswold  
Secretary-Treasurer

Main Office: 1430 E. Holt Avenue • Covina, CA 91724 • PHONE (626) 350-9860 • FAX (626) 448-0986  
Regional Office: 300 Shadow Lane • Las Vegas, NV 89106 • PHONE (702) 385-0995 • FAX (702) 385-4410  
Regional Office: 204 N. Broadway • Santa Maria, CA 93454 • PHONE (805) 922-7875 • FAX (805) 922-3885

[www.local986.org](http://www.local986.org)





# LiUNA! SOUTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS

*Feel the Power*

**JON P. PRECIADO**  
Business Manager

**PETER SANTILLAN**  
Secretary-Treasurer

**SERGIO RASCÓN**  
President

**AFFILIATED LOCALS  
SOUTHERN CALIFORNIA**

**BURBANK  
LOCAL 345**

**HOLLYWOOD  
LOCAL 724**

**LONG BEACH  
LOCAL 1309**

**LOS ANGELES  
LOCAL 300**

**ORANGE COUNTY  
LOCAL 652**

**POMONA  
LOCAL 1414**

**RIVERSIDE AND IMPERIAL  
COUNTIES  
LOCAL 1184**

**SAN BERNARDINO, INYO,  
AND MONO COUNTIES  
LOCAL 783**

**SAN DIEGO  
LOCAL 89**

**VENTURA  
LOCAL 585**

**KERN,  
SAN LUIS OBISPO, AND  
SANTA BARBARA COUNTIES  
LOCAL 220**

**ARIZONA  
PHOENIX, AZ  
LOCAL 1184**

**NEW MEXICO  
ALBUQUERQUE, NM  
LOCAL 16**

**SOUTHERN CALIFORNIA  
DISTRICT COUNCIL OF  
LABORERS**  
1123 Parkview Dr., Suite 300  
Covina, CA 91724  
Phone (626) 350-6900  
Fax (626) 350-7583  
[www.scdcl.org](http://www.scdcl.org)



January 9, 2023

**EMPLOYMENT TRAINING PANEL**  
1100J. Street  
Sacramento CA 95814

Dear Panel Members,

We understand the Doty Bros., 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 the project: 65 Laborers.

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

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

Sincerely,

**SOUTHERN CALIFORNIA DISTRICT  
COUNCIL OF LABORERS**

Jon P. Preciado  
Business Manager



**Retrainee-Job Creation**  
**Training Proposal for:**  
**Franklin Ranch Pet Hospital, Inc.**  
**Contract Number: ET23-0266**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

<b>Contract Attributes:</b>	Retrainee SB <100 Job Creation Initiative Veterans SET	<b>Industry Sector(s):</b>	Other (J) Professional, Scientific Technology (54)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Counties Served:</b>	Sacramento	<b>Repeat Contractor:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Union(s):</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Number of Employees in:</b>	CA: 68	U.S.:68	Worldwide: 68
<b>Turnover Rate:</b>	17%		
<b>Managers/Supervisors:</b> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$569,266

<b>Total ETP Funding</b>
\$197,570

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100 SET	Business Skills, Commercial Skills, Computer Skills	48	8-200	0	\$1,840	\$41.20
				Weighted Avg: 80			
2	Retrainee SB<100 Job Creation Initiative SET	Business Skills, Commercial Skills, Computer Skills	45	8-200	0	\$2,070	\$19.00
				Weighted Avg: 90			
3	Retrainee SB<100 Job Creation Initiative Veterans SET	Business Skills, Commercial Skills, Computer Skills	7	8-200	0	\$2,300	\$20.00
				Weighted Avg: 100			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$41.20 per hour for Sacramento County. **Job Number 2 & 3 (Job Creation/Job Creation Veterans):** \$18.54 per hour for Sacramento County.

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

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

Up \$1.20 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>		
Team Lead		13
Veterinarian		35
<b>Job Number 2 (Job Creation)</b>		
Registered Vet Tech		15
		10
		10
Veterinarian		10
<b>Job Number 3 (Job Creation Veterans)</b>		
Support Staff		3
Team Lead		4

## **INTRODUCTION**

Founded in 2003 and headquartered in Elk Grove, Franklin Ranch Pet Hospital, Inc. (Franklin Pet) ([www.franklinpet.com](http://www.franklinpet.com)) is a pet hospital providing on-site veterinary care and pharmacy services to both domestic and farm animal owners in the Sacramento area. Training will be for its only facility in Elk Grove. This is Franklin Pet's first ETP project.

### **Veterans Program**

Franklin Pet actively recruits Veterans and plans on hiring seven Veterans under this project. The Company partners with "Hire a Vet" and "Troops to Trades" which are local organizations who aid in placing local veterans.

## **PROJECT DETAILS**

Franklin Pet has experienced a surge in business due to the number of pet owners dramatically increasing during the COVID-19 pandemic. The Company has implemented a detailed training plan to train staff on valuable skilled veterinary practices. Staff must train on dynamic changing technologies, surgical tooling, and veterinary drugs. The Company will also be incorporating training on dental health and hygiene. The Company has invested over \$275k on new equipment including MRIs, therapeutic lasers, precision operating tools, dental radiology, and laser dental cleaning equipment. Training under this proposal will increase overall skillsets of its employees while meeting the demand of pet services.

### **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 in demand of pet services and shortage of veterinarians and vet techs, Franklin Pet will hire 52 new employees (Job Number 2 & 3). The Company will also hire Support Staff and Team Leads. This will allow the Company to increase the headcount to meet the increasing demand for pet services. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

Training will be delivered via Classroom/Laboratory and E-Learning in the following:

**Business Skills:** Training will be offered to all occupations. Training will focus on improving customer service. Training topics include Customer Service, Telephone Skills, and Dealing with Pet Owner Options.

**Commercial Skills:** Training will be offered to Veterinarians and Registered Vet Techs. Training will focus on pet care and equipment operation. Training topics include Surgical Room Procedure, Vaccinations, and Dental Hygiene.

**Computer Skills:** Training will be offered to all occupations. Training will focus on the Company's internal software. Training topics include Shepard Software, Patient Data Records, and Billing Software.

### **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. Job Creation trainees (Job Number 2) are subject to the Standard New Hire wages.

### **Temporary to Permanent Hiring**

The Company will train 15 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2 & 3). Occupations include Registered Vet Techs and Support Staff. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **Commitment to Training**

Franklin Pet invests \$275,000 on training annually for its Elk Grove location including orientation and mandatory regulatory 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

Franklin Pet has assigned its HR Manager and two HR Generalists to oversee all training aspects of the project including roster collection and tracking hours. In-house subject-matter experts and vendors may be utilized to deliver training. Additionally, the Company has hired a third-party administrator with extensive ETP administrative 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 \$15,000.

### **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**

- Billing
- Communication
- Customer Service
- Dealing with Pet Owner Grief
- Dealing with Pet Owner Options
- Scheduling Skills
- Telephone Skills

**Commercial Skills**

- 3D Printers Connected to Tomography Scanners
- Animal Safety
- Cleaning Subgingivally
- Cleaning Supragingivally
- Collecting Lab Samples/Tests
- Deep Cleaning
- Dental Cleaning
- Dental Hygiene
- Dental Medications
- Dental Radiographs
- Dressing Wounds
- Ingested Cameras
- MRI's Suction tools
- On-Site Exam
- Oral Examination
- Polishing
- Post-Operative Exam
- Product Knowledge, New Drugs
- Surgical Room Procedure
- Telemedicine
- Therapeutic Lasers
- Vaccinations
- X-ray and Diagnostic Imaging

**Computer Skills**

- Billing Software
- Patient Data Records
- Shepard Software
- Smartphone Apps for Patient Records
- Using Tablets
- X-ray and Diagnostic Imaging



**Training Proposal for:  
Mission Career College, Inc.**

**Contract Number: ET23-0289**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Medical Skills Training Multiple Barriers New Hire SET Veterans	Industry Sector(s):	MEC (H) Biotechnology and Life Sciences (54+) Healthcare (62) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$78,775		\$8,964 Job 1: 12% Job 2: 20%		\$87,739

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>Inherent</b>
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Medical Skills Training Multiple Barriers Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Impr., Medical Skills (Didactic)	18	8-260	0	\$3,453	\$18.54
				Weighted Avg: 137			
2	New Hire Medical Skills Training Multiple Barriers Priority Rate SET Veterans	Business Skills, Commercial Skills, Computer Skills, Continuous Impr., Medical Skills (Didactic)	7	8-260	0	\$3,655	\$18.54
				Weighted Avg: 137			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County: Job Number 1 (SET New-Hire MB) and Job Number 2 (SET New-Hire MB Veterans):** \$18.78 per hour for Los Angeles County, \$18.54 per hour for Orange, Riverside, San Bernardino and San Diego Counties.

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

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

Participating employers may use health benefits up to \$1.73 per hour for Job Number 1, and up to \$1.68 per hour for Job Number 2 to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET New-Hire MB)</b>		
Certified Nursing Assistant		4
Forklift Operator		1
Medical Assistant		3
Medical Technician		2
Nurse Assistant		2
Office Specialist		2
Phlebotomy Technician		2
Solar Installer		1
Water Technologist		1
<b>Job Number 2 (SET New-Hire MB Veterans)</b>		
Certified Nursing Assistant		1
Forklift Operator		1
Medical Assistant		1
Medical Technician		1

Nurse Assistant		1
Office Specialist		1
Phlebotomy Technician		1

## **INTRODUCTION**

Established in 2006 and located in Riverside, Mission Career College, Inc. (MCC) ([www.missioncareercollege.com](http://www.missioncareercollege.com)) is a private training agency approved by the Bureau for Private Postsecondary Education that provides career-training programs to residents of Riverside and neighboring communities. MCC offers training programs in allied healthcare, English as a Second Language, forklift and mobile crane operator, solar photovoltaic and water technology. Its programs provide preparation for certifications in Certified Nursing Assistant, Forklift Operator, Medical Assistant, Medical Technician, Nurse Assistant, Office Specialist, Phlebotomy Technician, Solar, Installer and Water Technologist. In addition, MCC offers services that include outreach, skill training, interview skills, resume preparation and job placement. MCC trains and enrolls approximately 260 individuals annually and has a placement rate of 70%, who successfully enter the job market.

Headquartered in Riverside, MCC has additional training facilities located in Victorville and San Bernardino, where all training will take place. In this proposal, MCC requests ETP funding to train unemployed individuals with multiple barriers to employment. This will be MCC's first ETP project.

MCC is eligible to contract with ETP as a first time private Training Agency, per Title 22 California Code of Regulations, Section 4426(a)(7).

### **Veterans Program**

MCC is committed to supporting job-related training that helps Veterans transition into the California workforce. MCC is focused on helping these underserved Veterans and has been effectively providing placement services for these individuals for the past several years. MCC attends local community meetings and reaches out to local career organizations that specifically target Veterans, which will increase recruitment and retention of more Veterans and underserved populations in the area. MCC also works with National Veterans Transition Services, Inc. multiple employers (Destiny Home Health Agency, Hernandez Health, Providence St. Mary Medical Center, TheraCare and Ventura County Executive Office), city, county and regional offices of economic agencies, community colleges/universities and community outreach organizations. MCC will train seven Veterans (Job Number 2). Veteran training curriculum will be the same as Job Number 1. Veteran trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

A portion of the Veteran population participating in this project may include transitioning active duty Veterans who are within one year prior to their anticipated separation date from service.

#### ➤ Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the Veteran trainees (Job Number 2), not to exceed 25%.

## ➤ Retention

Full-time employment is required for a minimum of 30 hours per week during the consecutive 90-day employment retention period; and/or, retention may be 500 hours within 272 days with one or more participating employers.

## **PROJECT DETAILS**

MCC is focused on economic growth, upgrading job-related skills and job retention in the Riverside area and neighboring cities/counties. Its primary goal is to deliver quality-training programs that will enable students to be successfully trained and placed in their chosen career field. The following objectives support MCC's goals:

- To provide quality education;
- To assure programs are responsive to employer needs;
- To train students in the characteristics required by employers: reliability, skills, knowledge, and good customer relations; and
- To assist graduates to gain employment in their chosen field through effective placement preparation and job placement assistance programs.

Young and unemployed individuals face many challenges in the community. Therefore, MCC's mission is to improve the quality of life for these individuals by increasing their skills, education and opportunities for career advancement and provide employers a stronger workforce to remain competitive. In addition, employers have limited or no funding available for training and have expressed critical needs for hiring skilled workers. MCC has affiliations with the following organizations and agencies to train eligible participants: Workforce Innovation and Opportunity Act (WIOA), City of San Bernardino-ETA, County of San Bernardino-CalWORK's, County of Riverside-EDA, California Indian Manpower Consortium and local businesses.

## **Employer Demand**

Through its diploma and certificate programs, MCC works in concert with economic development organizations to attract, retain, and expand local area businesses. As an integral part of the community, MCC works closely with local employers to be aware of and meet their needs for new employees. MCC routinely receives job announcements from employers, which provide staff with tools to assess local business needs, working environments, and other requirements dictated by the business community.

Available labor market information provided by EDD projects a 10.9% increase in Emergency Medical Technician, Medical Technician, and Technical Staff jobs per year in the Southern California area. This equates to approximately 1,800 new jobs per year. Additionally, according to the Bureau of Labor Statistics, there are approximately 4,050 open Emergency Medical Technician, Medical, and Technical Staff jobs at this time. The mean wage is \$26.74 per hour. Based on this information, in conjunction with the directory of existing job seekers, MCC identified the need for the medical assistant, solar, forklift and water technology training programs.

## **New-Hire Training**

The proposed training plan has been developed to address the industry demands for skilled workers in the areas of Healthcare, Information Technology, Manufacturing/Food Production, Solar Energy, Technical Services and Water Technology. In addition, targeted participating employers are facing a shortage of medical staff that they hope to overcome by hiring well-trained and well-prepared skilled workers ready to do the job.

In this proposal, MCC is requesting ETP funding to train unemployed individuals with multiple barriers to employment. The project will assist New Hire workers in entering the workforce and improving their opportunities for career advancement. MCC's goal is to provide New Hire trainees with the necessary education and technical skills required to become immediately productive upon hiring. In addition, New Hire trainees will be more competitive in the job market. Prior to enrollment, New Hire trainees will complete written entrance examination, assessments for education level and provide right to work documentation. MCC's Administrative Staff works closely with employers to meet their need for new employees and to ensure graduates will have employment following graduation. New Hires will be placed with employers in Los Angeles, Orange, Riverside, San Bernardino and San Diego Counties.

Through employer requests for open positions, MCC staff assesses the employer's business needs, working environments and other requirements dictated by the business community and industries standards.

### **Curriculum Development**

MCC relies on comprehensive training needs assessment with each placement to identify critical needs and ensure training is consistent with employers' strategic plans and goals. In addition, MCC works closely with each employer to determine skill gaps within their organization and continuously keeping up with technological changes and industries requirements. The curriculum is designed to provide a trainee with targeted skills that will increase their opportunity to find suitable employment and perform to the employers' satisfaction. MCC has identified employers that have made firm commitments to hire the participants upon successful completion of training.

### **Training Plan**

The training outlined in this proposal is customizable, based on employers' needs assessments, industry requirements and training objectives. Training classes will be administered daily with programs 1-5 weeks in duration. Training is scheduled to begin upon Panel approval the week of March 27, 2023.

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

**Business Skills:** This training will be offered to all occupations. Courses will teach trainees business processes, communication, goal setting, time management and create action plans.

**Commercial Skills:** This training will be offered to Forklift Operators, Solar Installers and Water Technologists and includes all aspects of solar, water and forklift requirements, equipment, reading blueprints and record keeping. Training will also focus on comprehension, terminology, system services and technical and practical techniques.

**Computer Skills:** This training will be offered to all occupations to fully utilize industry-based computer software applications, how to run and support business operations and keep up with the latest technological advances.

**Continuous Improvement:** This training will be offered to all occupations and will equip trainees with skills to respond and solve problems, implement success and improve productivity.

**Medical Skills (Didactic):** This training will be offered to Certified Nursing Assistants, Medical Assistants, Medical Technicians, Nurse Assistants and Phlebotomy Technicians. Training will prepare trainees with the skills needed to improve and meet patient care. Trainees will gain skills and experience needed for optimal job performance and career advancement.

## **Alternate Recordkeeping**

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

## **Commitment to Training**

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

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

### ➤ Training Infrastructure

The Executive Director will oversee all project administration. MCC has 13 Administrative Staff members to assist with all administrative responsibilities, including scheduling training, collecting and reviewing attendance rosters, marketing, needs assessment and recruitment. MCC has also retained the services of a third party subcontractor to assist in administration of the project.

## **Impact/Outcome**

Upon completion of training, MCC will assist students to prepare for industry-recognized certification in the following careers: Certified Nursing Assistant, Forklift Operator, Medical Assistant, Medical Technician, Nurse Assistant, Office Specialist, Phlebotomy Technician, Solar Installer and Water Technologist.

## **Marketing and Support Costs**

MCC has a well-established marketing and recruitment program to increase local businesses and employers'/employees' participation in its training programs through its large network of advisory employers. Staff has built strong relationships with many economic development partners and local employers including: City, County, and Regional Economic Development Agencies, Chambers of Commerce, Industry Associations, Community Colleges and Universities, Workforce Investment Boards, and One-Stop Centers. Staff routinely utilizes the following avenues to market their training programs: email, phone, website marketing and in-person visits with employers. MCC is confident that the recruitment objectives, goals, and the tools that have been planned will support the successful implementation and delivery of the ETP-funded training program. MCC seeks full Support Costs of 12% (Job Number 1) and 20% (Job Number 2) for New Hire training to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers.

## **Special Employment Training**

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

➤ **Multiple Barriers/Wage Modifications**

It is expected that the trainees will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP New Hire Minimum Wage post-retention of \$18.78 per hour for Los Angeles County and \$18.54 per hour for Orange, Riverside, San Bernardino and San Diego Counties.

➤ **Retention Modifications**

The Panel may also modify the retention period for trainees as follows:

For trainees in Job Number 1, making it 90 days out of 120 consecutive days with up to three employers. Full-time employment means at least 35 hours per week; and

For trainees in Job Number 2 (Veterans), full-time employment is required for a minimum of 30 hours per week during the consecutive 90-day employment retention period; and/or, retention may be 500 hours within 272 days with one or more participating employers.

➤ **Incidental Placement**

Trainees in Job Number 1 may be retained in employment with a public entity or nonprofit organization at up to 20% of the total New-Hire trainee population; and

Trainees in Job Number 2 (Veterans) may be retained in employment with a public entity or nonprofit organization at up to 25% of the total New-Hire trainee population.

### **Trainer Qualifications**

Training will be delivered by 10 in-house experts who have a minimum of 4 years of experience in their specific fields including, Certified Phlebotomy Technician, Licensed Vocational Nurse, Registered Nurse, Electrocardiogram Technician and Certified Medical Assistant.

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. MCC is eligible as a training agency based on its BPPE licensure (valid until January 5, 2025).

### **Tuition Reimbursement**

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

### **DEVELOPMENT SERVICES**

National Training Company, Inc. (NTC) in Irvine assisted with development of this proposal for a flat fee of \$5,000.

### **ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

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

#### **Commercial Skills**

- Water Technology Management
- Batteries
- Calibrating Equipment
- Charge Controllers
- Collecting Water Samples
- Electrical Systems
- Forklift Operation
- Power Inverters
- Quality Field Tests
- Reading Blueprints
- Record Keeping
- Regulatory Requirements
- Solar Activation
- Solar Installation
- Solar Panels
- Water Samples

#### **Computer Skills**

- Business Intelligence Applications
- Cybersecurity
- Database Security
- Database Solutions
- Information Technology Solutions/Internet Tools
- Internet Security Systems
- Internet Tools
- Microsoft Office
- Microsoft Project
- Website Social Networking
- Windows Server Support and Maintenance
- Windows Techniques

### **Continuous Improvement Skills**

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

### **Medical Skills (Didactic)**

- Airway Management
- Allergic Reactions
- Anatomy & Physiology
- Assessments
- Bleeding and Shock
- Cardiac Emergencies
- Cardiac Life Support
- Chest and Abdominal Trauma
- COVID-19 Procedures
- Emergency Medical Services
- Equipment and Supplies
- Head, Neck, and Spine Trauma
- Health Insurance Portability and Accountability Act (HIPPA) Requirements
- Lifting and Moving Patients
- Medical Conditions
- Medical Standard Operating Procedures
- Medical Terminology
- Monitoring Vital Signs
- Musculoskeletal Trauma
- Obstetrics
- Patient Management
- Pharmacology
- Poisoning and Overdose Emergencies
- Serum and Plasma
- Soft-Tissue Trauma
- Standard Operating Procedures
- Universal Precautions
- Venipuncture
- Venous Anatomy



**Retrainee-Job Creation**  
**Training Proposal for:**  
**Olema Pharmaceuticals, Inc.**  
**Contract Number: ET23-0303**

**Panel Meeting of:** March 24, 2023

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

**Analyst:** A. Salinas

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Other (J) Professional, Scientific Technology (54)
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco	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: 71	U.S.: 78	Worldwide: 78
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$668,500

<b>Total ETP Funding</b>
\$171,350

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority Rate SB <100	Business Skills, Continuous Impr	70	8-200	0	\$1,380	\$50.00
				Weighted Avg: 60			
2	Job Creation Initiative Priority Rate SB < 100	Business Skills Continuous Impr	50	8-200	0	\$1,495	\$50.00
				Weighted Avg: 65			

**Minimum Wage by County: Job Number 1 (Retrainee):** \$24.72 per hour for San Francisco County; **Job Number 2 (Job Creation):** \$20.60 per hour for San Francisco 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 - Retrainee</b>		
Administrative Individual Contributors		3
Technical Individual Contributors		17
Professional Individual Contributors		25
Managers		25
<b>Job Number 2 – Job Creation</b>		
Administrative Individual Contributors		2
Technical Individual Contributors		18
Professional Individual Contributors		25
Managers		5

**INTRODUCTION**

Founded in 2006 and headquartered in San Francisco, Olema Pharmaceuticals, Inc. (Olema) (<https://olema.com/>) is a biopharmaceutical research and development organization specializing in oncology, specifically endocrine-driven therapies for women living with cancer. The Company is committed to the discovery, development, and commercialization of a transformational generation of targeted therapies for women’s cancers. Training will take place at its facility in San Francisco. This will be Olema’s first ETP contract.

**Veterans Program**

Although there is not a separate Veterans’ Job Number in this proposal, Olema 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.

### **Retrainee - Job Creation**

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

The Company will hire 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. Due to business capacity growth and an expanded product line, Olema needs new staff as their research efforts move forward through the various stages of development and eventually to meet their goal of commercialization. The Company will need additional staff to enable its products to be tested in growing patient populations, which will require additional net new jobs primarily in the Clinical Development department, as well as in Technical Individual Contributors, and Administrative Individual Contributors roles.

### **PROJECT DETAILS**

The Company is developing several products that are in or will soon enter drug discovery Phase one of four phases involving in-human critical development. The move from non-clinical to clinical research drives the need for more advanced skills into later stage development phases. As the Company moves into later stages of research and development, employees will require additional skills including many specialty skills like Clinical Operations, Drug Safety, Regulatory, and more.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations in courses such as Drug Discovery & Development 101, Collaboration, and Growth Mindset.

**Continuous Improvement:** Training will be offered to all occupations in courses such as Building Highly Effective Teams, Executive Presence, and Agile and Design Thinking.

### **Commitment to Training**

The Company's annual training budget in California is \$150,000. The Company trains its employees in all mandatory training, such as non-harassment, performance management, and interviewing 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

Olema's HR Director and Employee Experience Program Manager will oversee the ETP training project, internal communications, scheduling, and all other administrative work. The Company has subject matter experts to provide in-house training and other training will be delivered by an outside vendor.

