

# PANEL PACKET

July 2023



Employment Training Panel





# PANEL NOTICE/AGENDA

## MEETING TIME/PLACE

Friday, July 21, 2023 at 9:30 a.m.  
California Environmental Protection Agency, 1001 I Street  
Sierra Room, Second Floor  
Sacramento, CA 95814  
Phone: (916) 327-5640

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

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

### **Join Zoom Meeting:**

<https://us06web.zoom.us/j/88234404057>

**Webinar ID:** 882 3440 4057

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

**Conference code:** 1185529

(For assistance, login and raise hand or contact [Christina.deLeon@etp.ca.gov](mailto:Christina.deLeon@etp.ca.gov))

### Call to Order by Chair

Rebecca Bettencourt

- Roll Call
- Action to Approve July Panel Meeting Agenda
- Action to Approve June Panel Meeting Minutes

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### Executive Report

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

Erich Shiners  
Peter Cooper  
Tara Armstrong  
Jaime Gutierrez

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Presentation on Independent Evaluation of the  
SEED 1 initiative

Dr. Indria Gillespie

Panel Date: July 21, 2023

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Review and Action on HWAF Proposals

Diana Torres  
Kellen Hernandez  
Phil Boyer

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Review and Action on Literacy Proposals

Robert Meyer  
Chris Hoover  
Phil Boyer

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Review and Action on Proposals

Kellen Hernandez  
Robert Meyer  
Chris Hoover  
Phil Boyer

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

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Public Comment on Matters Not on the Agenda

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Public Meeting Adjourns

\*Public comment can be done in person or virtual



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

This Notice/Agenda of Panel Meeting and related documents are available on the ETP website at [www.etp.ca.gov](http://www.etp.ca.gov). The dollar amounts shown in this Notice/Agenda are estimates only, subject to change up to and including the date of the Panel Meeting. Please continue to access the ETP website for current and updated information. In the event the Panel does not have a quorum at the Panel Meeting noticed herein, then those Panel Members in attendance will meet as a committee at the same time and place identified herein, and said Panel Members in attendance will meet as a committee in order to hear the items identified in this Notice/Agenda, but will not vote or take action. While ETP intends to webcast its meetings, it may not be possible to webcast the entire open meeting due to limitations on resources.

The meeting is accessible to the physically disabled. A person who needs a disability-related accommodation or modification in order to participate in the meeting, including without limitation auxiliary aids or services, may make a request by contacting Michael A. Cable, Staff Attorney, at (916) 327-5422, or Michael.Cable@etp.ca.gov, or sending a written request to Michael A. Cable, Staff Attorney, at Employment Training Panel, 1100 J Street, 4th Floor, Sacramento, California 95814. Providing your request so that it is received at least five (5) business days before the meeting will help ensure availability of the requested accommodation.

## **REVIEW AND ACTION ON PROPOSALS**

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, July 17, 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**

Greater San Fernando Valley Chamber of Commerce -----	\$746,610
Greater San Fernando Valley Chamber of Commerce (Literacy) --	\$377,298
Hospitality Industry Training and Education Fund dba Hospitality Training Academy (HTA) (Literacy) -----	\$141,750
International Rescue Committee, Inc. (Literacy)-----	\$497,475
Kern Community College District -----	\$593,543
Kern Community College District (HWAFF) -----	\$749,000
Kern Community College District (Literacy)-----	\$190,836
Laborers Training and Re-Training Trust Fund for Southern California (Literacy) -----	\$458,136
Long Beach Community College District -----	\$428,455
The San Francisco Food Bank (Literacy) -----	\$93,150

### **San Diego Regional Office**

20/20 Plumbing & Heating, Inc. -----	\$193,200
American Medical Response of Southern California -----	\$499,500
BNBuilders Inc.-----	\$97,750
Dignity Health (HWAFF)-----	\$450,000
Lodi Memorial Hospital Association, Inc. (HWAFF) -----	\$498,755
Orange Coast Title Company -----	\$176,115
Pasadena Hospital Association, Ltd (HWAFF) -----	\$496,938
Torrance Memorial Medical Center-----WITHDRAWN -----	\$499,905

### **San Francisco Regional Office**

Anheuser-Busch, LLC -----	\$454,480
Applied Materials, Inc. (Critical Proposal) -----	\$749,455
BioMarin Pharmaceutical Inc. -----	\$499,560

**San Francisco Regional Office** (continued)

Economic Development Collaborative-Ventura	
County (Literacy) -----	\$226,800
Jewish Vocational and Career Counseling Service dba JVS-----	\$748,638
NVIDIA Corporation-----	\$483,000
Penumbra, Inc. (Literacy)-----	\$159,360
Seersoft, Inc. dba California Rehabilitation Specialists (Literacy)--	\$136,620
SOMA AEC, Inc. dba Oxman College-----	\$749,808
The Bread Project (Literacy)-----	\$239,540

**Sacramento Regional Office**

Building Skills Partnership (Literacy) -----	\$124,740
Butte Glenn Community College District -----	\$749,937
California Manufacturers and Technology	
Association (Literacy)-----	\$497,880
Cedars-Sinai Medical Center (HWAF) -----	\$499,928
Certified Stainless Service, Inc. DBA West-Mark -----	\$372,600
Chaffey Community College District, Chaffey College (Literacy)---	\$467,100
Chrisp Company-----	\$460,575
Green Day Power -----	\$161,805
Hoag Memorial Hospital Presbyterian (HWAF) -----	\$499,928
La Mejor Inc. (Literacy)-----WITHDRAWN-----	\$70,725
Mission Hospital Regional Medical Center dba Providence	
Mission Hospital (HWAF)-----	\$499,928
Pomona Valley Hospital Medical Center (HWAF)-----	\$499,928
Porterville Adult School (HWAF)-----	\$749,885
Rightvarsity Technologies, LLC. (Literacy)-----	\$458,055
SOMA AEC, Inc. dba Oxman College (HWAF) -----	\$734,310
Visalia Adult School, Visalia Unified School District (HWAF) -----	\$749,885

## **PROPOSALS APPROVED**

### **BY DELEGATION ORDER FOR 05/30/23 – 07/10/23**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Horizon Oxygen and Medical Equipment, Inc.	06/02/23	\$74,400
Shaw Diversified Services, Inc.	05/31/23	\$66,240
<b><u>San Diego Regional Office</u></b>		
Anderson & Howard Electric, Inc.	06/15/23	\$12,650
Ectron Corporation	06/08/23	\$15,525
Werner Systems, Inc.	06/02/22	\$67,620
<b><u>Sacramento Regional Office</u></b>		
SSEC, Inc.	06/15/23	\$66,930



State of California—Labor and Workforce Development Agency

# Employment Training Panel

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# M e m o r a n d u m

To: Panel Members

From: Erich Shiners  
Acting Executive Director

Subject: **Directions Meeting Sites**

Date July 21, 2023

The Employment Training Panel will meet on **Friday, July 21, 2023 at 9:30 a.m.**

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

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

## **Directions to the California Environmental Protection Agency - Coastal Room**

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

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

### **From San Francisco**

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



# M e m o r a n d u m

To: Panel Members

Date July 21, 2023

From: Erich Shiners  
Acting Executive Director

Subject: **Future Meeting Sites**

<b><i>July Panel</i></b> <b><i>July 21<sup>st</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b>
<b><i>August Panel</i></b> <b><i>August 25<sup>th</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b>
<b><i>September Panel</i></b> <b><i>September 29<sup>th</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b>
<b><i>October Panel</i></b> <b><i>October 27<sup>th</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room</b> <b>1001 I St, Sacramento, CA 95814</b> <b>Friday 9:30 AM – 3:30 PM</b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

**Friday, June 09, 2023**

**Panel Members**

Rebecca Bettencourt  
Chair

Dee Dee Myers  
*Ex-Officio* Member

Rick Smiles  
Member

Ernesto Morales  
Member

Gretchen Newsom  
Member

Douglas Tracy  
Member

Madison Hull  
Member

Michael Hill  
Member

**Executive Staff**

Reg Javier  
Executive Director

Peter Cooper  
Assistant Director

Erich Shiners  
Assistant Director/Chief Counsel

Jaime Gutierrez  
Chief Deputy Director

Tara Armstrong  
Deputy Director of Technical Branch

**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL  
Teleconferenced Via Zoom Meeting  
Friday, June 09, 2023**

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

Chair Bettencourt called the meeting to order at 9:31 a.m.

**II. ROLL CALL**

Present

Rebecca Bettencourt  
Gretchen Newsom  
Douglas Tracy  
Michael Hill  
Chris Dombrowski

Not in attendance

Rick Smiles  
Madison Hull  
Ernesto Morales

Executive Staff

Reg Javier, Director  
Peter Cooper, Assistant Director  
Erich Shiners, Assistant Director/Chief Counsel  
Tara Armstrong, Deputy Director of Technical Branch

**III. AGENDA**

The June Agenda was reviewed.

ACTION: Member Newsom moved and Mr. Dombrowski seconded approval of the June Agenda with no changes. All Panel Members present voted in the affirmative for approval of the June Agenda.

Motion carried, 5 to 0.

**IV. MINUTES**

The April Meeting Minutes were reviewed.

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

Motion carried, 5 to 0.

## **V. REPORT FROM THE EXECUTIVE DIRECTOR**

Funding for Fiscal year, the Governor's May revised budget did not change anything for ETP. We are expecting a budget allocation of about \$121 million dollars, which does not change any of our contracting capacity numbers for next year. I would like to let you know that I am retiring from State service, this is my last Panel meeting. Erich Shiners will be taking over as the Acting Executive Director.

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

Regarding the Health Care Workforce Advancement Fund and the Workforce Literacy Fund we are planning on funding all applications that are qualified. Today you will see 10 Health Care Workforce Advancement Fund projects for just over \$5 million dollars and 6 Workforce Literacy Projects for nearly \$2 million dollars. The remainder of the proposals will be coming to the Panel in July and August.

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

Cal-E-Force program has 5 enhancements. The first one is stakeholder recommendation enhancements. The second is our new customer relation management systems, a new tool that is for our economic development and marketing department. It will help the unit track and reach out to new customers. Third is the Health Care and Literacy alternative funding, certification statements have been adjusted with the necessary requirements to accept participating employers under those categories for occupational data. Communications have gone out that we are collecting this information at enrollment. Lastly is under the Cal-E Program our NAICS codes have been updated to match with those voted on by Panel in April. On the Cal-E-Grants system, we are still working with the California Workforce Development Board on a new funding opportunity called HIRE (helping justice involved re-enter employment). Under our enterprise, security and support, we will be bringing on a dedicated network security engineer to keep ETP systems secure and to meet all the necessary state security requirements.

## **VIII. LEGISLATIVE AND LEGAL UPDATE**

Update on a couple of bills we are watching in the Legislature. The first is Assembly Bill 1766, which includes clean ups to language and some Unemployment Insurance Code sections that apply to ETP. It passed out of the Assembly a couple of weeks ago. It has now been assigned to the Senate Labor Public Employees and Retirement Committee. We are waiting for a hearing date to be set for that. The second bill is Senate Bill 525, this would raise the minimum wage for health care workers to \$21 an hour (effective June 1, 2024) and then to \$25 per hour (effective June 1, 2025). As you know we are funding workforce training for health care so there is a potential impact these wages could have on the contractors or employers under the Health Care Workforce program. This bill passed out of the Senate and is now in the Assembly waiting on committee assignment.

At the February Panel Meeting the Panel approved revisions to ETP's Conflict of Interest Code. The code has been posted on the ETP website and will be sent to all staff as required by law to begin the 45 day comment period. The FPPC has made some adjustments to how the document looks and reads. Legal has reviewed the adjustments and has concluded that they do

not affect the substance of what Panel approved and we are going ahead with the notice period beginning June 9, 2023.

Legal requests that in order to make sure that any oral changes to a proposal be clearly restated in the motion to approve.

## **IX. REPORT OF THE CHIEF DEPUTY DIRECTOR given by Marcela Loza**

### **Regarding Funding**

Today's Panel Meeting is for approximately \$9.77 million, which includes five Delegation Orders with a total of \$221,605. 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 69 Delegation Orders. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 50 projects including 2 Critical Proposals (\$518,650). These projects also include 10 Healthcare Workforce Advancement Fund projects (\$5,246,881) and 6 Workforce Literacy projects (\$1,852,618).

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

There are 187 applications currently in demand and 136 applications are with the Regional Offices in development. With 13 applications under review with the applications and assessment unit and 38 submitted applications pending review. The estimated value of the 187 applications is \$51.7 million (\$26.3 million for single employers, \$19.6 million for multiple employer contracts, \$4.2 million for small business and \$939,306 for Apprenticeship Proposals and \$483,000 demand for Critical Proposals.) We are currently within our total allocations for this fiscal year 2022-23.

## **X. CONSENT CALENDAR**

Tab 3 (CytomX Therapeutics, Inc.), Tab 10 (Murrieta Chamber of Commerce) & Tab 12 (The Wonderful Company, LLC) were pulled from the consent calendar.

ACTION: Member Newsom moved and Member Tracy seconded approval of the Consent Calendar without Tabs 3 (CytomX Therapeutics, Inc.), 10 (Murrieta Chamber of Commerce) & 12 (The Wonderful Company, LLC). All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 5 to 0.

## **XI. ACTION ON PROPOSALS**

### **SINGLE EMPLOYER CONTRACTS**

#### **Tab No. 14: Children's Hospital Los Angeles**

First time contractor. Funding requested \$499,928 to train 247 employees consisting of CNNS, grads, medical assistants and respiratory care practitioners.

ACTION: Member Newsom moved and Member Tracy seconded approval of the proposal submitted by Children's Hospital Los Angeles in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 15: Community Hospital of the Monterey Peninsula**

First time contractor. Funding requested \$499,698 to train 426 workers with occupations ranging from behavioral health, CNN, therapist technicians, registered nurses.

Comment was made regarding the lack of wage progression.

Ms. Rossi responded that they have a step program for new hires. Salary range is dependent upon training, education and work experience. Depending on where someone comes in they are eligible for a 5% pay increase each year.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Community Hospital of the Monterey Peninsula in the amount of \$499,698. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 16: Family HealthCare Network**

First time contractor. Funding requested \$749,340 to train 64 retrainees and 170 job creation trainees. Occupations range from dental assistant, medical assistant optometry and dispensary clerk. They are committed to a 10% or more wage progression from the start of the training to the end of the retention period for all participants.

Question was raised as to what was driving the large job creation numbers.

Ms. Barragan responded that they will be opening 5 new sites and the patient health care need is growing as people age.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Family HealthCare Network in the amount of \$749,340. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 17: Lompoc Hospital District Foundation dba Lompoc Valley Medical Center**

First time contractor. Funding requested \$499,928 to train 247 employees. Occupations ranging from CNN, medical assistant, technical staff and therapist.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Lompoc Hospital District Foundation dba Lompoc Valley Medical Center in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 18: NorthBay Healthcare Corporation**

First time contractor. Funding requested \$499,928 to train 247 workers. Occupations range from CNA to entry level nurses, RN, LVN, medical assistant, and technicians. Submitted a

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted NorthBay Healthcare Corporation in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 19: Rady Children's Hospital-San Diego**

First time contractor. Funding requested \$499,928 to train 247 workers. There is a letter of Union support from the United Nurses of Children's Hospital Local 1699. Occupations include Behavioral Health Assistant, new nurse grad and CAN patient care associates.

Concern was raised regarding the Behavioral Health Assistant and Patient Care Associates starting at \$20.96 an hour and if and when they would be seeing a wage progression to \$25 per hour.

Ms. Sweeny responded that the progression will be re-evaluated at the one year mark based on tenure and achievement of skills.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Rady Children's Hospital-San Diego in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 20: Sharp Healthcare**

First time contractor. Funding requested \$499,520 to train 446 workers. We have a union letter of support from the United Nurses Association of California Union of Health Care professionals. Occupations range from newer RN, LVN and CNN's. They have submitted a diversity, including inclusion plan.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Sharp Healthcare in the amount of \$499,520. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.



**Tab No. 21: The Regents of the University of the California; University of San Diego Health**

First time contractor. Funding requested \$499,376 to train 368 workers both new nurse graduates and RN's. They have submitted a union letter of support from the California Nurses Association and a diversity, equity and inclusion policy.

Question was asked as to how long it took for a new graduate to progress to a registered nurse and move to the \$89 an hour wage range.

Ms. Korkis answered that it took a 6 month residency training program.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by The Regents of the University of the California; University of San Diego Health in the amount of \$499,376. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 22: USC Verdugo Hills Healthcare dba USC Verdugo Hospital**

First time contractor. Funding requested \$499,560 to train 362 workers, comprised of technicians, technologists, care partners, CNA's. RN's, unit grad and LVN's. They have submitted a union letter of support from the California Nurses Associations, National Nurses United and a DEI statement.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by USC Verdugo Hills Healthcare dba USC Verdugo Hospital in the amount of \$499,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 23: Valley Children's Healthcare dba Valley Children's Hospital**

First time contractor. Funding requested \$499,675 to train 395 workers, consisting of pediatric nurses extern, entry level nurses, senior grads, RN's, respiratory practitioners clinicians, technicians and assistants. They are located in a high unemployment area in Madera County. They are requesting a wage modification the lowest wage of \$17 per hour which would not include health benefits. They did include a diversity, equity and inclusion policy.

The question as to whether the \$17 per hour is applicable to the pediatric nurse extern and would someone please elaborate on this job and how they progress in wages?

Ms. Sanders replied that there are a couple of level for this position. These are student positions so depending on their pediatric rotation completion. They could see a 5% increase in salary and promote further to take their nursing boards and move to an RN position.

Do they have the opportunity to stay on with full recruitment after completing their externships?

Ms. Sanders replied that it was the intention of the position. Having a position waiting for them, they would then start at the entry level nurse wages.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Valley Children's Healthcare dba Valley Children's Hospital in the amount of \$499,675. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 24: El Sol Neighborhood Educational Center**

First time contractor. Funding requested \$319,125 to train 70 retrainees and 41 job creations trainees located at multiple facilities throughout Southern California.

Elaboration was requested regarding the impact and outcome component of the completion of training and the receipt of a community health worker certification or community health worker apprenticeship certification and how they were eligible.

Mr. Fajardo replied that in order to gain the certificate they needed to improve their literacy and workforce preparation skills.

Question was asked as to how with the sizable amounts of money being asked for they planned to manage the administration of the contract.

Mr. Fajardo stated that they would be bringing in a person for each region to lead the project. But one person would be doing the data.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by El Sol Neighborhood Educational Center in the amount of \$319,215. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 25: San Bernardino Community College District**

Repeat contractor. Funding requested \$497,800 to train 5461 retrainees throughout Southern California.

Comment was made that they currently have an active contract that expires at the end of this year and is at 54%. The prior contract that closed out in 2022 came in at 87%. The point is that the number are being looked at with multiple applications.

Ms. Lester replied that in the last 4 weeks they increased an additional 12.8%.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by San Bernardino Community College District in the amount of \$497,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 26: California Manufacturers and Technology Association**

Repeat contractor. Funding requested \$497,880 to train 461 trainees. Training will be delivered primarily at worksites throughout California.

A question was raised regarding the training vendor in New York and how this suits their needs and whether they augment with local training.

The reply by Mr. Hasting was that the vendor is global and they have 24/7 capabilities.

The question of the reason for having a vendor outside of California was expressed.

Mr. Hasting stated that it was the curriculum and the scale of their capabilities for providing training quickly.

The legal unit was asked about regulations around outside vendors and the requirements.

It was stated that Regulation 4421 says that the training vendor should be from within the State of California. It can be out of the State if they have an office within California and provide the training from that office. Otherwise there needs to be a unique need of the contractor to have that out of state vendor provide the training before the Panel will reimburse.

Mr. Snead replied that it was their understanding that so long as the trainees and the training was in California that the aspect of the trainer being out of state was not a concern. Boxy does have a customer success manager here in California that will be working to create custom programs for each participant employer. Training would be by e-learning and the trainer might now be in California.

Comment was made that the regulation requirements need to be met. The questions of how to vet a vendor against say one in California should be considered. After some back and forth discussion it was recommended that the proposal be tabled until it could be ensured that there was compliance with the regulation.

ACTION: Member Newsom moved and Member Tracy seconded the tabling of the proposal for a future Panel meeting. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 27: California Manufacturing Technology Consulting**

Repeat contractor. Funding requested \$183,114 to train 75 trainees and 16 new employees. Training will be delivered at participating employers work sites throughout California.

Training will be primarily provided by in house trainers. But may be a blend depending on the needs of the employer.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by California Manufacturing Technology Consulting in the amount of \$183,114. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 28: Jon K Takata Corporation dba Restoration Management Co.**

Repeat contractor. Funding requested \$113,827 to train 101 workers. Training will take place at their 10 locations in Los Angeles, Hayward, Venetia, San Jose, Stockton, San Jose, Sacramento, Lake Forest, Riverside and San Mateo.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Jon K Takata Corporation dba Restoration Management Co. in the amount of \$113,827. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 29: State Center Community College Fund**

Repeat contractor. Funding requested \$240,840 to train 446 trainees. Training will take place at the Fresno, Madera and King County locations. Please note the name correction the agenda shows State Center Community College Foundation and has been correct to State Center Community College District.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by State Center Community College Fund in the amount of \$240,840. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 3: CytomX Therapeutics, Inc.**

First time contractor. Funding requested \$105,800 to train 80 workers, including 20 new employees. Training will take place their South San Francisco location.

Concern was raised at the high 30% turnover rate.

CytomX replied that last year the company made a strategic decision to prioritize the early clinical pipeline and partnerships and so turnover was really focused in clinical development.

The Panel can choose to impose a turnover penalty. Failure to stay under a maximum rate will trigger forfeiture of 25% of the amount earned for each training. Typically 20 % turnover during

the 12 month period preceding the termination of the contract. This was requested to be attached to this contract.

Training vendor is incorrectly listed and is in fact headquartered in San Francisco. They do have offices in Maryland.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by CytomX Therapeutics, Inc. in the amount of \$105,800 with the update of the correct address in California for the vendor and the applying the turnover penalty at 20%. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 10: Murrieta Chamber of Commerce**

Repeat contractor. Funding requested \$586,710 to train 530 trainees. Training will take place throughout California.

Concern was raised regarding the employers that are seeking to train their employees outside the Marietta area in other counties. It would be better to see a quality regionalized training issued instead of going to somebody else's Chamber of Commerce or area or jurisdiction and poaching those employers rather than building the economic value in the central local county. The 8% marketing support costs seem like they are for marketing outside Mariette Chamber of Commerce.

Patrick Ellis responded this is one of the challenges within the chamber industry. Most Chambers do not have the bandwidth to be able to facilitate a program such as ETP. So we work with a lot of Chambers in Southern California on regional marketing. We train the chamber to understand how this process works and encourage them to get involved.

A request was made that in future these remarks should be in the application and listing out the other team member Chambers of Commerce. In fact it would be helpful to list out the other Chambers that are being collaborated with in this proposal.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Murrieta Chamber of Commerce in the amount of \$586,710. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 12: The Wonderful Company, LLC**

Repeat contractor. Funding requested \$172,040 to train 253 retrainees located in LA County.

Comment in reviewing the proposal is that it is not a priority industry. The proposal looks like a copy and paste from LinkedIn, learning different module online training courses that an individual can pay \$39.99 per course to obtain.

Ms. Fernandes responded that they do partner with LinkedIn learning for the CBT courses. It is a catalogue list. We tried to revamp the way we think about learning because of our diverse workforce and the many staff functions we support. We do blended learning and virtual, in person, instructor training and this provides optionality.

Question was how many hours of computer based training are you seeing (we have regulations regarding the hours)? How are you bridging that developments journey or is it very much just focused on the CBT training?

Ms. Fernandes replied that there is less than 4 hours of CBT time in the recommended curriculum. Which is supplemented by in person, classroom time and virtual instructor led training.

Request was made to go in and update the curriculum to tighten it up. It's almost like a library. We want to see some of those pathways that you are talking about. The other piece to look at is ETP's dollars are about keeping business within California, growing business within California. This is very much focused on your head office based employees most of those not actually producing. How is this training going to impact the company's progress to make it more effective and profitable to compete in California?

Bills Sacks stated they could remove the CBT component and tighten the curriculum if it is something that would allow the project to move forward today. 80-90% of the training is instructor lead.

If that was removed then the total ETP funding amount would be lower. Also they are asking for an exception around the role of the director.

Bills Sacks stated they could take off the Director.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by The Wonderful Company, LLC in the amount of \$172,040 with the removal of the CBT component and the Director title and job role be removed. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Request was made to move Tab 30 (Alhambra Healthcare & Wellness Centre, LP to be presented after Tab 34 (Rivian Automotive, LLC) in order to group the health care related proposals together.