### **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**

Hands On, LLC in El Dorado Hills will provide Business Skills and Continuous Improvement training for a fee of \$85,000. 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**

- Drug Discovery & Development 101
- Patient Centricity
- Influencing
- Facilitating Effective Meetings
- Collaboration
- Project Management / Alliance Management
- Giving and Receiving Feedback
- Effective Communication
- Building Your Resilience
- Growth Mindset
- Developing Your Career
- Building Your Personal Brand

#### **Continuous Improvement Skills**

- Ideation and Innovation
- Presentation Skills
- Building Highly Effective Teams
- Being a Leader at Olema
- Executive Leadership / Servant Leadership
- Strategic Planning
- Budget and Resource Planning
- Creating Vision and Strategy
- Scaling the Organization
- Leading Strategic Change
- Managing within the Law
- Executive Presence
- Coaching
- Navigating Difficult Conversations
- Delegation and Coaching
- Culture of Continuous Learning
- Agile and Design Thinking
- Managing within the Law



**Training Proposal for:  
Professionals in Human Resources Association**

**Contract Number: ET23-0293**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

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

In-Kind Contribution:	50% of Total ETP Funding Required	\$607,225
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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	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills	508	8-200	0	\$1,180	\$22.66
				Weighted Avg: 48			

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

**Minimum Wage by County:** \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara and San Francisco counties; \$23.59 per hour for Contra Costa County; and \$22.66 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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration Staff		10
		40
Maintenance Staff		10
		30
Production Staff		30
		190
Supervisor/Manager		20
		40
Technician		10
		50
Warehouse/Shipping Staff		15
		63

**INTRODUCTION**

Established in 1944 and headquartered in Gardena, Professionals in Human Resources Association (PIHRA) ([www.pihra.org](http://www.pihra.org)) is a non-profit membership organization dedicated to providing business education, networking, and advocacy with an emphasis on the human resources environment. PIHRA has 17 locations in California located in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties.

PIHRA is the largest affiliate of the Society for Human Resources Management Organization, and serves approximately 4,600 members in California. This includes private businesses, non-profit organizations, government agencies, and workforce services. PIHRA provides yearly educational seminars in human resources-related topics for existing and new members, with a focus on

keeping businesses current on issues relevant to human resource professionals. PIHRA works with entities in various industries including aerospace, agriculture, automotive, biotechnology, pharmaceutical, construction, warehouse, distribution, education institute, manufacturing, transportation, oil and gas refinery, restaurant and food services and technology.

### **Veterans Program**

PIHRA does not have a program that works directly with Veterans, but many of its participating employers work with Helmets to HardHats. Although there is not a separate job number for Veterans, PIHRA anticipates that Veterans will participate in this project.

### **PROJECT DETAILS**

This is PIHRA's fifth ETP Contract, and the fifth in the last five years. PIHRA is focused on economic growth and recovery, upgrading job-related skills, and job retention throughout California. Its goal for the next 24 months is to source collaboratively with participating employers to create best practices in job creation, retention and career growth. PIHRA has received an increasing response from participating employers that express a need to improve work environment, productivity, fill behind retired workers, best business practices and upgrade the skill level of their workforce. PIHRA reports that companies have used the recent economic downturn to identify new customers and niche markets that necessitate the hiring of additional workers and needed training for existing employees. Employees in production, design, administration, and support roles all require training to enhance production capacity, operational efficiency and create an excellent work environment.

ETP-funded training will provide participating employers the opportunity to sustain competitiveness, grow their businesses, meet customer demand, create new job opportunities, increase wages and retention, improve productivity, remain current with rapidly changing technology, develop an effective and competent workforce and adapt to the new business environment resulting from the COVID-19 pandemic. PIHRA is continuously focusing on providing opportunities to companies that do not have the resources to provide needed training to their employees and helping them bring innovative processes and new technology to the workforce.

### **Training Plan/Employer Demand**

Training outlined in this proposal is customized, based on employer needs assessments and training objectives. PIHRA conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to training needs. In addition, participating employers are encouraged to complete post-training evaluations. This feedback is used by PIHRA to measure the quality of training and gauge how it meets employer demands.

The new core group of employers consists of ten large companies and five small businesses, which represents over 100% of requested funding for this proposal, and have made firm commitments to participate upon Panel approval. The proposed training will be offered to employers statewide. PIHRA anticipates 95% of training will be conducted at participating employer worksites; the remainder will be center-based. No trainees who participated in previous ETP training will receive duplicate training in this project.

## Training Plan

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

**Business Skills:** This training will be offered to all occupations to improve communication skills, customer relations, business writing skills and business problem solving. Training topics include Customer Service, goal setting, project coordination and time management.

**Computer Skills:** This training will be offered to all occupations. Training will allow all trainees to effectively use software applications that run and support business operations to keep up with current technology and be more efficient in all functions.

**Continuous Improvement:** This training will be offered to all occupations to promote teamwork and improve workflow, troubleshooting, and problem solving. Training includes process improvement, Lean Enterprise topics and Six Sigma.

**Manufacturing Skills:** This training will be offered to Maintenance Staff, Production Staff, Supervisors/Managers, Technicians and Warehouse/Shipping Staff with the knowledge and skills to operate and maintain new equipment, read blueprints, and manage inventory.

### Alternate Recordkeeping

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

### Commitment to Training

Most of the participating employers lack the resources and funding to conduct formal and structured training, especially small companies. The majority provide on-the-job, one-on-one training to new employees, safety, and off-site seminar training. ETP funding will allow these companies to introduce new business practices and services in order to sustain growth and remain competitive in California.

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

#### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. PIHRA has designated a Director of Membership to oversee project training administration and one staff member to coordinate marketing, recruitment, needs assessments, and scheduling and maintain all record of training. PIHRA will also utilize a third party vendor with ETP experience to ensure that all training records adhere to ETP requirements.

### Impact/Outcome

PIHRA anticipates assisting participating employers to prepare for certification programs such as Lean Enterprises and Quality Engineer that are typically awarded based on training and internal improvement. These certifications often lead to new market opportunities, new customers, and increased sales, which will ultimately help companies grow, create new jobs, and provide workforce stability.

**Marketing and Support Costs**

PIHRA has established relationships with Society for Human Resource Management and collaborative networks of businesses. PIHRA also hosts conventions, meetings, mixers, and uses newsletters, websites, and email communication to promote business opportunities, procurement news, and various networking events. PIHRA has two employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, PIHRA seeks full support cost of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

**Trainer Qualifications**

Custom Corporate Communications has a minimum of 15 years of instructional experience specializing in Business Skills, Computer Skills and Leadership training. Western Training Group has a minimum of six years of instructional experience specializing in Continuous Improvement, Manufacturing Skills and Quality training.

**Tuition Reimbursement**

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

**ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0225	\$599,440	01/31/2022 – 01/30/2024	508	366	366	\$560,880 (94%)

Based on ETP Systems, 22,800 reimbursable hours have been tracked for potential earnings of \$560,880 (94% of approved amount). The Contractor projects final earnings of 94% based on training completed through 09/17/2022.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0252	Statewide	03/01/21 – 02/28/23	\$446,925	\$442,406 (99%)
ET20-0156	Statewide	12/23/19 – 12/22/21	\$747,360	\$747,360 (100%)
ET19-0105	Statewide	07/01/18 – 06/30/20	\$948,928	\$899,010 (95%)
ET17-0429	Statewide	03/06/17 – 03/05/19	\$949,090	\$949,090 (100%)

**DEVELOPMENT SERVICES**

Training Funding Source in Seal Beach assisted with development at no cost.

**ADMINISTRATIVE SERVICES**

Training Funding Source will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

**TRAINING VENDORS**

Custom Corporate Communications in Redondo Beach will provide Business Skills and Computer Skills training for a fee to be determined.

Western Training Group in Playa Del Rey will provide Continuous Improvement and Manufacturing Skills training for a fee to be determined.

Additional outside training vendors may be identified and retained during the term of the Contract.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

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

#### **Computer Skills**

- Microsoft Office Suite Intermediate and Advanced
- QuickBooks and Accounting Software
- Computer Design Software
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Remote Training Using Zoom, Teams, GoToMeeting

#### **Continuous Improvement Skills**

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

**Manufacturing Skills**

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Professionals in Human Resources Association

CCG No.: ET23-0293

Reference No: 22-0849

Page 1 of 4

ALPHABETIZE BY COMPANY NAME

Company: Abstrax Tech, Inc.

Priority Industry?  Yes  No

Address: 2661 Dow Ave.

City, State, Zip: Tustin, CA 92780

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 55

Small Business?  Yes  No

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 95

Company: Balt USA

Priority Industry?  Yes  No

Address: 29 Parker

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 70

Small Business?  Yes  No

Total # of full-time company employees worldwide: 604

Total # of full-time company employees in California: 250

Company: DeRigo Rem

Priority Industry?  Yes  No

Address: 10941 La Tuna Canyon Rd.

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 40

Small Business?  Yes  No

Total # of full-time company employees worldwide: 92

Total # of full-time company employees in California: 85

Company: Gerard Daniel Worldwide

Priority Industry?  Yes  No

Address: 13055 Jurupa Ave.

City, State, Zip: Fontana, CA 92337

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 30

Small Business?  Yes  No

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 82

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Professionals in Human Resources Association	CCG No.: ET23-0293
Reference No: 22-0849	Page 2 of 4

Company: Hallmark Metals	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 600 W Foothill Blvd.	
City, State, Zip: Glendora, CA 91741	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 29	
Total # of full-time company employees in California: 29	

Company: JC Ford	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 901 Leslie Street	
City, State, Zip: La Habra, CA 90631	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 227	
Total # of full-time company employees in California: 172	

Company: Kindness General Contractors	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6461 Global Drive	
City, State, Zip: Cypress, CA 90630	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 112	
Total # of full-time company employees in California: 112	

Company: Kirkhill Aircraft Parts Co (DBA Proponent)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3120 E. Enterprise Street	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 75	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 466	
Total # of full-time company employees in California: 206	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Professionals in Human Resources Association	CCG No.: ET23-0293
Reference No: 22-0849	Page 3 of 4

Company: LYMI DBA Reformation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2263 E. Vernon Ave.	
City, State, Zip: Vernon, CA 90058	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 70	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 472	
Total # of full-time company employees in California: 425	

Company: Porto's Food Products, Inc	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2085 Garfield Ave.	
City, State, Zip: Commerce, CA 90040	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 210	
Total # of full-time company employees in California: 210	

Company: Thermal Identification Technologies, Inc	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 576 Explorer St.	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 39	
Total # of full-time company employees in California: 39	

Company: Thin Metal Sales	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5721 Schaefer Ave.	
City, State, Zip: Chino, CA 91710	
Collective Bargaining Agreement(s): no	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 15	
Total # of full-time company employees in California: 15	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Professionals in Human Resources Association

CCG No.: ET23-0293

Reference No: 22-0849

Page 4 of 4

Company: Venus Laboratories Inc. DBA Earth Friendly Products

Priority Industry?  Yes  No

Address: 11150 Hope Street

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 40

Small Business?  Yes  No

Total # of full-time company employees worldwide: 265

Total # of full-time company employees in California: 90

Company: Volcom LLC

Priority Industry?  Yes  No

Address: 1740 Monrovia Ave.

City, State, Zip: Costa Mesa, CA 92627

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 60

Small Business?  Yes  No

Total # of full-time company employees worldwide: 734

Total # of full-time company employees in California: 230

Company: Yamamotoyama USA

Priority Industry?  Yes  No

Address: 122 Voyager Street

City, State, Zip: Pomona, CA 91768

Collective Bargaining Agreement(s): no

Estimated # of employees to be retrained under this Contract: 35

Small Business?  Yes  No

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 175



Retrainee-Job Creation

Training Proposal for:

**Safran Cabin Inc. dba C & D Aerospace**

**Contract Number: ET23-0290**

Panel Meeting of: March 24, 2023

ETP Regional Office: North Hollywood

Analyst: M. Niquet

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Bernardino, Santa Barbara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,400	U.S.: 5,800	Worldwide: 76,800
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$155,600

<b>Total ETP Funding</b>
\$139,725

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	191	8-200	0-21	\$575	\$22.66
				Weighted Avg: 25			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	52	8-200	0-21	\$575	\$18.54
				Weighted Avg: 25			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 /hr. in Orange, San Bernardino and Santa Barbara counties.

Job Number 2 (Job Creation): \$18.54/hr. in Orange, San Bernardino and Santa Barbara counties.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to \$1.52 per hour in Job Number 2

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		10 5
Design Staff		25
Engineer		25
Information Technology Staff		15
Production Worker		46 30
Quality Assurance Staff		15
Technical Support Staff		10
Director/Manager/Supervisor (Frontline)		10
<b>Job Number 2</b>		
Assembler		5 5
Information Technology Staff		5

Design Staff		5
Engineer		5
Manufacturing Technician		12
Operations Support Staff		5
Director/Manager/Supervisor (Frontline)		5

## **INTRODUCTION**

Founded in 1938 and headquartered in Huntington Beach, Safran Cabin Inc. dba C & D Aerospace (Safran) ([www.safran-cabin.com](http://www.safran-cabin.com)) is a subsidiary of Safran S.A. of France. Safran designs, manufactures, and customizes interior components, such as aircraft storage bins, overhead panels, passenger and crew oxygen systems, ceiling panels, baggage compartment lining, and sidewalls for Mitsubishi Aircraft Corporation, Boeing, Airbus, Air France, Lufthansa and Philippine Airlines. Safran is committed to designing, certifying, manufacturing, and providing in-service support for aircraft cabin interiors to provide airlines and original equipment manufacturers with distinctive aircraft branding.

Safran has multiple locations in California, as well as sites in the U.S. and internationally. The training outlined in this proposal will be conducted at Safran's headquarters in Huntington Beach and its four locations in Huntington Beach, Garden Grove, Cypress and Santa Maria. Training will also take place at Safran Cabin Galley US, Inc., the Company's affiliate in Huntington Beach.

### **Veterans Program**

Safran does not have a formal recruitment program for Veterans but encourages Veteran career promotion within the organization and hires Veterans through the Company's regular hiring practices.

## **PROJECT DETAILS**

This is Safran's second ETP contract, and it's second in the last five years. Previous training focused on the new Mitsubishi Aircraft Corporation SpaceJet family of planes but unfortunately, Mitsubishi put this project on hold and then the COVID Pandemic hit forcing to halt training, reduce operations and lay off employees. Minimal training in the last project was conducted, but the need for training still exists. Subsequently, Safran suffered a 16% turnover rate in 2020. As part of the Company's recovery efforts in 2021 and 2022, the turnover rate decreased to 14%. Safran hopes to continue this downward trajectory in 2023 and onward. In an effort to gain ground, last year Safran hired fifty employees and has committed to hiring fifty-two new employees in order to expand production and service need. In this proposal, training will pick up where the last project left off and focus on industry practices and new technologies.

In addition, the proposed training will help expand production capacity, which will allow employees to work more efficiently, and recover from production delays. Due to increased demand for products, current workers must also be cross-trained on equipment usage and production processes and procedures. Newly hired employees will also learn manufacturing procedures to help increase production volume of products such as integrated business jet interiors, integrated interiors for mainline commercial aircraft, floor-to-floor interiors, galleys, lavatories and interior alterations. No training will be duplicated for trainees who participated in prior ETP-funded training.

## Retrainee - Job Creation

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

Safran is continuing to expand its production capacity by hiring new employees. In 2022, the Company hired fifty new employees to keep up with production requirements. The Company is now committed to hiring fifty-two new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Training Plan

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

**Business Skills:** Training will be provided to all occupations to increase sales and customer satisfaction. Training topics include Best Practices, Critical Thinking, Resource Planning and Systems Quality Procedures.

**Computer Skills:** Training will be provided to all occupations to equip workers with the skills to utilize various business software solutions to perform tasks more efficiently. Training topics include Computer-Aided Design, Enterprise Resource Management and SAP Applications.

**Continuous Improvement:** Training will be provided to all occupations to facilitate the Company's efforts to develop new products and improve product quality. Training topics include Change Management Skills, Leadership Skills, Product Specifications and Production Workflow.

**Manufacturing Skills:** Training will be provided to Production Workers and Technical Support Staff to improve the manufacturing process for increased sales. Training topics include Advanced Manufacturing Technologies, Cabin Configurations, Product Assembly and Standard Operating Procedures.

## 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.

PL-Manufacturing Skills will allow Safran to provide hands-on instruction in a productive environment that cannot be adequately replicated in a classroom setting. The Company anticipates that 30 Manufacturing Technicians, Production Workers and Technical Support Staff will receive up to 15 hours of PL-Manufacturing Skills training. 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 weight measuring and injection molding tools as well equipment such as component forming, flammability rating, urethane casting and autoclave pre-impregnated reinforcement. PL training will be performed at all five Safran locations. PL will be for trainees who directly interface with new and/or improved processes and new equipment. Trainees will be under direct supervision at all times by a qualified instructor with several years of experience in the subject matter. The trainer-to-trainee ratio will be 1:1.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-21 hours of CBT.

## Electronic Recordkeeping/LMS

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

## Temporary to Permanent Hiring

The Company will train approximately 50 workers under Panel guidelines for the Temporary-to-Permanent program (Job Numbers 1 and 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 six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

## Commitment to Training

Safran's annual training budget is approximately \$550,000 at its four facilities. Training includes Product Knowledge, SAP Applications, Lean Manufacturing and Inspection Procedure. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Safran's Corporate Training Director will oversee the project's administration with the assistance of a training coordinator at each training location. Training will be delivered by in-house experts and vendors as needed. The Company has also hired a third-party administrator to work closely with staff to complete the project successfully. Safran is ready to begin training upon Panel approval.

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0282	Huntington Beach	3/10/2020- 3/9/2022	\$649,566	\$140,651 (22%)

Poor performance was due to the Pandemic and the cut down of production. Workers were laid off and training stopped. Since the last project, Safran has hired workers and production has picked up. Safran now has COVID procedures that have been put in place to avoid any future interruption of training. The Company has also implemented a hybrid approach to work. When possible, workers can work from home. In addition, the Company has implemented improved sanitation and ventilation systems. These steps will help to decrease the spread of COVID. The current project has been rightsized to a similar amount earned on the previous Contract.

**DEVELOPMENT SERVICES**

National Training Company Inc. in Irvine assisted with proposal development for a flat fee of \$7,000.

**ADMINISTRATIVE SERVICES**

National Training Company Inc. will also perform administrative 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**

- Best Practices
- Coaching Techniques
- Critical Thinking
- Goal Setting Product Knowledge
- Resource Planning
- Systems Quality Procedures

**Computer Skills**

- Cloud Computing
- Computer Aided Design
- Cyber Security
- Engineering Applications
- Enterprise Resource Management System
- Microsoft Office (Intermediate /Advanced)
- Project Management Software Skills
- SAP Applications

**Continuous Improvement Skills**

- Change Management Skills
- Inspection Procedures
- Leadership Skills
- Lean Manufacturing
- Product Safety and Reliability
- Product Specifications
- Production Workflow
- Six Sigma
- Team Building Skills

**Manufacturing Skills**

- Advanced Manufacturing Technologies
- Cabin Configurations
- Component Forming
- Cross Functional Equipment Training
- Design Standards and Processes
- Electrical Systems
- Product Assembly
- Production Equipment
- Standard Operating Procedures
- Tools and Processes

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Advanced Manufacturing Technologies
- Cabin Configurations
- Component Forming
- Cross Functional Equipment Operation

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- Advanced Inspection Methods (1.12 hr)
- Advanced OrthoBiologic Sciences (1.14 hr)
- Best Practices (1.8 Hrs)
- Bid and Proposal Training (1 hr)
- Business Continuity (0.35 hr)
- Coaching Techniques (1 Hr)
- Critical Thinking (2 Hrs)
- Development Test Planning (0.75 hr)
- Documentation Methods (1.77 hr)

- Effective Business Partnerships (0.85 hr)
- Inventory Control Sheets (0.55 hr)
- Leadership Development Plans (0.54 hr)
- Living in a COVID-19 World (0.83 hr)
- Timeline Efficiency Development (0.75 hr)
- Trust Building (0.50 hr)



Retrainee-Job Creation

Training Proposal for:

**True Behavioral Health, LP dba First Responder Wellness**

**Contract Number: ET23-0297**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Bernardino	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: 115	U.S.: 115	Worldwide: 115
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$198,900

<b>Total ETP Funding</b>
\$195,776

**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, Comm'l. Skills, Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	84	8-200	0-14	\$1,748	\$30.90
				Weighted Avg: 76			
2	Retrainee Job Creation SET Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., MS-Didactic, MS-Preceptor	28	8-200	0-14	\$1,748	\$18.54
				Weighted Avg: 76			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90 per hour  
 Job Number 2 (SET/Job Creation): \$18.54 per hour in Orange and San Bernardino 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  
 \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$1.19 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Registered Nurse		15
Therapist		9
Medical Assistant		30
Technical Staff		10
Administrative Assistant		10
Frontline Manager/Supervisor		10
<b>Job Number 2:</b>		
Registered Nurse		3
Therapist		5
Medical Assistant		5
Technical Staff		5
Operations Staff		3
		3
		2

Frontline Manager/Supervisor		2
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## **INTRODUCTION**

Founded in 2019 and headquartered in Newport Beach, True Behavioral Health, LP dba First Responder Wellness ([www.truerecovery.com](http://www.truerecovery.com)) (TBH) is a residential mental health substance abuse facility with one location in San Bernardino.

The Company specializes in providing comprehensive treatment that addresses unique mental and behavioral health concerns of first responders or public safety professionals recovering from trauma to increase their overall well-being. The facility's goal is to ensure that these public safety professionals will feel secure and cared for while receiving treatment, heal and eventually thrive back in their careers and personal lives given the proper support. TBH professionals have a long history of connection to the first responder profession and are committed to provide confidential, trusted, and effective treatment.

The facility offers multiple treatment options to suit a client's specific needs, and encourage building peer relationships while receiving care and treatment in their facility. TBH's treatment program is specifically created for first responders, law enforcement officers, firefighters, emergency medical technicians, dispatch, corrections, and other public safety professionals who need substance abuse and mental health treatment. Its program approach ensures the patient's safe transition back to their careers and personal lives.

### **Veterans Program**

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

## **PROJECT DETAILS**

This is TBH's first ETP proposal. Training will be centralized in Newport Beach and employees in both locations will participate in this ETP Contract.

With the aftermath of COVID, many first responders and public health safety workers experienced trauma from staggering loss of patient lives and some have resorted to drug and alcohol dependency. This has created an increased need for TBH's specialized services, resulting in the need to hire additional workers and train incumbent workers to support demand.

TBH must also adapt to continually evolving COVID protocols, as well as to other changes within the health industry. For this proposal, TBH plans to train and upgrade the skillset of its incumbent employees and hire and train new staff to meet the demand and continue to provide quality service to its patients. Staff education is integral to adapt to the evolving standards and practices of the healthcare industry. For this ETP proposal, training will allow workers to acquire better skills to respond to critical issues and job complexities efficiently and provide newly hired employees the proper training and competency in performing their job requirements with confidence and expertise.

### **Retrainee - Job Creation**

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

The Company will hire 28 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.

Due to the increased demand for TBH's specialized mental and behavioral treatment program, the Company has expanded its patient capacity to respond to increased demand for its services resulting in the creation of new positions within the company.

## Training Plan

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

**Business Skills:** Training will be offered to all occupations to meet patient needs.

**Commercial Skills:** Training will be offered to all occupations. Trainees will gain knowledge and protocols in specific treatment plans and standards of care.