**Tab No. 31: Old Pueblo Ranch Inc. dba La Reina Inc.**

Repeat contractor. Funding requested \$259,440 to train 253 retrainees and 47 job creation trainees located in LA and San Bernardino Counties. They are requesting a HUA wage modification for some trainees in job 2.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Old Pueblo Ranch Inc. dba La Reina Inc. in the amount of \$259,440. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 32: P2S Inc.**

Repeat contractor. Funding requested \$310,500 to train 222 retrainees and 40 job creation trainees located at 4 locations throughout California.

Question of wages under Job number one engineering start off in the range of \$21.65 per hour going up to \$25 per hour and under Job number two, job creation under engineering 2 individuals at \$17.23 per hour up to \$20 which seems low. Would you be willing to match the wages so Job number two would increase to those of Job number one? And what is driving the growth of the 14 new job creations?

Ms. Bonney agreed to have staff update the contract to increase wages to those of Job number one. And stated that they have had a significant increase in our customer base and demand, so are confident that we have the work.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by P2S Inc. in the amount of \$310,550 with the caveat of moving the wage ranges from Job number 2 to up to the wages for engineering to match job number one. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 33: Raymond Handling Solutions, Inc.**

Repeat contractor. Funding requested \$313,590 to train 395 retrainees and 90 job creation trainees. Training will take place at 4 facilities located throughout California. The company is requesting HUA wage modification for some trainees in Job 2.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Raymond Handling Solutions, Inc. in the amount of \$313,590. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 34: Rivian Automotive, LLC**

Critical Proposals, first time contractor. Funding requested \$248,400 to train 100 trainees. Training will take place at throughout California

Question regarding this is a fairly sizable contract with a lot of moving pieces and it's your first time with ETP, how are you setting yourself up for success?

Ms. Freeman replied that this is their first time applying but not their first time administering this training. Marty Thomas administered the same or similar training at Tesla before, and most of the 17 people that work under and report to Marty also worked at Tesla.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Rivian Automotive, LLC in the amount of \$248,400. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 30: Alhambra Healthcare & Wellness Centre, LP**

First time contractor. Funding requested \$393,185 to train 169 retrainees and 54 job creation trainees located in LA County. They are requesting modifications for a priority wage reduction in Job one and decrease in full time employment hours from 35 to 30, which is consistent with industry standards. Additionally please not a correction underneath the introductions section at the top of page 3, a group of investors hold the majority investment of the multiple wellness centers and not Rockport administrative service.

In looking at Tabs 30, 35 and 36 they are all connected to one major investment company for a combination of one million dollars. These should be looked at by the Policy Committee to make a determination as to how we move forward with things like this. It feels as though we are in violation of our caps for single employers.

Ms. Meeuwsen replied that these operate completely, independently and the group of investors is different with each facility.

ACTION: Member Newsom moved and Mr. Dombrowski seconded approval of the proposal submitted by Alhambra Healthcare & Wellness Centre, LP in the amount of \$443,900. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 35: Santa Ana Healthcare & Wellness Centre, LP**

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Santa Ana Healthcare & Wellness Centre, LP in the amount of \$377,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 36: Anaheim Point Healthcare & Wellness Center, LP dba Windsor Gardens Healthcare**

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Anaheim Point Healthcare & Wellness Center, LP dba Windsor Gardens Healthcare in the amount of \$251,390. All Panel Members present voted in the affirmative to approve the proposal as moved.



Motion carried, 5 to 0.

**Tab No. 37: Bath Makeover by Shugarman's Inc.**

First time contractor. Funding requested \$8,280 to train 8 employees is Job number one. Training will take place at headquarters in San Diego. This will support the company to expand into other service areas by providing upscale worker training. They are requesting productive lab training for all trainees in this project. They may receive between zero and 45 hours of productive lab training. This amount could be 100% of the individual weighted average hours of training.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Bath Makeover by Shugarman's Inc. in the amount of \$8,280. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 38: Orange Coast Title Company**

Repeat contractor, second ETP contract (first in last 5 years). Funding requested \$176,115 to train 293 retrainees over 3 job numbers. Training will take place at their headquarters is Santa Ana, with additional webin locations across Imperial, Los Angeles, Orange, Riverside and San Bernardino Counties.

Question to staff- Is a moratorium on funding projects and contracts under mortgage banking?

Staff replied yes.

Comment was made that this feels like it's tied to mortgage banking, it is a title company. The applicant lists Cash Call as one of their primary clients. Cash Call, has questionable "shady patterns" and is currently buried in legal and regulatory actions.

Mr. Brama replied that he cannot speak to the percentage of revenues or whatnot from Cash Call specifically they are not part of Orange Coast Title but rather brought in to ensure the properties themselves, so they are protecting the home buyer

Ms. Koorey stated they are specifically title and settlement services to support the consumer in home ownership and refinance transactions. They are directly regulated by the Department of Insure out of Sacramento.

It was determined that this proposal should be tabled to confirm the NAIC codes do not fall under the moratorium. Also to updated the proposal to remove Cash Call.

ACTION: Chair Bettencourt moved and Member Newsom seconded tabling this proposal to a future Panel meeting in order to check the NAIC code and the removal of Cash Call from the proposal submitted by Orange Coast Title Company. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 39: SeaSpine, Inc.**

First time contractor. Funding requested \$489,118 to train 434 workers over three job numbers. Training will take place at headquarters in Carlsbad and additional facility in Orange County. This project will focus on manufacturing and business skills training. They are requesting productive lab training for 192 lab technicians and manufacturing staff.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by SeaSpine, Inc. in the amount of \$489,118. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 40: 10X Genomics, Inc.**

Priority industry and first time contractor. Funding requested \$483,000 to train 600 under Job one retraining and 100 under Job 2 job creation. There is a correction to the turnover rate it should reflect 9%. Training will take place at its headquarters in Pleasanton.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by 10X Genomics, Inc. in the amount of \$443,900. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 41: ARC Document Solutions, LLC**

First time contractor. Funding requested \$445,050 to train 315 Job one retrainees, 71 under Job 2 for JUA retrainees and 85 under Job 3 job creation retrainees. Training will take place at their 46 locations across California.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by ARC Document Solutions, LLC in the amount of \$443,900. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 42: Electronic Interface Company, Inc. dba Applied Engineering**

First time contractor. Fifth ETP contract and first in the last five years. Funding requested \$202,400 to train 88 retrainees under Job one small business retrainees. Training will take place at their headquarters in San Jose.

Question raised as to will this training of pretty much everyone in the organization lead to wage increases or just skills required for their current work?

Viet Pham replied that this will lead to wage increases as the gain new skills.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Electronic Interface Company, Inc. dba Applied Engineering in the amount of \$202,400. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 43: Mercer Foods, LLC dba Thrive Foods**

Priority industry and first time contractor. Funding requested \$282,900 to train 432 under Job number one HUA retrainees and 432 under Job 2 job creation HUA retrainees. Training will take place at their headquarters in Modesto.

Chair Bettencourt abstained.

Comment related to productive lab under your curriculum just production equipment, safe operation and preventative maintenance which sounds a little light for 12 hours of productive lab. That's creating a lot of product with profit doing the basics of being safe.

Mr. Jester replied that it is 3 pieces of machinery that require a front and back end, so maybe 4 hours on each machine. The percentage is a lot because we right-sized it.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Mercer Foods, LLC dba Thrive Foods in the amount of \$280,900. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 4 to 0.

**Tab No. 44: Brower Mechanical CA LLC dba Brower Mechanical**

First time contractor. Funding requested \$243,800 to train 142 workers, including 52 new employees and 7 veterans. Training will take place at their Rockland and Grass Valley locations.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Brower Mechanical CA LLC dba Brower Mechanical in the amount of \$243,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 45: Cepheid**

Repeat contractor. Funding requested \$499,100 to train 390 workers, including 220 new employees. Training will take place at their locations in Sunnyville, Newark and Lodi.

You have had multiple successes with ETP in the past five years, except the 2017-2019 one with a 67% earning base. It sounds like the high productions demands fell through. You are looking at hiring 220 additional hires this next 2 years. I'm guessing from productions growth. How are you going to ensure this one will meet completion?

Mr. Herrera stated that they are no longer using paper records for training attendance and have adopted a LMS system and the contracts since have had exceptional performances.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Cepheid in the amount of \$499,100. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 46: Mountain G Enterprises, Inc.**

Repeat contractor. Funding requested \$285,200 to train 280 workers, including 60 new employees. Training will take place at their Butte, Fresno, Sacramento and Sonoma county locations.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Mountain G Enterprises, Inc. in the amount of \$285,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 47: TAE Technologies, Inc. dba Tri Alpha Energy, Inc.**

First time contractor. Funding requested \$270,250 to train 260 workers, including 90 new employees. Training will take place at the Lake Forest location.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by TAE Technologies, Inc. dba Tri Alpha Energy, Inc. in the amount of \$270,250. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 48: Varni Brothers Corporation**

First time contractor. Funding requested \$112,332 to train 148 workers. Training will take place at Varni Brothers in Modesto.

Wages are low for the production and facilities workers starting at \$16.50 per hour and going up to \$20. How soon will they be able to start achieving wage progression and earning higher wages? Would it be agreeable to move that up to \$17 per hour?

Ray Morales responded between 3 to 6 months. The increase to \$17 per hour was agreed to.

Chair Bettencourt abstained.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Varni Brothers Corporation in the amount of \$112,332 with the wage correction for production and facility workers to start at a minimum of \$17 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 4 to 0.

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

### **Tab No. 49: San Joaquin County Economic Development Association**

Repeat contractor. Funding requested \$276,012 to train 374 trainees. Training will take place primarily at work sites throughout San Joaquin counties.

Concern was raised that Tesla is included as one of the employers in the MEC. Tesla came before the Panel in February 2020. There are questions and concerns regarding wages, a commitment to California and California job employee retention and workplace layoffs, safety, respect and dignity. A request was made to remove the Tesla component of this proposal. Since this is a large chunk of the jobs within this contract tabling this to a future Panel meeting was suggested.

ACTION: Member Newsom moved and Member Hill seconded tabling this proposal submitted by San Joaquin County Economic Development Association to a future Panel meeting. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

### **Tab No. 50: Viticulture and Enology Technician Apprenticeship Program**

First time contractor. Funding requested \$36,945 to serve 15 apprentices in Riverside and San Diego Counties. This proposal is requesting a wage modification to the ETP standard minimum wage in order to ensure that the trainees are aligned with the industry wages of the employers in the area.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Viticulture and Enology Technician Apprenticeship Program in the amount of \$36,945. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

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

No comments were made.

### **XIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

Public comment by Rocio Leon at CMTC regarding letters of support when a MEC is obligated to provide actual certification statements, so the letter would be duplicative if additional information is being supplied as part of the application process

Public Comment by Deanna Krehbiel regarding what a pleasure it has been to have virtual Panel meeting and to work with Reg Javier.

Public Comment by Julianna Kirby at Training Funding Partners thanking Reg Javier.

Public Comment by Eldon Davidson thanking Reg Javier.

Public Comment by Phillip Herrera thanking Reg Javier.

Assistant Director Cooper reminding participants that there will be a time to thank Reg Javier after the adjournment of this panel meeting.

Public Comment by Annie Rafferty thanking Reg Javier.

### **XIV. MEETING ADJOURNMENT**

Member Newsom moved to adjourn the panel meeting.

ACTION: Member Newsom moved and Member Hill seconded to adjourn the panel meeting. All Panel Members present voted in the affirmative to adjourn the panel meeting as moved.

Motion carried, 5 to 0.

Chair Bettencourt Adjourned the meeting at 12:49 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.



Employment Training Panel

# MEMORANDUM

To: Panel Members Date: July 21, 2023

cc: Peter Cooper, Assistant Director  
Jaime Gutierrez, Chief Deputy Director  
Tara Armstrong, Deputy Director

From: Erich Shiners, Acting Executive Director/Chief Counsel

Subject: Pending Legislation; California Legislature; 2023-2024 Regular Session

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## I. ASSEMBLY BILLS

- **AB-86 Homelessness: Statewide Homelessness Coordinator.**

Summary: Existing law establishes various programs to address homelessness, including requiring the Governor to create an Interagency Council on Homelessness. Existing law requires the council to, among other things, identify mainstream resources, benefits, and services that can be accessed to prevent and end homelessness in California and promote systems integration to increase efficiency and effectiveness to address the needs of people experiencing homelessness. This bill would require the Governor to appoint a Statewide Homelessness Coordinator, within the Governor's Office, to serve as the lead person for ending homelessness in California.

Status: On 7/5/2023-From committee: Do pass and re-refer to Com. on HOUSING. (Ayes 4. Noes 0.) (July 3). Re-referred to Com. on HOUSING.

- **AB-241 Vehicular air pollution; Clean Transportation Program; vehicle registration and identification plate service fees; smog abatement fee extension.** Summary: This bill would make various changes to the Enhanced Fleet Modernization Program, the Clean Transportation Program, and the Air Quality Improvement Program, and extend the \$20 smog abatement fee imposed on certain vehicles until January 1, 2035. This bill would take effect immediately as an urgency statute.

Status: On 6/26/2023-Read third time and amended. Ordered to third reading.

- **AB-437 State government: equity.**

Summary: This bill would require state agencies and departments, in carrying out their duties, to consider the use of more inclusive practices to advance equity, as specified.

Status: On 6/7/2023-Referred to Com. on G.O.

- **AB-469 California Public Records Act Ombudsperson.**

Summary: This bill would establish, within the California State Auditor's Office, the California Public Records Act Ombudsperson. The bill would require the California State Auditor to appoint the ombudsperson subject to certain requirements. The bill would require the ombudsperson to receive and investigate requests for review, as defined, determine whether the denials of original requests, as defined, complied with the California Public Records Act, and issue written opinions of its determination, as provided. The bill would require the ombudsperson to create a process to that effect, and would authorize a member of the public to submit a request for review to the ombudsperson consistent with that process. The bill would require the ombudsperson, within 30 days from receipt of a request for review, to make a determination, as provided, and would require the state agency to provide the public record if the ombudsperson determines that it was improperly denied. The bill would, if requested by the ombudsperson, require any state agency determined to have improperly denied a request to reimburse the ombudsperson for its costs to investigate the request for review. The bill would require the ombudsperson to create a process through which a person whose information is contained in a record being reviewed may intervene to assert their privacy and confidentiality rights, and would otherwise require the ombudsperson to maintain the privacy and confidentiality of records, as provided. The bill would require the ombudsperson to report to the Legislature, on or before January 1, 2025, and annually thereafter, on, among other things, the number of requests for review the ombudsperson has received in the prior year.

Status: On 7/3/2023-From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on G.O.

- **AB-518 Paid family leave: eligibility: care for designated persons.**

Summary: This bill would expand eligibility for benefits under the paid family leave program to include individuals who take time off work to care for a seriously ill "designated person," defined as "any individual related by blood or whose association with the employee is the equivalent of a family relationship."

Status: On 7/3/2023-From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on APPR.

- **AB-735 Workforce development: utility careers.**

Summary: Among other things, this bill would establish the High Road Utility Careers (HRUC) program, to be administered by the board, to connect existing resources with individuals interested in careers in the utility sector and ensure a continued reliable workforce for California utilities. The bill would require the board to administer the HRUC program through partnerships with statewide water, wastewater, and energy utility associations and to coordinate the program with existing and future programs and initiatives administered by the board, including high road training partnerships, in order to align interested individuals with available resources. The bill would require the HRUC program, upon appropriation by the Legislature, to dedicate funding and resources toward accomplishing specified goals, including connecting workers to high-quality jobs or entry-level work with defined routes to advancement and increasing skills and opportunities while expanding pipelines for low-income populations.

Status: On 05/18/2023: In committee: Held under submission.

- **AB-749 State agencies: information security: uniform standards.**

Summary: This bill would require, by January 1, 2025, every state agency, as defined, to implement specified actions relating to data, hardware, software, internal systems, and essential third-party software, including multifactor authentication for access to all systems and data owned, managed, maintained, or utilized by or on behalf of the state agency. The bill would require state agencies to implement a Zero Trust architecture, as defined, and prioritize the use of solutions that comply with, are authorized by, or align to federal guidelines, programs, and frameworks. This bill would require the office's chief, no later than January 1, 2024, to develop uniform technology policies, standards, and procedures for use by all state agencies in Zero Trust architecture, including multifactor authentication, as defined, on all systems in the State Administrative Manual and Statewide Information Management Manual. The bill requires the chief to update requirements for existing annual reporting activities to collect information relating to the progress state agencies are making to increase internal defenses of agency systems. The bill would authorize the chief to update existing annual reporting activities to include how a state agency is progressing with respect to specified goals. The bill would also make related legislative findings and declarations.

Status: On 7/3/2023-From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on G.O.

- **AB-1163 Lesbian, Gay, Bisexual, and Transgender Disparities Reduction Act.**

Summary: This bill would impose the provisions of the above-described act on the Business, Consumer Services, and Housing Agency, the California Health and Human Services Agency, the Department of Housing and Community Development, and the California Commission on Disability Access, and would require these state entities to comply with the bill's provisions as early as possible following the effective date of this bill, but no later than July 1, 2025.

Status: On 6/28/2023-Read second time and amended. Re-referred to Com. on JUD.

- **AB-1370 California Community Colleges Economic and Workforce Development Program.**

Summary: This bill would revise and recast several provisions of the California Community Colleges Economic and Workforce Development Program. The bill would extend operation of the program indefinitely and would repeal the Job Development Incentive Training Program. The bill would revise and recast the principles governing the Economic and Workforce Development Program, provisions on the duties and membership of the program's advisory committee, the decision criteria for allocating program funds to colleges, and the definitions that apply to the program's provisions.

Status: On 7/3/2023-In committee: Referred to APPR suspense file.

- **AB-1766 Division of Occupational Safety and Health: Regulations.**

Summary: Among other things, the bill would update statutory references within ETP's Enabling Legislation relating to the federal Workforce Innovation and Opportunity Act of 2014, the California Workforce Development Board, and local workforce development boards. Additionally, this bill would delete the statutory language declaring the intent of the Legislature that programs developed pursuant to these provisions not replace, parallel, supplant, compete with, or duplicate in any way already existing approved apprenticeship programs.

Status: On 7/5/2023: Read second time. Ordered to Consent Calendar.

## II. SENATE BILLS

- **SB-322 Zero-Emission Vehicle Battery Manufacturing Block Grants Program.**

Summary: This bill would require the State Energy Resources Conservation and Development Commission, or an entity it contracts with, to administer its Zero-Emission Vehicle Battery Manufacturing Block Grant Program, and would impose eligibility, application scoring, workforce, and reporting requirements on the program. The bill would authorize the commission, or an entity it contracts with, to adopt procedures and criteria to supplement these requirements.

Status: On 6/27/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 12. Noes 3.) (June 26). Re-referred to Com. on APPR.

- **SB-447 GO-Biz.**

Summary: This bill would authorize the GO-Biz to establish the Building and Reinforcing Inclusive, Diverse, Gender-Supportive Equity Project (BRIDGE Project) to promote social equity, civil rights, and anti-discrimination through marketing and advertising campaigns. This bill also would

Status: On 7/3/2023-From committee with author's amendments. Read second time and amended. Re-referred to Com. on J., E.D., & E.

- **SB-525 Minimum wage: health care workers.**

Summary: Among other things, this bill would require, beginning June 1, 2025, a health care worker minimum wage of \$25 per hour for hours worked in covered health care employment, as defined, subject to adjustment, as prescribed. From June 1, 2024 until June 1, 2025, the health care worker minimum wage would be \$21 per hour. The bill would provide that the health care worker minimum wage constitutes the state minimum wage for covered health care employment for all purposes under the Labor Code and the Wage Orders of the Industrial Welfare Commission. The health care worker minimum wage would be enforceable by the Labor Commissioner or by a covered worker through a civil action, through the same means and with the same relief available for violation of any other state minimum wage requirement. By establishing a new minimum wage, the violation of which would be a crime, the bill would impose a state-mandated local program.

Status: On 7/3/2023-From committee with author's amendments. Read second time and amended. Re-referred to Com. on L. & E.

- **SB-534 Equitable Access to Job Opportunity Pilot Program.**

Summary: This bill would establish the Equitable Access to Job Opportunity Pilot Program, to be operative from January 1, 2024, to January 1, 2025, inclusive, to provide individuals without postsecondary education degrees from rural or low-income communities with financial aid for workforce development training and education to gain employment in key industries. The bill would require the board and the office to administer the pilot program, including identifying key industries and developing partnerships, pathways, and opportunities to ensure local development of those industries, as specified. The bill would require the board and the office to work with local stakeholders, including local workforce development boards, in securing job opportunities and building pathways and partnerships, as specified. The bill would require the board and the office, on or before January 1, 2027, to report to the Legislature on the effectiveness of the program, as specified. The bill would repeal the bill's provisions on January 1, 2028.

Status: On 6/15/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 6. Noes 0.) (June 14). Re-referred to Com. on APPR.

- **SB-544 Bagley-Keene Open Meeting Act: teleconferencing.**

Summary: This bill would amend existing law that will remain operative after July 1, 2023, to remove indefinitely the teleconference requirements that a state body post agendas at all teleconference locations, that each teleconference location be identified in the notice and agenda of the meeting or proceeding, and that each teleconference location be accessible to the public. The bill would require a state body to provide a means by which the public may remotely hear audio of the meeting, remotely observe the meeting, or attend the meeting by providing on the posted agenda a teleconference telephone number, an internet website or other online platform, and a physical address for at least one site, including, if available, access equivalent to the access for a member of the state body participating remotely. The bill would require any notice required by the act to specify the applicable teleconference telephone number, internet website or other online platform, and physical address indicating how the public can access the meeting remotely and in person. The bill would revise existing law to no longer require that members of the public have the opportunity to address the state body directly at each teleconference location, but would continue to require that the agenda provide an opportunity for members of the public to address the state body directly. The bill would require a member or staff to be physically present at the location specified in the notice of the meeting.

Status: On 5/26/2023-Referred to Com. on G.O.

- **SB-595 Covered California: data sharing.**

Summary: This bill would prohibit the California Health Benefit Exchange from disclosing to a certified insurance agent or a certified employment counselor personal information obtained from the Employment Development Department without the applicant's consent. The bill also would require a person or entity that receives information from the Exchange to take reasonable measures to safeguard the confidentiality of any personal information obtained from the Exchange and would prohibit a person or entity from using or disclosing that information for any purpose other than to market and publicize the availability of health care coverage through the Exchange to individuals, as directed by the Exchange.

Status: On 6/29/2023-Read second time and amended. Re-referred to Com. on HEALTH.

- **SB-822 Workforce development: Interagency High Road Act.**

Summary: This bill would require the Department of Industrial Relations and the California Workforce Development Board to collectively be responsible for oversight and decision-making, including, among other duties, creating high road evaluation metrics and developing technical assistance and evaluation infrastructure. The bill would require, upon request by a state agency, to establish interagency agreements that advance the objectives of high road procurement, contracting, and incentive programs. The bill would require, by January 1, 2025, each state agency to report to the Legislature the agency's plan to incorporate high road employment requirements in that state agency's procurement processes, contracts, and incentives programs. This bill would make these provisions effective only until January 1, 2030, and repeal them as of that date.

Status: On 6/29/2023-From committee: Do pass and re-refer to Com. on J., E.D., & E. (Ayes 7. Noes 0.) (June 28). Re-referred to Com. on J., E.D., & E.

- **SB-864 Workforce development: workplace rights curricula.**  
Summary: Among other things, this bill would require the California Workforce Development Board to assist the Governor with partnering with the Labor Commissioner and other subject matter experts in developing workplace rights curricula to be provided to all individuals receiving individualized career services, supportive services, or training services through the California workforce system. The bill would require each local workforce development board to ensure the provision of workplace rights training consistent with that workplace rights curricula. The bill would require the comprehensive 4-year local plan to include a description of how the local board plans to comply with this requirement. By imposing additional duties on local workforce development boards, the bill would impose a state-mandated local program. The bill would require the California Workforce Development Board to partner with the Employment Development Department and the Labor and Workforce Development Agency to ensure that local workforce development boards and one-stop career center providers are complying with those requirements.

Status: On 7/3/2023-From committee with author's amendments. Read second time and amended. Re-referred to Com. on L. & E.



# **Social Entrepreneurs for Economic Development Initiative**

**SEED One Assessment**

**Developed by  
Dr. Indria Gillespie**



# SEED Initiative

The SEED grant is awarded to California non-profit community-based organizations (CBOs). These CBOs perform outreach to immigrants and limited English proficient individuals in appropriate languages. These individuals then receive entrepreneurial training and can apply to the CBO for a micro-grant to help them either form or maintain a small business or worker-owned cooperative. The CBO also provides technical assistance to the micro-grantees.