**Computer Skills:** Training will be offered to all occupations to ensure staff can communicate effectively via computer. This will result in maximum patient safety.

**Continuous Improvement:** Training will be offered to all occupations and include Care Planning, Quality Control Best Practices all other training skills needed to provide high quality standard of care.

**Medical Skills (Didactic):** Training will be offered to Registered Nurse, Medical Assistant and Therapist. Trainees will receive medical skills training in a classroom setting specific to caring for patients. This training will allow workers to provide medical services at a superior response level.

**Medical Skills (Preceptor):** Training will be offered to Registered Nurse, Medical Assistant and Therapist. This training will allow the trainees to provide patient care that exceeds industry standards.

## 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 0-14 hours of CBT.

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

## Commitment to Training

TBH spends approximately \$50,000 annually for training and includes new hire orientation and mandatory job-specific training. The Company is committed to training its employees upon completion of the ETP program to ensure job competency within the company.

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 Administrator will oversee the project and will have the support of one Training Coordinator and five Managers/Supervisors from every department. The Training Coordinator will interface with Managers, Supervisors, Nurses, and trainers and will implement training schedules, trainee enrollment and time tracking. Training will be delivered by in-house experts and vendors as needed. TBH has also retained an administrative subcontractor to assist with ETP recordkeeping requirements.

### **DEVELOPMENT SERVICES**

National Training Company, Inc. (NTCI) in Irvine assisted with development for a flat fee of \$6,900.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Effective Report Writing
- Quality Patient Care
- Strategic Planning
- Time Management
- Budget Analysis
- Customer Service Skills
- Business Processes

**COMMERCIAL SKILLS**

- Outpatient Orientation
- Patient Information Privacy
- Patient Privacy
- Programming
- Standard Operating Procedures
- Standards Of Care
- Treatment Plans

**COMPUTER SKILLS**

- Accounting Software
- Care Planning Order Entry
- Computerized Reports
- Database Administration
- Electronic Prescriptions
- File Management And Scanning Skills
- Microsoft Office - Intermediate
- Scheduling Software

**CONTINUOUS IMPROVEMENT**

- Care Planning
- Customer Service Skills
- Environmental Safety
- Quality Control Best Practices
- Service Excellence

**MEDICAL SKILL (DIDACTIC)**

- 12 Step Program
- Acute Psychiatric Skills
- Behavioral Health Nursing Skills
- Behavioral Therapies
- Covid-19 Protocols
- Detox Intervention Procedures
- Discharge Protocols
- Dual-Diagnosis Procedures
- Outpatient Program Standards

- Patient Support Network Care
- Protocol And Procedure Review
- Standard Operating Procedures

**MEDICAL SKILLS (PRECEPTOR)**

- Allergies And Anaphylaxis
- Environmental Emergencies
- Extended Care
- Infectious Disease
- Laboratory Testing Procedures
- Patient Assessment And Care
- Standard Operating Procedures
- Toxicology And Substance Abuse

**Computer-Based Training**

**BUSINESS SKILLS**

- Administration (3 hrs)
- Customer Service Skills (5 hrs)
- Strategic Planning (6 hrs)



Retrainee-Job Creation

Training Proposal for:

**Simpson Strong-Tie Company Inc.**

**Contract Number: ET23-0306**

**Panel Meeting of:** March 24, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	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; Communication Workers of America AFL-CIO Local 9415		
Number of Employees in:	CA: 600	U.S.: 1,500	Worldwide: 2,000
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$504,700

<b>Total ETP Funding</b>
\$499,560

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Cont. Impr., Mfg. Skills	443	8-200	0	\$920	\$18.00
				Weighted Avg: 40			
2	Retrainee Job Creation Priority Rate	Computer Skills, Cont. Impr., Mfg. Skills	50	8-200	0	\$1,840	\$20.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Numbers 1 (HUA): \$17.00 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

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>		
Account Manager		2
Accounting/Controller		3
Administrative		6
		12
Analyst		9
Assembler		17
		3
Business Specialist		4
Coordinator		7
		6
Engineering		9
Equipment Operator		3
Fabrication Lead		6
Fabricator		45
		20

Inside Sales Representative		6
		13
Janitor		5
		2
Lean Leader		2
Machine Repair Helper		2
Maintenance Technician		18
Manager		8
Material Handler		5
		3
Operations		8
		11
Press Operator		16
		14
Press Set Up		17
Production Lead		7
		4
Production Planner		2
Production Supervisor		1
Project Manager		1
Sales Technical		33
Shipper/Receiver		35
		18
Shipping/Receiving Lead		6
Specialist		4
Specials Technician		2
Supervisor		11
Technical Support		4
Tool & Die Maker		10
Warehouse		4
Welder		10
		9
<b>Job Number 2</b>		

Account Manager		2
Administrative		2
		2
Analyst		3
Coordinator		3
		3
Operations		2
		3
Project Manager		2
Sales		20
Specialist		3
Warehouse		5

## **INTRODUCTION**

Founded in 1956 and headquartered in Pleasanton, Simpson Strong-Tie Company Inc. (SST) ([www.strongtie.com](http://www.strongtie.com)) is a subsidiary of Simpson Manufacturing Company, Inc. SST specializes in structural systems research and technology while being one of the largest suppliers of structural building products in the world. SST has three manufacturing facilities in California: Pleasanton (HQ), Stockton and Riverside. Training in this proposal will include employees from the Stockton facility only.

SST continues to build its partnership with top homebuilders, architects, engineers, and the construction supply chain throughout the country. HD Supply White Cap, Hub Construction Supply, Reno Hardware, Home Depot, and Lowe's are several of its largest customers. In addition, SST products are sold directly to general contractors, residential homebuilders, multi-family developers, and high-rise condo-tower developers.

### **Veterans Program**

Even though the Company is not requesting a separate Veteran's Job Number for ease of administration, SST is committed to hiring and retaining veterans as it posts job openings directly on Indeed.com's Indeed Military website to recruit veterans. In addition, SST is the lead sponsor of Habitat for Humanity's (HH) Habitat Strong program which is HH's national initiative to build homes for and provide volunteer and employment assistance to veterans and their families. Established in 2015, Habitat Strong is meant to help Habitat affiliates build disaster-resilient homes.

### **Union Support**

Maintenance, Supervisors, and Engineering staff are represented by Communications Workers of America AFL-CIO Local 9415. Production, Welding, Fabricating, Shipping, and Supervisors staff are represented by Sheet Metal, Air, Rail, and Transportation Local 170. The unions have each submitted a letter of support for this training project.

## **PROJECT DETAILS**

This will be SST's tenth ETP Contract, and its sixth in the last five years. For more than 50 years, SST has focused on creating structural products that help people build safer and stronger homes and buildings.

Previous training focused on SST's products/services tied to its Links to Midrise Steel System roll out and new Computer Numerical Control (CNC) Coupling Machines. In this proposal, training will focus on automation that allows vital operations data gathering. Since the Company is experiencing high product demand, SST is aware that fundamental changes will continue to occur such as greater automation and must focus on strengthening supply chain processes. When properly analyzed and leveraged, automation can lead to reduced costs, improved productivity, better product quality and safer environments for workers. Therefore, the Company is adding \$5M in new automation, three new stamping lines, New Amada Fiber Laser for Fabrication department, New Robotic Welding Cells, and automatic palletizing system for Automatics department.

Additionally, SST is adding a new Machining Center for Automation in manufacturing which will aid in producing customized products and deliveries with a quick turnaround, as the on hand supplies by customers require a shorter shelf life and greater customizations than ever before. Satisfying those demands will require SST to adapt quickly, whether by innovating with new products or modifying existing ones. This new automation will help protect workers' health by minimizing contact with one another, while increasing production and delivery times from order to completion. Training will allow employees in production to learn the highest level of technology. Training will also allow all employees to upgrade skills and increase their opportunity for advancement.

### **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 plans to 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.

SST's existing facility has ample room for the newly hired employees and reports the expansion in facilities equipment for automation. Rising construction demands are driving the Company's business-capacity growth. SST reports demand for its products have increased in contrast with this time last year and that the new products and challenges presented by the COVID-19 pandemic have led to decisions to hire and cross-train the frontline staff to support the various product lines SST manufactures.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations on course topics that include Computer-Aided Design/Computer-Aided Manufacturing, SAP, Ignition Software, Microsoft Application (Intermediate/Advanced) and Server & Hardware Configurations. Training will allow workers to generate accurate and up-to-date reports and provide financial and operational visibility.

**Continuous Improvement:** Training will be offered to all occupations and include Lean Manufacturing training to eliminate wasteful activities in SST's processes. Frontline workers will

be empowered to make decisions and take immediate action, resulting in a greater attention to detail, reduction in scrap and rework, and enabling rapid response to customer requests.

**Manufacturing Skills:** Training will be offered to all occupations and includes advanced techniques for new products, industries clients & processes, Robotic Welding Cell, Amada Fiber Laser, Gantry Robot, and Automated Inspection System on newly-acquired equipment and computerized modules to provide workers with knowledge and skills to operate SST's equipment in start-up/installation and operating standards.

### **High Unemployment Area**

All trainees (Job Number 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in an HUA.

#### ➤ Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. SST is requesting a wage modification from \$22.66 per hour to \$18.00 per hour for Job Number 1.

Approximately 190 Administrative, Assembler, Coordinator, Equipment Operator, Fabrication Lead, Fabricator, Inside Sales Representative, Janitor, Material Handler, Press Operator, Shipper/Receiver, Shipping/Receiving Lead, and Welders will need the wage modification.

### **Commitment to Training**

SST spends \$35,000 on training annually per facility in California. Training includes new employee orientation, safety, health and environmental, management skills, basic-computer skills, anti-harassment training, and forklift 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 Plant Manager (dedicated administrator) will oversee ETP administration. The Production Manager and Training Manager will execute the training plan and coordinate the training effort to ensure proper record-keeping procedures are in place. Training will be delivered by in-house experts and vendors as needed. SST also retained an experienced third-party subcontractor to assist with project administration.

### **Impact/Outcome**

With ETP funds, training will result in achieving cost savings performance goals though greater efficiency and faster times to delivery. The Company's employees will be cross-trained to maintain its production lines to keep pace with growing customer demands for SST's products and to remain competitive in a fast paced and changing construction industry by upskilling its workforce.

**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) (\$ %)
ET22-0171	\$249,941	11/22/2021 - 11/21/2023	446	0	0	\$200,448 (80%)

Based on ETP Systems, SST's reimbursable hours have been tracked for potential earnings of \$200,448 (80% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through November, 21, 2023. This project is for SST's Riverside location only.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET20-0190	Stockton	11/4/2019 - 2/1/2022	\$450,708	\$450,708 (100%)
ET19-0446	Riverside	4/8/2019- 10/4/2021	\$339,315	\$338,481 (99%)
ET17-0436	Stockton	2/23/2017 - 2/22/2019	\$192,858	\$192,858 (100%)
ET17-0391	Riverside	1/25/2017- 1/24/2019	\$141,930	\$139,647 (98%)

**DEVELOPMENT SERVICES**

Training Grants Intelligence, Inc. (TGII) in Canton, GA assisted with proposal development for a fee of \$9,996.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Computer Skills**

- Computer-Aided Design/Computer-Aided Manufacturing
- Systems Applications Process
- Gantry Robot Software
- Automatic Palletizing Software
- Automated Inspection System Software
- Ignition Software
- Intermediate/Advanced Software Systems
  - Microsoft Applications
  - Proprietary Reporting & Support Systems, Anchor Design Software, Line Design and Selection Software
- Server & Hardware Configurations
- Automated Weld Cell Programming

#### **Continuous Improvement Skills**

- Organizational reliability
- Continuous Improvement Techniques
- Team Building
- Quality Concepts
- Communication Skills
- Supply Chain Management
- Leadership
- Quality Plan
- Finance
- Frontline Decision Making & Problem Solving
- High Performance Workplace Systems
- Lean Manufacturing
- Best Practices
- Lean
- ISO 9001:2015
- Business Strategies for Growth
- Customer Service Skills for Growth
- Leadership for Growth
- Performance Management
- Sales & Marketing for Growth

#### **Manufacturing Skills**

- Robotic Weld Cell
- Cross Training
- Amada Fiber Laser
- Machining Center
- Automated Screw Assembly

- Gantry Robot
- New Robotic Welding Cell
- Automatic Palletizing System
- Automated Inspection System
- Production Skills
- Quality
- Good Manufacturing Skills
- Equipment Operation
- Safety

9101 East Whittier Blvd., 2<sup>nd</sup> Floor  
Pico Rivera, California 90660-2405  
Phone: 562-695-4066  
Fax: 562-695-4807



September 7, 2021

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Simpson Strong tie 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: Qty 123 Production, Welding, Fabricating, Shipping, and Supervisors.

### 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,

  
Mario Vega

Business Manager



Communications  
Workers of America  
AFL, CIO

WA Local 9415  
1831 Park Boulevard  
Oakland CA 94606

Phone: (510) 834,941  
Fax: (510) 893,8275  
www.cwa941S.org

Employment Training Panel  
September 24<sup>th</sup>, 2021  
1100 J Street Sacramento, CA 95814

Dear Panel Members,

We understand Simpson Strong-Tie Stockton 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: 45 Maintenance, Supervisors, Engineers/IT

The Union with respective CWA Local 9415 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.

A handwritten signature in blue ink, appearing to read 'DTR', is positioned above a horizontal line.

Decovan T. Rhem,  
President CWA 9415  
510-759-9123 cell  
510-834-9415 office  
510-893-8275 fax



Retrainee-Job Creation  
**Training Proposal for:**  
**Mariani Nut Company**  
**Contract Number: ET23-0227**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**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:	Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 436	U.S.: 436	Worldwide: 436
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$650,000

<b>Total ETP Funding</b>
\$463,680

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., HazMat, Literacy Skills, Mfg. Skills	216	8-200	0	\$1,840	\$22.66
				Weighted Avg: 80			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., HazMat, Literacy Skills, Mfg. Skills	36	8-200	0	\$1,840	\$19.07
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Yolo County  
**Job Number 2 (Job Creation):** \$18.54 per hour for Yolo County

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

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administration		15
Forklift Driver		50
		26
Inventory Staff		4
		3
Machine Operator		35
		16
Production Lead		5
		13
Quality Control		39
Supervisor		10
<b>Job Number 2</b>		
Administration		5

Forklift Driver		5
		5
Inventory Staff		1
Machine Operator		10
Supervisor		2
Production Lead		2
		2
Quality Control		2
		2

## **INTRODUCTION**

Founded in 1972 and headquartered in Winters, Mariani Nut Company (Mariani Nut) ([www.marianinut.com](http://www.marianinut.com)) is one of the largest, privately-held, walnut and almond processors in the world. The Company grows and produces freshly harvested walnuts and almonds from its own farms in California. The Company supplies walnuts and almonds to large retail store chains worldwide. Training will be for its only location in Winters. This is Mariani Nut's first ETP project.

### **Veterans Program**

Mariani Nut does not actively recruits Veterans but does currently employ Veterans.

## **PROJECT DETAILS**

Mariani Nut has implemented an extensive training program in order to streamline production processes and improve product quality. The Company is expanding its production floor and has invested over \$15 million on new equipment including automation equipment, pasteurizing equipment, and sorting and packing machinery. Employees must all be trained on new operation processes, safety protocols, and maintenance of each new equipment.

Mariani Nut is also completing the nut pasteurizing process internally instead of outsourcing the process. Employees need to be cross-trained on new equipment, sanitation requirements, and certifications in order to meet pasteurization requirements. Training under this proposal will allow the Company to successfully implement new production processes while improving efficiencies and reducing overall cost.

### **Retrainee - Job Creation**

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

Mariani Nut is expanding its production floor by adding 5,000 sq. ft. to its production facility. The Company projects a 10% revenue growth each year and will hire 36 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and will focus on improving customer service. Training topics include Customer Service, Problem Solving & Decision Making and Sales Skill.

**Computer Skills:** Training will be offered to all occupations and will focus on the Company's internal software. Training topics include MRP System, One Point Learning System and Syteline ERP System.

**Continuous Improvement:** Training will be offered to all occupations and focus on improving workflow processes. Training topics include Facility Processes and Procedures, Kaizen and Six Sigma.

**Hazardous Materials:** Training will be offered to all occupations except Administration. Training will focus on handling waste materials. Training topics include Fumigation Procedures, Material Disposal, and Pesticides and Sanitation.

**Literacy Skills:** Training will be offered to all occupations to improve language and communication skills. Training topic will be on English as a Second Language.

**Manufacturing Skills:** Training will be offered to all occupations except Administration. Training will focus on equipment operation. Training topics include Equipment Maintenance, Equipment Operation, and Package Equipment Operations.

### **Commitment to Training**

Mariani Nut invests \$400,000 on training annually including safety, orientation, and harassment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The HR Director, HR Administrator, Safety Manager, and Operations Manager will be responsible for overseeing all training aspects of the project including scheduling training and collecting rosters. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

### **DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Accounting Techniques
- Business Writing
- Communication Skills
- Critical Thinking
- Customer Service
- Digital Security Awareness
- Finance & Accounting Principles
- Goal Setting
- Leadership
- Management
- Organizational Changes
- Presentation Skills
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Sales Skill
- Time Management
- Workplace Respect

#### **Computer Skills**

- Decision Resource, Inc.
- INFO Support
- Mobile Devices
- MRP System
- MS Office (Intermediate/Advanced)
- Networking
- One Point Learning System
- Syteline ERP System

#### **Continuous Improvement Skills**

- Facility Processes & Procedures
- Forklift Training
- Kaizen
- LEAN
- Pest Control
- PLC Machine
- Sanitation Training
- Six Sigma

**Hazardous Materials Skills**

- Fumigation Procedures
- Lockout/Tagout
- Material Disposal
- Pesticides and Sanitation

**Literacy Skills**

- English As A Second Language

**Manufacturing Skills**

- Assembly Processes
- BRC Certification
- Equipment Maintenance
- Equipment Operation
- Error Reduction
- Facility Processes
- Food Safety
- Good Manufacturing Practices
- Laser Sorters
- Manufacturing Basics
- Package Equipment Operations
- Palletizer
- Product Handling
- Production Technique
- Quality Assurance
- X-Ray Machinery



**Training Proposal for:  
Chaffey Community College District, Chaffey College**

**Contract Number: ET23-0292**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB<100	Industry Sector(s):	Manufacturing (E) Transportation and Warehousing (48-49)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,930		\$38,822 (8%)		\$599,752
<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>			<b>\$615,250</b>

**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 Retrainee	Business Skills Commercial Skills Computer Skills Cont. Impr. Skills HazMat HazWoper Literacy Skills Mgmt. Skills Mfg. Skills OSHA 10 OSHA 30	365	8-200	0	\$836	\$22.66
				Weighted Avg: 34			
2	Priority Rate Retrainee	Business Skills Commercial Skills Computer Skills Cont. Impr. Skills HazMat HazWoper Literacy Skills Mgmt. Skills Mfg. Skills OSHA 10 OSHA 30	35	8-300	0	\$7,380	\$22.66
				Weighted Avg: 300			
3	Retrainee	Business Skills Commercial Skills Computer Skills Cont. Impr. Skills HazMat HazWoper Literacy Skills Mgmt. Skills Mfg. Skills OSHA 10 OSHA 30	68	8-200	0	\$534	\$22.66
				Weighted Avg: 25			

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

**Minimum Wage by County:** Job Numbers 1-3: \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$23.59 per hour for Contra Costa County; \$22.66 per hour for Los Angeles, Orange, San Diego, and all other counties.

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

**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
Participating employers may use up to \$2.50 per hour to meet the Post-Retention Wage in all Job Numbers.

<b>Wage Range by Occupation</b>		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		3
		3
Logistics Staff		8
		2
Maintenance Staff/Technician		100
		164
Industrial Electrical Technician		1
		6
Equipment Operator		5
		1
Production Staff		12
		3
Manufacturing Staff		20
		5
Supervisor		4
		12
Manager		4
		12
<b>Job Number 2</b>		
Maintenance Staff/Technician		2
		11
Industrial Electrical Technician		2
		8
Equipment Operator		1
		1
Production Staff		4
		1
Manufacturing Staff		3
		2
<b>Job Number 3</b>		
Administrative Staff		10
		10
Maintenance Staff/Technician		4
		1
Industrial Electrical Technician		1
		2

Equipment Operator		1
		1
Production Staff		8
		2
Supervisor		2
		12
Manager		2
		12

## **INTRODUCTION**

Founded in 1883, Chaffey Community College District, Chaffey College (Chaffey) ([www.chaffey.edu](http://www.chaffey.edu)) is a two-year public community college. Chaffey provides training at four campuses in San Bernardino County: the main campus and headquarters in Rancho Cucamonga; an Information Technology Center in Chino; and two Industrial Technical Learning Centers (InTech) in Fontana. Training will be provided at Chaffey's campus locations in Rancho Cucamonga, Chino, Fontana as well as facilities identified by participating employers.

This will be Chaffey's tenth ETP Contract, and the sixth in the last five years. In prior ETP projects, Chaffey served and maintained relationships with manufacturing, logistics, distribution, and healthcare industry groups in the Inland Empire (Riverside and San Bernardino Counties), San Diego, eastern Los Angeles, and northern Orange Counties.

Training will target large and small businesses focused on technical, computer, literacy, quality leadership, and business skills customized by each participating employer's needs.

### **Veterans Program**

Although this project does not include a Veterans component, the training population of Chaffey's participating employers may potentially include Veterans.

## **PROJECT DETAILS**

Many Inland Empire employers continue to face an aging workforce, specifically in manufacturing. Employers must hire and retain skilled workers to replace the large number of employees leaving through retirement. Many of these employers prefer to promote from within which opens entry-level positions that require a significant amount of skills training. Employers report a lack of skilled workers in the Inland Empire to fill positions.

In addition, manufacturing jobs are in high demand. According to data from a recent Centers of Excellence 2021 report, an initiative of California Community Colleges Economic and Workforce Investment program that provides information on critical industries and occupations, within the Inland Empire's two-county region (Riverside and San Bernardino), there are nearly 1.8 million total jobs in 2021, or about 9.1% of the state's total employment (nearly 19.4 million jobs). Over the next five years, the region's industry employment is projected to grow by 7.7% (adding nearly 137,000 jobs), at a faster pace than the state's projected job growth of just 3.6%. The region is projected to contribute 19.6% of the state's net job growth over the next five years.

From among ETP's priority industries, Chaffey provides significant technical and professional skills training to employers in the manufacturing, distribution and logistics industries.

Chaffey conducted employer needs assessments and considering employment demand projections, ETP-funded training will allow employers to provide the necessary skills training to promote employees and provide technical skills to newly-hired workers including those hired in entry-level jobs. Training will help employers create a high-performance workforce and stimulate and support growth within their organizations.

### **Core Group of Employers**

These employers have been determined to meet out-of-state competition. Chaffey requests ETP funding for 467 trainees.

The core group of 10 employers consists of 2 small businesses and 8 large employers across California, of which, 9 are priority industries.

### **Training Plan**

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

**Business Skills:** Training topics include but are not limited to Behavioral Interviewing, Business Impact, Leadership, Negotiation Skills, Product Knowledge, Scheduling, Budgeting, and Cost Control.

**Commercial Skills:** Training topics include but are not limited to Control Systems Technology, Cable Networking the Physical Layer, AVO/High Voltage, Analog Communications, AC & DC Variable Speed Drives and Electro-Pneumatics I & II.

**Computer Skills:** Training topics include but are not limited to Auto CAD, Budgeting, Computer Networking, Document Control, SolidWORKS, Purchase Order Tracking and Cloud Based Training.