# Community Based Organizations (CBOs)

CBOs	Program
1. Asian Pacific Islander Small Business Program (APISBP)	EP*
2. Bay Area Community Resources (BACR)***	EP
3. Democracy at Work Institute (DWI)***	DP**
4. Immigrants Rising (IR)	EP
5. Inland Congregations United for Change (ICUC)	EP
6. Interfaith Movement (IM)	EP
7. Local Initiatives Support Corporation (LISC)	EP
8. The Latina Center (TLC)	EP
9. Women's Economic Ventures (WEV)	EP

\* Entrepreneur Program (EP)

\*\* Demonstration Project On Worker Cooperatives and Employee Ownership

\*\*\* These CBOs did not participate in the assessment process.

# Research Plan

## Three Phases

### Phase I - Preliminary Assessment

Identify program goals and objectives



Review and analyze secondary data



Determine the data needed based on the program's goals and objectives  
as well as the secondary research findings



Determine the best methods to collect the data, in what order, and from whom



Identify participants



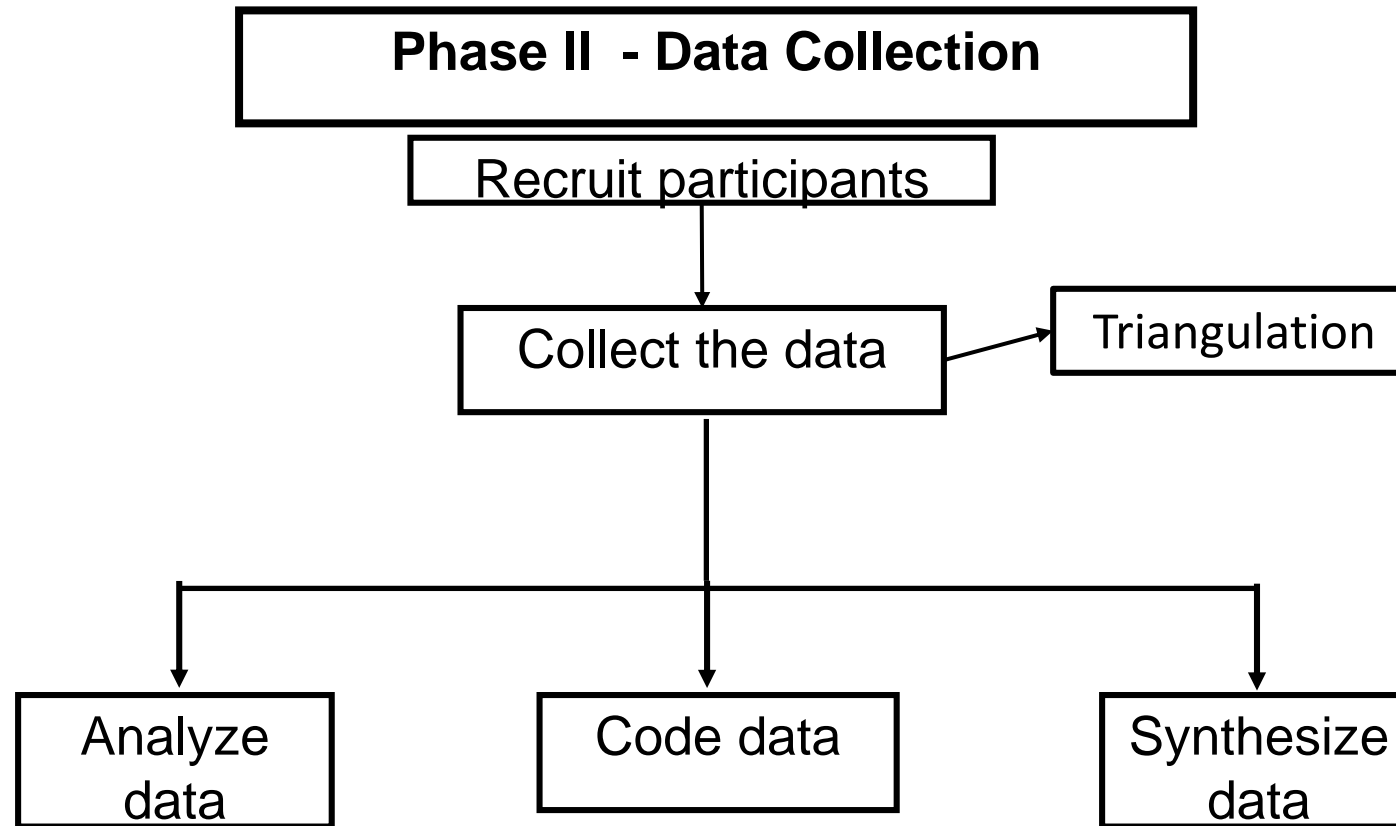
Design data collection tools



Design data collection management plan

# Research Plan

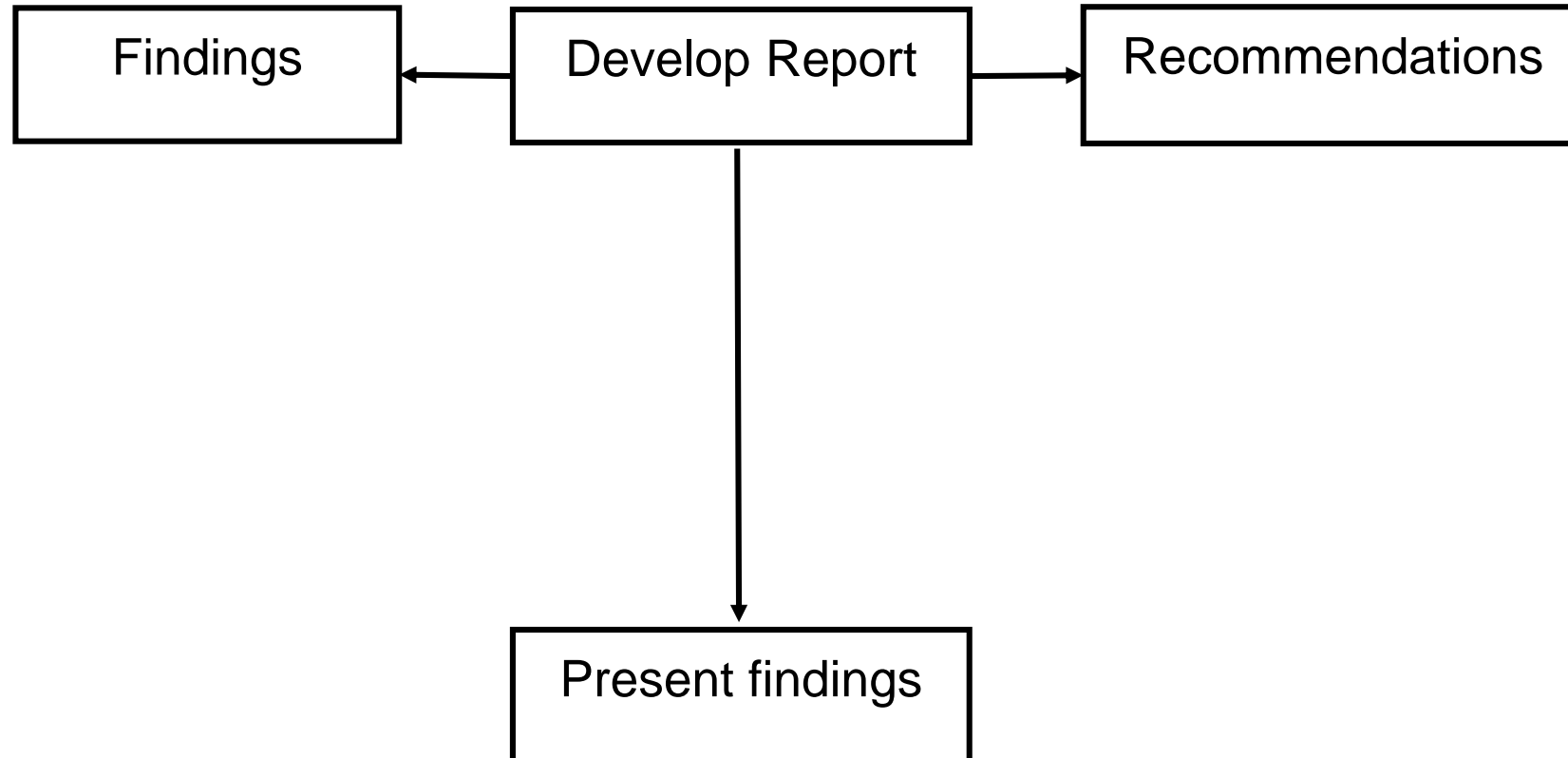
## Three Phases



# Research Plan

## Three Phases

### Phase III - Reporting



# SEED Initiative: Who Was Served

## Trainees and Grantees with Barriers to Employment\*

	TRAINING		MICRO GRANTS	
	Enrolled	Completers	Approved	Received Grant
<b>Barriers to Employment</b>				
Immigration Status	2439	1308	878	418
Limited English Proficiency**	1417	841	411	274

\* Nine CBOs reporting

\*\* Training provided in 39 languages

# SEED Initiative: Who Was Served

## Trainees and Grantees by Race\*

	TRAINING		MICRO GRANTS	
	Enrolled	Completers	Approved	Received Grant
RACE				
American Indian/Alaskan	50	30	21	0
Asian	586	336	232	84
Black/African American	253	148	112	75
Latinx	2737	1431	899	424
Middle Eastern/North African	81	38	26	3
Native Hawaiian	60	44	49	25
Other	203	91	54	35

\* Nine CBOs reporting

# SEED Initiative: Who Was Served

## Gender and Sexual Orientation\*

	TRAINING		MICRO GRANTS	
	Enrolled	Completers	Approved	Received Grant
<b>Gender</b>				
Female	2131	1227	846	401
Male	1381	731	484	233
Trans. F to M	2	0	0	0
Trans. M to F	4	1	1	0
Trans., non-conforming	7	2	0	0
GenderQueer, non-conforming	36	15	8	3
Different ID	5	1	1	0
Prefer not to say	16	10	9	3
<b>Sexual Orientation</b>				
LGBTQ	308	123	88	44

\* Nine CBOs reporting



# SEED Initiative: Who Was Served

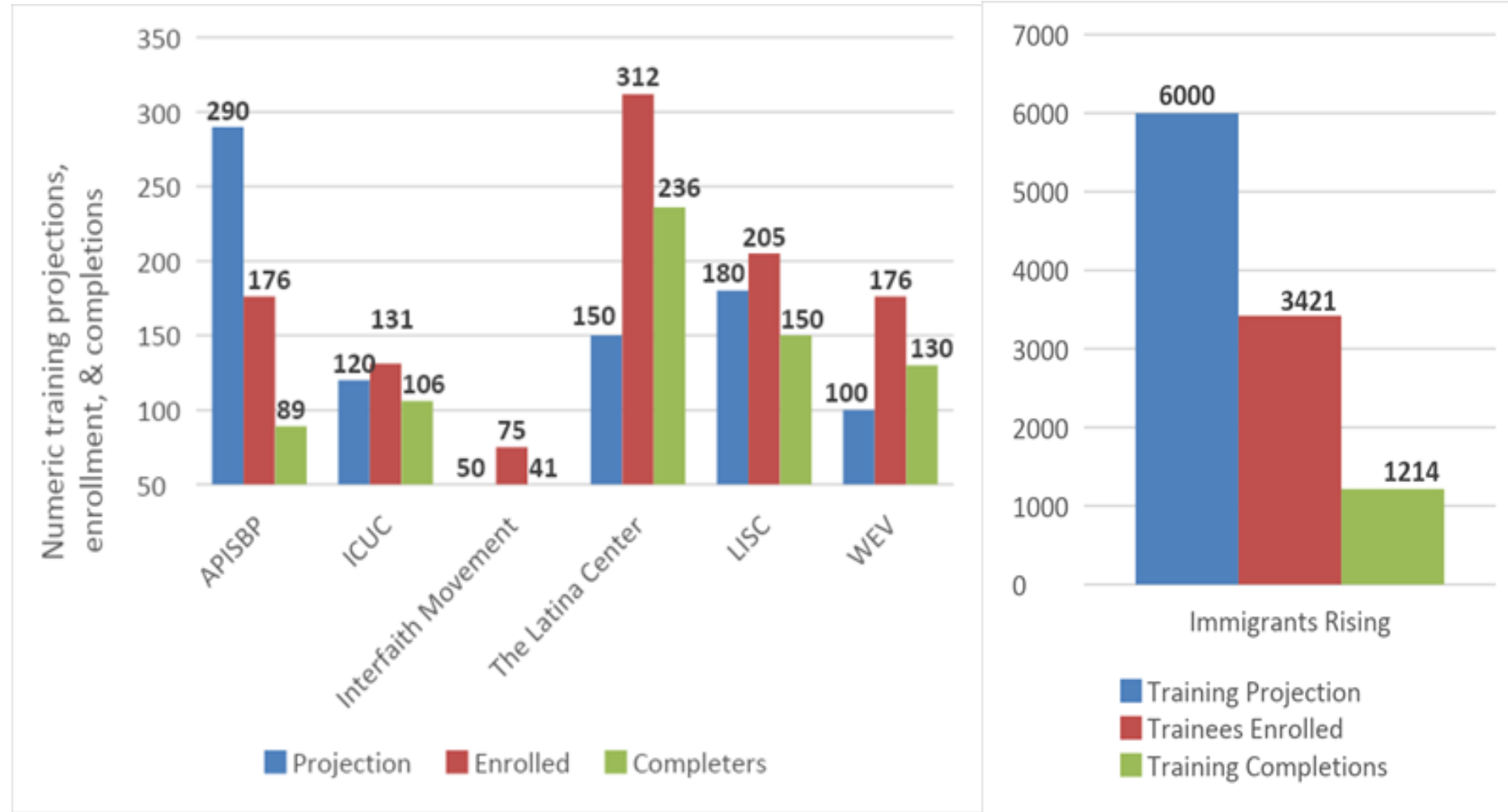
## Trainees and Grantees' Location\*

	TRAINING		MICRO GRANTS	
	Enrolled	Completers	Approved	Received Grant
Location				
Bay Area	567	296	182	95
Central Coast	250	164	102	44
Central Valley North	288	148	90	6
Central Valley South	560	295	206	82
Coastal North	4	1	1	0
Mountain North	13	8	4	0
Mountain South	17	8	4	0
Southern CA Coastal	1448	786	588	300
Southern CA Inland	451	237	197	113

\* Nine CBOs reporting

# SEED Initiative: The Program

## Training Projections, Enrollment, & Completions



\* Seven CBOs reporting

# SEED Initiative: The Program

## Business Startups\*

• Immigrants Rising:	413
• ICUC:	11
• The Latina Center:	28
• LISC:	74
• WEV:	10

\*Only five out of nine reporting.

# SEED Initiative: The Program

## Jobs Created

• APISBP:	2
• Immigrants Rising:	474
• ICUC:	10
• The Latina Center:	41
• LISC:	74
• WEV:	19

\*Only six CBOs of nine reporting.

# SEED Initiative: Strengths

- The SEED Initiative offers immigrants a viable means to earn an income and support themselves and their families.
- Entrepreneurship would bring new business creations, new jobs, a tax base, and more money circulating within the immigrant community and California as a whole.
- The SEED entrepreneurial training was administered throughout California.
- Training and TA services were facilitated in 39 languages.
- 923 immigrants in California received a collective total of \$6,333,572.42 in micro-grants to support starting a business or a work cooperative.
- 536 business startups (5 CBOs reporting)
- 2,142 immigrants received 426 hours of entrepreneurial training administered by 9 CBOs with 189 years of collective experience.
- The SEED Initiative closes skills and knowledge gaps by giving immigrants the tools to navigate financially and thrive as individuals and as a community.
- The SEED Initiative has developed an impressive quarterly reporting system aimed at collecting critical data and metrics.
- The ETP provided support to the CBOs through monthly group calls
  - Questions
  - Best practices
- Generated over 620 jobs (5 CBOs reporting)

# SEED Initiative

## Weaknesses & Recommendations

### Weakness:

- Some SEED trainees had difficulties negotiating their mini-grant checks

### Recommendation:

- Develop a policy requiring CBOs to include TA assistance in this area

### Weakness:

- Subcontracting

### Recommendation:

- Management and oversight policy

### Weakness:

- Indirect/Direct (25%/75%)

### Recommendation:

- Reconsider split
- Free up funds for more training and TA services

### Weakness:

- Inconsistent collection of metrics

### Recommendation:

- Develop a form for TA staff to complete after each session. This makes it easier to collect key metrics like jobs created, business starts, etc.

### Weakness:

- Inconsistent disbursement of mini-grants
  - Lump sum vs. reimbursement

### Recommendation:

- Develop a consistent policy

### General recommendations:

- Trainees should be provided with a list of community resources available to them post-SEED

# Questions



**Training Proposal for:**  
**20/20 Plumbing & Heating, Inc.**

**Contract Number: ET24-0100**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate Retrainee	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, Riverside, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 1,136	U.S.: 1,247	Worldwide: 1,247	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$378,000

<b>Total ETP Funding</b>
\$193,200



**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. Impr., OSHA 10	350	8-200	0	\$552	\$30.90
				Weighted Avg: 24			

\*Post-Retention Wage is the Contractual Wage.

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

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

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

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

**Bonuses (Non-Retail) (service Tech/Install):**

If necessary, up to \$6.90 per hour in bonuses may be used to meet the minimum wage by County. Bonuses are a regular part of the pay structure for 20/20 and are included for all ETP Occupations in the event a trainee does not elect to take health benefits. Bonus can range from \$.90 per hour to \$6.90 depending on the trainee.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Service Technicians/Installer	\$22.00 – \$75.00	258
Sales Staff	\$30.00 – \$60.00	27
Support/Operations Staff	\$26.91 – \$68.00	50
Engineering Staff	\$30.00 – \$50.00	15

**INTRODUCTION**

Founded in 2015 and headquartered in Riverside, 20/20 Plumbing & Heating, Inc. (20/20 Plumbing) ([www.2020ph.com](http://www.2020ph.com)), specializes in commercial, hospitality, single-family, and multi-family plumbing and heating services. The Company's business units are specialized by project type to better serve the customer needs customers and maintain a flat and efficient business structure.

20/20 Plumbing must have a strong and robust workforce. Therefore, its training programs are developed to support and enhance its employees' knowledge and skills, and promote a safe working environment. The organization is dedicated to ongoing safety training, accountability, and reinforcement strategies that foster awareness to enable employees to recognize and properly respond to safety hazards and quality control issues.

The Company's clients include local homebuilders to global hospitality brands including: Lennar Homes, Shea Homes, Wermers Construction and Walton Construction. This will be 20/20 Plumbing first ETP Contract.

## **Veterans Program**

Although this project does not include a veteran component, the training population of 20/20 Plumbing may potentially include Veterans. The Company welcomes veteran applicants for open positions.

## **PROJECT DETAILS**

The COVID Pandemic provided the heating, ventilation and air conditioning (HVAC) and plumbing marketplace with opportunities for growth and change. The Company's HVAC division was greatly impacted creating challenges in the development of the innovation and advancements for indoor air quality solutions. It has become crucial to develop indoor air quality solutions that guarantee air circulation, sanitization, and purification to lessen the risk of disease transmission and the Company is strategizing and adopting tactics to stay competitive.

Energy efficiency is another ongoing key element that the Company must consider in order to stay competitive. The business keeps up with emerging energy trends, and a recent research it carried out revealed that HVAC equipment accounts for an average of 48% of a household's overall energy use, requiring 20/20 Plumbing to plan for continuous training to stay up-to-date in this arena. Additionally, the Company's plumbing services despite being an essential service, faced challenges during the pandemic due to the lack of toiletries shortages and customers' concerns about having service workers entering their premises. To recover, 20/20 Plumbing must remain current on the new products and processes necessary to continue to support and grow its plumbing business unit.

Operating in a highly competitive industry, the Company recognizes that the success of its business relies primarily on the skills of its employees. In order to stay competitive, the Company must train its frontline workforce, as the demand for energy-efficient HVAC, water-efficient plumbing products and services increases, as well as any technological advances that make equipment more complex.

These training topics do not replace, parallel, supplant, compete with, or duplicate existing apprenticeship programs as applicable to the occupations planned.

In addition, to address current and projected growth, 20/20 Plumbing must expand its workforce as well as train its current employees on new and emerging technologies and products. Training will also encompass the following new software programs in order to streamline process and capture desired growth:

- NextWorld Enterprise Resource Planning System, including its Procor Project Management Software. The NextWorld enterprise resource planning software is designed to help employees and work teams improve agility to meet sudden changes and increase data and process consistency. The system dashboards display real-time insights that allows the company drive decisions and reduce reliance on error-prone spreadsheets.
- Criterion Human Resources Information Systems (HRIS) - This new cloud-based platform improve employee experience through better visibility and control of their employee account and enable more direct interaction and communication.
- Trimble SysQue Managed Data Content - allows the employees to work from a continually evolving database of over 8 million parts and request additional content if necessary. It also uses materials and sizes based on actual manufactured products which will allow the company to work with one model from design through to construction.

## Training Plan

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

**Business Skills:** Training will be offered to all occupations and include Business Processes and Procedures, Client Service/Communication Skills, New/Upgraded Product Knowledge and Customer Service Skills to further support client service and dispatch functions.

**Commercial Skills:** Training will be offered to all occupations and include Electricity/Voltage & Schematics, Ducting/Equipment and Installations, Smart Equipment Technology/Controls and System Troubleshooting to support trainees understanding of product installation, repairs and service.

**Computer Skills:** Training will be offered to all occupations and include Microsoft Office (Intermediate/Advance), Tablet Computer Applications to remain competitive by upskilling using the latest software and equipment as the industry converts to using more efficient/green technology.

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

## Certified Safety Training

1. OSHA 10. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers 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.

## 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). Trainees in Job Numbers 1 are employed in a Priority Industry and qualify for a SET wage modification up to 25% below the statewide average hourly wage. The Company requests this modification for trainees in Job Number 1.

## Commitment to Training

The Company currently spends approximately \$250,000 annually in job skills training which lead to increased product knowledge and eventually higher wages. Training focuses on safety and overall operations in the workplace and core job competencies.

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

➤ Training Infrastructure

The Senior Human Resources Manager will oversee ETP training and all administrative responsibilities. The Company has approximately twenty subject matter experts/trainers to assist with the creation of training/curriculum, coordination of training rosters and tracking performance. The Company also retained an administrative subcontractor to assist with project administration.

**Alternate Recordkeeping**

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

**DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$11,592.

**ADMINISTRATIVE SERVICES**

Training Funding Partners 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 & Procedures
- Client Service/Communication Skills
- Coordinating and Scheduling Service/Dispatching
- Equipment and Industry Overview
- Logistics/Warehouse Skills
- New/Upgraded Product Knowledge and Service Skills
- Train-the-Trainer

#### **Commercial Skills**

- Electricity/Voltage & Schematics
- Equipment Diagnostics/Maintenance/Management
- Cooling/Heating Equipment Installation/Maintenance Skills
- Ducting/Equipment and Installations
- Electrical/Plumbing Equipment Installation/Maintenance Skills
- Plumbing Equipment/Process Skills
- Smart Equipment Technology/Controls
- System Troubleshooting

#### **Computer Skills**

- Intermediate/Advanced Microsoft Office (Word, Excel, PowerPoint)
- Tablet Computer Applications
- NextWorld Enterprise Resource Planning System Skills
- Criterion HRIS (Human Resources Information Systems)
- Trimble SysQue Managed Data Content
- Criterion HRIS System Skills
- Revit Engineering Software Skills
- SysQue Design Software System Skills

#### **Continuous Improvement Skills**

- Change Management Skills
- Leadership Skills
- Problem Solving Skills
- Process Improvement Skills
- Project Management Skills
- Root Cause Analysis and Remediation
- Time Management Skills

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

- OSHA 10



Retrainee-Job Creation  
**Training Proposal for:**  
**BioMarin Pharmaceutical Inc.**  
**Contract Number: ET24-0125**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** A. Salinas

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Biotechnology and Life Sciences (54+)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Marin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,500	U.S.: 3,500	Worldwide: 6,000
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,960,000

<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	Computer Skills, Cont. Impr. Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	250	8–200	0–65	\$1,380	\$26.86
				Weighted Avg: 60			
2	Job Creation Initiative Retrainee Priority Rate	Computer Skills, Cont. Impr. Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	84	8–200	0–65	\$1,840	\$25.16
				Weighted Avg: 80			

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

**Minimum Wage by County:**

**Job Number 1:** \$24.72 per hour for Marin County.

**Job Number 2 (Job Creation):** \$20.60 per hour for Marin County.

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

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

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>		
Administrators	\$26.86 - \$48.95	50
Manufacturing Associates	\$27.86 - \$56.40	150
Engineers	\$40.31 - \$59.35	50
<b>Job Number 2: Job Creation</b>		
Administrators	\$25.16 - \$48.95	10
Manufacturing Associates	\$32.46 - \$56.40	44
Engineers	\$37.36 - \$59.35	30

**INTRODUCTION**

Established in 1997 and headquartered in San Rafael, BioMarin Pharmaceutical Inc. (BioMarin) ([www.biomarin.com](http://www.biomarin.com)) is a global biotechnology company that develops and commercializes innovative therapies and medications for patients living with genetic rare and ultra-rare disease that are both progressive and life threatening in nature. BioMarin has continued to be an industry leader in genetics and molecular biology resulting in the rapid discovery, development, and commercialization of eight approved therapies, primarily focused on rare diseases. In its Novato production facilities, active pharmaceutical ingredients for ALDURAZYME, NAGLAZYME,

PALYNZIQ, and VOXZOGO are manufactured. BioMarin's gene therapy manufacturing operations are also located in Novato. Its customers include specialty pharmacies and end-users such as hospitals and government agencies (i.e. - Medi-Cal). ETP training will be delivered at its corporate headquarters in San Rafael and at its manufacturing facilities in Novato.

This will be BioMarin's seventh ETP Contract, and its fifth within the last five years. The previous project focused on product innovations and manufacturing solutions at its gene therapy manufacturing facility in Novato. As part of this proposal, training course content is different from previous ETP Contracts and will focus on new product manufacturing technologies and continuous-improvement techniques. For example, it expects to receive approval for the first gene therapy for Hemophilia A on June 30, 2023. Additionally, the Company will not enroll employees who have participated in previous ETP Contracts.

### **Veterans Program**

Although the Company has no formal plans for recruiting veterans and this proposal does not include a separate Veteran's Job Number, veterans will be enrolled in this ETP Contract.

### **PROJECT DETAILS**

The focus of this proposal is to provide training for frontline manufacturing staff, administrative staff, and engineering staff involved in research, production, quality control, and computer upgrades. Training objectives are manufacturing courses, but will also include supplementary professional, technical, and process improvement development courses. All this training must occur in an expedited timeframe for BioMarin to remain competitive in an expanding global marketplace.

ETP-funded training will provide skills in new manufacturing processes and newly installed cell production lines, and involve new and complex biopharmaceutical manufacturing equipment (bioreactors, chromatography systems, fermentation systems, cell disruption systems, ultrafiltration systems, and more). There will also be automation and software upgrades for manufacturing and headquarters.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 84 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly hired employees will be subject to a lower post-retention wage. However, BioMarin is not requesting a lower wage for its newly hired workers.

Due to business-capacity growth and due to the specialized, scientific nature of its business, the Company places considerable reliance on hiring and retraining qualified engineering, technical, and manufacturing personnel. According to company representatives, the development, design, and manufacturing of its products is complex requiring an elevated degree of technical knowledge from its employees.

### **Training Plan**

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

**Computer Skills:** This training will be offered to all occupations in courses such as Advanced Desktop Applications, Programming Languages, and Project Management Software Tools.



**Continuous Improvement:** This training will be offered to all occupations in courses such as Technical Presentations, Marketing Promotion and Position, and Process Improvement Training.

**Manufacturing Skills:** This training will be offered to all occupations in courses such as Biochemical Analyzers, Cell Harvesting Systems, and System Data Modeling and Architecture.

### **Certified Safety Training**

Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Manufacturing Associates will receive up to 16 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is ISO 9001; 12485; 14001; and ISO27001.

### **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. Frontline manufacturing associates who directly interface with new and/or improved manufacturing processes or new equipment will receive PL training. The proposed PL training will provide cross-training opportunities on the many production lines/procedures used throughout the manufacturing facility. The projected number of employees who will attend PL training is 240. All PL training will occur in a cleanroom manufacturing setting conducted by a qualified trainer. During ETP-funded training, the trainer’s time will be dedicated to the delivery of PL to the trainee.

No more than 25% of PL- Manufacturing Skills will be delivered for Job Number 1 (15 hours per trainee) and Job Number 2 (20 hours per trainee). The trainer-to-trainee ratio for all PL training will be 1:1, and it will be taught by a combination of highly skilled internal production supervisors/trainers, technicians, and engineers. A trainee observes real production procedures demonstrated by the lab trainer and will practice their skills under the supervision of the trainer. Upon certification of competency, the trainee can independently produce goods that are for sale. PL training certificates and attendance records are stored in PDF format in the Learning Management System (LMS) using ComplianceWire software. The course content is also stored in the LMS along with individual training plans.

### **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 0-65 hours of CBT. CBT will be provided to all occupations in Computer Skills and Continuous Improvement. CBT will allow employees to take courses at their own pace without instructor interaction.

## Commitment to Training

BioMarin's annual training budget in California is \$1,250,000. BioMarin currently funds all training in OSHA and FDA-mandated safety regulations, sexual harassment, rudimentary job skills, basic desktop training (Microsoft Word, Excel, and PowerPoint), and executive development programs. The resources provided by ETP will supplement their training budget by helping the Company to further its efforts to deliver more and better-quality 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

BioMarin's Manager Government Affairs (dedicated administrator) will oversee the project, and several full-time administration training staff within the Company have been assigned to this project. Training will be administered under BioMarin's training department, which oversees the workforce training across the organization and operates under the direction of a Vice President. Training will be delivered by in-house subject-matter experts and by outside-training vendors on a case-by-case basis. Additionally, it has hired a third-party administrator- Herrera & Company to assist with ETP administration.

## Impact/Outcome

As trainees progress through the Manufacturing Skills' curriculum, they attain documented certification of competency for each significant manufacturing tool and/or procedure they learn. The equipment/technology skills certifications attained by employees who successfully complete training will be provided to ETP staff upon request. The proposed Manufacturing Skills' training will expand trainee skills enabling them to operate biotech machines in an advanced biotech manufacturing setting (i.e. - clean room) and to adapt to changing business requirements for regulatory and customer needs in an improved manner. Trainees will receive certificates in Good Manufacturing Processes, as well as HazMat (ISO) certifications.

## Electronic Recordkeeping/LMS

BioMarin will be using the ComplianceWire system for this project. The Company has used this system for five years, and the Training Coordinator is the LMS' designated system administrator. ETP has reviewed and approved the LMS.

## 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) (\$ %)
ET22-0158	\$494,500	11/22/21 – 11/21/23	350	1,094	1,094	\$494,500 (100%)

Based on ETP systems, 49,057.49 reimbursable hours have been tracked for potential earnings equaling over the \$494,500 (100% 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.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0171	San Rafael and Novato	10/5/20 – 10/4/22	\$200,000	\$200,000 (100%)
ET20-0116	San Rafael and Novato	8/5/19 – 8/4/21	\$749,800	\$749,800 (100%)
18CS-0014	San Rafael and Novato	7/3/17 – 7/2/19	\$843,300	\$819,702.41 (99%)

**DEVELOPMENT SERVICES**

BioMarin has retained Herrera & Company in Stockton to assist with development of this proposal for a flat fee of \$8,750.

**ADMINISTRATIVE SERVICES**

BioMarin has also retained Herrera & Company to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Computer Skills**

- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Advanced Desktop Applications
- Programming Languages
- Project Management Software Tools
- Operating System Programming Language

#### **Continuous Improvement Skills**

- Technical Presentations
- Customer Communications and Awareness
- Product Knowledge and Market Validation
- Finance and Accounting Skills
- Marketing Promotion and Position
- Process Improvement Training
- Problem Solving Tools and Techniques
- Quality Fundamentals/Core Skills
- Leadership/Coaching Skills
- Effective Teams
- Facilitation Skills and Mentorship
- Strategic Sales Negotiation Techniques

#### **Hazardous Materials Skills**

- Restricting of Hazardous Substances
- Risk Management and Waste Management

#### **Manufacturing Skills**

- Biomolecular Interaction Analysis Instruments
- Biochemical Analyzers
- Cell/Colony Counters
- Cell Harvesting Systems
- Chemical Synthesizer Instruments
- System Data Modeling and Architecture
- Advanced Programming Development Applications
- Factory Automation Tools and Techniques
- Instrument Modeling/Integration Software Development
- System Data Modeling and Architecture
- Application Engineering Services
- Instrument Modeling/Integration Software development
- Multipart Machine Automation Development

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Bioreactor Additions Cabinet Usage
- Bioreactor to Bioreactor Line CIP
- Bioreactor Transfer
- Clarifying Filter Quality Control Biochemistry
- Counting - Cart CIP and Operations
- Culture Quality Control Chemistry
- Determination of Non-Viable Particulate Levels
- Dial Thermometer/Temperature
- Dissolved Oxygen Transmitters
- Endotoxin Testing QC Chemistry
- Fixed Rosemount Cart Operation
- Fixed Tanks-Media pH Transmitter and pH Probe
- Force Indicators
- Freezing of Magnetic Mixer
- Gas Detectors And Analyzers
- Gas Flow Indicators/Transmitters
- Humidity Indicators/Transmitters
- I/P Or E/P Transducers
- Identification of Airborne Viable Particulates
- Industrial Field Timing Devices
- Laboratory Centrifuges
- Level Indicators/Transmitters
- Level Switches
- Media Filter Cart CIP
- Operation Glassware Wash Process at Building 4
- Pressure of Weight Indicators/Transmitters
- Quality Control Chemistry Classification
- Ready of the Magna Mike 8500 Gauge
- Shakers And Stir Plates
- Spectrophotometers/Plate Readers
- Speed Indicator/Transmitters
- Stroke Adjusters
- Temperature Indicators/Transmitters
- Temperature Sensors
- Transducers
- UV Optical Analyzers/Transmitters

**Computer-Based Training**

Trainees may receive any of the following:

**Computer Skills**

- Management and Manufacturing Control Systems (4 hr.)
  - Production Scheduling (2 hr.)
  - Inventory Management (1 hr.)
  - Production Planning (1 hr.)
- Materials and Logistics Software Development (6 hr.)
  - Introduction to Logistics (1 hr.)
  - Systems Integration (1 hr.)
  - Data Analytics (2 hr.)
  - Business Intelligence (2 hr.)
- Advanced Desktop Applications (2 hr.)
- Programming Languages (1 hr.)
- Project Management Software Tools (1 hr.)
- Operating System Programming Language (1 hr.)
- Single-Vendor Enterprise Resources Planning (1 hr.)
- Customer Relationship Management Systems (1 hr.)
- Advanced Desktop Applications (2 hr.)

**Continuous Improvement Skills**

- Quality Management Systems (QMS) Procedures (1 hr.)
- Manufacturing Quality and Reliability (1 hr.)
- Process and Capability Mapping (1.5 hr.)
- Problem Solving Tools and Techniques (4 hr.)
- Effective Teams (4 hr.)
  - Cross-Cultural Teamwork (1 hr.)
  - Teamwork Exercises (1 hr.)
  - Leadership in Teams (1 hr.)
  - Team Performance and evaluation (1 hr.)
- Business Excellence and Finance (6 hr.)
  - Financial Statement Analysis (2 hr.)
  - Working Capital Management (2 hr.)
  - Financial Risk Management (2 hr.)
- Production System Procedure Review (1 hr.)
- Manufacturing Procedures and Protocols (2 hr.)
- Technical Presentations (1.5 hr.)
- Customer Communications and Awareness (3 hr.)
- Product Knowledge and Market Validation (5 hr.)
  - Customer Segments (1 hr.)
  - Competitive Analysis (1 hr.)
  - Sales Techniques and Strategies (1 hr.)
  - Value Proposition (2 hr.)
- Finance and Accounting Skills (2 hr.)
- Marketing Promotion and Position (2 hr.)
- Process Improvement Training (3 hr.)

- Quality Fundamentals/Core Skills (1 hr.)
- Leadership / Coaching Skills (3 hr.)
- Facilitation Skills and Mentorship (1 hr.)
- Strategic Sales Negotiation Techniques (1 hr.)
- Sales and Negotiation Skills (1 hr.)
- Finance and Accounting Skills (1 hr.)



Retrainee-Job Creation

Training Proposal for:

**BNBuilders, Inc.**

**Contract Number: ET24-0146**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET Job Creation	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Orange, San Mateo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Carpenters Union Local 714; Laborers' International Union of North America Local 652		
Number of Employees in:	CA: 385	U.S.: 992	Worldwide: 992
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$684,000

<b>Total ETP Funding</b>
\$97,750



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30	12	8-200	0	\$575	\$30.90
				Weighted Avg: 25			
2	Job Creation Priority Rate SET Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, OSHA 10/30	158	8-200	0	\$575	\$23.00
				Weighted Avg: 25			

\*Post-Retention Wage is the Contractual Wage.

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

Job Number 2 (SET/Job Creation): \$22.66/hr. in San Diego County

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

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

Up to \$0.90 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>		
Building Innovation Modeler	\$30.00 - \$60.00	8
Scheduling Staff	\$30.00 - \$75.00	4
<b>Job Number 2</b>		
Human Resources Staff	\$25.00 - \$75.00	8
Mechanical Engineering and Plumbing Coordinator	\$40.00 - \$60.00	4
Superintendent	\$50.00 - \$100.00	10
Payroll	\$23.00 - \$25.00	4
Field Office Coordinator	\$23.00 - \$25.00	12
Warehouse Personal	\$23.00 - \$25.00	2
	\$25.01 - \$45.00	2
Accounting	\$25.00 - \$30.00	8
Estimators	\$25.00 - \$30.00	8
Safety Staff	\$30.00 - \$50.00	20
Project Executives	\$30.00 - \$50.00	12

Laborers	\$35.00 - \$50.00	10
Carpenters	\$35.00 - \$60.00	25
Foreman	\$50.00 - \$100.00	18
Project Managers	\$50.00 - \$75.00	15

## **INTRODUCTION**

Founded in 2000, and headquartered in Seattle, Washington, BNBuilders, Inc. (BNB) ([www.BNBuilders.com](http://www.BNBuilders.com)) is a general contractor that provides construction services in preconstruction, general contracting, self-perform, construction management and program management, design-build, design assist-build, and lease-leaseback. BNB has three locations in California and one in Colorado. BNB's California offices in San Diego, Newport Beach and Foster City will participate in this training project. BNB's primary customer base includes public and private clients in a wide-range of industries including higher education, life science/biotech, healthcare, corporate/commercial, technology, manufacturing, and civic/tribal. Projects include work for UCSD, UCLA, Borrego Springs Library, Park and Sheriff's Station, California Institute for Biomedical Research, Sharp Infusion Therapy Relocation and Sorrento Mesa City Park.

This will be BNB's second ETP Contract, and the second within the past five years.

### **Veterans Program**

Although there is no dedicated Veterans job number, BNB is committed to hiring and retaining Veterans. BNB is a member organization of The Wounded Warrior Project, Disabled American Veterans Charity, and Consultants for America's Veterans. In addition, the Company works closely with several organizations through the Association of General Contractors of America Veteran Affairs Committee. As job openings are filled, BNB's onboarding training is designed to support Veteran employee's transition from public service to private sector employment.

### **Union Support**

In this training proposal, the Laborer's International Union of North America Local 652 represents Laborers; and the Southwest Carpenters Union Local 714 represents Carpenters. Both Unions have submitted letters of support.

## **PROJECT DETAILS**

Since its founding, BNB has consistently grown its business in both revenue and workforce. This trend continued with 30% revenue growth in 2021-22. BNB expects this trend to continue into 2023-25 as it performs work in an industry that has been deemed essential. The Company has contracted with multiple new business sectors such as life science/biotech, higher education, and technology firms across California. These new clients present BNB with new challenges in general contracting, construction management, and design-build due to the dynamic nature of its research labs, technology requirements and design requests.

In order to meet the challenges of the Company's growing customer base, staff must be constantly trained to deliver on client requests and to maintain a competitive edge over competitors. BNB is meeting these challenges by training staff on the newest construction technology/equipment, software platforms, and processes. In addition, BNB must also provide extensive training to keep up with changes in the construction industry associated with building standards, new energy efficiency legislation and sustainable design.

## Retrainee - Job Creation

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

To keep up with demand, the Company will hire 158 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Training Plan

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

**Business Skills:** Training includes Accounting, Client Relations, Design Build Budgeting, Job Costing, Leadership, Negotiation and Product Knowledge.

**Commercial Skills:** Training includes Change Order, Estimating, Energy Efficiency, Storm Water Pollution Prevention Program, Walk Through Procedures, Green Construction, Installation Techniques and Field Operation Procedures.

**Computer Skills:** Training includes Asset Tracker, Blue Beam, Customer Relationship Management, Dashboard, Onscreen Takeoff, Assemble-Estimating, and In Design.

**Continuous Improvement:** Training includes Goal Setting, Lean Techniques, Quality Control and Zero Waste.

## 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, Safety Staff will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

## 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. These trainees qualify for the ETP

Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. The Company requests this modification.

### **Alternate Recordkeeping**

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

### **Commitment to Training**

BNB invests approximately \$300,000 in training at its California facilities and includes new hire training, project management, and estimating and Blue Beam software. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

BNB is ready to begin training upon approval. The Director of Human Resources will oversee project administration. The Operations Administrator and Regional Safety Director will execute the training plan and coordinate training across all locations to ensure proper recordkeeping procedures. In addition, BNB will have a training coordinator at each location dedicated to the administration of ETP training. Training will be provided by in-house experts and vendors as needed.

### **Impact/Outcome**

BNB continues to invest in its team members' ongoing education and training, helping them build the skillsets to gain the experience they need to become leaders and valued partners in its customers' success.

### **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 \$ %
ET20-0347*	San Diego	5/26/20 to 5/25/22	\$196,420	\$112,627 (57%)

\*The COVID-19 pandemic caused significant disruptions and challenges to many aspects, including training with the widespread lockdowns, social distancing measures, impact on mental health, and remote work requirements it was difficult for BNB to provide as much access to training opportunities and for employees to complete the training goals.

Considering these challenges, BNB is committed to ensuring that all its employees get back on track and work towards their training goals to further their career goals.

### **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**

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

**Commercial Skills**

- Change Order
- Documentation, Daily Logs, Request for Information
- Energy Efficiency
- Estimating
- Equipment Operations
- Field Operational Procedures
- Green Construction
- Installation Techniques
- Materials Ordering, Handling and Storage
- Scaffold, Signs, Signals and Barricades
- Site Procedures/Logistics
- Storm Water Pollution Prevention Program
- Supplier Diversity
- Trenching/Excavation
- Underground Utility
- Walk Through Procedures
- Workzone Traffic Control
- Workflow/Work Practices

**Computer Skills**

- Accounting/Project Management-Foundation
- Asset Tracker
- Blue Beam
- Customer Relationship Management
- Dashboard
- Onscreen Takeoff, Assemble-Estimating
- Field Building Industry Management

- Financial Accounting Software
- InDesign

**Continuous Improvement Skills**

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

**Hazardous Materials Skills**

- Handling Hazardous Materials
- Globally Harmonized System

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

- OSHA 10

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

- OSHA 30



# CARPENTERS UNION LOCAL 714

ORANGE COUNTY UNION CARPENTERS

**JACOB LOPEZ**  
Financial Secretary

**FAVIAN GUILLEN**  
President

**JACOB PADILLA**  
Recording Secretary

May 30, 2023

State of California Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that BNBuilders is requesting ETP funding. The proposed training plan for the specified members has our support.

Twenty-Five Carpenters will be participating in this project and in the training.

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 44041 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.

In BNBuilders Notice of Intent to Train, they provided a comprehensive explanation of what is being trained. With that said we agree to the following:

1. That the union agrees with the proposed training project,
2. That the union has the ability to participate in the development of the project,
3. The letter provides details on the occupations participating in the ETP project,
4. The union may include exceptions/limitations to allowable training in the ETP contract, if it mentions exceptions/limitation please ensure these are called out in specifics.

Sincerely,

Favian Guillen, President  
Carpenters Union Local 714





Jesse Segura  
President

Adrian A. Esparza  
Business Manager

Robert Ruiz  
Secretary Treasurer

November 8, 2022

State of California Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that BNBuilders is requesting ETP funding. The proposed training plan for the specified members has our support.

Ten Laborers will be participating in this project and in the training.

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.

In BNBuilders Notice of Intent to Train, they provided a comprehensive explanation of what is being trained. With that said we agree to the following:

1. That the union agrees with the proposed training project,
2. That the union has the ability to participate in the development of the project,
3. The letter provides details on the occupations participating in the ETP project,
4. The union may include exceptions/limitations to allowable training in the ETP contract, if it mentions exceptions/limitation please ensure these are called out in specifics.

Sincerely,

Adrian A. Esparza  
Business Manager

AAE/uem  
OPEIU #537



**Training Proposal for:**  
**Butte Glenn Community College District**

**Contract Number: ET24-0136**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Medical Skills Training SET HUA	Industry Sector(s):	MEC (H) Manufacturing (33) Construction (23) Services (61,71,72,81,92)  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>
\$701,360		\$48,577 8%		\$749,937
<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>			<b>\$600,000</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	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	307	8-200	0	\$393	\$22.66
				Weighted Avg: 16			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	47	8-200	0	\$342	\$22.66
				Weighted Avg: 16			
3	Retrainee Priority Rate Job Creation SET Medical Skills	MS Didactic, MS Preceptor	153	8-260	0	\$3,936	\$18.54
				Weighted Avg: 160			
4	Retrainee Priority Rate HUA	Business Skills, Comm'l. Skills, Computer Skills, Continuous Impr, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	28	8-200	0	\$393	\$17.00
				Weighted Avg: 16			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 & 2 (Retrainees):** \$24.72 per hour in Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$23.59 per hour in Contra Costa County; \$22.66 per hour in Los Angeles, Orange, San Diego, and all other counties.

**Job Number 3 (Job Creation):** \$20.60 per hour in Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$19.66 per hour in Contra Costa County; \$18.78 per hour in Los Angeles County; \$18.54 per hour for Orange, San Diego, and all other counties.

**Job Number 4 (HUA):** \$17.00 per hour for Butte County.

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

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

Participating employers may use health benefits to meet the Post-Retention Wage.

<b>Wage Range by Occupation</b>		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration	\$17.00 - \$20.00	25
	\$20.01 - \$25.00	50
	\$25.01 - \$30.00	50
Certified Nurse Assistant	\$17.00 - \$20.00	150
	\$20.01 - \$22.00	3
Manager	\$30.00 - \$50.00	80
Operator	\$17.00 - \$20.00	17
	\$20.01 - \$25.00	80
Team Lead	\$25.00 - \$35.00	80

## **INTRODUCTION**

Founded in 1968 and headquartered in Oroville, Butte Glenn Community College District (Butte College) ([www.butte.edu](http://www.butte.edu)) is a 2-year community college that provides academic instruction and workforce training. Butte College's economic workforce development center, The Training Place, works directly with businesses throughout California to provide occupational and professional development training options for employers, and the general population.

Employers in the core group are primarily agriculture, construction, manufacturing, technology, healthcare, and professional services such as marketing, sales, and customer service. The College's tailored learning solutions seek to foster a business environment that will lead to the retention and creation of high-skilled jobs that will enhance the overall prosperity of California.

This will be Butte College's ninth ETP-funded project, the sixth in the past five years.

### **Veterans Program**

While there is not a specific Veterans Job Number in this proposal, Butte College actively works with and markets training opportunities to veterans in the community. Butte College included a component to successfully train and find employment opportunities for veterans in past Contracts.

## **PROJECT DETAILS**

Butte College conducts a comprehensive training needs assessment with each participating employer to determine skills gaps, identify critical needs, and ensure training is consistent with employers' strategic plans and goals. The College serves as a primary resource for a diverse curriculum serving the development of retrainees in priority industry sectors including Agriculture, Manufacturing, and Technology with training plans developing staff Communications, Job Relations and Continuous Improvement delivered in English and Spanish. Training under this proposal will continue Butte College's training efforts of upskilling participating employers in the food processing, manufacturing, and medical fields. The request for workforce training at Butte College 'The Training Place' from new employers increases annually by 33%. Local business are demonstrating production and growth by promoting high potential employees to team lead positions reporting 50% have less than 3 years of experience. Training will ensure trainees can upgrade and diversify skill sets in an effort to make themselves more competitive in the job market.

Butte College is experiencing a resurgence of in-person training requests through local networking

opportunities including referrals from the Butte Glenn County HR Group, Alliance For Workforce Development, Butte County Farm Bureau, Butte County Fire Safe Council, Grow Manufacturing Initiative, Glenn County Glenn Grows Initiative, Northern Rural Training and Employment, Tehama Job Center, and Team Chico.

Continuous requests for training from participating employers, multiple hospitals, healthcare districts and private skilled nursing facilities require Butte College's services to support and expand certified CNA training programs. Butte College is working with local skill nursing facilities to improve CNA skills and retention.