**Continuous Improvement:** Training topics include but are not limited to Black Belt Certification, Change Management, Inventory Control, Six Sigma, Supply Chain Elements, Cost Reduction, Certified Logistics Technician and Quality Technician Certification

**Literacy Skills:** Training topics include but are not limited to Language Comprehension, Reading Letters & Reports, Understanding Numbering Systems, Understanding Verbal Direction and Shop/Workplace Math.

**Management Skills:** Training topics include but are not limited to Conflict Management for Managers, Essential Interviewing Skills, Leadership for Managers, Planning for Managers and Project Management for Managers.

**Manufacturing Skills:** Training topics include but are not limited to Assembly Procedures, Cross-Functional Production/Equipment Skills, Equipment Operation, Food Processing, Manufacturing Practices, Non-Destructive Testing, and Blueprint Reading

### **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 journeyworkers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

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

### **Alternate Recordkeeping**

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

### **Curriculum Development**

Chaffey’s curriculum development is employer-driven to upskill specific occupations and/or drive a high-performance workplace culture. The College also meets with business/industry to identify training needs. The expected outcome aligns with a high-performance workplace in order to meet or exceed employer’s productivity goals.

Chaffey conducts training needs assessments in three ways: surveys with employers via electronic communication, convening with employer advisory groups quarterly, and working with individual employers, to develop a two-year training plan. At the completion of training, participants complete a program and instructor evaluation. Any recommendations or issues regarding the programs are discussed at team meetings, vetted with a group of employers, and implemented within the program.

### **Modification to Maximum Training Hours**

Chaffey reports that several manufacturers and logistics companies continue to express a need for Maintenance Staff (Mechanic), Industrial Electrician Technicians, and Manufacturing Staff trained in the electrical skills to service manufacturing equipment and machines. The loss in productivity due to down equipment and machinery is significant enough to compel employers to keep on-site, highly-skilled occupations such as Maintenance Staff (Mechanic), Industrial Electrician Technician, and Manufacturing Staff for immediate repairs, rather than wait for a vendor to send a mechanic out to repair/replace a machine or equipment.

The complete training course requires 472 hours of instruction because it is delivered at the intermediate to advanced level and covers numerous topics. If the training were to be delivered only at the ETP maximum 200 hour level, trainees may not be able to adequately maintain, repair, and replace machines in their plant/distribution center. While each trainee already has at least a

basic level of understanding or experience required to perform other aspects of their position, a more detailed level of skills and knowledge pertaining specifically to Electrical and Industrial Mechanical training will be delivered.

To increase transparency, the Maintenance Staff/Technician, Industrial Electrical Technicians, Equipment Operator, Production and Manufacturing Staff retrainees in Job Number 2 have been separated from Job 1 retrainees. Chaffey is requesting to increase the maximum training hours for Job Number 2 from 200 to 300.

The above request for a modification to maximum training hours has been approved by Panel within Chaffey's previous contracts, ET22-0193, ET20-0237, and ET19-0239. Chaffey has shown success with being able to upskill trainees within the required instruction hours needed.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law. Chaffey's participating employers stated that the proposed ETP training is supplementary in nature. Current and on-going training varies by employer but generally consists of new-hire orientation/onboarding, job-specific training, job shadowing (on-the-job training), harassment prevention, diversity, and state and federally mandated training.

In its current project, Chaffey has seen an increase in employer participation in continued training for its employees. Employers share with Chaffey their observations about the effects of training and the desired outcomes of training that transform individuals' attitudes, behaviors, and skills in the workplace. These positive results motivate employers to invest more time, money, and resources into additional training.

#### ➤ Training Infrastructure

Three of Chaffey's fulltime employees will be responsible for marketing, recruitment, conducting the needs assessment, coordinating and scheduling training, submitting invoices, and ensuring compliance with ETP recordkeeping requirements. The College's Director of Economic Development will oversee project activities and manage overall administration including the tracking of potential earnings against the total Contract amount. The infrastructure of a community college setting will continue to allow Chaffey to facilitate effective and efficient business practices.

Chaffey will retain administrative control of all activities associated with any training provided by other training vendors (colleges) including data entry, recordkeeping, and project administration. Specifically, Chaffey will provide all training instructors/vendors with an overview of ETP program guidelines. Further, vendors will be instructed in proper documentation required by ETP including the recording of daily attendance.

### **Marketing and Support Costs**

Chaffey advertises and networks through its local Chambers of Commerce; HR Network Group; local Workforce Development Departments for San Bernardino County; local city Economic Development Departments; Inland Empire Desert Regional Consortium; email blasts/phone calls to employer distribution database; and individual meetings with clients. Chaffey also regularly attends Manufacturer's Council of the Inland Empire (MCIE) and the High Desert Manufacturing Advising Council meetings to market training to its members electronically and during the annual

MCIE Summit. The College also communicates with the Chancellor's Office Deputy Sector Navigators and Centers of Excellence to leverage their contact with employers to advertise training. Further, the College produces flyers to promote training to current and potential employers, encouraging them to send referrals. Chaffey's website offers the training sign-up form, training calendar, and menu curriculum topics.

As previously stated, Chaffey meets with many of the MCIE council members at its facilities to conduct individualized training needs assessments. Marketing and outreach to employers statewide requires the efforts of several staff members to solicit new and maintain ongoing contact with its partners, advisory groups, and employers. Chaffey's Employer Engagement and Contract Education Expert has been designated to recruit and assess businesses if they are qualified to receive ETP-funded training, as well as work with local agencies and network groups to present the training programs and services Chaffey offers.

Chaffey is requesting 8% support costs for Job Numbers 1-3 for recruiting additional employers, assessing employer-specific job training requirements, and developing a 12 to 24-month training plan for each employer as well as customized training programs for individual employers. Assessment activities and employer recruitment will continue to take place throughout the duration of the contract.

### **Impact/Outcome**

Trainees receive certification of completion upon completing a training program. Dependent on the training program, they may also receive one or more of the following nationally recognized certifications: National Center for Construction Education and Research and Occupational Safety and Hazard. Chaffey's Six Sigma Green Belt Training is aligned with the body of knowledge for the American Society for Quality certification.

### **Trainer Qualifications**

Chaffey's trainers are engaged by the College as industry/subject matter experts. The trainers undergo a vetting/screening interview process by the department staff. Most of the trainers have a minimum of a bachelor's degree, with many having a master's or doctoral degree, along with industry-recognized certifications and credentials. Trainers are also required to have several years of business and industry-related experience.

### **Tuition Reimbursement**

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

**ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0193 (CCCF)	\$881,244	12/20/21-12/19/23	552	0	0	\$540,007 (61%)

\*ET22-0193: Based on ETP Systems, \$540,007 has been tracked for potential earnings of \$881,244 (61% of approved amount). The contract is on track for training being 68% into its training period. The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0275 (COVID)	Riverside, San Bernardino, Los Angeles, Orange	3/1/21-2/28/23	\$200,000	\$115,500 (58%)
ET20-0237	Riverside, San Bernardino, Los Angeles, Orange	12/23/19-3/22/22	\$749,994	\$749,994 (100%)
ET19-0239	Riverside, San Bernardino, Los Angeles, Orange	11/01/18-10/31/20	\$949,948	\$908,760 (96%)
ET18-0110	Riverside, San Bernardino, Los Angeles, Orange	7/1/17-6/30/19	\$949,391	\$922,842 (97%)

\*ET21-0275: Based on ETP Systems, \$154,000 of potential earnings has been tracked of \$200,000 (77% of approved amount). As this contract has just recently closed during the development of this proposal, only \$115,500 as of 2/28/23 has been paid out to the contractor. The Contractor projects to submit invoices for the remaining potential earnings based on training completed.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Impact
- Communication Skills
- Conflict Management
- Customer Service
- Decision-Making
- Emotional Intelligence
- Finance for the Non-Financial Manager
- Getting Business Results
- Group Effectiveness
- Interpersonal Skills
- Inventory Control
- Leadership
- Negotiation Skills
- Product Knowledge
- Project Management
- Scheduling, Budgeting, and Cost Control
- Telephone Skills
- Time Management
- Team Building

**Commercial Skills**

- Advanced Math
- Automotive Repair
- AC & DC Variable Speed Drives
- Analog Communications
- AVO (Amps/Volts/Ohms)/High Voltage
- Basic/Intermediate PLCs (Programmable Logic Controller)
- Computer Numerical Control (CNC)
- Cable Networking the Physical Layer
- Control Systems Technology
- Conventional Machining
- Copper and Plastic Piping Practices
- Drills and Related Tools
- Electro-Pneumatics I & II
- Fiber Optic Cabling the Physical Layer
- Forklift Training
- Fasteners and Anchors
- Gaskets and Packing
- Lubrication
- Heaters, Furnaces, Heat Exchangers, Cooling Towers, and Fin Fans
- High Pressure Steam Systems and Auxiliaries

- HVAC EPA 608 & 609
- Hydraulics I & II
- Industrial Electrical
- Industrial Electrical Safety Training
- Industrial Mechanical
- Instrumentation & Process Controls I & II
- Intermediate – Advanced Electricity & Motor Operation for Manufacturing Technicians
- Lathes
- Low-Pressure Steam Systems
- Lubrication
- Material Handling & Hand Rigging Mechatronics
- Machining
- Mobile and Support Equipment
- Oxyfuel Cutting
- Precision Measuring Tools
- Preventive and Predictive Maintenance Pumps and Drivers
- Semiconductor Devices SMAW Equipment & Set Up
- Transistor Amplifier Circuits
- Transistor Feedback Circuits
- Transistor Power Amplifiers
- Trenching & Shoring
- Troubleshooting and Repairing Pumps
- Troubleshooting and Repairing Gearboxes
- Troubleshooting Electrical Control Circuits Valves
- Welding

### **Computer Skills**

- Auto CAD
- Budgeting
- Company-Specific Software
- Computer Networking
- Cost Tracking
- Cloud Based Training
- Document Control
- Managing E-mail
- Manufacturing Resource Planning/Material Resource Planning
- Microsoft Office (Intermediate & Advanced)
- MS Project
- Inventory Control
- Payroll
- Purchase Order Tracking
- Shipping Solutions or Related Logistic Software
- SolidWORKS
- World-Wide Web

**Continuous Improvement Skills**

- 5S
- Basic Logistics Standard Practices
- Black Belt Certification
- Certified Logistics Associate
- Certified Logistics Technician
- Change Management
- Coaching/Motivating Employees
- Communicating Effectively
- Communicating Effectively with ELL (English Language Learners)
- Cost and Analysis
- Cost Reduction
- Green Belt Certification
- Interaction Management
- Inventory Control
- Leadership Skills for Frontline Workers
- Lean Manufacturing/Operations
- Monitoring
- Problem Solving
- Process Corrective Action
- Quality Technician Certification
- Resource Management Certification
- Scheduling and Planning
- Six Sigma
- Strategic Planning
- Supervisor/Lead Role
- Supply Chain Elements
- Teambuilding
- Time Studies & Line Balancing
- TQM – Total Quality Management
- Understanding Work Group Dynamics
- Yellow Belt Certification

**Hazardous Materials Skills**

- Hazardous Materials (HAZMAT)

**HazWoper**

- Hazardous Waste Operations and Emergency Response (HAZWOPER)

**Literacy Skills**

- Basic Math
- Language Comprehension
- Reading Letters & Reports
- Understanding Numbering Systems
- Understanding Verbal Direction
- Workplace English (Vocational English)
- Shop/Workplace Math
- Writing Letters & Reports

**Management Skills (Managers/Supervisors/Leads Only)**

- Basic/Advanced Supervisory and Management Skills
- Conflict Management for Managers
- Leadership for Managers
- Managing a High-Performance Workplace
- Planning for Managers
- Project Management for Managers

**Manufacturing Skills**

- Assembly Procedures
- Cross-Functional Production/Equipment Skills
- Equipment Operation
- Food Processing
- Manufacturing Practices
- Non-Destructive Testing
- Production Operation
- Warehousing
- Blueprint Reading
- Geometric Dimensioning & Tolerancing
- Inspection Techniques
- CNC (Computerized Numerical Control) Machining
- Prototyping

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

- OSHA 10 (Certified OSHA Instructor)

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

- OSHA 30 (Certified OSHA Instructor)

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET23-0292
Reference No: 22-0879	Page 1 of 3

Company: Affordable Plastics and Packaging	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 379 E Francis Street	
City, State, Zip: Ontario, CA, 91761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 250	
Total # of full-time company employees in California: 14	

Company: BBraun Medical Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2525 McGraw Ave	
City, State, Zip: Irvine, CA, 92614	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 64,000	
Total # of full-time company employees in California: 1,950	

Company: Bestway Laundry Solutions	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 1035 E. Third Street	
City, State, Zip: Corona, CA, 92879	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 2	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 15	
Total # of full-time company employees in California: 15	

Company: Ingram Micro	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12510 Micro Drive	
City, State, Zip: Mira Loma, CA, 91752	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 28,000	
Total # of full-time company employees in California: 1,800	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET23-0292
Reference No: 22-0879	Page 2 of 3

Company: Q&B Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15547 E First Street	
City, State, Zip: Irwindale, CA, 91706	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 135	
Total # of full-time company employees in California: 135	

Company: Steelscape	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11190 Arrow Rt.	
City, State, Zip: Ranch Cucamonga, CA, 91730	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 4	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 120	
Total # of full-time company employees in California: 120	

Company: Target Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14750 Miller Ave	
City, State, Zip: Fontana, CA, 92336	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 250	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 72,000	
Total # of full-time company employees in California: 12,000	

Company: TC Transcontinental Packaging	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5601 E Santa Ana Street	
City, State, Zip: Ontario, CA, 91761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 10,000	
Total # of full-time company employees in California: 106	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET23-0292
Reference No: 22-0879	Page 3 of 3

Company: Vista Metals Corp.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 134525 Whittram Ave	
City, State, Zip: Fontana, CA, 92235	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 400	
Total # of full-time company employees in California: 289	

Company: Warehouse Services Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3525 N. Mike Daley Dr.	
City, State, Zip: San Bernardino, CA, 92407	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,900	
Total # of full-time company employees in California: 230	



**Training Proposal for:**  
**South Orange County Community College District,**  
**Saddleback College**

**Contract Number: ET23-0299**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB<100	Industry Sector(s):	MEC (H) Manufacturing (33) Transportation and Warehousing (48-49) Information / Multi Media (51) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$247,480		\$17,216 8%		\$264,696

In-Kind Contribution:	50% of Total ETP Funding Required	\$299,118
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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	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, HazMat, HazWoper	220	8-200	0	\$984	\$22.66
				Weighted Avg: 40			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, HazMat, HazWoper	49	8-200	0	\$984	\$22.66
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Numbers 1-2: \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$23.59 per hour for Contra Costa County; \$22.66 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 may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff		2
		3
Logistics Staff		10
		10
Maintenance Staff/Technician		10
		10
Industrial Electrical Technician		13
		35
Equipment Operator		2
		10

Production Staff		12
		13
Manufacturing Staff		15
		35
Supervisor		10
		10
Manager		5
		15
<b>Job Number 2</b>		
Maintenance Staff/Technician		2
		10
Industrial Electrical Technician		2
		8
Equipment Operator		1
		3
Production Staff		6
		4
Manufacturing Staff		3
		10

## **INTRODUCTION**

Founded in 1967, South Orange County Community College District, Saddleback College (Saddleback) ([www.saddleback.edu](http://www.saddleback.edu)), is a multi-campus district comprised of Saddleback College in Mission Viejo, Irvine Valley College in Irvine, and the Advanced Technology & Education Park (ATEP) in Tustin. Saddleback serves over 42,000 students each semester and employs about 3,000 faculty and staff. Saddleback College and Irvine Valley College are accredited institutions that prepare students for associate degrees. Matriculating through the College District also gives the student population the ability to transfer to four-year colleges and universities. ATEP offers career technical and advanced technology classes to further the workforce development in the community. The Economic & Workforce Development and Business Sciences Division of Saddleback will be responsible for the training plan under this project.

Saddleback's main geographic service area is Orange County, but it also services Los Angeles, Riverside and San Diego counties. Additionally, through a collaborative with other colleges, training resources are shared to ensure necessary training is provided throughout the aforementioned county communities in order to continue to serve business/industry needs in respective service areas. The proposed training will target workers from large and small priority and non-priority business.

This is Saddleback's second ETP Contract and the second in the last five years.

### **Veterans Program**

Although this project does not include a Veterans component, the training population of Saddleback's participating employers may potentially include Veterans.

## **PROJECT DETAILS**

Saddleback serves multiple industries with a focus on medical device and aerospace manufacturing, transportation and logistics, information and communication technologies and hospitality/tourism. The manufacturing and transportation/logistics industries are experiencing consistent, year-over-year growth, with the selection of skilled workers shrinking over time. As the most experienced workers retire, the requisite body of knowledge and skills a worker must possess grows with the implementation of new technology, automation and robotics. More and more employers are turning to Community Colleges to help upskill the knowledge from within the ranks of their incumbent workforce in order to meet current demands.

### **Core Group of Employers**

These employers have been determined to meet out-of-state competition. Saddleback requests ETP funding for 269 trainees. The core group of 5 employers consists of 3 small businesses and 2 large employer across California, of which, 4 are priority industries.

### **Training Plan**

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

**Business Skills:** Training topics include behavioral interviewing, communication skills, emotional intelligence, group effectiveness, product knowledge and inventory control.

**Commercial Skills:** Training topics include analog communications, computer numerical control, copper and plastic piping practices, fiber optic and cabling the physical layer.

**Computer Skills:** Training topics include document control, managing e-mails, cost tracking, purchase order tracking, cloud based training and company-specific software.

**Continuous Improvement:** Training topics include basic logistics standard practices, change management, cost reduction, monitoring, problem solving, strategic planning, and leadership skills for frontline workers.

**Literacy Skills:** Training topics include language comprehension, reading letters and reports, understanding numbering systems and understanding verbal direction.

**Management Skills:** Training topics include conflict management for managers, leadership for managers, project management for managers and essential interviewing skills.

**Manufacturing Skills:** Training topics include assembly procedures, equipment operation, food processing, manufacturing practices, warehousing and prototyping.

### **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 journeyworkers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the

hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

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. 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.

### **Marketing and Support Costs**

SOCCD is requesting 8% support costs for this proposal to cover the cost of recruiting additional employers and assessing employer-specific job training requirements. Assessment activities and employer recruitment will continue to take place throughout the duration of the contract. Staff recommends approval of 8% for support costs.

### **Impact/Outcome**

Trainees have the potential to receive a certification upon completing the training program at Saddleback College. Because the training is customized based on an Employer’s specific needs, the main objective is to provide trainees with the skills necessary to sustain a secure job in the workforce. Other more generalized trainings are designed to prepare the trainees to achieve skills necessary for certification and upward mobility at their respective employer. Examples of this would include Six Sigma Certifications, Project Management development or Human Resources Certification, and any other industry-recognized certification that falls within Saddleback College’s scope of training.

### **Work Sharing**

Work Sharing is a program available to employers who reduce employee wages and hours as an alternative to layoffs. The program is operated by the Employment Development Department. Trainees who participate in Work Sharing qualify for a retention period of 500 hours in 180 days.

### **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.

Rather than displace existing training resources from the core employers, Saddleback believes that ETP funds will augment and grow its current training programs, which include training

programs paid for out-of-pocket by employers. This will increase the perceived value and motivation surrounding training, resulting in higher likelihood of community engagement and investment in training, which will allow for continued expansion of the training program in the future.

➤ Training Infrastructure

Marketing, participating employer recruitment, training needs analysis and training coordination will be done by Saddleback College’s Economic and Workforce Development team – a team of seven. Other administrative tasks such as inputting employer certification statement, trainee enrollment, hours tracking, 90-day retentions and billing will be done by the administrative subcontractor.

**Tuition Reimbursement**

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

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0245	Mission Viejo	12/14/20 to 12/13/22	\$399,990	\$133,036 (33%)

\*ET21-0245 currently has been paid 33% of its contract value at \$133,036 of the total awarded \$399,990. The Contract is still under fiscal review of final invoicing with potential earning value in the ETP system of \$265,532 for a potential performance of 66% of the total awarded \$399,990. In early 2021 many of SOCCD’s Participating Employers were still dealing with the effects of COVID-19, reduced workforce and remote work arrangements which resulted in previously scheduled training being postponed or eliminated. Moving forward from this, current participating employers are back to operations where a capacity for training can be brought back to normal efficiency.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Impact
- Communication Skills
- Conflict Management
- Customer Service
- Decision-Making
- Finance for the Non-Financial Manager
- Getting Business Results
- Group Effectiveness
- Interpersonal Skills
- Inventory Control
- Leadership
- Negotiation Skills
- Personal Effectiveness
- Product Knowledge
- Project Management
- Scheduling, Budgeting, and Cost Control
- Telephone Skills
- Time Management
- Team Building

**Commercial Skills**

- Advanced Math
- Automotive Repair
- AC & DC Variable Speed Drives
- Analog Communications
- AVO/High Voltage
- Basic/Intermediate PLCs
- Computer Numerical Control
- Cable Networking the Physical Layer
- Control Systems Technology
- Conventional Machining
- Copper and Plastic Piping Practices
- Drills and Related Tools
- Electro-Pneumatics I & II
- Fiber Optic Cabling the Physical Layer
- Forklift Training
- Fasteners and Anchors
- Gaskets and Packing
- Lubrication
- Heaters, Furnaces, Heat Exchangers, Cooling Towers, and Fin Fans
- High Pressure Steam Systems and Auxiliaries

- HVAC EPA 608 & 609
- Hydraulics I & II
- Industrial Electrical
- Industrial Electrical Safety Training
- Industrial Mechanical
- Instrumentation & Process Controls I & II
- Intermediate – Advanced Electricity & Motor Operation for Manufacturing Technicians
- Lathes
- Low-Pressure Steam Systems
- Lubrication
- Material Handling & Hand Rigging Mechatronics
- Machining
- Mobile and Support Equipment
- Oxyfuel Cutting
- Precision Measuring Tools
- Preventive and Predictive Maintenance Pumps and drivers
- Semiconductor Devices SMAW-Equipment & Set Up
- Transistor Amplifier Circuits
- Transistor Feedback Circuits
- Transistor Power Amplifiers
- Trenching & Shoring
- Troubleshooting and Repairing Pumps Troubleshooting and Repairing Gearboxes
- Troubleshooting Electrical Control Circuits Valves
- Welding

### **Computer Skills**

- Auto CAD
- Budgeting
- Company-Specific Software
- Computer Networking
- Cost Tracking
- Cloud-Based Training
- Document Control
- Managing E-mail
- Manufacturing Resource Planning/Material Resource Planning
- Microsoft Office (Intermediate & Advanced)
- MS Project
- Inventory Control
- Payroll
- Purchase Order Tracking
- Shipping Solutions or Related Logistic Software
- SolidWORKS
- World-Wide Web

**Continuous Improvement Skills**

- 5S
- Basic Logistics Standard Practices
- Black Belt Certification
- Certified Logistics Associate
- Certified Logistics Technician
- Change Management
- Coaching/Motivating Employees
- Communicating Effectively
- Communicating Effectively with ELL (English Language Learners)
- Cost and Analysis
- Cost Reduction
- Green Belt Certification
- Interaction Management
- Inventory Control
- Leadership Skills for Frontline Workers
- Lean Manufacturing/Operations
- Monitoring
- Problem Solving
- Process Corrective Action
- Quality Technician Certification
- Resource Management Certification
- Scheduling and Planning
- Lean Six Sigma
- Strategic Planning
- Supervisor/Lead Role
- Supply Chain Elements
- Teambuilding
- Time Studies & Line Balancing
- Total Quality Management
- Understanding Work Group Dynamics
- Yellow Belt Certification

**Hazardous Materials Skills**

- Hazardous Materials (HAZMAT)

**HazWoper**

- Hazardous Waste Operations and Emergency Response

**Literacy Skills**

- Basic Math
- Language Comprehension
- Reading Letters & Reports
- Understanding Numbering Systems
- Understanding Verbal Direction
- Workplace English (Vocational English as a Second Language)
- Shop/Workplace Math
- Writing Letters & Reports

**Management Skills (Managers/Supervisors/Leads Only)**

- Basic/Advanced Supervisory and Management Skills
- Conflict Management for Managers
- Essential Interviewing Skills
- Leadership for Managers
- Managing a High-Performance Workplace
- Planning for Managers
- Project Management for Managers

**Manufacturing Skills**

- Assembly Procedures
- Cross-Functional Production/Equipment Skills
- Equipment Operation
- Food Processing
- Manufacturing Practices
- Non-Destructive Testing
- Production Operation
- Warehousing
- Blueprint Reading
- Geometric Dimensioning & Tolerancing
- Inspection Techniques
- CNC Machining
- Prototyping

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

- OSHA 10 (Certified OSHA Instructor)

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

- OSHA 30 (Certified OSHA Instructor)

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: South Orange County Community College District	CCG No.: ET23-0299
Reference No: 22-0865	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Alcon	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15800 Alton Parkway	
City, State, Zip: Irvine, CA 92618	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 80	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 20,000	
Total # of full-time company employees in California: 800	
Company: Amazon	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4950 Goodman Rd.	
City, State, Zip: Eastvale, CA 91752	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 126	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,000,000	
Total # of full-time company employees in California: 80,000	
Company: BioDot, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2852 Alton Parkway	
City, State, Zip: Irvine, CA 92606	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 28	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 93	
Total # of full-time company employees in California: 58	
Company: Campbell Engineering, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 20412 Barents Sea Circle	
City, State, Zip: Lake Forest, CA 92630	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 34	
Total # of full-time company employees in California: 34	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: South Orange County Community College District	CCG No.: ET23-0299
Reference No: 22-0865	Page 2 of 2

Company: Catalina Cylinders, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 7300 Anaconda Ave.