### **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.

Job Creation training is delivered based on industry needs. Butte College will train 153 newly hired Certified Nurse Assistants (Job Number 3). There are growing numbers of Medicaid/Medicare patients discharged to post-acute care, skilled nursing and in-patient rehab settings and enter with an increased level of acuity. Due to expanded customer base, Butte College plans to train employees hired within local communities from underserved populations.

The date-of-hire for Job Creation 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 delivered to all occupations to promote effective communication, better understand industry, and improve business functions. Training topics include Business Fundamentals, Strategic Planning, and Communication Skills.

**Commercial Skills:** Training will be provided to Operators, Team Leads, and Managers on equipment operation. Training topics include Chainsaw Operation, Ground Operations, and Limbing and Bucketing Operations.

**Computer Skills:** Training will be delivered to all occupations to enhance their skills in internal software systems. Training topics include company specific Patient Management Software (PMS) Training, Personnel/Payroll Processing, Salesforce, and Slack Communication Systems.

**Continuous Improvement:** Training will be delivered to all occupations to help reduce waste, increase efficiencies, and improve quality. Training will include Kaizen, Lean Principles & Waste Identification, and Visual Management/Workplace Organization.

**Literacy Skills:** Training will be provided to Administration and Operators. Trainees will receive English as a Second Language (ESL) training to improve communication and understanding on the job. Vocational ESL will include language skills, reading and comprehension.

**Management Skills:** Training will be provided to Managers and Team Leads in Employee Relations, Engaging and Retaining Talent, Facilitating Change, and Leadership. Due to tough competition in the global economy, training will allow them to keep the workplace engaged, productive, and focused.

**Manufacturing Skills:** Training will be provided to Operators, Managers, and Team Leads. As companies upgrade equipment into a more automated environment, trainees will learn new technological skills along with proper operating and maintenance techniques for equipment. Training courses include Amatrol, Hydraulics, and Machining.

**Medical Skills:** Training will be provided to Certified Nursing Assistants (CNA). Trainees will participate in Didactic and Preceptor training. Training will promote knowledge of healthcare practices and techniques and treatment plan development and implementation. Training courses include Advanced Cardiac Life Support, Dementia Care, and Pediatric Advance Life Support.

### **Certified Safety Training**

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for 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.

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.

### **Marketing and Support Costs**

Butte College identifies training needs as expressed by the participating employers. The type of assessments included employee interviews, focus groups, course evaluation results, employer survey results and employee engagement survey results. The assessments indicated a need for these employers to develop a high performance workplace by improving the skills of its workforce to meet productivity goals. Through direct contact with each participating company, we were able to develop a customized training curriculum and will provide the needed training at a time and location beneficial to our participants. The training request is based on the employer response to the employer demand.

Butte College requests, and Staff supports, 8% support costs to assist with recruitment, employer outreach, assessments of employer-specific job requirements, creation of unique training curriculums, and obtaining highly specialized trainers. Two full-time and two part-time employees will conduct marketing, recruitment, needs assessment, and scheduling.

Marketing is done through online newsletters, social media, local press, personal on-site visits, telephone calls, emails, networking, and the college systems' websites.

### **Training Hours Limitation**

Butte College requests a maximum training hour modification from 200 to 260 for its Job Number 3 Retrainee – Job Creation trainee population. The additional hours will provide more experience for CNA trainees in preparation for the certification, specialized practices in the medical field and instructional continuity responding to trainees testing positive for COVID19 during a cohort.

Historically the additional 60 hours of training for trainees yield better pass rates, retention and higher quality CNA staff.

### **High Unemployment Area**

Some trainees (Job Number 4) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The participating employer's locations in Oroville (Butte County) are in an HUA).

#### **➤ Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Butte College requests a wage modification of \$22.66 to \$17.00.

### **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**

Trainees in Job Number 3 qualify for the ETP New Hire Wage rather than the Statewide Average Hourly Wage. Trainees must meet the minimum wage requirement of \$20.60 per hour in Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$19.66 per hour in Contra Costa County; \$18.78 per hour in Los Angeles County; \$18.54 per hour for Orange, San Diego, and all other counties.

### **Trainer Qualifications**

Training for the proposed curriculum will be delivered by specialists from within the California Community College system and subject-matter experts. Some training may also be provided by experienced trainers who work for participating employers.

### **Training Agency Certification**

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

Butte College is eligible as a training agency based on the following:

- Accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges

### **Tuition Reimbursement**

Butte College 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.



## Impact/Outcome

Butte College's training will focus on process improvement, effective communication, and certification training to increase skill sets and competencies. Training will provide employers with skilled workers for new production and growth opportunities. Training will provide certificates for the Supervisory series, Continuous Process improvement series, Training Within Industry Job Instruction, Job Relations and Job Safety, Safety Leadership, 40 Hazwoper Training, and OSHA 10/30. The Utility Line Clearance Arborist is governed by CalOSHA 18 month certification. Training will also provide trainees with the skills to advance their careers in healthcare.

## Commitment to Training

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

### ➤ Training Infrastructure

Training will be delivered primarily at the College's training center with some training provided at the participating employers' worksites. Butte College has partnered with training vendors to provide some specialized courses.

The Director of Contract Education and an Administrative Assistant will oversee training and administer this proposal. Training Coordinators will schedule training and the Administrative Assistant will review attendance rosters, enroll trainees, and upload training hours into the ETP online site. Butte Glenn also has instructors assisting with roster collection.

## 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) (\$ %)
ET22-0199 (CCCF)	\$1,661,551	12/20/21 – 03/30/24	1,538	0	0	\$1,177,285 (71%)

Butte College was approved for \$1,661,551 eligible under California Community College Funds (CCCF) Alternative Funding Sourcing Program. Based on ETP Systems, 48,476 reimbursable hours have been tracked for potential earnings of \$1,177,285 (71% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress.



**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0241 (COVID)	Oroville	12/14/20 – 12/13/22	\$200,000	\$200,000 (100%)
ET20-0287	Oroville	3/2/20 – 3/1/22	\$749,791	\$680,702 (91%)
ET19-0425	Oroville	2/1/19 - 1/31/21	\$749,868	\$749,868 (100%)
ET18-0118	Oroville	8/1/17 - 7/31/19	\$749,235	\$749,235 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Achieve Global Services
- Achieving Stellar Service Experience Series
- Building, Motivating and Managing Teams
- Business Fundamentals
- Change/Change RHYTHM/Breaking Cycles
- Communication Skills
- Conflict Management/Conflict Resolution
- COVID19 Safety Protocols/Practices
- Customer Service and Sales Academy
- Development Dimensions International Series
- Emerging Leaders Series
- Emotional & Social Intelligence
- Human Performance
- Job Instruction
- Job Relations
- Leadership
- Leading Change
- Making Meeting Work
- Managing Difficult Behaviors and Conversations
- Multi-tasking for Excellence
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Product Knowledge
- Safety Leader
- Setting Goals and Objectives
- Strategic Planning
- Supervisor Series
- Team Leader and Supervisor Readiness
- Time and Priority Management
- Understanding Personalities
- Warehouse & Supply Chain Management (Logistics/Inventory)
- Working Productively with Challenging People
- Your First 90 Days of Success

**Commercial Skills**

- Aerial Equipment Operations
- Aerial Rescue Operations
- Aerial Rescue Techniques
- Aerial Specialist
- ANSI Z133 American National Standard of Arboriculture Operations
- Arborist Training

- BAR Smog Update
- Certified Arborist
- Certified Tree Safety Professional (CTSP)
- Chainsaw Operations
- Chipper Mobile Equipment Operations
- Climber Bucket Operations
- Commercial Driving
- Crew Leader
- Electrical Hazard Awareness Program (EHAP)
- Fire Safety and Prevention
- Flagger Certification
- Forklift
- Ground Operations
- Hand Tools, Ropes, Wedges, Throwlines
- Heavy Equipment Operations
- ISA Board Certified Master Arborist
- ISA Certified Arborist
- ISA Certified Arborist Municipal Specialist
- ISA Certified Arborist Utility Specialist
- ISA Certified Tree Worker Aerial Lift Specialist
- ISA Certified Tree Worker Climber Specialist
- ISA Tree Risk Assessment Qualification
- Job Site Set-Up
- Knots
- Limbing and Bucketing Operations
- Maintenance Inspection and Storage
- Measurements
- Minimum Approach Distance (MAD) and Drop Zone
- Mobile Equipment
- Portable Hand Tools
- Portable Power Hand Equipment
- Practical Mathematical Skills for Machine Operators
- Pruning Principles
- Safety Tailgates
- Tree Biology
- Tree Climbing
- Tree Falling (Drop Zone)
- Tree Hazard Identification
- Tree Identification
- Tree Pruning
- Tree Risk Assessment
- Tree Trimmer Operations
- Utility Line Clearance Arborist - All Modules
- Utility Vegetation Management Pre-Inspector
- Water Systems
- Water Treatment

**Computer Skills**

- Adobe Applications
- Amazon Web Service (AWS) Cloud Computing
- Business Intelligence (BI)
- Company Specific Data Systems
- Computer Aided Drafting (CAD)
- Computer Aided Manufacturing (CAM)
- Customer Relationship Management (CRM)
- Cybersecurity
- Digital Broadband Certification
- Electronic Health Records (HER)
- Enterprise Resource Management (ERP)
- Field (GPS) Tablet Training (Data Resource/Tree Inventory Management)
- Google Suite
- Managing E-mail
- Microsoft Excel/Office (Intermediate/Advanced)
- Patient Management System (PMS)
- Personal/Payroll Processing
- QuickBooks
- Salesforce
- Search Engine Optimization (SEO)
- Shipping Solutions and Related Logistic Software
- Slack Communication Systems
- Social Media for Business
- Software Applications
- Solid Works Modeling
- Virtual Collaboration Tools
- World-Wide Web

**Continuous Improvement Skills**

- A3/Plan-Do-Check-Act (PDCA): Problem Solving Practices
- Business Process Mapping
- Capacity Planning
- Equipment Inspection and Management
- Food Safety
- FSMA-PCQI
- Hazard Analysis & Critical Control Points (HACCP)
- Hybrid Safety
- Internal Auditor
- Kaizen
- Kata Coaching
- Lean Principles & Waste Identification
- Preventive Maintenance
- Safety Fundamentals
- SQF Quality Systems
- Training Within Industry (TWI)
- Value Stream Mapping
- Visual Management/Workplace Organization

**HazWoper**

- HazWoper
- HazWoper: Annual Refresher Training
- HazWoper: General Site Workers
- HazWoper: Management/Supervisor Training
- HazWoper: Occasional Site Workers

**Literacy Skills**

- Basic English
- Basic Math
- Vocational English as a Second Language (VESL)

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

- Advanced Supervisor Development
- Building Trust
- Coaching Series
- Communicating for Leadership Success
- Delegating/Decision Making
- Effectively Managing Challenging People
- Employee Engagement
- Employee Relations
- Engaging and Retaining Talent
- Facilitating Change
- Leadership
- Performance Management
- Project Management
- Team Leader and Supervisor Readiness

**Manufacturing Skills**

- 3D Printing
- Amatrol
- Electrical
- Fluid Power/Pneumatic
- Harvesters
- Hydraulics
- Hydro
- Inventory Control
- Laser Equipment
- Loading
- Lubrication
- Machining
- Maintenance
- Manufacturing Job Breakdown and Instruction
- MechAg
- Mechanical
- Mechanical Measurements
- Mechatronics

- Operations
- Programmable Logic Controls (PLC)
- Safety Fundamentals
- Shop Math
- Warehousing
- Welding

**Medical Skills (Didactic)**

- CNA Skills
- Advanced Cardiac Life Support
- BLS/CPR
- Certified Nursing Assistant Skills
- COVID-19 Care and Preventative Practices
- Dementia Care
- EMT Training
- Intravenous Therapy Medical Office Scribe
- Intro to Preceptorship
- Medical Assistant - Ophthalmology
- Medical Office Scribe
- Pediatric Advanced Life Support
- Phlebotomy
- Restorative Nursing Assistant Skills

**Medical Skills (Preceptor)**

- Advanced Cardiac Life Support
- BLS/CPR
- Certified Nursing Assistant Skills
- COVID19 Care and Preventative Practices
- Dementia Care
- EMT Training
- Intravenous Therapy Medical Office Scribe
- Intro to Preceptorship
- Medical Assistant - Ophthalmology
- Medical Office Scribe
- Pediatric Advanced Life Support
- Phlebotomy
- Restorative Nursing Assistant Skills
- Standardized Work

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

- OSHA 10

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

- OSHA 30

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District		CCG No.: ET24-0136
Reference No: 22-1059		Page 1 of 11
Company: AgReserves, Inc. (Deseret Farms of California)		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6100 Wilson Landing Road		
City, State, Zip: Chico, CA 95973		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 13		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 101		
Total # of full-time company employees in California: 101		
Company: Amain.com, Inc.		Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 424 Otterson Dr, Ste 160		
City, State, Zip: Chico, CA 95928		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 7		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 225		
Total # of full-time company employees in California: 150		
Company: Andersen and Son Shelling Inc.		Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 4530 Rowles Rd		
City, State, Zip: Vina, CA 96092		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 22		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 270		
Total # of full-time company employees in California: 270		
Company: Berberian Nut Company, LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6100 Wilson Landing Road		
City, State, Zip: Chico, Ca, 95973		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 16		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 46		
Total # of full-time company employees in California: 46		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Carriere Family Farms, In.

Priority Industry? ☒ Yes ☐ No

Address: 1640 Highway 45

City, State, Zip: Glenn, CA 95943

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 38

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 110

Total # of full-time company employees in California: 110

Company: Cascade Orthopedic Supply, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 2638 Aztec Drive

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 13

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 30

Company: Chico Eye Center

Priority Industry? ☐ Yes ☒ No

Address: 605 W. East Avenue

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 44

Total # of full-time company employees in California: 44

Company: Chico Healthcare & Wellness Centre, LP

Priority Industry? ☒ Yes ☐ No

Address: 375 Cohasset Road

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 37

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 106

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: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Chico Heights Rehabilitation & Wellness Centre, LP

Priority Industry? ☒ Yes ☐ No

Address: 587 Rio Lindo Avenue

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 20

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 120

Company: Chico Terrace Healthcare & Wellness Centre, LP

Priority Industry? ☒ Yes ☐ No

Address: 188 Cohasset Lane

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 37

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

Company: ChicoEco, Inc. dba ChicoBag Company

Priority Industry? ☐ Yes ☒ No

Address: 747 Fortress Street

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 8

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 19

Company: Cleanrite-Buildrite (CRBR) Chico

Priority Industry? ☐ Yes ☒ No

Address: 120 W. East Avenue

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 115

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Erick Nielsen Enterprises, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 4453 County Road O

City, State, Zip: Orland, CA 95963

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 38

Total # of full-time company employees in California: 38

Company: FAFCO, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 435 Otterson Drive

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 27

Company: Farmers Brewing Company

Priority Industry? ☒ Yes ☐ No

Address: 880 County Road WW

City, State, Zip: Princeton, CA 95970

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 17

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 75

Company: Firestorm Wildland Fire Suppression, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 1100 Fortress Street, Suite 2

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 31

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: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Golden Valley Bank

Priority Industry? ☐ Yes ☒ No

Address: 190 Cohasset Road, Suite 170

City, State, Zip: Chico, CA 9926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 7

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 56

Total # of full-time company employees in California: 56

Company: Graphic Packaging International, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 525 Airport Parkway

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 18,000

Total # of full-time company employees in California: 240

Company: Joy Signal Technology, LLC

Priority Industry? ☒ Yes ☐ No

Address: 1020 Marauder Street

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 50

Company: Klean Kanteen

Priority Industry? ☒ Yes ☐ No

Address: 3960 Morrow Lane

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 7

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 100

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Lares Research, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 295 Lockheed Avenue

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 27

Total # of full-time company employees in California: 27

Company: Lulus Fashion Lounge, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 195 Humboldt Avenue, Suite B

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 33

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 601

Total # of full-time company employees in California: 601

Company: Lundberg Family Farms (Wehah Farms)

Priority Industry? ☒ Yes ☐ No

Address: 5311 Midway (PO Box 369)

City, State, Zip: Richvale, CA 95974

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 35

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 383

Total # of full-time company employees in California: 369

Company: Mad Engine

Priority Industry? ☒ Yes ☐ No

Address: 495 Ryan Avenue

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 12

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 213

Total # of full-time company employees in California: 213

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District		CCG No.: ET24-0136
Reference No: 22-1059		Page 7 of 11
<hr/>		
Company: Nanotech Energy, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 311 Otterson Drive, Suite 60		
City, State, Zip: Chico, CA 95928		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 3		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 82		
Total # of full-time company employees in California: 75		
<hr/>		
Company: Norfield Acquisition, LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 422 Otterson Drive		
City, State, Zip: Chico, CA 95928		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 7		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 95		
Total # of full-time company employees in California: 64		
<hr/>		
Company: North Valley Arbor Management		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1100 Fortress Street, Suite 2		
City, State, Zip: Chico, CA 95927		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 9		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 45		
Total # of full-time company employees in California: 45		
<hr/>		
Company: NorthStar		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 111 Mission Ranch Blvd, Suite 100		
City, State, Zip: Chico, CA 95926		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 11		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 40		
Total # of full-time company employees in California: 32		
<hr/>		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District		CCG No.: ET24-0136
Reference No: 22-1059		Page 8 of 11
<hr/>		
Company: Olivarez Honey Bees, Inc.		Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 6398 County Road 20		
City, State, Zip: Orland, CA 95963		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 16		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 192		
Total # of full-time company employees in California: 168		
<hr/>		
Company: PreZero US Packaging		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3155 South 5 <sup>th</sup> Avenue		
City, State, Zip: Oroville, CA 95965		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 10		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 155		
Total # of full-time company employees in California: 155		
<hr/>		
Company: Rescue 42 Inc		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 370 Ryan Ave. Ste. 120		
City, State, Zip: Chico, CA 95973		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 20		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 42		
Total # of full-time company employees in California: 37		
<hr/>		
Company: Rumiano Cheese Company		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: PO Box 863		
City, State, Zip: Willows, CA 95988		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 9		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: 200		
<hr/>		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Sacramento Valley Walnut Growers LLC

Priority Industry? ☐ Yes ☒ No

Address: 896 Obanion Road

City, State, Zip: Yuba City, CA 95991

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 21

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 48

Company: Safe Path Products

Priority Industry? ☒ Yes ☐ No

Address: 21 Valley Court

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 5

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: SelTech Enterprises

Priority Industry? ☒ Yes ☐ No

Address: 108 Boeing Avenue

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

Company: Sierra Nevada Cheese Company

Priority Industry? ☒ Yes ☐ No

Address: 6505 County Road 39

City, State, Zip: Willows, CA 95988

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 7

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 120

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: Butte Glenn Community College District

CCG No.: ET24-0136

Reference No: 22-1059

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Company: Southern Alum Finishing Co., Inc. (SAF West)

Priority Industry? ☒ Yes ☐ No

Address: 4356 Caterpillar Road

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 7

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 80

Company: SunWest Milling Company, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 507 Bannock Street (PO Box 70)

City, State, Zip: Biggs, CA 95917

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 62

Total # of full-time company employees in California: 62

Company: Ted Pella, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 4595 Mountain Lakes Blvd

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 84

Total # of full-time company employees in California: 71

Company: Transfer Flow

Priority Industry? ☒ Yes ☐ No

Address: 1444 Fortress Street

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained or hired under this Agreement: 25

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 92

Total # of full-time company employees in California: 92



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Butte Glenn Community College District		CCG No.: ET24-0136
Reference No: 22-1059		Page 11 of 11
<hr/>		
Company: Vista Outdoor dba RCBS		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 605 Oro Dam Blvd		
City, State, Zip: Oroville, CA 95965		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 7		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 16,000		
Total # of full-time company employees in California: 185		
<hr/>		
Company: Weiss-McNair LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 100 Loren Avenue		
City, State, Zip: Chico, CA 95928		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained or hired under this Agreement: 9		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		



**Training Proposal for:**  
**Greater San Fernando Valley Chamber of Commerce**

**Contract Number: ET24-0107**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

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

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$698,050		\$48,560 8%		\$746,610
<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>			<b>\$765,899</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	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr. Mfg. Skills	607	8-200	0	\$1,230	\$22.66
				Weighted Avg: 50			

**\*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
Administrative Staff	\$20.16 - \$25.00	50
	\$25.01 - \$45.00	50
Customer Service Staff	\$20.16 - \$25.00	50
	\$25.01 - \$45.00	50
Manager/Supervisor	\$20.16 - \$25.00	50
	\$25.01 - \$55.00	50
Production Staff	\$20.16 - \$25.00	50
	\$25.01 - \$35.00	157
Technician	\$20.16 - \$25.00	50
	\$25.01 - \$55.00	50

**INTRODUCTION**

Founded in 1911 and located in Van Nuys, the Greater San Fernando Valley Chamber of Commerce (The Chamber) ([www.sanfernandovalleychamber.com](http://www.sanfernandovalleychamber.com)) is a nonprofit membership organization dedicated to providing business education, networking opportunities, advocacy, and community improvement. The Chamber maintains partnerships with community organizations in a shared commitment to stimulate a diverse and strong economic climate.

The Chamber has developed distinct programs and services to elevate the region as a positive place to do business. Its programs help businesses meet their objectives, connect them with potential customers, provide resources for access to capital, provide compliance products to ensure businesses are up-to-date on recent labor law changes; and enhance owners and managers' leadership roles in the community. The Chamber provides a comprehensive array of business services and programs targeted to help small, large, micro, women, veteran, and minority-owned businesses in the following industries: manufacturing, exporting, aviation, healthcare, education, technology, distribution and warehousing, engineering, food processing, and pharmaceutical industries.

## **Veterans Program**

Although there is no separate Veterans component in this project, the Chamber works directly with local organizations that focus on Veteran needs. In addition, participating employers regularly employ Veterans through their normal hiring practices.

## **PROJECT DETAILS**

This will be The Chamber's eighth ETP Contract and the eighth within the last five years. The Chamber continues to step up the greatest challenges in economic growth and recovery, upgrading job-related skills, and job retention in the San Fernando and neighboring cities/counties. Staff recognizes the need to tackle issues that prevent business growth, including issues related to workforce housing, transportation and transit, workforce development, and homelessness. The Chamber strives to be catalysts, conveners and champions of its members and communities to improve the quality of life for the entire region. Its goal is to work collaboratively with regional economic development partners to create best practices in job creation, retention, and business growth. The Chamber has received an increasing response from participating employers that expressed a need to improve productivity, and best business practices, prepare employees for higher responsibilities, show employees they are valued, and upgrade the skill level of their workforce. This includes increases in manufacturing and customer service skills, keeping up with rapidly changing technology, maintaining sufficient business operations, and building a stronger economy.

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, reduce prices, remain current with rapidly changing technology, and adapt to the new business environment to support business growth in California. The Chamber is continuously focusing on providing opportunities to companies that do not have the resources available to provide needed training to their employees and helping them bring innovative processes and new technology to the workforce.

The Chamber has also submitted a proposal in the amount of \$377,298 for the Workforce Literacy Pilot Program to be presented at the July 21, 2023 Panel; and \$747,840 for the Healthcare Workforce Advancement Fund to be presented at the August 25, 2023 Panel.

## **Employer Demand**

The Chamber's curriculum is designed to serve the needs of a diverse workforce by allowing each company to customize training. The Chamber conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by The Chamber to measure the quality of training and how certain modules can be improved. The proposed training will provide trainees with sufficient Business and Computer Skills, Continuous Improvement and Manufacturing Skills needed to work more efficiently and effectively, keep up with current technology, and successfully manage, and grow their businesses.

The core group of employers consist of five large companies and three small businesses, which represents at least 97% of requested funding for this proposal, and have made firm commitments to participate upon Panel approval. The Chamber anticipates 100% of training will be conducted at participating employer locations. Although training topics are similar to previous projects, no trainees from previous participating employers will receive duplicate training in any subject matters.

## 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 finances and sales skills. Trainees will also learn various goal setting and managing strategies.

**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 Manufacturing, Kaizen 7S, ISO Auditor and Six Sigma.

**Manufacturing Skills:** This training will be offered to Production Staff, Managers/Supervisors, and Technicians 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.

## Cannabis Industry Licensing

This Training Proposal is subject to ETP's internal processing procedures concerning the cannabis industry. Accordingly, The Chamber represents that all participating employers shall be in compliance with all state, county, and local licensing and regulatory requirements, ordinances, and laws concerning any and all cannabis operations at all times during the performance of this project.

## Commitment to Training

The majority of participating employers provide on-the-job, one-on-one training to new employees; and safety and off-site seminar training. ETP funding will enable these companies to provide a larger number of employees with a broader spectrum of skills development and introduce new business practices and services to sustain growth and remain competitive.

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

## Impact/Outcome

The Chamber anticipates assisting participating employers to prepare for certification programs such as ISO, Lean Enterprises and Six Sigma 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 and provide workforce stability.

## Marketing and Support Costs

The Chamber has established relationships with other chambers, community members, Valley Industry & Commerce Association, The Valley Economic Alliance and collaborative networks of businesses including hospital and colleges. The Chamber hosts monthly meetings and uses flyers, websites, and email communication to promote business opportunities, procurement news, government-assisted programs, and various networking events. The Chamber has three employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, The Chamber requests 8% support costs to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

## Prior COVID Performance

Under the COVID Rapid Reemployment and Retraining Pilot, The Chamber had a closed contract ET21-0242 with term of 12/14/2020 to 12/13/2022. Of an estimated 100 trainees, 100 have been placed and The Chamber earned 100% of contract value (\$200,000).

## 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) (\$ %)
*ET23-0170	\$599,428	10/31/22 – 10/30/24	554	TBD	TBD	\$521,028 (87%)
**ET22-0132	\$599,428	10/01/21 – 09/30/23	554	337	377	\$599,256(99%)

\*ET22-0170: Based on ETP Systems, 21,180 reimbursable hours have been tracked for potential earnings of \$521,028 (87% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 1, 2024.

\*\*ET22-0132: Contract has been closed out in the system.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0242 (COVID)	Statewide	12/14/20 – 12/13/222	\$200,000	\$200,000 (100%)
ET21-0118	Statewide	07/01/20 – 06/30/22	\$599,440	\$597,878 (99%)
ET20-0112	Statewide	08/05/2019– 08/04/2021	\$749,300	\$749,300 (100%)
ET18-0136	Statewide	10/30/2017– 10/29/2019	\$603,464	\$580,886 (96%)

**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 has been retained to provide Business Skills and Computer Skills training for an estimated fee of \$150,000.

Western Training Group in Playa Del Rey has been retained to provide Continuous Improvement and Manufacturing Skills training for an estimated fee of \$150,000.

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
- Communication Skills
- Customer Service
- Project Management
- Sales Skills
- Social Media Marketing
- Leadership Skills
- Finance for Non-Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Team Building
- Time and Priority Management

**Computer Skills**

- Ecommerce
- QuickBooks and Accounting Software
- Search Engine Optimization (SEO)
- Social Media Networking Training
- Microsoft Office Suite (Intermediate and Advanced)

**Continuous Improvement Skills**

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

**Manufacturing Skills**

- Advance Measurement Skills
- Inventory Management
- Electrical Fundamentals
- Blue Print Reading



# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Greater San Fernando Valley Chamber of Commerce CCG No.: ET24-0107

Reference No: 22-1056

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: A.J. Kirkwood & Associates, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 4300 N. Harbor Blvd.

City, State, Zip: Fullerton, CA 92835

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 266

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 351

Total # of full-time company employees in California: 350

Company: Aquamor

Priority Industry? ☒ Yes ☐ No

Address: 42188 Rio Nedo

City, State, Zip: Temecula, CA 92590

Collective Bargaining Agreement(s): none

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 160

Total # of full-time company employees in California: 160

Company: Great Western Eagle Packing

Priority Industry? ☒ Yes ☐ No

Address: 500 S. Etiwa da Ave.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): none

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

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Hopper Engineering Associates

Priority Industry? ☒ Yes ☐ No

Address: 300 Vista Del Mar

City, State, Zip: Redondo Beach, CA 90277

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 24

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Greater San Fernando Valley Chamber of Commerce CCG No.: ET24-0107

Reference No: 22-1056

Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: LT Precision

Priority Industry? ☒ Yes ☐ No

Address: 12105 Kirkham Road

City, State, Zip: Poway, CA 92064

Collective Bargaining Agreement(s): none

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 130

Company: Metal Finishing Solutions

Priority Industry? ☒ Yes ☐ No

Address: 870 Comstock Street

City, State, Zip: Santa Clarita, CA 95054

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 15

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 55

Total # of full-time company employees in California: 25

Company: Paramit Corporation

Priority Industry? ☒ Yes ☐ No

Address: 18735 Madrone Pkwy

City, State, Zip: Morgan Hill, CA 95037

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 92

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 1,917

Total # of full-time company employees in California: 370



Retrainee-Job Creation

**Training Proposal for:**

**Green Day Power**

**Contract Number: ET24-0116**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET HUA	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Fresno, Riverside, Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 105	U.S.: 105	Worldwide: 105	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$278,000

<b>Total ETP Funding</b>
\$161,805

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	54	8-200	0	\$1,150	\$30.90
				Weighted Avg: 50			
2	Retrainee Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	31	8-200	0	\$1,150	\$17.00
				Weighted Avg: 50			
3	Job Creation Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	17	8-200	0	\$1,495	\$18.54
				Weighted Avg: 65			
4	Job Creation Retrainee Priority Rate SET HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	28	8-200	0	\$1,380	\$20.00
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**

**Job Number 1 (SET/Priority Industry):** \$30.90 per hour Statewide.

**Job Number 2 (SET/Priority/HUA):** \$17.00 per hour in Fresno County.

**Job Number 3 (SET/Priority/Job Creation):** \$18.54 per hour in Riverside and Sacramento Counties.

**Job Number 4 (SET/Priority/Job Creation/HUA):** \$20.00 per hour in Fresno County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$1.54 per hour in Job Number 3.

**Wage Range by Occupation**

Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET)</b>		
Administration Staff	\$28.40 - \$30.00	5
Customer Support	\$28.40 - \$30.00	4
Installers	\$28.40 - \$40.00	10
Team Leads	\$28.40 - \$50.00	10
Technicians	\$28.40 - \$50.00	20

Warehouse Staff	\$28.40 - \$30.00	5
<b>Job Number 2 (SET/HUA)</b>		
Installers	\$17.00 - \$20.00	3
	\$20.01 - \$25.00	2
	\$25.01 - \$45.00	2
Technicians	\$17.00 - \$20.00	5
	\$20.01 - \$25.00	5
	\$25.01 - \$45.00	7
Warehouse Staff	\$17.00 - \$20.00	4
	\$20.01 - \$25.00	2
	\$25.01 - \$28.00	1
<b>Job Number 3 (Job Creation/Retrainee/SET)</b>		
Customer Support	\$20.01 - \$25.00	1
Installers	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	4
Team Leads	\$25.01 - \$40.00	1
Technicians	\$17.00 - \$20.00	1
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	4
Warehouse Staff	\$20.01 - \$25.00	3
<b>Job Number 4 (Job Creation/Retrainee/HUA/SET)</b>		
Customer Support	\$20.01 - \$25.00	2
Installers	\$20.01 - \$25.00	4
	\$25.01 - \$25.00	5
Team Leads	\$25.01 - \$40.00	3
Technicians	\$20.01 - \$25.00	3
	\$25.01 - \$30.00	8
Warehouse Staff	\$20.01 - \$25.00	3

## **INTRODUCTION**

Founded in 2016 and headquartered in Sacramento, Green Day Power (Green Day) ([www.greendaypower.solar](http://www.greendaypower.solar)) installs, repairs and specializes in solar services, such as solar battery storage, solar panel installation and home roofing to California consumers. Green Day is, also, a part of the green energy carbon footprint reduction program. Customers include private property owners. Training will take place at Green Day's three locations in Sacramento, Fresno (HUA) and Riverside County. This will be Green Day's first ETP Contract.

## **Veterans Program**

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

## **PROJECT DETAILS**

To remain competitive in the solar construction industry, Green Day has structured its existing training plan to focus on increasing productivity and enhancing customer service. The Company has identified the need to cross-train and develop the skills of its staff on workflow processes to ensure the Company can meet and exceed customer expectations from start to finish. Training will also focus on on-and-off field operations to ensure delivery of products are made on time and safely. The training plan will address any deficiencies and allow the Company to standardize its processes and training so that it can assure its clients will receive the highest quality product.

In addition, the Company continuously improves all aspects of its business to provide customers with the best service. In January of 2023, the Company invested over \$100,000 in technological equipment, such as, Generac Installation Equipment (for solar panel and battery storage) and Operational Software (NetSuite, Rippling and Deputy) to improve efficiency and production quality. This upgrade in equipment will require enhanced skill sets supported by advanced training plans focused on residential solar panel installation, storage battery efficiency and improvement, and backup generators. The Company's goal is to reduce the carbon footprint and contribute to the power grid with excess energy to meet other consumer needs, such as, charging electric vehicles.

Green Day remains committed to creating promotional growth opportunities to its labor force and have created various structured training plans focused on increasing skill sets and creating a positive working environment to encourage retention and promotion. Training in 8 Steps to Success, Developing an Action Plan, Interpersonal Communication, Overcoming Objection Basics, Presenting Clear Ideas, Setting Expectations, Delegating, Problem Solving and Coaching for Leaders will give trainees transferable skills while promoting the Company's culture.

## **Retrainee – Job Creation**

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

Since the Inflation Reduction Act passed, the Solar Energy Industries Association and Wood Mackenzie have lifted the forecast for solar deployment by 40% above prior projection through 2027. Capacity is expected to grow from 129 Gigawatt (GW) in September of 2022 to 336 GW by 2027. Considering the industry's rapid growth, the Company plans to hire 45 new staff (Job Numbers 3 and 4) in order to meet the increasing demands and service requirements.

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

## **Training Plan**

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

**Business Skills:** Training will be delivered to all occupations and will focus on Assertive Communication, Complex Designs, Drone Operation, Generac Product Knowledge, Interpersonal Communication, Overcoming Objection Basics, Permit Running, Touchstone Portal, and Writing Clear Instructions.

**Commercial Skills:** Training will be delivered to all occupations and will focus on AC Disconnects, Battery System Tools, Emergency Disconnect, EV Load Requirements, EV Solar Integration, Generac Installs, Installation Prep, Racking, Rapid Shutdown, Tesla Commissioning, Trenching and Concrete, and Understanding Single Line Diagram and Planset.

**Computer Skills:** Training will be delivered to all occupations and will focus on keeping staff up-to-date on all operating computer modules. Training includes Canvass App, Deputy, NetSuite, Rippling, Roof Mount Designs, Solar CAD Basics, and Touchstone.

**Continuous Improvement:** Training will be delivered to all occupations and will focus on Building Teams, Corrective Action, Creating an Inclusive Culture, Delegating, Developing Leaders, Effective Meetings, Presentation Skills, Problem Solving, and Root Cause Analysis.

### **Commitment to Training**

Green Day's annual training budget is approximately \$134,600 for safety and employee improvement. The Company is committed to making sure all staff is up-to-date with the new safety plan and able to efficiently operate the new equipment and software. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Company has a detailed training schedule in place and is ready to start training upon approval. The Director of Human Resources and three site leaders will oversee the ETP project, handle training rosters and tracking performance. A third party administrator will assist with the implementation, compliance, reporting and reimbursements for the Contract. Training will be delivered by in-house experts and vendors as needed.

### **Special Employment Training/High Unemployment Area**

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

Approximately 31 trainees (Job Number 2 and 4) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Fresno County is in a HUA.

#### ➤ Wage Modification

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages.

Green Day is requesting a wage modification for trainees in Job Number 2 from \$30.90 per hour to \$17.00 per hour. Additionally, Green Day is requesting a wage modification for trainees in Job Number 4 from \$30.90 per hour to \$20.00 per hour.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

Synergy Management Consultants 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**

- 8 Steps to Success
- Assertive Communication
- Brainstorming Solutions
- Building Rapport
- Complex Designs
- De-Escalating Customers
- Developing a Strategy
- Developing an Action Plan
- Drone Operation
- Effective Follow-Ups
- Enphase Product Knowledge
- Generac Product Knowledge
- Generating Quotes & Proposal in Sunnova
- Interpersonal Communication
- Introduction to Permitting
- Introduction to Proposals
- Key Principles of Good Customer Communication
- Merging Aurora Design into Touchstone
- Net Metering Program
- Online Validation (EnPhase)
- Overcoming Objection Basics
- Permit Running
- Photo Pack Requirements
- Pitch to Power - Solar Project Management
- Pre-Design
- Preparing Touchstone for Sunnova
- Presentation Tips and Practices
- Presenting Clear Ideas
- Probing Questions
- Rapport Building Strategies
- Regulatory Requirements
- Setting Expectations
- SolarEdge Product Knowledge
- Sunlight Product Knowledge
- Sunnova Product Knowledge
- Sunrun Product Knowledge
- Touchstone Portal
- Transition Statements
- Virtual Presentations
- What is a Site Survey?

- Writing Clear Instructions
- Your Role: Solar Process

### **Commercial Skills**

- AC Disconnects
- Batteries- Tesla, Enphase
- Battery System Tools
- California Public Utilities Commission (CPUC)
- Cellular Connection and Trouble Shooting
- Commercial Charging Station Requirements
- Emergency Disconnect
- Enphase Commissioning
- Enphase Encharge - Partial Home Backup
- Enphase Encharge - Whole Home Backup
- Enphase IQ Combiner 3
- EV Battery Storage Integration
- EV Load Requirements
- EV Solar Integration
- Gateway, Combiner Box, and ATS Switches
- Generac Automatic Transfer Switches
- Generac Installs
- Ground Mounts
- Home Charging Station Requirements
- Installation
- Installation Prep
- Introduction to Utilities
- Inverters
- Main and Sub Panels Generac Battery install
- Phase Testing
- PW2GW2 - AC Wiring Enphase or Tesla
- PW2GW2 - CT Installation
- PW2GW2 - Equipment Mounting
- PW2GW2 - Install Preparation
- PW2GW2 - System Commissioning
- PW2GW2 - Updating the Gateway
- Racking
- Rafters and Leak Protection
- Rapid Shutdown
- Roof Anatomy & Design Terminology
- Roof Mounted - Microinverters
- Roof Mounted - String Inverter
- Software Reporting Functioning
- Solar to Battery wiring
- Tesla and Enphase Junction Boxes
- Tesla Commissioning
- Tesla Conduit Penetration Flashing
- Tesla Electrical Equipment Mounting & Clearances
- Tesla Gateway 2

- Tesla Powerwall 2 - Partial Home Backup
- Tesla Powerwall 2 - Whole Home Backup
- Trenching and Concrete
- Understanding Single Line Diagram and Planset

**Computer Skills**

- Authorities Having Jurisdiction (AHJ)
- Canvass App
- Deputy
- Ground Mount Designs
- Introduction to CAD
- MS Office (Intermediate and Advanced)
- NetSuite
- Project Sunroof (Google tool)
- Proprietary Software Systems
- Rippling
- Roof Mount Designs
- Solar + Storage Designs
- Solar CAD Basics
- Touchstone
- Using Tablets in the Field

**Continuous Improvement Skills**

- Building Teams
- Coaching for Leaders
- Corrective Action
- Creating an Inclusive Culture
- Delegating
- Delivering Feedback
- Developing Leaders
- Effective Meetings
- Motivating employee
- Presentation Skills
- Problem Solving
- Root Cause Analysis



## Training Proposal for:

# Jewish Vocational and Career Counseling Service dba JVS

**Contract Number: ET24-0119**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** R. Jackson

## PROJECT PROFILE

Contract Attributes:	New Hire SET Priority Rate Multiple Barriers Medical Skills Training	Industry Sector(s):	MEC (H) Healthcare (62) Professional, Scientific, Technology (54) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Marin, Contra Costa, San Mateo, Alameda, Santa Clara	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)	N/A		

## FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$683,100		\$65,538 12%		\$748,638

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Multiple Barriers Priority Rate SET	MS-Didactic, Comm'l. Skills, Business Skills, Computer Skills, Job Readiness, Cont. Impr.	198	8-260	0	\$3,781	\$20.60
				Weighted Avg: 150			

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

**Minimum Wage by County:** \$20.60 per hour for San Francisco, Marin, Santa Clara, Alameda, and San Mateo counties; and, \$19.66 per hour for Costa County.

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

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

Although potential employer(s) may provide health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Medical Technician	\$20.60 - \$25.00	20
	\$25.01 - \$45.00	20
Office Worker	\$20.60 - \$25.00	25
	\$25.01 - \$35.00	35
System and Project Administrator	\$20.60 - \$25.00	22
	\$25.01 - \$45.00	26
Medical Assistant	\$20.60 - \$25.00	30
	\$25.01 - \$35.00	20

**INTRODUCTION**

Founded in 1973 and headquartered in San Francisco, Jewish Vocational and Career Counseling Service dba JVS (JVS) ([www.jvs.org](http://www.jvs.org)) operates a wide range of employment services and vocational training programs including job search, job readiness, job placement, specialized vocational training, and career counseling. These services help unemployed and underemployed clients with multiple barriers learn skills to acquire gainful employment in career-oriented positions. JVS serves Bay Area participating employers from San Francisco, Marin, Contra Costa, San Mateo, Alameda and Santa Clara counties. ETP training will be delivered out of its center-based San Francisco headquarters and through partnerships with vendors such as San Francisco State and University of the Pacific.

This will be JVS' ninth ETP Contract, and its fifth in the last five years. Last year, JVS served over 2,500 clients and reportedly placed them in meaningful full-time jobs with an average wage of \$32 per hour in the fields of healthcare, utilities, business, and non-profit sectors. JVS continues to

serve individuals with multiple barriers such as deficiencies in language skills, insufficient mathematics skills, or lack of skills required by employers.

JVS has a long demonstrated history of recruiting employers to hire its graduates. Employers in healthcare, computer/technical services, and general office services are being arranged to participate.

### **Veterans Program**

Even though this proposal does not include a Veteran's Job Number, JVS continues to serve veterans and participates in veteran-outreach activities (internally) to recruit applicants.

### **Healthcare Demand**

Current labor market information highlights the magnitude of health-related employment opportunities. JVS reports that information from the Employment Development Department's (EDD) Labor Market Information Division projects growth in healthcare jobs of up to 22% in the San Francisco-San Mateo metropolitan statistical area (MSA) and 25.4% in the Alameda-Contra Costa MSA by 2024, resulting in a projected total of over 300,000 healthcare jobs.

The Bay Area's population is projected to increase 30% by 2040 with a 137% growth in the 65 and over age group, according to Plan Bay Area 2040. This demographic shift will drive significantly increased demand for care and healthcare professionals to provide it.

### **IT Demand**

Available labor market information provided by EDD projects a 31% increase in technology jobs by 2024 in the San Francisco-San Mateo-Marín MSA, approximately 15,000 new positions. The database-administrator roles, market-research analysts, and marketing specialists will see the most growth, with an estimated 25-40% growth and average-hourly wages in the range of \$40-\$52 per hour. The number of network and computer jobs is expected to increase 11.1% with 3,440 vacancies thru 2028.

### **Office Worker Demand**

JVS reports quits and transfers in office and administrative jobs reportedly will generate an estimated 169,010 open positions through 2028.

## **PROJECT DETAILS**

Many Bay Area employers have a shortage of workers for skilled, entry-level jobs due to a robust job market. JVS' clients lack necessary skills to meet minimum job qualifications in the San Francisco Bay Area. To address this challenge, JVS launched an ambitious expansion of its sector-focused Career Pathway programs in healthcare, financial services, and technology that are included in this proposal for ETP funding.

### **Training Plan**

JVS will provide the following training via Class/Lab, Didactic Training (Medical Skills), and E-Learning deliver methods:

**Business Skills:** Training will be offered to the System and Project Administrators and Office Workers in courses such as Medical Coding Basics, Financial Accounts, and Sales Skills.

**Commercial Skills:** Training will be offered to System and Project Administrators and Office Workers in courses such as Engaging with Customers, Marketing Strategy, Automotive Controls, and Using Social Media.

**Computer Skills:** Training will be offered to all occupations in courses such as Electronic Medical Records, Accounting Software, and Salesforce Administration.

**Continuous Improvement:** Training will be offered to all occupations in Customer Service, Working on a Team, and Communication Skills.

**Medical Skills (Didactic):** Training will be offered to Medical Assistants and Medical Technicians in courses such as Patient Assessment and Care, Medical Records Management, and Infection Control.

**Job Readiness Skills:** Training will be offered to all occupations in courses such as Job Expectations, Resume Building, Online Applications, and Career and Financial Planning.

### **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**

Trainees in Job Number 1 (New Hire) 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 (from \$30.90 to \$20.60). The Company requests this modification.

Note: for Multiple Barriers, Contractor pre-screens trainees to determine their eligibility prior to enrolling trainees. Barriers are identified and kept on file with the Contractor.

#### ➤ **Retention Modification**

Per Title 22, California Code of Regulation (22 CCR) Section 4400 (h), the panel may modify the retention period for these trainees, making it satisfied by employment of at least 500 hours out of 272 days with one or more employers. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. JVS requests this modification.

### **Trainer-to-Trainee Waiver (New Hire)**

A waiver to ETP's trainer-to-trainee ratio of 1:15 for New Hires is requested. JVS had success training persons with barriers to employment in small groups of 10 to 20 trainees to one instructor. The 1:20 trainer-to-trainee ratio was approved and successful in the prior ETP New Hire project.

This JVS instruction model has proven effective for optimal trainee participation in class, class completion, learning outcomes, and employment outcomes are all similar for both size classes. Because of the effectiveness of classes with up to 20 trainees, JVS is requesting a 1:20 trainer-to-trainee ratio.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training from the participating employers or other funding sources. JVS reports WIOA funding and all funds received from a

variety of sources including RSI funding, foundations, and private funding will continue to support programs at JVS. JVS represents no overlapping of funding exists and no other entity is funding any part of the proposed ETP-training hours per trainee.

#### ➤ Training Infrastructure

JVS' CEO (dedicated administrator) with assistance from its Chief Strategy Officer, Chief Program Officer, Director of Client Senior Manager of Data Quality and Evaluation Services, and Public Funding Coordinator will oversee administration. Training will be provided by nine in-house subject-matter experts and by outside-training vendors. JVS has also retained a third-party administrator- Steve Duscha Advisories to assist with ETP's systems and administration.

### **Impact/Outcome**

Training delivered in this project will lead to trainees earning the following certifications:

- Medical Assistant Certification
- Salesforce Administrator and Developer Certification
- Advanced Cardiac Life Support Certification
- Basic Life Support Certification
- QuickBooks

### **Marketing and Support Costs**

JVS conducts targeted outreach and recruiting for its training programs. Marketing and outreach efforts include advertising within JVS' community and non-profit partners, sharing program opportunities with government agencies such as the local Workforce Investment Boards (WIB) and human-service agencies, and by utilizing platforms like Craigslist to reach a wide audience.

JVS works closely with community-based organizations and non-profits throughout the Bay Area. For example, JVS has developed partnerships in the East Bay to support local program delivery with groups including Rubicon, Opportunity Junction, Unity Council, East Bay Asian Local Development Corporation, Fremont Adult Continuing Education, and Fremont Family Resource Center.

JVS is constantly recruiting employers. JVS makes direct contact with employers referred through its partners, and it recruits through employer associations and web sites. JVS requests 12% support costs to assist with the effective implementation of this project, which will require on-going recruitment, assessment and oversight. Staff recommends the 12% support costs per ETP Regulations' allowance for such to do necessary recruitment of potential New Hire trainees and/or employers (22 CCR 4412).

### **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.

### **Training Agency Certification**

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



JVS is eligible as a training agency based on the following:

- Successful past performance with ETP (see Active Projects table)

### **Curriculum Development**

Curriculum is developed by trained educators based on direct input from JVS' employer partners and from all employers who hire its graduates. JVS is constantly adjusting programs in response to this input. Evaluations are also conducted following each training class.

### **Learning Management System (LMS)**

Staff reviewed and approved JVS' LMS (Salesforce) system for use in recordkeeping.

### **Prior COVID Performance**

JVS completed a COVID Pilot project (ET21-0184) with a term of 10/26/20 to 10/25/22 earning \$200,000 (100% of payment earned).

### **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) (\$ %)
ET22-0209 (Expansion)	\$491,530	12/20/21 – 12/19/23	130	331	TBD	\$491,530 (100%)

### **PRIOR PROJECTS**

The following table summarizes performance by JVS under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0164	San Francisco	10/7/19 – 10/6/21	\$597,398	\$467,007 (78%)*
ET19-0200	San Francisco	9/3/18 – 9/2/20	\$270,101	\$270,101 (100%)

\*ET20-0164: Training hours were delivered to earn the full-awarded amount, but placement was lower than expected by 22%. Since that time, JVS is reportedly more aware of how health epidemics affect hiring patterns as the COVID-19 pandemic attributed to the slowing of hiring during that ETP Contract's term.