City, State, Zip: Garden Grove, CA 92841

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 206

Total # of full-time company employees in California: 100



**Training Proposal for:  
The Corporation for Manufacturing Excellence (MANEX)**

**Contract Number: ET23-0300**

**Panel Meeting of:** March 24, 2023

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB<100	Industry Sector(s):	MEC (H) Manufacturing (E) Aerospace Related  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern California	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**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,280		\$38,976 8%		\$599,256

In-Kind Contribution:	50% of Total ETP Funding Required	\$560,280
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm. Skills, Computer Skills, Cont. Improv., Literacy Skills, Mgmt. Skills, Mfg. Skills	609	8-200	0	\$984	\$22.66
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Numbers 1: \$24.72 per hour in Alameda, Marin, San Francisco, San Mateo, and Santa Clara counties; \$23.59 per hour in Contra Costa County; \$22.66 per hour in Sacramento and 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 \$2.47 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
Engineers		100
Front Office Staff		3
		17
Managers / Supervisors		100
Production / Quality Staff		50
		319
Support Staff		5
		15

**INTRODUCTION**

Founded in 1995 and headquartered in San Ramon, The Corporation for Manufacturing Excellence (Manex) ([www.manexconsulting.com](http://www.manexconsulting.com)) provides business improvement services to manufacturers. These services include corporate strategy, innovation, strategic planning, marketing, sales training and development, Lean manufacturing, supply chains and logistics, Six Sigma, ISO processes, performance management and systems implementation including ERP readiness, change management and program management.

Manex provides training to companies that manufacturer aircraft parts, machine shops, sewn products, wood, food and food processors, high-tech medical devices, PC-boards, and satellite

and consumer-electronics. Additionally, Manex is partnered with the National Institute of Standards and Technology, Manufacturing Extension Partnership, and Regional Operations Center whose goal is to work with small to mid-size companies by providing business assistance and training with the goal of retaining businesses and jobs in California.

This will be Manex's eighth ETP Contract, and its fifth in the last five years. Previous training was provided to various small and mid-sized companies of different industry sectors. In its current 2021-2023 Contract, it funded various Participating Employers (PE) on process improvement to increase productivity and business efficiencies, learn to eliminate waste, and enhance competitiveness.

### **Veterans Program**

Even though Manex is not including a separate Veterans' Job Number, its PEs actively recruit veterans for training by contacting Concord's Veterans Affairs Center for leads.

### **PROJECT DETAILS**

Training in this proposal will be similar to its prior projects. Various PEs continue to expand their workforces. Some of the PEs will receive training for the first time. Employees have new responsibilities and must be trained in process improvement and best business practices to increase productivity and business efficiencies, learn to eliminate waste, and enhance competitiveness. The majority of the training will be conducted at PEs' facilities.

### **Training Plan**

The following training will be delivered via Class/Lab and E-Learning:

**Business Skills:** Training will be offered to all occupations and includes Business Strategies, Communication Skills, and Strategic Planning.

**Commercial Skills:** Training will be offered to all occupations and includes Marketing, Sales Engine Optimization, Pricing, and Business Modeling.

**Computer Skills:** Training will be offered to all occupations and includes Enterprise Resource Planning, Database Applications, and Computer-Aided Design Software Program.

**Continuous Improvement:** Training will be offered to all occupations and includes Lean Manufacturing, Six Sigma, Problem Solving Skills, and Leadership.

**Literacy Skills:** Training will be offered to any trainee that needs basic skills to perform their jobs or to fully participate in the training programs. Course topics would include Comprehension and Oral Skills, Basic Writing Skills, and Basic Math.

**Management Skills:** This training will be offered to Managers and Supervisors. Course topics include Coaching / Feedback, Project Management, and Conflict Management.

**Manufacturing Skills:** Training will be offered to Managers/Supervisors, Production / Quality and Engineering Staff and includes Automation, Food Safety, Assembly Operations, and Robotics.

### **Commitment to Training**

PEs' internal training programs will continue to provide job-specific and organization-wide training related to initial on-boarding, orientation, company policies, machine specific training, process training, general health and safety training, and basic manufacturing skills specific to its

operations. ETP-funded training will improve operational performance and support increased manufacturing competitiveness. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Manex's Vice President of Client Services (dedicated administrator) conducts needs' assessments at its clients' facilities. A Client Services Representative is responsible for ensuring each PE meets ETP's guidelines, enrolls and enters data into ETP's online systems, reviews rosters for completeness, conducts invoicing, and reviews plan updates. Every Manex trainer will be responsible for training delivered, collecting rosters, and providing the rosters to the Client Services Representative.

#### **Impact/Outcome**

Manex assists manufacturers by preparing for certification programs such as ISO Certification, Quality Standards, and Safe Quality Food certifications of completion. Manex will provide training to its PEs that leads to certification. These certifications and/or product diversification often lead to new markets and increased sales, which help companies grow and provide workforce stability.

#### **Marketing and Support Costs**

Manex is actively involved with various community organizations such as economic-development partners, cities, chambers of commerce, colleges, and business groups. Manex's staff also sponsors seminars and conferences throughout Northern California promoting changes and advancements in training opportunities for manufacturers. Thus, Manex requests and staff recommends an 8% support cost for help with recruitment and marketing efforts required to secure PEs.

#### **Trainer Qualifications**

Training will be provided by in-house experts and vendors as needed. Trainers have a wide range of certifications including Certified Manager of Organizational Excellence, ISO Lead Auditor, HACCP Food Safety, Registered FDA Food Safety Professional, Registered USDA Food Safety Professional, Certified Quality Engineer, Project Management Professional, Institute of Coaching Professional, Lean Six Sigma Black Belt, Lean Six Sigma Master Black Belt, and Design for Six Sigma Master. Training will be delivered by trainers who are professionally qualified to deliver specific content required to meet employee-development needs.

#### **Tuition Reimbursement**

MANEX 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 COVID Performance**

The Company has a prior ETP contract (ET21-0214) under the COVID Pilot Project with a term of December 20, 2020 to December 19, 2022 which earned \$200,000 or 100% of the Contract amount.

## **ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET21-0343	\$399,996	6/28/21 – 6/27/23	344	604	0	\$399,996 (100%)

Based on ETP systems, 17,640 reimbursable hours have been tracked for potential earnings of \$399,996 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2023 of final training.

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET20-0105	Northern CA	7/1/19 – 6/30/21	\$749,808	\$744,479 (99%)
ET18-0113	Northern CA	7/1/17 – 6/30/19	\$949,160	\$949,160 (100%)

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

Gemba Quality Consulting of Fairfield will provide Lean Manufacturing training for a fee of \$50,000. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Business Strategies
- Communication Skills
- Strategic Planning
- Supervisory
- Selling / Serving Customers

#### **Commercial Skills**

- Marketing
- Sales Engine Optimization (SEO)
- Pricing
- Sales
- Business Modeling
- TWI Methods
- Engineering Drawings
- Measurements
- Equipment Operation and Certification

#### **Computer Skills**

- Computer-Aided Design Software Program
- Enterprise Resource Planning
- Manufacturing Management
- Database Applications
- Web-site Development and Maintenance

#### **Continuous Improvement Skills**

- Lean Manufacturing
- Six Sigma
- Creative / Innovative Thinking Skills
- ISO
- Problem Solving Skills
- Developing Solutions
- Interpersonal Skills
- Leadership

#### **Literacy Skills**

- Comprehension and Oral Skills
- Basic Writing Skills
- Basic Math

**Management Skills (Managers/Supervisors/Leads Only)**

- Coaching / Feedback
- Conflict Management
- Facilitation Skills
- Motivation / Reinforcement
- Project Management

**Manufacturing Skills**

- Automation
- Food Safety
- Capacity Improvement with Waste Reduction Methods
- Capability Improvement with Variation Reduction Methods
- Assembly Operations
- Compliance Improvement Through Process Standardization
- Equipment / Preventive Maintenance
- Robotics

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX) CCG No.: ET23-0300  
Reference No: 22-0816 Page 1 of 6

ALPHABETIZE BY COMPANY NAME

Company: A1-Jays Machining Priority Industry?  Yes  No

Address: 2288 Oakland Road

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 30 Small Business?  Yes  No

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 75

Company: All Power Lab Priority Industry?  Yes  No

Address: 1010 Murray Street

City, State, Zip: Berkeley, CA 94710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 24 Small Business?  Yes  No

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: Bay Associates Priority Industry?  Yes  No

Address: 46840 Lakesview Blvd.

City, State, Zip: Fremont, CA 94538

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 40 Small Business?  Yes  No

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 85

Company: E-Fab Priority Industry?  Yes  No

Address: 1075 Richardson Avenue

City, State, Zip: Santa Clara, CA 95050

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 20 Small Business?  Yes  No

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX) CCG No.: ET23-0300  
Reference No: 22-0816 Page 2 of 6

ALPHABETIZE BY COMPANY NAME

Company: Elcon Precision Priority Industry?  Yes  No

Address: 1009 Timothy Drive

City, State, Zip: San Jose, CA 95133

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 23 Small Business?  Yes  No

Total # of full-time company employees worldwide: 23

Total # of full-time company employees in California: 23

Company: Expedite Precision Works Priority Industry?  Yes  No

Address: 931 Berryessa Road

City, State, Zip: San Jose, CA 95133

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35 Small Business?  Yes  No

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Extron, Inc. Priority Industry?  Yes  No

Address: 496S. Abbot Avenue

City, State, Zip: Milpitas, CA 95035

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 125 Small Business?  Yes  No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 125

Company: Gyrus (Olympus America) Priority Industry?  Yes  No

Address: 2400 Ringwood Avenue

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 60 Small Business?  Yes  No

Total # of full-time company employees worldwide: 5,000

Total # of full-time company employees in California: 550

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX) CCG No.: ET23-0300  
Reference No: 22-0816 Page 3 of 6

Company: Heath Ceramics Priority Industry?  Yes  No

Address: 400 Gate Five Road

City, State, Zip: Sausalito, CA 94965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 85 Small Business?  Yes  No

Total # of full-time company employees worldwide: 85

Total # of full-time company employees in California: 85

Company: Integrated Optical Services Priority Industry?  Yes  No

Address: 3150 Molinaro Street

City, State, Zip: Santa Clara, CA 95054

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 28 Small Business?  Yes  No

Total # of full-time company employees worldwide: 28

Total # of full-time company employees in California: 28

Company: Kalman Manufacturing, Inc. Priority Industry?  Yes  No

Address: 780 Jarvis Drive, Suite 150

City, State, Zip: Morgan Hill, CA 95037

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35 Small Business?  Yes  No

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Kreysler & Associates, Inc. Priority Industry?  Yes  No

Address: 501 Green Island Road

City, State, Zip: American Canyon, CA 94503

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 80 Small Business?  Yes  No

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX) CCG No.: ET23-0300  
Reference No: 22-0816 Page 4 of 6

Company: Luminous Device Technologies	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3030 Kenneth Street	
City, State, Zip: Santa Clara, CA 95054	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 20	
Total # of full-time company employees in California: 20	
<hr/>	
Company: Mathews Mechanical (Adonai Enterprises)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7752 Enterprise Road	
City, State, Zip: Newark, CA 94568	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 35	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 35	
Total # of full-time company employees in California: 35	
<hr/>	
Company: Mizuho Orthopedic Services, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 30031 Ahern Avenue	
City, State, Zip: Union City, CA 94587	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 277	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 277	
Total # of full-time company employees in California: 277	
<hr/>	
Company: My Heat Sinks	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3167 Independence Drive	
City, State, Zip: Livermore, CA 94551	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 5	
Total # of full-time company employees in California: 5	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX) CCG No.: ET23-0300  
Reference No: 22-0816 Page 5 of 6

Company: Plastikon Industries Priority Industry?  Yes  No

Address: 688 Sandoval Way

City, State, Zip: Hayward, CA 94544

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 50 Small Business?  Yes  No

Total # of full-time company employees worldwide: 252

Total # of full-time company employees in California: 252

Company: Priority Architectural Graphics Priority Industry?  Yes  No

Address: 1260 Egbert Avenue

City, State, Zip: San Francisco, CA 94124

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 35 Small Business?  Yes  No

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Ramar Foods Priority Industry?  Yes  No

Address: 1101 Railroad Lane

City, State, Zip: Pittsburg, CA 94565

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 50 Small Business?  Yes  No

Total # of full-time company employees worldwide: 325

Total # of full-time company employees in California: 325

Company: Santini Foods, Inc. Priority Industry?  Yes  No

Address: 16505 Worthley Drive

City, State, Zip: San Lorenzo, CA 94580

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 66 Small Business?  Yes  No

Total # of full-time company employees worldwide: 66

Total # of full-time company employees in California: 66

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: The Corporation for Manufacturing Excellence (MANEX)	CCG No.: ET23-0300
Reference No: 22-0816	Page 6 of 6

Company: Staubli	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 100 Market Street	
City, State, Zip: Windsor, CA 95492	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 350	
Total # of full-time company employees in California: 50	
Company: Unigen Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 39730 Eureka Drive	
City, State, Zip: Newark, CA 94560	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 120	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 120	
Total # of full-time company employees in California: 120	
Company: United Mechanical & Metal Fabricators, Inc. (UMEC)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 33353 Lewis Avenue	
City, State, Zip: Union City, CA 94587	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 75	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 75	
Total # of full-time company employees in California: 75	
Company: Vacuum Process Engineering, Inc. (VPE)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 110 Commerce Circle	
City, State, Zip: Sacramento, CA 95815	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 80	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 100	
Total # of full-time company employees in California: 100	



**Training Proposal for:**  
**California Manufacturers and Technology Association**

**Contract Number: ET23-0291**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 HUA SET New Hire At-Risk Youth	Industry Sector(s):	Manufacturing (E) Professional, Scientific, Technology (54) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$560,770		\$38,800 8%		\$599,570

In-Kind Contribution:	50% of Total ETP Funding Required	\$750,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr, HazMat, Mfg Skills, Management Skills, Literacy Skills, Hazwoper, OSHA 10/30, PL Mfg Skills	900	8-200	0-12	\$492	\$22.66
				Weighted Avg: 20			
2	Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Cont. Impr, HazMat, Mfg Skills, Management Skills, Literacy Skills, Hazwoper, OSHA 10/30, PL Mfg Skills	80	8-200	0-12	\$713	\$22.66
				Weighted Avg: 29			
3	Retrainee	Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	52	8-200	0-12	\$620	\$22.66
				Weighted Avg: 29			
4	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	62	8-200	0-12	\$615	\$17.00
				Weighted Avg: 25			
5	New Hire Priority Rate SET At-Risk Youth	Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	20	8-260	0-12	\$1,468	\$16.25
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County: Job Numbers 1-3:** \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$23.59 per hour for Contra Costa County; \$22.66 per hour for all other counties

**Job Numbers 4 (HUA):** \$18.54 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$17.69 per hour for Contra Costa County; \$17.00 per hour for all other counties

**Job Number 5 (New Hire):** \$15.50 per hour in all 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

Employer may use health benefits to meet the Post-Retention Wage (Up to \$2.50 per hour in Job Numbers 1-4).

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Support		125
		129
Customer Service and Sales Staff		56
		115
Manufacturing/Production Associate		110
		90
		90
Maintenance/Field Technician		65
		100
Engineer		28
Manager/Supervisor		10
		47
Analyst		40
		109

**INTRODUCTION**

California Manufacturers and Technology Association (CMTA) ([www.cmta.net](http://www.cmta.net)) is a trade association representing a large number of California’s manufacturing, processing, service and technology-based companies. Headquartered in Sacramento, CMTA has worked closely with its member companies and ETP to implement successful work skills training programs for over 20 years. CMTA’s comprehensive advocacy and educational initiatives seek to foster a business environment that will lead to the creation and retention of high-wage, high-skill jobs that will enhance the overall prosperity of California. CMTA promotes training programs and policies that help manufacturers achieve higher performance. This will be CMTA’s eighth ETP-funded project in the past five years.

**Veterans Program**

CMTA does not actively recruit Veterans, however participating employers may employ Veterans.

## **PROJECT DETAILS**

The training proposed under this application will target priority manufacturers and other priority industries that meet the requirements for out-of-state competition. CMTA continues to serve member companies that need to improve productivity both in the workplace in order to stay competitive in California. CMTA relies on training research data from the National Association of Manufacturers to ensure we are providing the type of training required on a national level. In addition, CMTA surveys members to discern local training requirements.

Many CMTA members continue to have difficulty finding qualified workers. This ETP funded training will help our member-companies up-skill incumbent workers to meet the needs of the marketplace. CMTA is continuing to work closely with regional manufacturing groups such as the Sacramento Valley Manufacturing Initiative (SVMI). CMTA is helping to fund worker training programs that are backed by SVMI including CNC entry level operators. SVMI is organized by and for Sacramento's manufacturers. As the region's manufacturers, they are committed to working with educators and industry partners to proactively develop vocational, educational and workforce initiatives and programs leading to fulfilling manufacturing career paths for the region's students and workforce. Their efforts will ensure that the Sacramento area is viewed as a region of manufacturing excellence with a globally competitive manufacturing sector and a solid pipeline of skilled workers to showcase the region's success and expansion.

### **Prior COVID Performance**

CMTA had a prior contract with ETP under the COVID Pilot with a term of 10/5/2020 to 10/4/2022. CMTA has successfully placed 100 trainee and has earned the full contract amount of \$200,000.

### **Training Plan**

The proposed training will mainly target manufacturers; however, companies from technology and other industries may also participate. CMTA serves companies statewide, training to improve productivity for companies to be competitive in California. Training will be offered in Class/Lab, E-Learning, Productive Laboratory, and CBT.

**Business Skills:** Training will be delivered to all occupations and focus on improving customer service and business management. Training topics include Planning and Organization Skills, Customer Service, and Time Management Skills.

**Computer Skills:** Training will be delivered to all occupations and focus on becoming more proficient in the use of software platforms. Training topics include CAD/CAM, CNC Software, and Customer Relationship Management (CRM).

**Continuous Improvement:** Training will be provided to all occupations and focus on reducing waste, increasing efficiencies and improving quality. Training topics include Kaizen Methodology, Problem Solving, and Lean Manufacturing.

**Hazardous Materials:** Training will be delivered to all manufacturing occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Hazards Communication and Workplace Hazardous Materials Information System (WHMIS).

**Literacy Skills:** Training will be delivered to all manufacturing occupations and focus on trainees that require improvement with the understanding of the English language as it pertains to their specific job duties. Training topic include Vocational English as a Second Language (VESL).

**Management Skills:** Training will be provided to Managers and Supervisors in leadership skills and managing change. Training topics include Leadership Skills, Performance Management, and Situational Leadership.

**Manufacturing Skills:** Training will be provided to Manufacturing Associates and Maintenance Technicians. Training will focus on equipment upgrades and technical skills. Training topics include Blueprint Reading, Equipment Operation, and Welding and Soldering Fundamentals/Techniques.

### **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 production, maintenance, and technician 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. OSHA 10/30 is not included in the 10% limitation on safety training.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site, and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **Computer-Based Training**

CMTA will provide Computer-Based Training (CBT). CBT courses will primarily consist of Tooling U online training (<http://www.toolingu.com/>). Small businesses that find it difficult to stop production to train may take advantage of Tooling U. This allows for full production to continue as trainees can be individually taken off their job to participate in CBT. Trainees will receive between 0-12 hours of CBT.

### **Productive Lab**

Trainees may produce goods for profit as part of the Productive Laboratory (PL) training in the courses identified under the Curriculum. The instructor will be dedicated 100% of the time to training delivery during all hours of PL training.

Participating employers under CMTA will train Manufacturing Associates and Managers/Supervisors on CNC and manual equipment operations. Since factory equipment cannot be reproduced in a classroom setting, PL-Manufacturing Skills training is necessary to ensure safety and production standards are being met. This training will be provided at a much slower pace than regular production with significantly higher product defects. A subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment. A department supervisor will certify trainee competency once training is completed.

PL training will be under constant supervision at a 1:3 trainer-to-trainee ratio. CMTA has requested a 1:3 ratio because trainees typically work in groups of three when assigned to a machine. PL training will be approximately up to 30 hours per trainee for Job Numbers 1-4 and up to 120 hours per trainee for Job Number 5. Job Numbers 1-4 include approximately 76 Manufacturing Associates and 4 Managers/Supervisors receiving PL training. Job Number 5 includes approximately 10 Manufacturing Associates receiving PL training.

### **Ex-Offender/At-Risk Youth**

Job Number 5 will be funded as Special Employment Training under the Ex-Offender/At-Risk Youth Guidelines.

The participating employer, Rise Up Industries, provides CNC Machine Operators training for ex-offenders. The training program functions as a working machine shop, teaching skills in the classroom and requiring hands-on training while completing customer orders. The machine shop prepares workers for successful reentry into society with a well-paying career with mainly PL training to ensure proper CNC machine operation. PL will allow trainees to receive practical, real-world experience in a working environment without creating excessive waste and will ensure that workers are trained in specific skills for each piece of machinery to gain the skills needed for hiring. CMTA 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.

#### ➤ Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the trainees in Job Number 5, not to exceed 25% of the total number of trainees retained in employment.

### **High Unemployment Area**

Trainees (Job Number 4) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. CMTA requests a wage modification for the trainees in Job Number 4 from \$24.72 to \$18.54 per hour in Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; from \$23.59 to \$17.69 per hour for Contra Costa County; and from \$22.66 to \$17.00 per hour for all other counties.

Approximately 62 Manufacturing/Production Associates will need the wage modification.

### **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. Many of the participating employers do not have structured training programs due to budgetary constraints.

Training for these companies is generally provided on an as needed basis and can often be delayed. ETP funding will expand industry specific training to upgrade employee skill sets.