### **DEVELOPMENT SERVICES**

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Bookkeeping
- Customer Service Skills
- Financial Accounts
- Financial Regulations
- Financial Services Industry
- Financial Systems
- Financial Terms
- Medical Coding Basics
- Medical Office Functions
- Medical Office Operations
- Sales Skills
- Types of Financial Institutions

**COMMERCIAL SKILLS**

- Data Driven Marketing
- Digital Marketing
- Engaging With Customers
- Marketing Strategy
- Measuring Audiences
- Measuring Marketing Results
- Using Social Media

**COMPUTER SKILLS**

- Accounting Software
- Applications
- Basic Computer Literacy
- Bookkeeping Software
- Business Process Management
- Data Reporting
- Electronic Medical Records
- Google Drive and Google Docs
- IT Support
- Keyboarding
- Microsoft Office
- Presentation Software
- Salesforce Administration
- Salesforce Platform
- Security
- Software Customization
- User Management
- QuickBooks Software

**CONTINUOUS IMPROVEMENT**

- Communications Skills
- Communications Styles
- Conflict Resolution
- Critical Thinking and Problem Solving
- Customer Service
- Handling Difficult Situations
- Leading Teams
- Project Budgeting and Costs Controls
- Project Management
- Project Scheduling
- Setting and Achieving Goals
- Working in a Team

**JOB READINESS SKILLS**

- Career Planning & Assessment
- Financial Literacy
- Job Expectations
- Networking
- On-line Applications
- Personal Financial Records & Planning
- Presentation/Appearance
- Resume Building
- Winning a Job Offer

**MEDICAL SKILLS (DIDACTIC)**

- Advanced Cardiac Life Support
- Basic Life Support
- Body Mechanics
- Clinical Skills Certifications
- Clinical Skills Refresher
- Dental Assisting
- Documentation
- Drawing Blood
- EKG
- Equipment Skills
- HIPPA
- Industry Overview
- Infection Control



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Kern Community College District**  
**Contract Number: ET24-0102**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate New Hire Job Creation SB<100 SET Multiple Barriers HUA Medical Skills	Industry Sector(s):	MEC (H) Agriculture (11) Mining, Oil Gas (21) Manufacturing (33) Aerospace Related Healthcare  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>
\$554,746		\$38,797 Jobs 1-4: 8% Job 5: 12%		\$593,543

In-Kind Contribution:	50% of Total ETP Funding Required	\$675,000
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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, Comm'l. Skills, Computer Skills, Cont. Impr., Green/Clean Skills, HazMat, Hazwoper, Mgmt. Skills, Mfg. Skills, OSHA 10/30	473	8-200	0	\$836	\$22.66
				Weighted Avg: 34			
2	Retrainee HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Green/Clean Skills, HazMat, Hazwoper, Mgmt. Skills, Mfg. Skills, OSHA 10/30	163	8-200	0	\$727	\$17.00
				Weighted Avg: 34			
3	Retrainee Job Creation Initiative	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Green/Clean Skills, HazMat, Hazwoper, Mgmt. Skills, Mfg. Skills, OSHA 10/30	45	8-200	0	\$885	\$18.54
				Weighted Avg: 36			
4	Retrainee HUA Medical Skills Training SET	Business Skills, Comm'l Skills, Computer Skills, Cont. Impr., Green/Clean Skills, HazMat, Hazwoper, MS-Didactic, Mfg. Skills, OSHA 10/30	27	8-200	0	\$727	\$17.00
				Weighted Avg: 34			
5	New Hire HUA Multiple Barriers SET	Business Skills, Comm'l Skills, Computer Skills, Cont. Impr., Green/Clean Skills, HazMat, Hazwoper, Mfg. Skills, OSHA 10/30	10	8-200	0	\$2,016	\$17.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1: (Priority/Retrainee): \$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.

Job Number 2: (HUA) and Job Number 4 (SET/HUA): \$18.54 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$17.69 per hour for Contra Costa County; and \$17.00 per hour for all other Counties.

Job Number 3: (Job Creation): \$20.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$19.66 per hour for Contra Costa County; and \$18.78 per hour for Los Angeles County; and \$18.54 per hour for all other Counties.

Job Number 5: (SET/HUA/MB/New-Hire): \$17.00 per hour for 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

Participating employers may use up to \$2.50 per hour in health benefits for Job Numbers 1 & 3; and up to \$1.54 per hour for Job Numbers 2 & 4 to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff (Clerical)	\$17.00 - \$20.00	90
	\$20.01 - \$25.00	35
	\$25.01 - \$28.00	16
Claims Representative/Adjuster	\$19.00 - \$20.00	5
	\$20.01 - \$25.00	10
	\$25.01 - \$37.00	5
Computer Support Staff	\$17.00 - \$20.00	5
	\$20.01 - \$25.00	15
	\$25.01 - \$45.00	5
Compliance Representative	\$17.00 - \$20.00	2
	\$20.01 - \$25.00	4
	\$25.01 - \$31.00	3
Coordinator	\$17.00 - \$20.00	6
	\$20.01 - \$25.00	14
	\$25.01 - \$29.00	6
Customer Service Representative	\$18.00 - \$20.00	10
	\$20.01 - \$24.00	5
Director (Job Numbers 1-4 only)	\$28.00 - \$48.00	7
Engineer (Job Numbers 1-4 only)	\$29.00 - \$65.00	8
Frontline Supervisor/Manager (Job Numbers 1-4 only)	\$26.50 - \$58.00	19
Laborer	\$17.00 - \$20.00	17
	\$20.01 - \$25.00	13
	\$25.01 - \$28.00	4
Lead/Operator	\$19.00 - \$20.00	16
	\$20.01 - \$25.00	35
	\$25.01 - \$32.00	15
Licensed Vocational Nurse (Job Number 4 only)	\$22.00 - \$25.00	8
	\$25.01 - \$33.00	4
Maintenance Worker	\$18.00 - \$20.00	20

	\$20.01 - \$25.00	11
	\$25.01 - \$38.00	7
Manager (Job Numbers 1-4 only)	\$33.00 - \$150.00	10
Production Staff	\$17.00 - \$20.00	91
	\$20.01 - \$25.00	56
	\$25.01 - \$29.00	50
Registered Nurse (Job Number 4 only)	\$28.00 - \$41.00	7
Safety Professional	\$20.00 - \$25.00	11
	\$25.01 - \$30.00	4
Specialist	\$23.00 - \$25.00	6
	\$25.01 - \$33.00	4
Technician	\$19.00 - \$20.00	9
	\$20.01 - \$25.00	19
	\$25.01 - \$37.00	6
Underwriter	\$23.00 - \$25.00	2
	\$25.01 - \$41.00	3
Warehouse Worker	\$17.00 - \$20.00	16
	\$20.01 - \$25.00	4

## **INTRODUCTION**

Founded in 1968 and headquartered in Bakersfield, Kern Community College District (KCCD) ([www.kccd.edu](http://www.kccd.edu)) strives to provide outstanding educational programs and services responsive to its diverse students and communities. KCCD includes Bakersfield College, Cerro Coso College, and Porterville College. KCCD is eligible to contract with ETP as a Training Agency/Community College under Title 22, California Code of Regulations, Section 4426(a)(1).

KCCD serves Kern, Tulare, Inyo, Mono and San Bernardino Counties, making it one of the largest districts in the United States. In addition to classes held on campus, KCCD offers instruction through educational centers in Delano, Bakersfield, Bishop, Mammoth Lakes, Lake Isabella, and Edwards Air Force Base to local companies and throughout the state and distance learning through the Internet, satellite programming, and cable television. KCCD is also committed to providing training opportunities to small companies located in rural areas that typically do not have the funding available to provide needed training to their employees.

Its Customized and Corporate Training (CCT) division will administer the ETP program. CCT is part of a California Community Colleges Chancellor's Office initiative to provide a foundation for a long-term, sustained relationship with business and labor across districts. CCT provides high quality, innovative and affordable education, and in-depth training solutions to meet the needs of business and industry. It conducts outreach to employers in manufacturing, health care, food processing, Veteran groups, logistics, construction, energy (solar, turbine, biofuel) and alternative energy construction.

KCCD is also focused on helping unemployed or underserved individuals with limited education in high unemployment areas and has been effectively providing placement services for these individuals (including job search, interview skills, resume preparation, and job fairs), education, skills training, work experience and job placement services for the past several years. Additionally, KCCD designed and implemented a logistic/distribution training program to provide these individuals skills related to warehouse procedures, redistribution of products, workflow, inventory control, and time management. The District works closely with One-Stop Centers, Workforce Investment Board, HireUP, the Kern County Homeless Collaborative, and the Employment Development Department (EDD).



**Veterans Program**

Although there is not a veteran's component, KCCD's participating employers actively recruit veterans for training. In addition, KCCD works with Bakersfield College Veteran's Center, Kern County Veteran's and EDD Veteran's advocate to promote training.

**PROJECT DETAILS**

This is KCCD's eighth ETP Contract, and the eighth in the last five years. KCCD is focused on upgrading job-related skills, job retention, reducing unemployment rate, and economic growth especially in high unemployment areas. In addition, employers have limited or no funding available for training and have expressed critical needs for hiring skilled workers. Furthermore, KCCD is determined to assist and provide training opportunities to young and unemployed individuals who face many challenges in their communities. Therefore, KCCD'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 this proposal, KCCD proposes to retrain incumbent and new hire workers. KCCD has experienced a recent increase in employer demand, with an overwhelming response for training due to a shortage of healthcare workers, new technological advances, and a need for best practices for job creation and retention. Also due to the road to recovery from the COVID-19 economic crises, training is necessary to be competitive in a transformed economy. According to KCCD, many of the participating employers are located in a high unemployment area, and KCCD is committed to providing responsive training to improve and increase businesses while lowering the unemployment rate.

ETP-funded training will provide participating employers the opportunity to sustain their competitiveness, upgrade the skills of their workforce, grow their businesses, meet customer demand, create new job opportunities and career advancement, increase wages and retention, remain current with rapidly changing technology, and adapt to the new business environment.

**Training Plan/Employer Demand**

The training outlined in this proposal will be customized, based on employer needs assessments and training objectives. KCCD conducts interviews with employers, workers, and multiple training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by KCCD to gauge the effectiveness of training and identify how certain modules can be improved.

The core group of employers consist of 13 large companies and 2 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. KCCD anticipates 85% of training will be conducted at participating employer worksites; the remainder will be conducted at KCCD facilities. KCCD confirms that no trainees from previous participating employers will receive duplicate training in any subject matters in this proposal.

**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.

KCCD reported that Participating Employers will hire 45 new employees (Job Number 3) to support increase in production, operations and businesses. Trainees will learn and operate sophisticated equipment, technology systems, and computer programs. Trainees will also have a better understanding of the Company's business operations. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **Training Plan**

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

**Business Skills:** This training will be offered to all occupations to improve communication, customer relations, business operations and leadership skills.

**Commercial Skills:** This training will be offered to Computer Support Staff, Engineers, Claims Representatives/Adjusters, Compliance Representatives, Frontline Supervisors/Managers, Laborers, Leads/Operators, Maintenance Workers, Managers, Production Staff, Safety Professional Specialists, Technicians, and Warehouse Workers. Training will focus on comprehension, terminology, power system services and practical techniques in maintenance equipment services and repair.

**Computer Skills:** Training will be offered to all occupations to effectively use software applications that run and support business operations to keep up with current technology and teach them to work more efficiently and effectively in all functions.

**Continuous Improvement:** Training will be offered to all occupations to equip trainees with the skills to achieve company goals through increased productivity, quality improvements, and warehouse procedures. Training is also designed to enhance teamwork, problem solving, and decision making. Lean manufacturing will improve internal processes, workflow, and waste identification.

**Green/Clean Skills:** Training will be offered to Computer Support Staff, Engineers, Compliance Representatives, Frontline Supervisors/Managers, Laborers, Leads/Operators, Maintenance Workers, Managers, Production Staff, Safety Professional Specialists, Technicians and Warehouse Workers. Trainees will learn and maintain energy generated equipment, install energy efficiency upgrades, analyze electricity usage to improve company operational efficiency, and create additional job opportunities.

**Hazardous Materials:** Training will be offered to Frontline Supervisors/Managers, Laborers, Leads/Operators, Maintenance Workers, Managers, Production Staff, Safety Professional Specialists, Technicians and Warehouse Workers. Trainees will learn the proper techniques and knowledge for handling chemical and waste cleaning.

**Management Skills:** Training will be offered to Frontline Supervisors/Managers and Managers on leadership, employee engagement and strategic planning skills which will enable them to become more effective leaders in high performance workplaces.

**Manufacturing Skills:** Training will be offered to Frontline Supervisors/Managers, Laborers, Leads/Operators, Maintenance Workers, Production Staff, Safety Professional Specialists, Technicians and Warehouse Workers. Trainees will gain knowledge and skills to operate and maintain equipment, blueprint reading, production operations and manage inventory.

**Medical Skills-Didactic:** Training will be offered to 12 Licensed Vocational Nurses and 7 Registered Nurses. Training will equip 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.

### **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. OSHA 10 will be provided to Laborers, Leads/Operators, Maintenance Workers, Production Staff, Safety Professional Specialists, Technicians, and Warehouse Workers. OSHA 30 will be provided to Frontline Supervisors/Managers and Managers to ensure a safe work environment.
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.

### **Frontline Worker**

KCCD will train frontline Supervisors/Managers (Job Number 4). These employees communicate and interact with customers and members, and are available to provide services at all times. These individuals spend 100% of their time performing frontline work and do not hire, fire or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel’s definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

### **Director**

KCCD is requesting that trainees with the job title of “Director” be allowed to participate in this project; and that they are actually providing functions and responsibilities as managers/supervisors and do not set company policy.

### **Alternate Recordkeeping**

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

### **Green/Clean Operations**

Participating employers are committed to implementing Green/Clean processes. Companies provides consumers with better choices and use less energy, gas, water to produce products. In addition, Companies are continuing their efforts to properly recycle their packaging and products.

## High Unemployment Area

All trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. These companies are located in Kern, Los Angeles, Riverside, San Bernardino, Fresno, and Ventura Counties (Bakersfield, Compton, Inglewood, Perris City, Hesperia City, Fresno City, and Oak View CDP).

### ➤ Wage Modification

For these trainees in Job Number 2, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. KCCD requests a wage modification from the ETP Standard Minimum Wage to the HUA Minimum Wage (from \$24.72 - \$22.66 to \$18.54 - \$17.00 per hours statewide).

## Special Employment Training/High Unemployment Area

Under Special Employment Training (SET), a participating employer is not required to demonstrate out-of-state competition, and trainees are not required to meet eligibility standards for retraining (Job Numbers 4 & 5).

### ➤ HUA

Additionally, trainees in Job Numbers 4 & 5 work in High Unemployment Areas (HUA), with unemployment exceeding the state average by at least 25%. These companies are located in Kern, Los Angeles, Riverside, San Bernardino, Fresno, and Ventura Counties (Bakersfield, Compton, Inglewood, Perris City, Hesperia City, Fresno City, and Oak View CDP). Under SET, trainees must meet the Statewide Average Minimum Wage. However, HUA trainees in Job Numbers 4 & 5 qualify with the ETP Standard Minimum Wage.

### ➤ Wage Modification

The Panel may further modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. KCCD is requesting this wage modification from the ETP Standard Minimum Wage to the ETP HUA Minimum Wage (from \$24.72 - \$22.66 to \$18.54 - \$17.00 per hours statewide) for all trainees in Job Number 4 and from ETP Standard New Hire Minimum Wage to the ETP Reduced HUA New Hire Minimum Wage (from \$20.60 - \$18.54 to \$17.00 per hour statewide) for all trainees in Job Number 5.

### ➤ Multiple Barriers

Trainees in Job Number 5 (New Hire) work in an HUA and must be hard-to-serve individuals with multiple barriers to employment. Trainees will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills).

### ➤ Retention Modification

The Panel may also modify the retention period for the trainees in Job Number 5 from 90 consecutive days to 90 out of 120 consecutive days with up to three employers. This is allowed based on HUA guidelines. KCCD requests this retention modification for Job Number 5.

Approximately 50 trainees in Administrative Staff (Clerical), Computer Support Staff, Compliance Representative, Coordinator, Customer Service Representative, Laborer, Maintenance Worker, Production Staff, and Warehouse Worker will need the wage modification in Job Numbers 2, 4 & 5.

### **Marketing and Support Costs**

KCCD works closely with regional economic development partners and industry associations. The Workplace Learning Resource Center and the 21st Century Energy Center maintain a database of companies and mail marketing materials to advertise upcoming events. Staff networks closely with past clients, using employer and employee evaluations to determine future training needs and establish ongoing, long-term relationships. Many clients expand their initial training with in-depth, customized training after participation in short-term workshops. Staff also provides outreach to new businesses using updated brochures and marketing software to reach targeted customers in its service areas.

KCCD is a strategic partner with the Kern Economic Development Council (KEDC), local Workforce Investment Boards, the Kern Building Trades Council, East Kern Economic Alliance, and Energy Innovation Workforce Coalition. The KEDC is a public-private partnership whose mission is to stimulate a diversified and strong economic climate in the service area. KCCD, KEDC, local WIBs, and the union are all represented on the Council.

KCCD seeks full Support Costs of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Without this additional funding, KCCD would not be able to dedicate the time and effort necessary to sustain a successful ETP project. Staff believes 8% Support Costs for Job Numbers 1 to 4 and 12% Support Costs for Job Number 5 (New Hire/Multiple Barriers), are justified in this proposal for the reasons set forth above.

### **Commitment to Training**

Most of the participating employers lack the resources and funding to conduct formal and structured training; whereas, many small rural companies have limited or no training budget. Some companies may have a training budget, but still need ETP funding to help them economically to expand training and realize their goals, especially after recent economic downturns and period of financial instability. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs. Although some participating employers may have received ETP training in the past, employers will include trainees who will be new participants to ETP-funded training. Trainees that have benefited from past ETP-funded training will be trained in new areas that will further skills development and contribute to company growth.

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

#### **➤ Training Infrastructure**

Training will begin upon Panel approval. KCCD has designate an Executive Director, three full-time and two part-time Department Assistants to oversee ETP training and administrative responsibilities including marketing, recruitment, assessment, scheduling training, enrollment, recording and tracking, securing rosters, verifying training and retention completion and ensuring compliance with all ETP requirements.

## Prior COVID Performance

Under the COVID Rapid Reemployment and Retraining Pilot, KCCD had a closed contract ET21-0207 with term of 12/14/2020 to 12/13/2022. Of an estimated 100 trainees, 94 have been placed and KCCD earned \$188,000 (94%) of contract value (\$200,000).

## Trainer Qualifications

Training will be provided by KCCD's in-house technical faculty and training experts at various campuses. Outside professional experts may be used only if specific technical skills are required and unavailable internally. KCCD anticipates that 90% of the training will be held at employer worksites, while 10% will be center-based.

## 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 Contracts:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
*ET22-0180 (CCCF)	\$988,645	12/27/21 – 03/30/24	883	TBD	TBD	\$807,125 (82%)
**ET22-0109	\$597,100	08/23/21 – 08/22/23	770	1,012	TBD	\$514,320 (86%)

\*ET22-0180 (CCCF): KCCD has an active contract with ETP under the California Community College Funds, with a term of December 27, 2021 to March 30, 2024. Of an estimated 883 trainees, 1,032 have been enrolled and 648 have received the minimum hours of training. Based on the ETP System, 32,776 reimbursable hours have been tracked for potential earnings of \$807,125 (82% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

\*\*ET22-0109: KCCD has an active contract with ETP under core funding, with a term of August 23, 2021 to August 22, 2023. Of an estimated 770 trainees, 2,599 have been enrolled and 1,012 have received the minimum hours of training. Based on the ETP System, 21,922 reimbursable hours have been tracked for potential earnings of \$514,320 (86% of approved amount). KCCD reported that all training completed on May 23, 2023. More training hours will be uploaded into the ETP System and projected earnings is expected to be in the 90th percentile.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0207 (COVID)	Statewide	12/14/20 – 12/13/22	\$200,000	\$188,000 (94%)
ET20-0149	Statewide	11/04/19 – 11/03/21	\$678,519	\$625,796 (92%)
ET18-0139	Statewide	10/30/17 – 10/29/19	\$581,344	\$557,694 (96%)

**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**

- Advertising: Achieving Scale with the Reach Objective
- Advertising: Ad Auction and Delivery Overview
- Advertising: Ad Policies for Content
- Advertising: Ads Manager
- Advertising: Audience Insight
- Advertising: Boost Your Posts
- Advertising: Brand Awareness
- Advertising: Business Manager
- Advertising: Campaign Structure
- Advertising: Create Ads
- Advertising: Drive Store Visits/Store Visits Objectives
- Advertising: Edit and Manage Ads
- Advertising: Measure Campaign Performance With Ads
- Advertising: Offers – Attract, Convert, and Reward
- Advertising: Plan, Reach, and Frequency Campaigns
- Advertising: Targeting Core Audiences
- Advertising: Targeting Custom Audiences
- Advertising: Targeting Lookalike Audiences
- Basic Accounting Practices and Framework
- Being an Effective Team Member
- Branding
- Business Coaching
- Business Fundamentals
- Business Presentations
- Change Management
- Claims Handling
- Coaching: Fundamentals of Feedback
- Coaching: Giving Positive Feedback
- Collaboration
- Communication for Leadership Success
- Communication Skills
- Conflict Management
- Conflict Resolution
- Conflicts of Interest in the Workplace
- Customer Service and Sales
- Customer Service Fundamentals
- Data Analysis
- Decision Making
- Development Dimension International Series
- Developing Yourself and Others
- Elevate Leadership Series



- Emotional Intelligence
- Employee Relations
- Generating Creative and Innovative Ideas
- Leadership
- Leadership for First Time Leaders
- Leadership Essentials: Building Influence
- Leadership Essentials: Motivating Employees
- Logistics
- Managing Difficult Behaviors and Conversations
- Making Meetings Work
- Marketing / Sales Techniques
- Multi-Tasking for Excellence
- Negotiating
- Paperless Payroll
- Personal, Organizing, and Goal Setting
- Problem Solving: The Fundamentals
- Product Knowledge
- Productive Interactions
- Project Management Fundamentals
- Project Requirements Analysis and Specifications
- Sales Techniques
- Scheduling and Planning
- Setting Job Goals
- Standard Office Procedures
- Strategic Planning
- Step Up to Supervision
- Supervisor Development Series
- Talent Management: Basics
- Team Concepts
- Technical Writing
- Time and Priority Management
- Time Management
- Understanding the Insurance Contract
- Training for Intervention Procedures
- Working Productively with Challenging People
- Written Communication

**Commercial Skills**

- Basic Electronics
- Cold Laser
- Commercial and Residential Arborist: Chain Saw, Chipper, Ground Operations
- Construction Fundamentals
- Construction Management
- Construction Skills
- Control Ladder Logic
- CPR / First Aid / AED
- Drone Management
- Drone Technology

- Electrical Work
- Electrical Work - Advanced
- Field Service Training
- Fire Awareness
- Firefighter Academy
- Firefighting Strategies
- Flagger and Signaling
- Forestry Fundamentals
- Ground Operations
- Heavy Equipment Repair and Service
- Introduction to Electrical Control Wiring
- Introduction to Programmable Controllers
- Intro to Clean Energy and Clean Energy Careers
- Intro to ZEVs and ZEV Careers
- Industrial Maintenance and Repair
- MC4 Connector
- Photovoltaic and Solar Panel Applications
- Programmable Logic Control Motor Control
- Repair and Service
- Rigging
- Introduction to Utility Line Clearance Arborist
- Utility Line Clearance Arborist Job Site, Herbicides, Aerial Rescue Techniques
- Utility Line Clearance Arborist Portable Tools, Hand Tools and Ladders
- Utility Line Clearance Arborist: Job Briefings and Minimum Approach Distances and Drop Zone
- Utility Line Clearance Arborist: Mobile Equipment Use
- Utility Line Clearance Arborist: Pruning, Use of Ropes, Rigging
- Utility Line Clearance Arborist: Tree Climbing and Fall Protection
- Utility Line Clearance Arborist: Job Site Communication
- Aerial Specialist Training
- ANZI 133 (American National Standard for Arboricultural Operations)
- Certified Arborist Training
- Certified Tree Care Safety Professional Training
- Climber Bucket Operations
- Confined Space Permit Training
- Electrical Hazards Awareness Program
- Job Site Communication
- Mobile Equipment
- Operator Training
- Pre-Inspection
- PRS 101
- PRS 201
- Pruning and Trimming
- Safety Fundamentals – Tool Box Talk
- Solar Technician
- Steam Generator Operator Training
- Technical Writing
- Tree Climbing

- Tree Risk Assessment Qualifications Training
- TSL Training
- Utility Specialist Training
- Utility Procedures
- EVSE Charger Maintenance Technician
- NFPA 70e Arc Flash Protection
- Solar Technician
- Wind Technician
- Working at Heights