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 Manager of Training Services will be responsible for overseeing all aspects of this training project. Training will be delivered primarily at the participating employers' worksites, with some center-based classes for employers with similar training needs. CMTA has partnered with three training subcontractors to deliver training in Continuous Improvement, Business and Computer Skills. Participating employers will also provide qualified trainers who will train their own employees and coordinate training.

CMTA has three full-time staff members assigned to conduct employer marketing and recruitment, training needs assessments, skill gap analysis, trainer recommendations and selection, class scheduling, and compliance with all ETP documentation and tracking activities.

#### Marketing and Support Costs

CMTA markets to an extensive database of current and potential members. Marketing activities are done through newsletters, workforce development partnerships, community colleges, trade shows, telemarketing, direct mailing, and in-person visits.

CMTA is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs for Job Numbers 1-5.

#### **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) (\$ %)
ET22-0202	\$599,440	12/20/2021-12/19/2023	508	274	274	\$596,632 (99%)
ET22-0123	\$599,968	8/23/2021-8/22/2023	1,160	125	125	\$423,424 (70%)

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0260	Sacramento	2/3/2020- 2/2/2022	\$949,065	\$949,065 (100%)
ET19-0321	Sacramento	12/31/18- 12/30/20	\$949,765	\$949,765 (100%)
ET18-0107	Sacramento	7/01/17- 6/30/19	\$949,928	\$949,483 (99%)
ET16-0378	Sacramento	3/7/16 – 3/6/18	\$1,199,737	\$1,199,737 (100%)

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

Custom Corporate Communications in Redondo Beach will provide Continuous Improvement (Lean and Quality), Business and Computer Skills training for a fee of \$200,000.

Get Kaizened of San Ramon will provide Continuous Improvement (Lean and Six-Sigma) training for a fee of \$55,000.

The Talent Authority, Inc. of Orange will provide Continuous Improvement (Coaching, Team Building, and Performance Management), Business and Management Skills for a fee of \$90,000.

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

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

Trainees may receive any of the following:

**Business Skills**

- Accounting Principles
- Business Analytics Certification
- Business Fundamentals
- Communication Skills
- Cost Control
- Customer Service
- Financial Analysis
- Good Documentation Practices
- Incident Reporting
- Internal Audit
- International Shipping
- Inventory Control
- Negotiating Skills
- Planning and Organization Skills
- Presentation Skills
- Product Knowledge
- Project Management
- Record Keeping & Documentation Control
- Relationship Building through Sales & Service
- Responsible Beverage Service (RBS) Training
- Sales Strategies
- Social Media Management
- Supply Chain Management
- Time Management Skills
- Writing Skills

**Computer Skills**

- Accounting Software
- Agile / Scrum
- CAD / CAM
- CNC Software
- Computer Security
- Computer Skills for Equipment Maintenance
- Custom Programming
- Customer Relationship Management (CRM) s/w
- Cybersecurity
- Database Management Training
- End-User Training
- Enterprise Resource Planning (ERP) Software
- Geographic Information System (GIS) Training
- Microsoft Office Suite (Advanced/Intermediate)

**Continuous Improvement Skills**

- 5S (Sort, Set, Shine, Standardize, Sustain)

- 6S (Sort, Set, Shine, Standardize, Sustain, Safety)
- AS9100 / AS9110 Training
- Benchmarking
- Building Successful Teams
- Coaching
- Interpreting and Analyzing Data
- ISO Training
- Kaizen Methodology
- Key Performance Indicator (KPI)
- Leadership Skills for Front-Line Workers
- Lean Manufacturing
- Performance Management
- Problem Solving
- Quality Assurance (QA) Training
- Quality Control (QC) Training
- Quality Deficiency Report (QDR) Training
- Root Cause Analysis
- Six-Sigma
- Standard Work
- Statistical Process Control
- Team Building
- Team Problem Solving
- Train the Trainer

#### **Hazardous Materials Skills**

- Ammonia Training
- Asbestos Handling/Removal
- Bloodborne Pathogens Safety
- Chemical Safety
- Environmental Health & Safety (EHS)
- Hazard Analysis Critical Control Point (HACCP) Training
- Hazards Communication
- Hazardous Materials Handling, Storage, and Clean-Up
- Material Safety Data Sheet (MSDS)
- Respirator Training
- Stormwater Pollution Prevention Plan (SWPPP)
- Workplace Hazardous Materials Information System (WHMIS)

#### **HazWoper**

- Hazardous Waste Operation and Emergency Response

#### **Literacy Skills**

- Vocational English as a Second Language (VESL)

#### **Management Skills**

- Emotional Intelligence
- Leadership Skills
- Managing Change
- Performance Management
- Situational Leadership

**Manufacturing Skills**

- Aerial Lift / Scissor Lift Training
- American Welding Society Certified Welder
- Assembly Procedures
- Blueprint Reading
- Brewing & Malting Basics
- Certified Manufacturing Engineer
- Certified Manufacturing Technologist
- Certified Quality Engineer
- Cicerone Certification training
- CNC Operator Certificate
- Crane and Hoist Safety
- Cross-Training in Equipment/Production
- Diesel Engine Maintenance & Repair
- Drill, Mill & Lathe Training
- Electrical Safety
- Electronics Training
- Equipment Maintenance
- Equipment Operations
- Food Handling Basics
- Forklift Training
- Geometric Dimensioning and Tolerancing (GD&T)
- Glass Handling
- Good Manufacturing Practices (GMP)
- Hand-Tools Usage and Safety Training
- Human-Machine Interface (HMI)
- HVAC Training
- Hydraulics Training
- Industrial Math
- Injury and Illness Prevention Plan (IIPP) Training
- Intensive Brewing
- Introduction to Practical Brewing
- Job Instruction / Analyzing Jobs for Efficiency
- Lift Jack / Pallet Jack Safety
- Lock-Out / Tag-Out (LOTO) Training
- Machine / Equipment Safety
- Motor Controls
- National Institute for Metalworking Skills (NIMS) Certification
- Onsite Water Treatment Systems (OWTS)
- Personal Protective Equipment (PPE) Safety
- Pneumatics
- Press Brake Training
- Production Operations
- Programmable Logic Controllers (PLC)
- Safe Quality Food (SQF)
- Science for Practical Brewing
- Shop Math
- Warehousing Operations & Distribution
- Welding and Soldering Fundamentals / Techniques
- Wiring

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

- OSHA 10

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

- OSHA 30

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

Trainees may receive any of the following:

**Manufacturing Skills**

- CNC Operator training
- Cross-Training in Equipment/Production
- Hand Tool Use
- Power Tool Use/Handling
- Welding

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- Business Acumen (1 hour)
- Communication Skills (1 hour)
- Conflict Management (1 hour)
- Managing Change (1 hour)
- Personal Effectiveness 190 (1.5 hours)
- Essentials of Leadership 110 (1.5 hours)
- Essentials of Communication 120 (1.5 hours)
- Intro to Managerial Accounting 145 (1.5 hours)
- Conflict Resolution Principles 150 (1.5 hours)
- Conflict Resolution for Different Groups 155 (1.5 hours)
- Team Leadership 160 (1.5 hours)
- Managing the Diverse Workplace 210 (1.5 hours)

**Manufacturing Skills**

- Basics of the CNC Machining Center 130 (1.5 hours)
- Basics of the CNC Swiss-Type Lathe 135 (1.5 hours)
- CNC Coordinates 140 (1.5 hours)
- Part Program 150 (1.5 hours)
- CAD/CAM Overview 160 (1.5 hours)
- CNC Manual Operations 200 (1.5 hours)
- CNC Offsets 210 (1.5 hours)
- CNC Specs for the Mill 220 (1.5 hours)
- CNC Specs for the Lathe 225 (1.5 hours)
- Creating a Turning Program 280 (1.5 hours)
- Turning Calculations 285 (1.5 hours)
- Creating a Milling Program 290 (1.5 hours)
- Milling Calculations 295 (1.5 hours)
- Canned Cycles 310 (1.5 hours)

- Mazak Mill: Control Panel Overview 250 (1.5 hours)
- Mazak Lathe: Control Panel Overview 255 (1.5 hours)
- Mazak Mill: Safety for the Mill 260 (1.5 hours)
- Mazak Lathe: Safety for the Lathe 265 (1.5 hours)
- Mazak Mill: Locating Program Zero 270 (1.5 hours)
- Mazak Lathe: Locating Program Zero 275 (1.5 hours)
- Mazak Mill: Entering Offsets 280 (1.5 hours)
- Mazak Lathe: Entering Offsets 285 (1.5 hours)
- Creating an EIA/ISO Program for the Mazak Mill 286 (1.5 hours)
- Creating an EIA/ISO Program for the Mazak Lathe 287 (1.5 hours)
- Creating a Mazatrol Program for the Mill 288 (1.5 hours)
- Creating a Mazatrol Program for the Lathe 289 (1.5 hours)
- Mazak Mill: Program Execution 290 (1.5 hours)
- Mazak Lathe: Program Execution 295 (1.5 hours)
- Mazak Mill: Program Storage 310 (1.5 hours)
- Mazak Lathe: Program Storage 315 (1.5 hours)
- Mazak Mill: First Part Runs 320 (1.5 hours)
- Mazak Lathe: First Part Runs 325 (1.5 hours)
- Basic Measurement 110 (1.5 hours)
- Linear Instrument Characteristics 115 (1.5 hours)
- Basics of the CMM 120 (1.5 hours)
- Basics of the Optical Comparator 130 (1.5 hours)
- Surface Measurement 140 (1.5 hours)
- Overview of Threads 150 (1.5 hours)
- Intro to GD&T 200 (1994) (1.5 hours)
- Intro to GD&T 205 (2009) (1.5 hours)
- Calibration Fundamentals 210 (1.5 hours)
- Inspecting with CMMs 220 (1.5 hours)
- Inspecting with Optical Comparators 230 (1.5 hours)
- Hole Inspection 240 (1.5 hours)
- Thread Inspection 250 (1.5 hours)
- Hardness Testing 260 (1.5 hours)
- Measuring System Analysis 300 (1.5 hours)
- Interpreting GD&T 310 (1994) (1.5 hours)
- Interpreting GD&T 315 (2009) (1.5 hours)
- Basics of the Manual Mill 110 (1.5 hours)
- Basics of the Engine Lathe 115 (1.5 hours)
- Overview of Manual Mill Setup 200 (1.5 hours)
- Overview of Engine Lathe Setup 205 (1.5 hours)
- Benchwork and Layout Operations 210 (1.5 hours)
- Manual Mill Operation 220 (1.5 hours)
- Engine Lathe Operation 225 (1.5 hours)
- Holmaking on the Mill 230 (1.5 hours)
- Threading on the Engine Lathe 235 (1.5 hours)
- Taper Turning on the Engine Lathe 240 (1.5 hours)
- Metal Removal Processes 110 (1.5 hours)
- Safety for Metal Cutting 115 (1.5 hours)
- What Is Cutting? 120 (1.5 hours)
- Machines for Metal Cutting 130 (1.5 hours)
- Cutting Processes 140 (1.5 hours)
- Sawing Fundamentals 155 (1.5 hours)

- Intro to Screw Machining 160 (1.5 hours)
- Cutting Variables 200 (1.5 hours)
- Cutting Fluids 210 (1.5 hours)
- Band Saw Blade Selection 215 (1.5 hours)
- Cutting Tool Materials 220 (1.5 hours)
- Carbide Grade Selection 230 (1.5 hours)
- Tool Geometry 240 (1.5 hours)
- Milling Geometry 245 (1.5 hours)
- Drill Geometry 247 (1.5 hours)
- ANSI Insert Selection 250 (1.5 hours)
- Toolholders for Turning 260 (1.5 hours)
- Speed and Feed Selection 300 (1.5 hours)
- Optimizing Insert Life 305 (1.5 hours)
- High-Speed Machining 310 (1.5 hours)
- Hard Turning 315 (1.5 hours)
- Machining Titanium Alloys 325 (1.5 hours)
- Intro to EDM 100 (1.5 hours)
- Intro to PLCs 200 (1.5 hours)
- Hardware for PLCs 210 (1.5 hours)
- Basics of Ladder Logic 220 (1.5 hours)
- Numbering Systems and Codes 230 (1.5 hours)
- PLC Inputs and Outputs 240 (1.5 hours)
- Basic Programming 250 (1.5 hours)
- PLC Timers and Counters 260 (1.5 hours)
- Networking for PLCs 270 (1.5 hours)
- Hand-Held Programmers of PLCs 280 (1.5 hours)
- PLC Diagrams and Programs 300 (1.5 hours)
- Overview of PLC Registers 305 (1.5 hours)
- PLC Program Control Instructions 310 (1.5 hours)
- Math for PLCs 320 (1.5 hours)
- Sequencer Instructions for PLCs 330 (1.5 hours)
- PLC Installation Practices 340 (1.5 hours)
- PID for PLCs 350 (1.5 hours)
- Data Manipulation 360 (1.5 hours)
- Shift Registers 370 (1.5 hours)
- Quality Overview 100 (1.5 hours)
- ISO 9000 Overview 110 (1.5 hours)
- Approaches to Maintenance 120 (1.5 hours)
- Lean Manufacturing Overview 130 (1.5 hours)
- Intro to Supply Chain Management 140 (1.5 hours)
- Total Productive Maintenance Overview 150 (1.5 hours)
- 5S Overview 155 (1.5 hours)
- Cell Design and Pull Systems 160 (1.5 hours)
- Intro to Six Sigma 170 (1.5 hours)
- Troubleshooting: Identifying Problems 180 (1.5 hours)
- Troubleshooting: Understanding Causes and Effects 182 (1.5 hours)
- Troubleshooting: Taking Corrective Actions 184 (1.5 hours)
- Conducting an Internal Audit 200 (1.5 hours)
- SPC Overview 210 (1.5 hours)
- TS 16949:2009 Overview 220 (1.5 hours)
- Metrics for Lean 230 (1.5 hours)

- Process Flow Charting 240 (1.5 hours)
- Strategies for Setup Reduction 250 (1.5 hours)
- Approaches to Quality Management 255 (1.5 hours)
- Conducting Kaizen Events 260 (1.5 hours)
- Value Stream Mapping: The Present State 300 (1.5 hours)
- Value Stream Mapping: The Future State 305 (1.5 hours)
- Six Sigma Goals and Tools 310 (1.5 hours)
- Managing Practices for Total Quality 320 (1.5 hours)
- Product Design and Development 134 (1.5 hours)
- Process Design and Development 135 (1.5 hours)
- Production System Design and Development 136 (1.5 hours)
- Equipment/Tool Design and Development 137 (1.5 hours)
- Quality and Customer Service 175 (1.5 hours)
- Intro to Machine Rigging 110 (1.5 hours)
- Rigging Equipment 120 (1.5 hours)
- Lifting and Moving Equipment 130 (1.5 hours)
- Rigging Inspection and Safety 210 (1.5 hours)
- Rigging Mechanics 220 (1.5 hours)
- Intro to OSHA 100 (1.5 hours)
- Fire Safety and Prevention 110 (1.5 hours)
- Bloodborne Pathogens 115 (1.5 hours)
- Personal Protective Equipment 120 (1.5 hours)
- Lockout/Tagout Procedures 130 (1.5 hours)
- Safety for Lifting Devices 135 (1.5 hours)
- Machine Guarding 140 (1.5 hours)
- Hand and Power Tool Safety 145 (1.5 hours)
- Environmental Safety Hazards 150 (1.5 hours)
- Flammable/Combustible Liquids 155 (1.5 hours)
- SDS and Hazard Communication 160 (1.5 hours)
- Metalworking Fluid Safety 165 (1.5 hours)
- Noise Reduction and Hearing Conservation 170 (1.5 hours)
- Walking and Working Surfaces 180 (1.5 hours)
- Confined Spaces 190 (1.5 hours)
- Respiratory Safety 195 (1.5 hours)
- Powered Industrial Truck Safety 210 (1.5 hours)
- Math: Fundamentals 100 (1.5 hours)
- Math: Fractions and Decimals 105 (1.5 hours)
- Math: Units of Measurement 115 (1.5 hours)
- Basics of Tolerance 120 (1.5 hours)
- Blueprint Reading 130 (1.5 hours)
- Geometry: Lines and Angles 155 (1.5 hours)
- Geometry: Triangles 165 (1.5 hours)
- Shop Geometry Overview 170 (1.5 hours)
- Geometry: Circles and Polygons 185 (1.5 hours)
- Shop Algebra Overview 200 (1.5 hours)
- Trig: Pythagorean Theorem 205 (1.5 hours)
- Shop Trig Overview 210 (1.5 hours)
- Trig: Sine, Cosine, and Tangent 215 (1.5 hours)
- Statistics 220 (1.5 hours)
- Trig: Sine Bar Applications 225 (1.5 hours)
- Interpreting Blueprints 230 (1.5 hours)

- Concepts of Calculus 310 (1.5 hours)
- Applied and Engineering Sciences 110 (1.5 hours)
- Manufacturing Process Applications: Part I 124 (1.5 hours)
- Manufacturing Process Applications: Part II 125 (1.5 hours)
- Manufacturing Management 180 (1.5 hours)
- Basics of Manufacturing Costs 140 (1.5 hours)
- Intro to Workholding 104 (1.5 hours)
- Supporting and Locating Principles 106 (1.5 hours)
- Locating Devices 107 (1.5 hours)
- Clamping Basics 108 (1.5 hours)
- Chucks, Collets, and Vises 110 (1.5 hours)
- Fixture Body Construction 200 (1.5 hours)
- Fixture Design Basics 210 (1.5 hours)
- Drill Bushing Selection 230 (1.5 hours)
- Haas Mill: Control Panel Overview 250 (1.5 hours)
- Haas Lathe: Control Panel Overview 255 (1.5 hours)
- Haas Mill: Entering Offsets 260 (1.5 hours)
- Haas Lathe: Entering Offsets 265 (1.5 hours)
- Haas Mill: Locating Program Zero 270 (1.5 hours)
- Haas Lathe: Locating Program Zero 275 (1.5 hours)
- Haas Mill: Program Execution 280 (1.5 hours)
- Haas Lathe: Program Execution 285 (1.5 hours)
- Haas Mill: Program Storage 310 (1.5 hours)
- Haas Lathe: Program Storage 315 (1.5 hours)
- Haas Mill: First Part Runs 320 (1.5 hours)
- Haas Lathe: First Part Runs 325 (1.5 hours)

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 1 of 8

ALPHABETIZE BY COMPANY NAME

Company: 23 Bottles of Beer (dba Russian River Brewery)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
---	--

Address: 700 Mitchell Lane

City, State, Zip: Windsor, CA 95492

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 154

Total # of full-time company employees in California: 154

Company: A.I. Foods Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 1700 North Soto Street

City, State, Zip: East Los Angeles, CA 90033

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 85

Total # of full-time company employees in California: 85

Company: ABC Sheet Metal	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 2871 E. La Cresta Avenue

City, State, Zip: Anaheim, CA 92806

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 14	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	---

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Agendia, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 22 Morgan

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
--	---

Total # of full-time company employees worldwide: 230

Total # of full-time company employees in California: 120

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 2 of 8

Company: Ajinomoto Bio-Pharma Services	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

Address: 11040 Roselle Street

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 515

Total # of full-time company employees in California: 500

Company: Alvarado Street Bakery	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 2225 S. McDowell Blvd. Ext.

City, State, Zip: Petaluma, CA 94954

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	---

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64

Company: Arrowhead Pharmaceuticals, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 177 E. Colorado Blvd., suite 700

City, State, Zip: Pasadena, CA 91105

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 361

Total # of full-time company employees in California: 152

Company: Bentley Mills, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 14641 E. Don Julian Road

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
--	---

Total # of full-time company employees worldwide: 739

Total # of full-time company employees in California: 376

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 3 of 8

Company: California Dairies, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 2000 N. Plaza Drive

City, State, Zip: Visalia, CA 93291

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 12	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 850

Total # of full-time company employees in California: 848

Company: Car Sound Exhaust System, Inc., (dba Magnaflow)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

Address: 1901 Corporate Centre Drive

City, State, Zip: Oceanside, CA 92056

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 23	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 604

Total # of full-time company employees in California: 348

Company: FoodAsia International Corporation	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Address: 20175 Mack Street

City, State, Zip: Hayward, CA 94545

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: Gold Star Foods	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Address: 1000 Vaughn Road

City, State, Zip: Dixon, CA 95620

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 1,000

Total # of full-time company employees in California: 500

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 4 of 8

Company: Herbalife Manufacturing, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 20481 Crescent Bay Drive	
City, State, Zip: Lake Forest, CA 92630	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 9,300	
Total # of full-time company employees in California: 2,342	
Company: Insight Manufacturing Services (Kaiser Ent.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 798 Murphys Creek Road	
City, State, Zip: Murphys, CA 95247	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 33	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 53	
Total # of full-time company employees in California: 53	
Company: M.A.R.'s Engineering Company Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 699 Montague Avenue	
City, State, Zip: San Leandro, CA 94577	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 50	
Total # of full-time company employees in California: 50	
Company: Marine Group Boat Works, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 997 G Street	
City, State, Zip: Chula Vista, CA 91910	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 9	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 195	
Total # of full-time company employees in California: 195	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 5 of 8

Company: Mark III Construction, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5101 Florin Perkins Road	
City, State, Zip: Sacramento, CA 95826	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 48	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 325	
Total # of full-time company employees in California: 325	

Company: Nidaan Systems, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 860 Hillview Court, ste 350	
City, State, Zip: Milpitas, CA 95035	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 2	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 7	
Total # of full-time company employees in California: 7	

Company: NZXT, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15736 E. Valley Blvd.	
City, State, Zip: City of Industry, CA 91744-3927	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 31	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 130	

Company: Peraton Corp.	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 1400 S. Shamrock Avenue	
City, State, Zip: Monrovia, CA 91016	
Collective Bargaining Agreement(s): Retraimees not represented by Unions	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 24,000+	
Total # of full-time company employees in California: 600	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 6 of 8

Company: Philippine Foodtrade Corporation	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 2626 S. Malt Avenue	
City, State, Zip: Commerce, CA 90040	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 27	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 32	
Total # of full-time company employees in California: 32	

Company: RxSight, Inc. / Calhoun Optical	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 100 Columbia	
City, State, Zip: Aliso Viejo, CA 92656	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 256	
Total # of full-time company employees in California: 140	

Company: SMC Ltd.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3250 Brickway Blvd.	
City, State, Zip: Santa Rosa, CA 95403	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 21	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,483	
Total # of full-time company employees in California: 170	

Company: Snap-on Logistics Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 19220 San Jose Avenue	
City, State, Zip: City of Industry, CA 91748	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 18	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 40,000	
Total # of full-time company employees in California: 168	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 7 of 8

Company: Statek Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 512 N. Main Street

City, State, Zip: Orange, CA 92868

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 9	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 233

Total # of full-time company employees in California: 233

Company: Stellant Systems, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 3100 Lomita Blvd

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): Retrainees not represented by Unions

Estimated # of employees to be retrained under this Contract: 80	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 697

Total # of full-time company employees in California: 697

Company: Suja Juice	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 3831 Ocean Ranch Boulevard

City, State, Zip: Oceanside, CA 92056

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 9	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 306

Total # of full-time company employees in California: 291

Company: Tri Tool, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 3041 Sunrise Blvd.

City, State, Zip: Rancho Cordova, CA 95742

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 8	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 131

Total # of full-time company employees in California: 91

**Participating Employers in Retrainee  
Multiple Employer Contracts**

***Self-reported listing of potential employers participating in the contract***

Contractor's Name: California Manufacturers and Technology Association	CCG No.: ET23-0291
Reference No: 22-0838	Page 8 of 8

Company: Vacco Industries	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 10350 Vacco Street

City, State, Zip: South El Monte, CA 91733

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 55	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 439

Total # of full-time company employees in California: 437

Company: Watkins Wellness	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 1280 Park Center Drive

City, State, Zip: Vista, CA 92081

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 23	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
--	---

Total # of full-time company employees worldwide: 2,800+

Total # of full-time company employees in California: 700+

Company: Wente Family Estates Winery (dba Wente Brothers)	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Address: 5565 Tesla Road

City, State, Zip: Livermore, CA 94550

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 200



**Training Proposal for:  
California Workforce Association**

**Contract Number: ET23-0276**

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET HUA Medical Skills Training	Industry Sector(s):	MEC Construction (23) Healthcare (62) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Santa Clara County, Local 332		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$540,400		\$37,580 8%		\$577,980

In-Kind Contribution:	50% of Total ETP Funding Required	\$390,000
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imprpr, Manufacturing Skills	20	8-200	0	\$984	\$22.66
				Weighted Avg: 40			
2	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Continuous Imprpr, Manufacturing Skills	198	8-200	0	\$984	\$17.00
				Weighted Avg: 40			
3	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Continuous Imprpr	182	8-200	0	\$984	\$30.90
				Weighted Avg: 40			
4	Retrainee Priority Rate SET HUA Medical Skills Training	Business Skills, Commercial Skills, Computer Skills, Continuous Imprpr, Medical Skills (Didactic), Medical Skills (Preceptor)	70	8-200	0	\$984	\$17.00
				Weighted Avg: 40			
5	Retrainee Priority Rate SET Medical Skills Training	Business Skills, Commercial Skills, Computer Skills, Continuous Imprpr, Medical Skills (Didactic), Medical Skills (Preceptor)	100	8-200	0	\$984	\$30.90
				Weighted Avg: 40			
6	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Imprpr	20	8-200	0	\$855	\$22.66
				Weighted Avg: 40			

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

**Minimum Wage by County: Job Numbers 1 & 6:** \$24.72 for Alameda, Marin, San Francisco, San Mateo and Santa Clara Counties; \$23.59 for Contra Costa County; \$22.66 for Los Angeles, Orange, San Diego, and all other Counties.

**Job Numbers 2 and 4:** \$18.54 for Alameda, Marin, San Francisco, San Mateo and Santa Clara Counties; \$17.69 for Contra Costa County; \$17.00 per hour for Los Angeles, Orange, San Diego, and all other Counties.

**Job Numbers 3 & 5:** \$30.90 per hour Statewide.

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

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

Participating employers may use health benefits of up to \$2.50 per hour to meet the Post-Retention Wage for Job Numbers 1, 2, 4, and 6 and up to \$1.40 for Job Numbers 3 and 5.

<b>Wage Range by Occupation</b>		
<b>Occupation Titles</b>	<b>Actual Wage Range</b>	<b>Estimated # of Trainees</b>
Job Number 1:		
Administrative Workers		2
		2
Managers		1
Production Workers		6
		3
Professional Support Staff		2
		2
Supervisors		2
Job Number 2:		
Administrative Workers		10
		15
Managers		15
Production Workers		40
		45
		43
Professional Support Staff		10
		10
Supervisors		10
Job Number 3:		
Administrative Workers		50
Professional Support Staff		30
Frontline Supervisors		5
General Foreman- Inside Wireman		35
Foreman- Inside Wireman		62
Job Number 4:		
Allied Healthcare Workers		10
		25
		35
Job Number 5:		
Allied Healthcare Workers		100
Job Number 6:		
Administrative Workers		10
Professional Support Staff		10

## **INTRODUCTION**

Founded in 1979, California Workforce Association (CWA), is a non-profit member association representing all 45 Workforce Development Boards in the State of California. It also represents over 70 other members from labor, education, industry, chambers of commerce, government, and community-based organizations. The affiliate membership includes local non-profits, government, educational institutions, and community-based organizations involved in training, education, economic development, welfare and employment, and other workforce development partners.

CWA provides training and technical assistance crucial to the success of California's efforts in meeting the challenges of preparing the workforce for the future. Annually, CWA sponsors workshops and conferences on workforce policy, One-Stop partnerships and service delivery, and youth employment and training. This will be CWA's eighth ETP-funded project and the fifth in the last five years.

### **Veterans Program**

This project does not contain a Veteran's component. However, participating employers do hire Veterans.

### **Union Support**

General Foreman (Inside Wireman) and Foreman (Inside Wireman) are represented by Santa Clara County, Local 332. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

In this proposal, CWA will continue collaborating with local Workforce Development Boards (WDB). Employers in the core group are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity, eliminate waste from work processes and provide better service to their customers. Both team leaders and team members will be trained. In addition, CWA will also provide medical skills training to help medical professionals keep up with ongoing changes (such as the Affordable Care Act, improving patient care, and increasing nurses' skillset) and use of software such as the Electronic Medical Record. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. Training will help employers meet a number of competitive challenges.

Multiple industries are experiencing significant growth and seek retraining to enhance employee skills. CWA's training plan ensures businesses have the skilled workforce required to meet the needs of their clients and compete with foreign and domestic competitors. ETP funded training will allow employers to bridge the skill gap of incumbent staff and respond to unique employer challenges and growth opportunities.

Employer demand is determined by input from training vendors and local WDBs that have employer relationships through their board members and business services outreach to employers in their local communities. Each employer will be individually assessed to determine specific needs. CWA anticipates completing enrollments of trainees after 15 months.

### **Training Plan**

Customized training for individual employers will be provided at the employers' facilities. CWA serves companies statewide. Trainings will be provided to trainees via Class/Lab and E-Learning.

**Business Skills:** Training will be provided to all occupations and include Business Analysis and Goal Setting, Facilitation Skills, Financial Strategies, and Product Design. Training will provide the skills to effectively and efficiently maintain business operations.

**Commercial Skills:** Training will be provided to all occupations in Job Numbers 3 - 6 and include HVAC Systems and Controls, and Asbestos Operations and Maintenance.

**Computer Skills:** Training will be provided to all occupations and include Computer Application Software, Shop Floor Computer Basics, and Enterprise Management Systems. Training will improve software skills.

**Continuous Improvement:** Training will be provided to all occupations. Topics include Communication Skills/Communicating Effectively, Lean Manufacturing/Thinking, Process Improvement Methodologies, and Team Problem Solving. These courses will eliminate waste and improve processes.

**Manufacturing Skills:** Training will be provided to all occupations in Job Numbers 1 and 2. Topics include Equipment Operations, Manufacturing Practices, Operation & Processes, and Warehousing Operations & Distribution. Training will increase production.

**Medical Skills:** Training will be provided to Allied Health Workers. Didactic topics include Body Mechanics, Infection Control and Telemedicine. Preceptor topics include Patient Assessment & Care, Oncology Nursing Skills and Acute Psychiatric Care.

### **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 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 per hour for Job Numbers 3-4. The Company requests this modification.

### **High Unemployment Area**

Trainees in Job Numbers 2 and 4 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

#### ➤ **Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. CWA is requesting a wage modification from \$22.66 per hour to \$17.00 per hour for approximately 78 trainees in Job Number 2 and from \$30.90 per hour to \$17.00 per hour for approximately 40 trainees in Job Number 4.

### **Retention Modifications**

CWA is requesting an alternate retention of 500 hours within 272 days for Allied Health Care Workers. Healthcare workers are considered to have non-customary work hours in Job Numbers 4 and 5.

## **Full-Time Work Week**

Full-time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if that workweek is customary for the industry or occupation.

CWA is requesting to decrease the full-time employment hours from 35 hours per week to 30 hours per week, for Allied Health Care Workers. Employees in these occupations are considered full-time at 30 hours per week and eligible for full-time benefits in Job Numbers 4 and 5.

## **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. Training, although varies by participating employers, is job specific and companywide and includes sexual harassment prevention, safety, legal compliance, product knowledge and on-the-job training.

### ➤ Training Infrastructure

Training will be delivered primarily at participating employers' worksites, with occasional center-based classes for employers with similar training needs. Participating employers will also provide qualified trainers who will train their own employees.

CWA has three staff members, a project manager and two additional staff members, who will oversee the administration of the ETP Contract. In addition to the assigned staff members, CWA has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.

## **Impact/Outcome**

Training is expected to develop skilled workers to produce more with less waste and aid California manufacturers and small businesses in gaining more business, which may leads to more jobs.

## **Marketing and Support Costs**

Marketing activities include mail, email, and website marketing. Members of the WDBs will also market directly to their associates, and training vendors will conduct direct marketing. Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

## **Tuition Reimbursement**

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

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0236	Statewide	12/21/2020– 12/20/2022	\$449,647	401,571 (90%)*
ET20-0147	Statewide	11/1/2019– 10/31/2021	\$749,884	\$749,884 (100%)
ET19-0110	Statewide	7/1/2018– 6/30/2020	\$949,894	\$947,417 (99%)
ET17-0136	Statewide	7/1/2016– 6/30/2018	\$941,298	\$930,236 (99%)

\* CWA is in the process of finalizing the closeout for ET21-0236 and projects to have 100 percent of funds earned.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

Hernandez Consulting will also perform administrative services for a fee not to exceed 10% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Accounting and Finance
- Accounting Process Improvement
- Behavior Strategies/Styles To Improve Teamwork
- Budgets
- Business Administration
- Business Analysis And Goal Setting
- Business Performance
- Business Plans
- Business Process Re-Engineering
- Business Writing And Grammar
- Billing Codes (CD-10, CD-13)
- Communication Skills
- Contract Management
- Cost Control
- Creative Problem Solving & Innovative Solutions
- Customer Service
- Effective Meeting Skills
- Facilitation Skills
- Financial Analysis And Management
- Financial Strategies
- Hazard Analysis & Critical Control Point (HACCP)
- Health Insurance Portability and Accountability Act (HIPAA) Compliance
- How to Make Medical Status Calls and Issue Bill Payments
- Implementing A Plan
- Industry Advancement Program (Claims Management)
- Internet Marketing
- Interpersonal Skills
- Inventory Control
- Marketing
- Marketing & Product Knowledge
- Negotiating
- Order Entry and Processing
- Organization and Time Management Skills
- Outsourcing Management
- Payroll Systems
- Payroll Systems, Accounting
- Presentation Skills
- Product Design
- Product Engineering

- Project Management
- Purchasing
- Relationship Building Through Sales & Service
- Sales Strategies & Skills
- Supervisor Training

### **Commercial Skills**

- Asbestos Operations and Maintenance
- Auto Repair: Engine Repair; Body Work
- Building Image Modeling and Computer Design Platforms
- Digital Lighting Management Systems
- Electrical System Design Fundamentals
- Electrical Systems – Installation Best Practices
- Electrical Project Supervision
- Energized Electrical Work Protocol – NFPA 70E
- Environmental Engineering
- Forklift Training
- Heating, Ventilation, and Air Conditioning (HVAC) Respirators
- HVAC Safe / Good Work Practices
- HVAC Switches and Electrical Components
- HVAC Systems and Controls
- HVAC Tools
- NEXT UP – Foreman Academy – Electrical/Data
- Project Management Academy
- Technology, Innovation and Invention: Advancement in the Electrical Industry
- The Economics of Electrical Construction
- Title 24 Standards

### **Computer Skills**

- Computer Application Software
- Electronic Medical Records Application Skills
- Enterprise Management Systems
- Enterprise Resource Planning
- Google Classroom Training
- Google G Suite
- Intermediate/Advanced MS Office (Word, Excel, PowerPoint)
- Nordin Medicare Endeavor
- Patient Billing & Accounts Receivable (PBAR)
- Quickbooks Advance
- Shop Floor Computer Basics
- Website Development
- AutoCad
- Inventory/Purchasing Software System
- JobBoss Software
- Payroll Software Systems

**Continuous Improvement Skills**

- Adapting to Change
- Benchmarking
- Case Management
- Coaching & Giving/Receiving Feedback
- Communication Skills/Communicating Effectively
- Conflict Resolution
- Continuous Improvement Techniques (Root Cause Analysis, Pareto Charts, Fishbone)
- Coordination of Care
- CORE Measures
- COVID 19 Return to Work Protocols
- Creating & Building Teamwork
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Relations / Identifying Customer Needs
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Discharge Planning
- Documentation Skills
- Implementing Solutions
- Interpreting and Analyzing Data
- ISO 9000 Overview (4-8 hours)
- Kaizen Methodology
- Kanban Principles
- Leading Others / Role of the Lead
- Leadership Skills
- Lean Manufacturing/Thinking
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizing for Total Quality Management
- Organizational Roles & Personality Styles
- Organizing and Setting Goals for Workflow
- Patient and Family Centered Care Skills
- Performance and Quality Improvement
- Personal Protective Equipment (PPE)
- Planning
- Preceptor Skills
- Private Label Communication
- Problem Solving
- Procedure Skills
- Process Improvement Methodologies
- Process Mapping
- Production Workflow Improvement
- Pull System
- Quality Management Systems

- Reporting
- Setting Standards
- Six Sigma
- Social Media and the Specialty Retailer
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management & Delegation
- Total Quality Management Principles
- Train-the-Trainer
- Using Behavior Styles
- Visual Factory
- Work Flow/Measurement

### **Manufacturing Skills**

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Equipment Repair and Maintenance
- Forklift Training
- Fundamentals of Lean Manufacturing
- Good Manufacturing Practices
- Hazardous Material Communication
- Hazard Analysis and Critical Control Point (HACCP) Training
- Job Instruction/Analyzing Jobs For Efficiency
- Lock Out, Tag Out
- Machine Safety/Workplace Safety
- Maintenance Procedures
- Manufacturing Practices
- Operations & Processes
- Production Operations
- Pesticides / Cross Contamination
- Shop Math
- Standard Operating Procedures
- Toyota Sewing System (TSS)
- Warehousing Operations & Distribution

### **Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation (ABG)
- Annual Skills Updates
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Biofeedback
- Body Mechanics

- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Child Development Skills
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Dementia/Alzheimer's Care
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Home Healthcare Skills
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum
- Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Mobility Awareness
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills

- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Passy-Muir Valve Placement (PMV)
- Patient Fall Protection and Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Pro-Act Safe Patient Handling
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Occupational Therapy Skills
- Patient Assessment & Care
- Physical Therapy Skills
- Rehabilitative Nursing Skills
- Respiratory Care Practitioner Skills
- Speech & Language Pathology Skills
- Rehabilitation Services
- Aquatic Therapy
- Automated External Defibrillator (AED)
- Brain Injury Rehabilitation
- Cardiac Rehabilitation
- Cold Laser Therapy
- Conditioning Protocol for Therapy Patients
- Functional Capacity
- Functional Restoration
- Hyperbaric Oxygen
- Stroke Rehabilitation
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Splint Assessments & Measurements
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Telemedicine
- Therapy Skills
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator & Tracheotomy Care
- Wheelchair Assessment
- Wound Care

**Medical Skills (Preceptor)**

- Acute Psychiatric Care
- Behavioral Health/Psychiatric Acute Care Services Unit
- Behavioral Health Nursing Skills
- Care of Pediatric/Adolescent Psychiatry Patient
- Child Development Skills - (Cognitive/Problem Solving, Language & Communication, Fine Motor Skills, Gross Motor Skills)
- Electroconvulsive Therapy Skills
- General Nursing Training
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care

## Participating Employers in Retrainee Multiple Employer Contracts

### *Self-reported listing of potential employers participating in the contract*

Contractor's Name: California Workforce Association

CCG No.: ET23-0276

Reference No: 22-0830

Page 1 of 1

ALPHABETIZE BY COMPANY NAME

Company: Easter Seals Superior California

Priority Industry?  Yes  No

Address: 9812 Old Winery Place, Suite 21

City, State, Zip: Sacramento, CA 95827

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 80

Small Business?  Yes  No

Total # of full-time company employees worldwide: 2,000+

Total # of full-time company employees in California: 116

Company: Kokatat Inc.

Priority Industry?  Yes  No

Address: 5350 Ericson Way

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 30

Small Business?  Yes  No

Total # of full-time company employees worldwide: 175

Total # of full-time company employees in California: 172

Company: Nichols Farms

Priority Industry?  Yes  No

Address: 13726 First Ave.

City, State, Zip: Hanford, CA 93230

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 200

Small Business?  Yes  No

Total # of full-time company employees worldwide: 325

Total # of full-time company employees in California: 325

Company: Sprig Electric Inc

Priority Industry?  Yes  No

Address: 1860 S. 10<sup>th</sup> Street

City, State, Zip: San Jose, CA 95112

Collective Bargaining Agreement(s): Santa Clara County Local 332

Estimated # of employees to be retrained under this Contract: 200

Small Business?  Yes  No

Total # of full-time company employees worldwide: 1,120

Total # of full-time company employees in California: 1,120

International  
Electrical



Brotherhood  
Workers

AFL-CIO

Local Union No. 332

2125 CANOAS GARDEN AVENUE, SUITE 100

SAN JOSE, CALIFORNIA 95125

Telephone: (408) 269-4332

Fax: (408) 979-5500

February 28, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that Sprig Electric 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:

Local Union: 332

Total: 97

Classification: General Foreman -Inside Wireman; Foreman -Inside Wireman

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, 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,

A handwritten signature in blue ink that reads "D. Romero".

Daniel Romero

Business Manager/Financial Secretary





Employment Training Panel

**LIST OF PROPOSALS ≤ \$75,000 APPROVED  
BY DELEGATION ORDER FOR 02/14/23 – 03/14/23**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET23-0288	Applied Spectra, Inc.	03/03/23	\$33,465
ET23-0286	Battle Tested Strategies, LLC.	03/01/23	\$73,370
ET23-0283	Katie Wagner Social Media, Inc.	03/13/23	\$7,820
ET23-0294	Pacific Resource Recovery Services	03/14/23	\$49,105
ET23-0285	Redtails Logistics Company LLC	03/01/23	\$65,780

**Total -----\$229,540**



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Applied Spectra, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0288**

**Approval Date:** March 3, 2023

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SB <100 Priority Rate	Industry Sector(s):	Professional, Scientific Technology (54) Services (G)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 24	U.S.: 24	Worldwide: 31
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

<b>In-Kind Contribution</b>
\$53,014

<b>Total ETP Funding</b>
\$33,465

<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>	Admin Staff, Engineer, Production Staff, Manager and Supervisor, Scientist, Technician, Marketing 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	21	8-200	0	\$1,265	\$25.00
				Weighted Avg: 55			
2	Retrainee Job Creation Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	5	8-200	0	\$1,380	\$28.85
				Weighted Avg: 60			

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

<p><b>Minimum Wage by County:</b> Job Number 1 (Retrainee): \$22.66 per hour in Yolo County, Job Number 2 (Job Creation): \$18.54 per hour in Yolo County</p> <p><b>Health Benefits: Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Admin Staff		2
Engineer		5
Production Staff		2
Manager and Supervisor		6
Scientist		2
Technician		4
<b>Job Number 2 (Job Creation)</b>		
Admin Staff		1
Engineer		1

Scientist		1
Marketing Staff		1
Technician		1

**OVERVIEW**

<b>Year Company Founded:</b>	2009	<b>Company Headquarters:</b> <input type="checkbox"/> <i>Single location</i> West Sacramento, Yolo County
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>• Europe</li> <li>• Korea</li> <li>• China</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>• West Sacramento</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Applied Spectra, Inc. (Applied Spectra) is a supplier and manufacturer of analytical instruments. Products range from Laser ablation, laser induced breakdown spectroscopy instrument, and Helium Thermochronology.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Research Labs</li> <li>• Commercial Companies</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Applied Spectra moved to a new facility in West Sacramento recently and has hired new local staff as a result.</li> <li>• Advancements in technology has led to the manufacturing of new products and new product knowledge is needed.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Applied Spectra has implemented a training plan to help standardize its processes and simplify workflow. Due to the complexity of laser sampling, staff must train on improving skillsets and equipment operation. Training will allow the Company to streamline its operation processes in order to remain competitive.</li> <li>• In addition, the continuous advancement of new technology necessitates that the Company keep instruments up-to-date as this is fundamental for the Company's core business. Staff will train on upgraded equipment and software as needed.</li> </ul>
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	<ul style="list-style-type: none"> <li>Applied Spectra also provides its employees with transferable skills that will help them remain competitive. They provide employees with training in order to obtain various certificates. These certificates include ISO, Project Management Professional, (PMP), Forklift, and Laser/Optics 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     
  CBT     
  Productive Lab  
 MS Preceptor     
  MS Didactic

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Manufacturing Skills</b>
<b>Continuous Improvement</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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**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	Job 1: 55 Hours Job 2: 60 Hours
Due to the complex and advanced nature of the products that Applied Spectra creates, the Company continuously provides training to their employees. Training is used to ensure the quality of the products created, in order to maintain their position as one of the leading suppliers of analytical instruments. More training is needed for new employees in order to ensure proficiency with the machinery used for production. The Company has a detailed plan as to how training will be delivered to employees to ensure they are able to meet the contract expectation.	

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li><b>Project Oversight:</b>  Applied Spectra has a detailed training schedule in place and is ready to begin training upon approval. The Director of Business Analytics and Operations will oversee all aspects of the training, reports and internal data collection. 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, Computer Skills, Manufacturing Skills, Continuous Improvement  <input type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined                 </li> </ul>

- **Administration:**  

The Director of Business Analytics and Operations will provide the administrative tasks for this project.

In-house  
 Subcontractor

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
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 Codes
- Become a Project Manager
- Diploma in Project Management
- ERPAG Training for New Features
- General Enterprise Resource Planning (ERP) Training
- Government Proposal Preparation
- Paylocity Training
- Project Management for the Accidental Project Manager - A Basic "How To" Approach
- Shipping
- Updated Service Part Request (SPR) Procedure

#### **Computer Skills**

- C# Advanced Topics: Prepare for Technical Interviews
- C# Basics for Beginners: Learn C# Fundamentals by Coding
- C# Basics: Learn to Code the Right Way
- C# Course Udemy with Advanced C# Topics
- C# Intermediate: Classes, Interfaces and Object-Oriented Programming (OOP)
- ERPAG
- ERPAG Training for New Features
- Microsoft Suite (Intermediate/Advanced)
- QuickBook Training
- Solidworks Drawings Course
- Solidworks Essential
- Solidworks Flow Simulation
- Solidworks Surface Modelling Course
- Using Solidworks Product Data Management (PDM)
- Wrike Software Skill Training I
- Zemax/OpticStudio Fundamentals (non-sequential mode)
- ZohoCRM and Sales Operation Training
- Zohodesk Training

#### **Continuous Improvement Skills**

- Back Injury Prevention Tips for Employees
- Battery Charging Safety for Employees
- Compressed Air Safety for Employees
- Compressed Gas Cylinder Safety for Employees
- Department of Transportation (DOT) Training: HAZMAT Safety Training
- Electric Shock Prevention Tips for Employees
- Electrical Safety for Non-Electrician Employees

- Electrical Safety Related Work Practices and the 2021 National Fire Protection Association (NFPA) 70E for Electrical Workers
- Emergency Response Tips for Employees
- Ensuring Safety Around Forklifts (2022 Edition)
- Ergonomics Basics for Employees
- Eye Injury Prevention Tips for Employees
- Fire Prevention & Response Tips for Employees
- Fire Prevention Tips for Hot-Work Employees
- Fire Safety for Industrial Employees
- Fire Safety for Office Employees
- Forklift Certification
- ISO Certification
- Industrial Laser Safety Training
- Laser Safety Officer Training
- Laser/Optics Certification
- Project Management Professional Certification (PMP)

### **Manufacturing Skills**

- ATL Laser/Optic's Training
- Clarify Next
- Coherent Laser Commissioning
- Cryo Cell Assembly
- Cryo Cell FAT
- Factory Acceptance Testing (FAT) Process Training
- Femto IX Assembly
- Femto IX FAT
- Femto QX Assembly
- Femto QX FAT
- J200 FAT
- Laser Ablation Fundamentals
- Laser Ablation-Inductively Coupled Plasma-Mass Spectrometer (LA-ICP-MS)
- Laser Induced Breakdown Spectroscopy (LIBS)
- Resolution LR FAT
- Resolution SE FAT
- Solid Works Training
- Tandem Prizm FAT
- Vertex Tandem High Performance (THP) Assembly
- Vertex THP FAT



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Battle-Tested Strategies, LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0286**

**Approval Date:** March 01, 2023

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

<b>Contract Attributes:</b>	HUA SET Job Creation Initiative Priority Rate Retrainee SB <100	<b>Industry Sector(s):</b>	Transportation/Communication (I) Transportation Warehousing (48-49)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Counties Served:</b>	Los Angeles	<b>Repeat Contractor:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Union(s):</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Number of Employees in:</b>	CA: 90	U.S.: 90	Worldwide: 90
<b>Turnover Rate:</b>	5%		
<b>Managers/Supervisors:</b> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$76,455

<b>Total ETP Funding</b>
\$73,370

<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>	Operations, Administration, 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 HUA SET	Business Skills Comm Skills Computer Skills Continuous Impr.	90	8-200	0	\$713.00	\$17.00
				Weighted Avg: 31			
2	Job Creation Priority SB<100 SET	Business Skills Comm Skills Computer Skills Continuous Impr.	10	8-200	0	\$920.00	\$17.00
				Weighted Avg: 40			

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

<p><b>Minimum Wage by County:</b>                  Job Number 1 (HUA): \$17.00 per hour for Los Angeles County                  Job Number 2 (Job Creation): \$15.50 per hour for Los Angeles County  <b>Health Benefits: Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                  Up to \$1.50 may be used to meet the Post Retention Wage for Job Number 2.</p>
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Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administration		1 1
Operations		10 71
Supervisor/Manager		1 6
<b>Job Number 2</b>		
Operations		2 8

**OVERVIEW**

<b>Parent Company</b>		Battle-Tested Strategies, LLC.
<b>Year Company Founded:</b>	2019	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Total Number of Facility locations in California</b>		1
<b>Facility location where training will occur</b>		<ul style="list-style-type: none"> <li>Palmdale (Los Angeles)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Battle-Tested Strategies, LLC (Battle-Tested Strategies) specializes in last mile delivery services. Their primary focus is the successful delivery of customer packages to their final destination.</li> <li>The Company offers dependable, on-demand support options including 24/7 technical and remote support in speedy delivery and transportation of packages.</li> <li><a href="https://btsdelivers.com/">https://btsdelivers.com/</a></li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Battle-Tested Strategies' primary customer is Amazon fulfillment facilities and distribution centers servicing the greater Antelope Valley and surrounding Los Angeles County regions.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Constant industry changes in methods of delivery and packing of vehicles</li> <li>Department of Transportation (DOT) Certification requirements and safety training skills</li> <li>Increasing safety regulations for drivers and transportation services companies</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Amazon releases constant changes in vehicle packing methods, requiring drivers to update their loading skills to keep up-to-date on new parameters.</li> <li>Amazon updates delivery time frames and package security at delivery which requires drivers to learn new methods on where to place, hide, and/or move packages once placed at their final destination.</li> <li>DOT Certification changes and continual ongoing education.</li> <li>Frequent changes in delivery loads including weight, size, and priority requires drivers to learn various methods for safe lifting, movement, and placement of heavy or fragile packages.</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>Commercial Skills</b>	<b>Continuous Improvement</b>
<b>Computer 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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**High Unemployment Area**

Trainees in (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s location in Palmdale 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. The Company is requesting this wage modification.

Approximately 13 trainees between Operations and Administration will need the wage modification from \$22.66 to \$17.00 for Los Angeles County in Job 1.

**Alternate Recordkeeping**

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

**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b>  The training project will be administered and overseen by the Office Lead and the Company Owner. They will both be responsible for tracking and uploading training hours in to the ETP Cal E Force system.  The Company has also retained the services of a third party administrator to assist with the administration of the training project.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b>  <input checked="" type="checkbox"/> In-house – Types of Training: <input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b>  <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	\$1,900
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of funds earned.
Training Vendors	TBD	TBD	TBD

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Accounting
- Change Management
- Coaching/Leadership
- Communication
- Customer Relations
- Planning
- Sales & Marketing/Negotiation
- Time Management
- Teambuilding
- Work Processes/Procedures

#### **Commercial Skills**

- COVID 19
- Delivery; Inbound and Outbound Freight Forwarding
- Distribution Processes and Procedures
- Domestic Shipping—Trucking, Rail, Ocean, Air
- Inspection Techniques
- International Shipping — Ocean, Air
- Logistics Skills
- Quality Control
- Sales to operations turnover
- Shipping and Receiving – Expediting for On-Schedule
- Standard Operating Procedures
- Transportation Security Administration Procedures

#### **Computer Skills**

- Bill.com
- Cloud Based Telephone
- Coding
- GoLang
- Microsoft Office
- Package Tracker (cloud-based operating system)
- Payroll/Human Resource
- Python
- React
- Ruby-on-Rails
- Quickbooks
- Sales & Marketing software (CRM)
- Script Writing for Report Generation

**Continuous Improvement Skills**

- Problem Solving Tools and Techniques
- Process Improvement
- Quality Assurance/Improvement/Testing



**Training Proposal for:  
Katie Wagner Social Media, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0283**

**Approval Date:** March 13, 2023

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Orange San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 17	U.S.: 23	Worldwide: 23
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$8,944

<b>Total ETP Funding</b>
\$7,820

<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>	Creative Staff, 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 SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. PL-Computer Skills	17	8-200	0	\$460	\$22.66
				Weighted Avg: 20			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1: \$22.66 for both San Diego and Orange 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 for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Creative Staff		15
Administrative Staff		2

**OVERVIEW**

<b>Year Company Founded:</b>	2010	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Aliso Viejo
<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>Atlanta, GA</li> <li>Las Vegas, NV</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>Aliso Viejo (Orange County)</li> <li>San Diego</li> </ul>	

<p><b>Nature of Business:</b></p>	<ul style="list-style-type: none"> <li>• Katie Wagner Social Media, Inc. (KWSM) <a href="http://www.kwsmdigital.com">www.kwsmdigital.com</a> is a full service marketing agency that specializes in content creation, social media platform strategies, digital marketing, E-Commerce, website publishing and strategy consulting for businesses of all sizes to help them generate more revenue and reach their goals.</li> </ul>
<p><b>Customer Base:</b></p>	<ul style="list-style-type: none"> <li>• KWSM's customer base consists of businesses of all sizes within various industries.</li> <li>• The Company has produced work for Mitsubishi Electric, Irvine Company, CBRE, Aliso Viejo Chamber of Commerce and Camino Federal Credit Union.</li> </ul>

<p><b>Business / Industry Needs / Changes</b></p>	<ul style="list-style-type: none"> <li>• Digital marketing and platforms for social media are constantly updated and introduced to new technology.</li> <li>• KWSM clients' social media, digital marketing, e-commerce platforms, internet technology, and device preferences change so quickly that the company must continuously innovate and create new solutions.</li> <li>• Customers require measurable results in revenue, social media metrics and new leads to quantify a return on their investment for hiring KWSM.</li> </ul>
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**Training Plan:**

<p><b>Need for Training:</b></p>	<ul style="list-style-type: none"> <li>• Training is focused on digital marketing strategy and technical skills. Due to the constant evolution of each social media site (Facebook, Instagram, Twitter, YouTube, LinkedIn, etc.), Creative Staff must continuously receive Computer Skills training specific to those platforms. Creative Staff will also receive training on the latest algorithm updates for each platform's search engine optimization (SEO), Google Analytics plugin, and social media metrics to create, interpret and deliver results to clients.</li> <li>• Additionally, in order to stay current with technological advancements and assist with the marketing campaign analysis results linked to AdWords, Facebook Ads, and Google Ads, training will place a strong emphasis on the most recent versions of Social Media Management, Adobe Design Suite, and Web Development.</li> <li>• All staff will receive Business and Commercial Skills training. The training will focus on Marketing &amp; Business Development, Social Media Product &amp; Service Knowledge, and Content Strategy/Creation associated with new marketing technologies, industry trends, and customer requirements.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Continuous Improvement Skills training is needed to stay competitive and meet industry demands. It will focus on improving Efficiency Workflow, Quality/Productivity Improvement and Teambuilding to develop trust for a strong competent workforce.</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>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>PL-Commercial Skills</b>	

<b>Productive Laboratory</b>	<b>Justification:</b>
	<input checked="" type="checkbox"/> New software and updates <input checked="" type="checkbox"/> Certification Standards
	<b>5 PL Hours per-trainee</b>
	<b>Occupations Receiving PL Training:</b> Creative Staff and Administrative Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

**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></li> </ul> <p>The Director of Operations will oversee the project administration and training implementation (coordinating and scheduling) with assistance from Administrative Staff.</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 &amp; Continuous Improvement Skills.  <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>KWSM has retained an administrative subcontractor to assist with project administration. The Director of Operations and Administrative Staff will work together to provide the necessary documents to the administrative subcontractor.</p> <p> <input checked="" type="checkbox"/> In-house  <input checked="" type="checkbox"/> Subcontractor             </p>
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## 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>New software was purchased: GEO-Fence Software that allows clients to run online ads targeting anyone within a certain physical location to aid with specific marketing campaigns.</li> <li>Training on upgraded software including Social Media Management, Adobe Design Suite and Web Development.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	This proposal will focus on up-to-date applications, software and systems. Due to COVID-19 pandemic, the Company has completely transformed and employees will continue to learn the needed skill sets in order to adapt to the new business environment and keep up with technological advances. Trainees will not receive duplicate training.
<b>Need for Funding over Earned Amount:</b>	The Company will invest more in its California locations by hiring more people and providing the proper and necessitated additional training in order to stay competitive. The Company has also adopted a plan to stay in compliance and ensue a successful outcome.

## 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 \$ %
*ET19-0361	Aliso Viejo	12/6/18-3/5/21	\$13,260	\$7,819 (59%)

\*Some of the factors contributing to the low performance include not obtaining rosters on a timely basis, unexpected higher turnover and the pandemic effects magnifying the issues. For this project, the Company will train the administrative staff on the collection and completeness of rosters for better oversight and compliance of getting the training sheets signed and submitted to the subcontractors. This project has also been right-sized to the amount earned on the previous project.

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$500.00
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of payment earned
Training Vendors	To Be Determined	TBD	TBD

## **Exhibit B: Curriculum**

### **Class/Lab/E-Learning**

Trainees may receive any of the following:

#### **Business Skills**

- Coaching/Communication
- Customer Relations
- Finance & Accounting
- Goal Setting
- Leadership
- Marketing & Business Development
- Performance Management
- Planning
- Product and Service Knowledge
- Sales
- Standard Operating Procedures (SOP)
- Time Management

#### **Commercial Skills**

- Advertising
- Banner & Display
- Brand Strategy
- Broadcast & Web Video
- Brand ID
- Content Strategy/Creation
- Copywriting
- Creative Concepting
- Design
- E-Commerce
- Go-to-Market Approach
- Ideation
- Interaction Optimization
- Product Launches
- Research
- Tracking & Analytics
- User Experience Design
- User Interface Design

#### **Computer Skills**

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- CSS (Cascading Style Sheet)
- Computer User Usability Guidance
- CMS (Content Management System)- Wordpress
- Cross-Browser Testing
- Customer Relationship Management (CRM)

- Databases
  - Relational (MySQL)
- Design
  - InVision
  - Adobe Photoshop
  - Adobe Illustrator
  - Adobe Extract
  - Adobe InDesign
  - Sketch
- Dropbox
- ERP (Syspro)/ Quickbooks/SAP
- Integration tools, Web Services
- IT infrastructure
- Infrastructure
  - Servers (Apache, Nginx, Tomcat, Jboss, Node.js)
  - Cloud (Google App Engine, Google Applications, Dropbox)
  - Administration (Mac)
- Microsoft: Office
- Payroll/HR Redux
- Programming Languages [Javascript, Java, J2EE (Java 2 Enterprise Edition)]
- HTML ( HyperText Markup Language)
- XML (Exchange Markup Language)
- SQL (Structured Query Language)
- Responsive Web Design
- Slack
- Tools
  - Issue Tracking (Basecamp)
- Time Tracking (Basecamp)
- Social Media Management - Buffer
- Facebook
- Twitter
- LinkedIn
- YouTube
- Pinterest
- Instagram

### **Continuous Improvement Skills**

- Best practices
- Efficiency Workflow
- Quality and Productivity Improvement
- Process Improvement/Problem Solving
- Teambuilding

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

Trainees may receive any of the following:

**Computer Skills**

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- CSS (Cascading Style Sheet)
- Computer User Usability Guidance
- CMS (Content Management System)- Wordpress
- Cross-Browser Testing
- Customer Relationship Management (CRM)
- Database
  - Relational (MySQL)
- Design
  - InVision
  - Adobe Photoshop
  - Adobe Illustrator
  - Adobe Extract
  - Adobe InDesign
  - Sketch
- Dropbox
- ERP (Syspro)/ Quickbooks/SAP
- Integration tools, Web Services
- IT Infrastructure
- Infrastructure
  - Servers (Apache, Nginx, Tomcat, Jboss, Node.js)
  - Cloud (Google App Engine, Google Applications, Dropbox)
  - Administration (Mac)
- Microsoft: Office
- Payroll/HR Redux
- Programming languages [Javascript, Java,J2EE (Java 2 Enterprise Edition)]
- HTML ( HyperText Markup Language)
- XML (Exchange Markup Language)
- SQL (Structured Query Language)
- Responsive Web Design
- Slack
- Tools
  - Issue Tracking (Basecamp)
- Time Tracking (Basecamp)
- Social Media Management - Buffer
- Facebook
- Twitter
- LinkedIn
- YouTube
- Pinterest
- Instagram



**Training Proposal for:**

**Pacific Resource Recovery Services**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0294**

**Approval Date:** March 14, 2023

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100	Industry Sector(s):	Services (G) Waste Management (56)  Priority Industry: <input type="checkbox"/> Yes <input checked="" 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: 35	U.S.: 35	Worldwide: 35
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$148,000

<b>Total ETP Funding</b>
\$49,105

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input checked="" type="checkbox"/> One Year <input 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>	Co-President/Owner, Commercial Hazmat Driver, Customer Service Staff, Customer Service Manager, Facility Maintenance Staff, Facility/Office Manager, Lead Staff, Operational Administrator, Sales Staff, Sales Manager, Vice President, Waste 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 SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat Literacy Skills	35	8-200	0	\$1,403	\$23.15
				Weighted Avg: 61			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** \$22.66 per hour for Los Angeles County  
**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No  
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Co-President/Owner		2
Commercial Hazmat Driver		6
Customer Service Staff		2
Customer Service Manager		1
Facility Maintenance Staff		2
Facility/Office Manager		4
Lead Staff		5
Operational Administrator		1
Sales Staff		1
Sales Manager		2

Vice President		1
Waste Technician		8

## **OVERVIEW**

<b>Year Company Founded:</b>	1991	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> Los Angeles
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Los Angeles (Los Angeles County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Pacific Resource Recovery Services (PRR) provides hazardous waste management service, including flammable liquids and solids by converting waste to supplemental fuel for cement manufacturing. The Company also sells waste management related equipment and cleaning solvent. PRR recycles over 55 million gallons on an annual basis and transform waste-to-energy.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Automotive (collision and body shops)</li> <li>Medical</li> <li>Paint/Coating/Electronics/Furniture Manufactures</li> <li>Waste Transporters</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>PRR operates in a highly competitive environmental industry requiring the Company to continually meet customer expectations, and keep up with changing industry requirements.</li> <li>Expand business permit with the Department of Toxic Substance Control.</li> <li>The Company is investing approximately \$800,000 in new software, upgrade existing facility, and new equipment including, ground tanks, liquefaction equipment and emission control.</li> <li>PRR anticipates hiring between 5 to 10 new employees and adding second shift in the next coming year.</li> <li>PRR aims to promote and develop future leadership within the Company.</li> <li>Companywide initiative that all employees efficiently use sophisticated software and equipment to integrate services and adapt to new technologies, improve customer service and maintain permit in order to remain competitive.</li> </ul>
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**Training Plan:**

<p><b>Need for Training:</b></p>	<ul style="list-style-type: none"> <li>• The Company’s goal is to provide workers with the necessary skills required to integrate products and services, adapt to technological changes, improve services, increase operational efficiencies and retention, and standardize processes and procedures across all department.</li> <li>• PRR has developed a company-wide training program, which includes Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials and Literacy Skills. Trainees will gain knowledge and skills necessary skills to operate sophisticated equipment, exceed customers’ expectations, attract new customers, and improve performance and advance in their career.</li> <li>• Upgrade job skills of its workforce to support the Company as it continues to grow and compete within the industry.</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>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>HazMat</b>	<b>Literacy Skills</b>

**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	61 Hours
PRR requests a weighted average of 61 hours given the need for intensive training of new sophisticated equipment and software. Training will allow them to acquire the required level of competency to work independently and exceed customers’ expectations.	

**Alternate Recordkeeping**

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

**Veterans Program**

<p><b>Number of Veterans</b></p>	Although the Company does not have a separate Veterans Job Number, PRR encourages and actively recruits Veterans into its workforce.
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## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>The President/Owner will oversee ETP training and administrative responsibilities including scheduling training, coordinating with staff, securing rosters and complying with all ETP requirements. PRR has also retained a third party administrator, Judiths Training Services, to assist with administrative duties including enrollment, data tracking, invoicing and monitoring activities. A detailed training schedule is in place, and PRR is ready for training to commerce upon approval.</p>
<ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <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 Materials and Literacy Skills</li> <li><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></li> </ul> <p>Internal President/Owner and Judiths Training Services</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul>

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Judiths Training Services	Los Angeles	\$4,900
Administrative	Judiths Training Services	Los Angeles	10% 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**

- Communication Skills
- Management and Interpersonal Skills
- Product Knowledge
- Project Management
- Planning, Evaluations and Monitoring
- Sales: Customer Needs and Complaints

#### **Commercial Skills**

- Bonding and Grounding
- Equipment Maintenance and Operation
- Lock Out/Tag Out Awareness and Implementation

#### **Computer Skills**

- Acumatica Training
- Design Software training (Adobe Suite)
- Inventory Control (Finished Goods and Raw Materials)
- Manufacturing Resource Planning:
- Purchase Order Tracking, Payroll and General Accounting
- Advanced Microsoft Word training
- Wasteling Training

#### **Continuous Improvement Skills**

- Assembly Procedures
- Cross Training in Production
- Decision Making
- Equipment Operation
- Leadership
- Problem Solving
- Production scheduling
- Production Opens/Workflow
- Production Operations
- Process Improvement
- Quality Concepts and Total Quality
- The Pacific Way
- Warehousing

#### **Hazardous Materials Skills**

- Hazardous Materials Handling
- Hazardous Chemicals
- Hazardous Waste Cleaning

**Literacy Skills**

- Vocational English as a Second Language



**Training Proposal for:**

**Redtails Logistics Company LLC**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0285**

**Approval Date:** March 1, 2023

**Panel Meeting of:** March 24, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	HUA Priority Rate Retrainee SB <100	Industry Sector(s):	Services (G) Transportation Warehousing (48-49)  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: 65	U.S.: 65	Worldwide: 65
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

<b>In-Kind Contribution</b>
\$68,445

<b>Total ETP Funding</b>
\$65,780

<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>HUA Only:</b>	Number of trainees in HUA location: 65
<b>Occupations to be Trained:</b>	Administrative Staff, Drivers, 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 SB<100 HUA Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	65	8-200	0	\$1,012	\$17.00
				Weighted Avg: 44			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour for Los Angeles County

**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff		6
Drivers		55
Managers		3
Owner		1

**OVERVIEW**

<b>Year Company Founded:</b>	2020	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Palmdale
<b>Facility location(s)</b>	<ul style="list-style-type: none"> <li>Palmdale (Los Angeles County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Redtails Logistics Company LLC (Redtails Logistics), is an Amazon Delivery Service Partner (DSP), whose primary function is delivering</li> </ul>
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	<p>packages from the delivery warehouse to the customer’s front door.</p> <ul style="list-style-type: none"> <li>• The Company offers customer service 7 days a week/361 days a year.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Amazon</li> <li>• Amazon Customers (Residential and Commercial)</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Keep pace with industry and shifting customer demand/expectations</li> <li>• Increase on-time delivery performance metrics, including Driver performance and order fulfillment</li> <li>• Staff must become proficient in software applications to fully understand and utilize the Company’s proprietary transportation management system to increase route and delivery efficiencies</li> <li>• Sustain business growth by providing a company-wide work flow integration of operating systems for production, logistics, and financial analysis</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• The proposed training will increase workforce skills, employee efficiency and productivity. This includes:             <ul style="list-style-type: none"> <li>- Training to increase operational efficiencies to support Company’s strategic retention and attrition business expansion plans.</li> <li>- Training focus on specialized safety skills to instruct workers how to navigate during inclement weather conditions and challenging terrain.</li> </ul> </li> <li>• New software and technologies to increase proficiency in technology to meet emerging customer needs and expectations</li> <li>• Improve and refine the Company’s overall work performance, Redtails Logistics development training program includes Business, Computer, Commercial, and Continuous Improvement Skills.</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>		

**High Unemployment Area**

Redtails Logistics location in Palmdale (Los Angeles County) is in an HUA.

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%, under the Panel Standards.

➤ **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. Redtails Logistics requests a 25% wage modification from \$22.66 to \$17.00 per hour for trainees. Some trainees will start at minimum of \$17.00 with wage progression of 2% or more by the end of the retention period. Two Administrative Staff and five Drivers will need the wage modification (7 trainees planned trainees included in Training Plan). The remainder meet the standard wage of \$22.66 for Los Angeles County.

**Alternate Recordkeeping**

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

**Veterans Program**

<b>Number of Veterans</b>	Redtails Logistics 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.
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**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul>	<p>The President will oversee the project and training implementation of enrollment, scheduling training, securing rosters, and monitoring. 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 by in-house experts and vendors as needed. The Company has a detailed training schedule in place, and is prepared to commence upon contract approval.</p>
<ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills and Continuous Improvement</li> <li><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></li> </ul>	<p>President and Training Funding Source</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><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	\$1,900
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**

- Accounting
- Change Management
- Coaching/Leadership
- Communication
- Customer Relations
- Planning
- Sales & Marketing/Negotiation
- Time Management
- Teambuilding
- Work Processes/Procedures

#### **Commercial Skills**

- Delivery; Inbound and Outbound Freight Forwarding
- Distribution Processes and Procedures
- Domestic Shipping—Trucking, Rail, Ocean, Air
- Inspection Techniques
- International Shipping — Ocean, Air
- Logistics Skills
- Quality Control
- Sales to Operations Turnover
- Shipping and Receiving – Expediting for On-Schedule
- Standard Operating Procedures
- Transportation Security Administration Procedures

#### **Computer Skills**

- Bill.com
- Cloud Based Telephone
- Coding
- GoLang
- Microsoft Office
- Package Tracker (cloud-based operating system)
- Payroll/Human Resource
- Python
- React
- Ruby-On-Rails
- Quickbooks
- Sales & Marketing Software (CRM)
- Script Writing For Report Generation
- Transportation Management System 3PL

**Continuous Improvement Skills**

- Problem Solving Tools and Techniques
- Process Improvement
- Quality Assurance Improvement Testing