**Computer Skills**

- Accounts Payable/Accounts Receivable
- Adobe Applications
- ASP.net
- C# Programming
- Certified Scrum Training
- Company Specific ERP Systems
- Computer Networking
- Computer-Aided Drafting & CAM
- Computerized Scheduling
- Cost Tracking and Analysis
- Cyber Security
- Database Mgmt.
- Document Control
- Electronic Health Record Software Training
- Google Analytics
- Health Informatics
- Inventory Control
- Managing Email
- Material Resource Planning
- Microsoft Excel (Intermediate & Advanced)
- Microsoft Office Suite (Intermediate & Advanced)
- Microsoft Access
- Microsoft Power BI
- Microsoft Teams
- Quickbooks (Intermediate & Advanced)
- Patient Management Software Training
- Personnel/Payroll Processing
- Purchase Order Tracking
- Salesforce
- Savant Warehouse Management System Overview
- Savant WMS System Overview Part II
- Search Engine Optimization
- Shipping Solutions and Related Logistic Software
- Social Media For Business
- Software Applications
- SQL Server
- Warehouse Efficiency

- Web Page Design/Editing
- World-Wide Web
- Zoom

**Continuous Improvement Skills**

- A3/Plan-Do-Check-Act: Problem Solving Practices
- B.E.S.T
- Business Process Mapping
- Capacity Planning
- Change Over
- Communication for Leadership Success
- Construction Management Skills
- Decision Making
- Developing a Growth Mindset
- Elevate Leadership Series
- Equipment Inspection and Management
- Global Food Safety Initiative
- Good Agricultural Practices
- Good Manufacturing Practices
- Hazard Analysis & Critical Control Points
- Internal Auditor
- ISO 9000 Lean Enterprise
- ISO Auditor Training
- Kaizen/7S
- Kanban
- Kata Coaching
- Leadership for Frontline Workers
- Lean Manufacturing
- Lean Principles & Waste Identification
- Managing the Metrics
- Marketing, Website Training
- Maximizing Team Performance
- Operations and Workflow
- OSPR Drill Prep Emergency Response
- Preventive Controls for Human Food
- Preventive Maintenance
- Process Improvement
- Process Improvement: Safety Incident Interview
- Production Scheduling
- Quality Systems Program Monitoring
- Developing a Safety Culture
- Safety Fundamentals
- Shift Management: Schedule Forecasting and Planning
- Six Sigma
- SQF Quality Systems
- Standardized Work
- Statistical Process Control
- Strategic Planning

- Steam Generator Operator Training
- Teambuilding
- Total Quality Management
- Training Within Industry
- Value Stream Mapping
- Visual Management/Workplace Organization

**Green/Clean Skills**

- Solar Technician
- Wind Technician
- Weatherization Technician
- Energy Auditing
- Electric Vehicle Charging
- Electric Vehicle Technician
- First Responder
- Energy Incentive Programs
- Intro to Clean Energy and Clean Energy Careers
- Intro to ZEVs and ZEV Careers
- ZEV for Fleets
- ZEV Technician
- ZEV for Facilities
- ZEV for Nonprofits
- ZEV for Agriculture

**Hazardous Materials Skills**

- Hazardous Materials Handling
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning
- Hazardous Waste Generator
- DOT Manifest Training

**HazWoper (Certified OSHA Instructor)**

- Hazwoper: Hazardous Waste Operations and Emergency Response

**Management Skills** (Manager/Supervisor Only)

- Advanced Supervisor Development
- Building/Developing Trust with Teams
- Coaching Series
- Communicating for Leadership Success
- Decision Making
- Delegating
- Developing Safety Plans and Procedures
- Driving Change
- Effectively Managing Challenging People
- Employee Engagement
- Engaging and Retraining Talent
- Facilitating with Impact
- Fostering Innovation

- Improving New Hire Orientation
- Interviewing
- Leadership
- Making Meetings Work
- Performance Management
- Planning and Managing Resources
- Project Management
- Risk Management/Disaster Preparation
- Root Cause Analysis for Managers
- Strategic Planning
- Supervisor Development Series
- Team Leader and Supervisor Readiness
- Your Leadership Journey

**Manufacturing Skills**

- Assembly Procedures
- Automation Systems
- Basic Tool Usage
- Blueprint Reading
- Computer Integrated Manufacturing (CIM) Cell
- Computer Pneumatic Control Machine Operation
- Electrical
- Electronics
- Equipment Operations
- Fluid Power
- Food Processing
- Geometric Dimensions and Tolerance
- HVAC
- Hydraulics
- Inventory Control
- Laser Equipment
- Lubrication
- Machining
- Manufacturing Basics
- Manufacturing Job Breakdown and Instruction
- Materials
- Measurements
- Mechanical
- Mechanical Technical
- Mechatronics
- Metals in the Plant
- Operations
- Packaging
- Parts and Product Manufacturing
- Pneumatics
- Power Transmission
- Process Control
- Programmable Logic Control

- Process Control
- Production Operations
- Pumps
- Quality Assurance
- Robotics
- Safety Fundamentals
- Smart Technologies
- Shop Math, Measurements, Percentages & Fractions
- Solidworks and Gcode
- Warehousing
- Welding

**Medical Skills (Didactic)** (Job Number 4)

- CNA Module 1: Introduction to CNA
- CNA Module 2: Patients' Rights
- CNA Module 3: Communication/Interpersonal Skills
- CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences
- CNA Module 5: Body Mechanics
- CNA Module 6: Medical and Surgical Asepsis
- CNA Module 7: Weights and Measures
- CNA Module 8: Patient Care Skills
- CNA Module 9: Patient Care Procedures
- CNA Module 10: Vital Signs
- CNA Module 11: Nutrition
- CNA Module 12: Emergency Procedures
- CNA Module 13: Long Term Care Patient
- CNA Module 14: Rehabilitative Nursing
- CNA Module 15: Observation and Charting
- CNA Module 16: Death and Dying
- CNA Module 17: Patient/Resident Abuse
- Abuse Prevention
- Activities of Daily Living
- Acute Care
- Acute Care Nurse Assistant Responsibilities
- Annual Skills Updates
- Basic Life Support (BLS)
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cleaning and Care Tasks in the Home
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Coordination of Care
- Laboratory Technical
- Medical Computer Skills
- Medical Technician
- Nursing Essentials

- Dementia Care
- Discharge Planning
- Emergency Procedures
- Equipment Skills
- Home Health
- Hyperbaric Oxygen
- Infection Control
- Interpersonal Skills
- Long-Term Patient
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Personal Care Services and Nursing Procedures
- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills
- Role and Responsibilities of the Certified Nurse Assistant (CNA)
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Wheelchair Assessment
- Wound Care

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

- OSHA 10 hours

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

- OSHA 30 hours



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District

CCG No.: ET24-0102

Reference No: 22-0923

Page 1 of 4

ALPHABETIZE BY COMPANY NAME

Company: Bakersfield Family Medical Group

Priority Industry? ☐ Yes ☒ No

Address: 4560 California Ave.

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 25

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 360

Total # of full-time company employees in California: 360

Company: Berry Petroleum Company LLC

Priority Industry? ☒ Yes ☐ No

Address: 5201 Truxtun Ave.

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 15

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 220

Company: Braun Electric Company, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 300 E. Belle Terrace

City, State, Zip: Bakersfield, CA 93301

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 25

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 283

Total # of full-time company employees in California: 283

Company: C & J Well Services

Priority Industry? ☐ Yes ☒ No

Address: 3572 Allen Rd.

City, State, Zip: Bakersfield, CA 93314

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 43

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 983

Total # of full-time company employees in California: 983

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET24-0102
Reference No: 22-0923		Page 2 of 4

Company: California Resources Corporation	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 900 Old River Rd.	
City, State, Zip: Bakersfield, CA 93311	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 200	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,000	
Total # of full-time company employees in California: 1,000	

Company: Capital Insurance Group	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 1 Lower Ragsdale Building, Suite 200	
City, State, Zip: Monterey, CA 93940	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 78	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 278	
Total # of full-time company employees in California: 278	

Company: Grimmway Farms	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14141 DiGiorgio Rd.	
City, State, Zip: Arvin, CA 93203	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 200	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,300	
Total # of full-time company employees in California: 2,400	

Company: Hall Ambulance Service	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 1001 21st Street	
City, State, Zip: Bakersfield, CA 93301	
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: 40	
Total # of full-time company employees in California: 40	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET24-0102
Reference No: 22-0923		Page 3 of 4

Company: Mojave Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6200 Slauson Ave.	
City, State, Zip: Commerce, CA 90040	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 257	
Total # of full-time company employees in California: 257	

Company: Nestle/Dreyer's Grand Ice Cream	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7301 District Blvd.	
City, State, Zip: Bakersfield, CA 93312	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 336,000	
Total # of full-time company employees in California: 7,500	

Company: Oasis Air and Solar	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1000 East Truxtun	
City, State, Zip: Bakersfield, CA 93305	
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: 215	
Total # of full-time company employees in California: 215	

Company: Pearce Services LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 228 W. Tehachapi Road	
City, State, Zip: Tehachapi, CA 93561	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 490	
Total # of full-time company employees in California: 297	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET24-0102
Reference No: 22-0923		Page 4 of 4
<hr/>		
Company: Rancho Tree Service		Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 4700 Stockdale Hwy., Suite 100		
City, State, Zip: Bakersfield, CA 93309		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 26		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 375		
Total # of full-time company employees in California: 375		
<hr/>		
Company: Tasteful Selections LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13003 Di Gorgio Road		
City, State, Zip: Bakersfield, CA 93203		
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: 279		
Total # of full-time company employees in California: 189		
<hr/>		
Company: Wonderful Orchards		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6801 Lerdo Highway		
City, State, Zip: Shafter, CA 93262		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 40		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 850		
Total # of full-time company employees in California: 800		
<hr/>		



## RETRAINEE-JOB CREATION

Training Proposal for:

**SOMA AEC, Inc. dba Oxman College**

**Contract Number: ET24-0106**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** R. Jackson

### PROJECT PROFILE

Contract Attributes:	SB <100 Job Creation Initiative Priority Rate HUA Medical Skills Training SET	Industry Sector(s):	MEC (H) Healthcare (62) Information / Multi Media (51)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤0%		

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$701,040		\$48,768 8%		\$749,808

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 HUA Medical Skills Training Priority Rate SET	Continuous Improvement, Medical Skills (Didactic & Preceptor)	40	8–200	0	\$3,936	\$17.00
				Weighted Avg: 160			
2	Retrainee Priority Rate	Computer Skills	20	8–200	0	\$2,460	\$22.66
				Weighted Avg: 100			
3	Retrainee Medical Skills Training Priority Rate SET	Continuous Improvement, Medical Skills (Didactic & Preceptor)	20	8–200	0	\$3,936	\$30.90
				Weighted Avg: 160			
4	Retrainee Job Creation Initiative Medical Skills Training Priority Rate SET	Continuous Improvement, Medical Skills (Didactic & Preceptor)	118	8–200	0	\$3,936	\$18.54
				Weighted Avg: 160			

\*Post-Retention Wage is the Contractual Wage (Note: in Job Number 4, wages will not go down below \$17.00 per hour before health benefits are used to reach post-retention wage requirements).

**Minimum Wage by County: Job Number 1 (SET/HUA):** \$17.00 per hour for San Bernardino, Fresno, Monterey, San Joaquin, Santa Cruz, and Stanislaus counties.

**Job Number 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 Orange, San Diego, and all other counties.

**Job Number 3 (SET/Modified Statewide Average):** \$30.90 per hour statewide.

**Job Number 4 (SET/Job Creation):** \$20.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$19.42 per hour for Contra Costa County; \$18.78 per hour for Los Angeles County; \$18.54 per hour for all other counties.

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

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

Participating employers may use up to \$2.50 per hour in health benefits to meet the Post-Retention Wage for Job Numbers 2, 3, and 4.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: SET / HUA Retrainee</b>		
Certified Nursing Assistant	\$17.00 - \$20.00	15
	\$20.01 - \$22.00	10
Healthcare Worker	\$20.60 - \$25.00	5
Registered Nurse	\$30.00 - \$40.00	5

Licensed Vocational Nurse	\$20.00 - \$25.00	3
	\$25.01 - \$30.00	2
<b>Job Number 2: Retrainee</b>		
Architect	\$25.00 - \$50.00	10
Engineer	\$28.00 - \$48.00	5
Designer	\$20.16 - \$25.00	5
<b>Job Number 3: SET Retrainee</b>		
Healthcare Worker	\$28.40 - \$33.00	5
Licensed Vocational Nurse	\$28.40 - \$35.00	10
Registered Nurse	\$35.00 - \$50.00	5
<b>Job Number 4: SET Job Creation</b>		
Certified Nursing Assistant	\$17.00 - \$20.00	50
	\$20.01 - \$22.00	40
Healthcare Worker	\$20.60 - \$25.00	10
Licensed Vocational Nurse	\$20.00 - \$25.00	3
	\$25.01 - \$30.00	7
Registered Nurse	\$30.00 - \$40.00	8

## **INTRODUCTION**

Founded in 1991, SOMA AEC, Inc. dba Oxman College (Oxman College) ([www.oxmancollege.com](http://www.oxmancollege.com)) is a private, post-secondary vocational school. Oxman College provides training in computer programming, computer applications, continuous improvement, and healthcare to employers throughout California (CA). ETP-funded training will be delivered at its approved Bureau of Private Postsecondary Education (BPPE) offices statewide.

This project will be Oxman College's eighteenth ETP Contract, and it's seventh in the last five years. This proposal continues Oxman's successful training program on Autodesk Revit software for architectural and engineering firms, as well as training in Medical Skills for long-term nursing facilities in the healthcare industry. Both industries served are designated as priorities and have strong job-growth demands in careers with strong wage-progression possibilities. This proposal features 90% of new participating employers and an estimated 140 seats with new trainees that were not a part of the previous 17 projects.

### **Veterans Program**

Although this project does not include a Veteran's Job Number, Oxman College offers priority enrollment to veterans into programs, as well as priority hiring for the college's faculty and staff.

### **Retrainee – Job Creation**

In this proposal, Oxman College will train 118 new employees (Job Number 4). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Hiring needs at long-term care (LTC) facilities is based on patient censuses and staff ratios. Due to the COVID-19 pandemic, there has been increased demand for Certified Nursing Assistants

(CNA) in CA. Facilities are serving more patients that require short-term or long-term rehabilitation for recovering from COVID. To accommodate the increased demand (business-capacity growth), these LTC facilities need to hire new staff.

### **Employer Demand**

Participating employers in Job Number 2 have expressed a need for training because they are struggling to keep up with technology and competitors. The number of Architects is expected to grow at an average rate compared with the total for all occupations in CA. Jobs for Architects are expected to increase by 8.7% (or 1,600 jobs) between 2018 and 2028. Also, about 17,500 openings for Designers are projected each year (on average) over the next decade.

For Job Numbers 1, 3, and 4, the number of Nursing Assistants (NA) is expected to grow much faster than the average growth rate for all occupations in CA. Jobs for NAs are expected to increase by 14.3% (or 10,900 jobs) between 2018 and 2028. Jobs for Licensed Vocational Nurses (LVN) are expected to increase by 15.1 percent (or 11,600 jobs) between 2018 and 2028.

According to a recent study by the University of CA, San Francisco, CA faces nursing shortages in part due to COVID-19 retirements. Oxman College represents a current shortage of 40,567 full-time equivalent Registered Nurses (RN), which is a 13.6% gap that is projected to persist until 2026. For allied healthcare generally CA is reportedly still facing shortages of qualified staff to meet growing healthcare demands in part due to the growing aging populations, retirements of medical professionals, and rampant career changes happening within the field.

### **PROJECT DETAILS**

The training plan for Job Number 2 will focus on upgrading skills via training on Autodesk Revit software, which is the newest generation of Computer-Aided Design type software for engineering/architectural companies. The software is sophisticated and complex with multiple (15) modules that will require detailed training. ETP training will allow participating employees to remain competitive as the current demand for services utilizing this newest generation of Revit software has increased significantly. Trainee needs will be evaluated, and trainees will be placed in appropriate levels needed to upgrade their skills.

The training plan for Job Numbers 1, 3, and 4 will consist of Medical Skills, Computer Skills, and Continuous Improvement courses. Training will focus on establishing and maintaining a continuous quality-improvement program to promote best practices in each trainee's daily routine, while improving the overall quality of patient care at each facility and providing advanced medical skills to meet ongoing technological and Affordable Care Act requirements within the healthcare industry.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations on topics that include Revit Architecture, Computer Programming, and Rhino Modeling.

**Continuous Improvement:** Training will be offered to CNAs, LVNs, and RNs on topics that include Communication Skills, Critical Thinking Skills, and Problem Analysis and Problem Solving.

**Medical Skills:** Training will be offered to CNAs, LVNs, and RNs on course topics like Wound Management, Respiratory Care, Infection Control, and Patient Assessment and Care. Trainees will participate in clinical skills training via both Didactic and Clinical Preceptor training delivery methods.



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

Per ETP's Medical Skills (MS) guidelines, preceptor training is a type of clinical training during which trainees observe hands-on skills performed by a registered nurse or practitioner (i.e. – preceptor/mentor) in a productive work environment. After observing the preceptor, trainees perform the skills under the preceptor's close supervision. Competencies and skills are integral to preceptor training. Training is designed to ensure trainees acquire specific skills/competencies. Training is typically provided using a 1:1 preceptor/trainee ratio. However, the ratio must not exceed 1:10 (per MS guidelines) even though standards issued by California Department of Public Health (CDPH) and other medical industry agencies permit training of preceptor using a ratio of up to 1:15. This higher 1:10 ratio allows flexibility and is more cost effective than adhering with lower trainer-to-trainee ratios. In most cases, the ratio used will be actually lower. A small portion of the preceptor training needs the higher trainee-to-trainee ratio of 1:10 due to the journey-level medical specialist needed to deliver the training and due to shortages of such specialists, generally.

### **Medical Skills**

#### ➤ Full-time Employment Modification

Per ETP's MS guidelines, MS trainees may be considered as employed full-time with a minimum of 24 hours of employment a week provided that level of weekly employment qualifies the employee for a similar employee benefit plan (sick leave, vacation, health, dental, vision, retirement, etc.) on a proportionately equal basis. Thus, Oxman College requests that retention be satisfied by employment of at least 30 hours a week for its MS trainees in Job Numbers 1, 3, and 4.

### **Special Employment Training (SET) Job Numbers 1, 3, and 4**

Under SET, the participating employer (PE) 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. Per ETP's Retrainee-Job Creation guidelines, a Job Creation project may be funded under SET, in which case, SET trainees shall be subject to the ETP Minimum Wage for New Hires – not SET wages which is the case here for Job Number 4.

#### ➤ Priority Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for Job Number 3.

### **High Unemployment Areas**

Trainees in Job Number 1 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Oxman College's PE locations in San Bernardino, Fresno, Monterey, San Joaquin, Santa Cruz, and Stanislaus counties are in a HUA.

#### ➤ Wage Modification

These trainees qualify for the ETP Minimum Wage instead of the Statewide Average Hourly Wage. The Panel may further modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages (from \$22.66 to \$17.00). The Company requests this modification for Job Number 1. Approximately 40 RNs, Healthcare Workers, CNAs, and LVNs will need the wage modification.

### ➤ Retention Modification

The Panel may also modify the retention period for these trainees in Job Number 1, making it 90 days out of 120-consecutive days with up to three employers. The Company requests this modification for Job Number 1.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Training varies by each participating employer and is both job specific and companywide. Training includes mandatory, organization-wide, in-service training in such topics as elder abuse, OSHA, harassment prevention, and confidentiality. This training will continue to be provided without ETP's support. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Oxman College's President (dedicated administrator) and four dedicated staff members are responsible for scheduling training, enrolling trainees, tracking training hours, and meeting with ETP staff. These dedicated staff members are experienced in the ETP process and are administering the current ETP contract. ETP training will be delivered by highly qualified instructors who are in-house subject-matter experts with industry expertise and with an understanding of advanced clinical processes to ensure competency and to improve overall quality of patient care.

### **Impact/Outcome**

- Improved Patient Care: quality of patient care is one of the indicators for LTC facilities, which is evaluated by Medicare annually. The goal of this ETP training is to support the efforts of each participating employer to reach a higher rating by Medicare.
- Upgraded Skills: small architecture and engineering companies need to have employees proficient in Autodesk Revit for collaborative and cost effective design to remain competitive.
- Improved Customer Satisfaction: ETP training will help to enhance staff proficiency both in vital clinical skills and in-patient interaction skills, leading to increased customer satisfaction.

### **Training Agency Certification**

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

Oxman College is eligible as a training agency based on the following:

- BPPE licensure approval for the proposed training subjects.
- Successful past performance with ETP (see Prior Project table).

### **Marketing and Support Costs**

Oxman College's marketing program consists primarily of referrals by the Employment Development Department (EDD), different counties' Social Services agencies, WorkSource centers, and community organizations. The school recruits prospective students using a combination of resources such as its peer referral system, flyers, brochures, and catalogs as well as direct telephone and email contacts with employers.

Oxman College is requesting the standard 8% support costs for outreach and recruitment, and to schedule coordination for this project. Recruitment includes trainee intake assessments to determine eligibility, job development, and job search assistance and placement. Individuals are referred to the school by EDD One-Stop Career Centers' staff members through presentations, word of mouth, advertising, and program flyers. Staff recommends the 8% support costs for retraining.

### **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.

### **Recordkeeping**

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

### **Prior COVID Pilot Contract**

Oxman College has completed the COVID Pilot program (ET21-0185) with a term of 10/26/20 to 10/25/22. Of an estimated 100 trainees, 115 have been enrolled and 100 have received the maximum hours of training. This ETP Contract reflects \$200,000 (100% of the contract amount) in payments earned with the placement of 100 trainees per the Cal-E-Force (CEF) system.

### **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) (\$ %)
ET22-0326	\$598,764	6/30/22 – 6/29/24	206	TBD	TBD	100%*
ET22-0104	\$596,304	12/20/21 – 12/19/23	197	TBD	TBD	100%**

\*ET22-0236 Contractor confirms all training has been completed to reflect over 100% of training hours in CEF and therefore reportedly expects to place and earn 100%. At present 39 placements have been determined and the earned amount is \$61,500. Contractor submitted \$316,454 in invoices to date and has additional invoices to submit bringing the earning to potential 100%.

\*\*ET22-0104: the Contractor currently has 113% tracked hours in the CEF system and anticipated 100% placement. Of invoices submitted to date, 85% has been confirmed as placed for \$508,432 earned of total contract amount.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0238	Statewide	12/14/20 – 12/13/22	\$449,196	\$449,196 (100%)
ET20-0125	Statewide	9/1/19 – 8/31/21	\$747,118	\$747,118 (100%)
ET18-0128	Statewide	9/1/17 – 8/31/19	\$943,400	\$943,400 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

**Exhibit B: Curriculum****Class/Lab/E-Learning****Job Number 2**

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Adobe and Multimedia
- Advanced MS Office
- Advanced Revit
- Computer Programming
- Creating & Modifying Design in Revit
- Creating Custom Families in Revit
- Creating Views of the Model in Revit
- Foundation, Beams, and Framing Systems in Revit
- Importing and Exporting Files in Revit
- Intermediate Revit
- Networking
- Performance Analysis in Revit
- Revit Architecture
- Revit Fundamentals
- Revit MEP
- Revit Structure
- Revit User Interface
- Rhino Modeling
- Sketchup
- Structural Analysis in Revit
- Using Autodesk Dynamo Studio Software with Revit
- Visualization and Rendering Tools
- Worksharing in Revit
- Working with Revit System Families

**Class/Lab/E-Learning****Job Numbers 1, 3, & 4**

Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**

- Communication Skills
- Customer Service
- Interdepartmental Collaboration
- Interdisciplinary Team
- Problem Analysis and Problem Solving
- Quality Assurance/Performance Improvement (QAPI)
- Team Building in Healthcare
- Conflict Resolution Skills

- Critical Thinking Skills
- Setting Goals
- Organization and Time Management Skills
- Leadership Skills

**MEDICAL SKILLS (DIDACTIC)**

- Alzheimer's Disease and Related Disorders
- Antibiotics Stewardship
- Assault Crisis Management
- Bipolar Disorder
- Blood borne Pathogens
- Change in Condition Management
- COVID-19
- CPI De-Escalation Skills
- Dementia Care
- Depression Causes/Intervention
- Diabetic Management
- Dialectical Behavior Therapy (DBT)
- Documentation/Abbreviation
- Evaluation and Assessment Procedures/Criteria
- Infection Control
- Interdisciplinary Team Process
- Intravenous Therapy
- Medical Diagnosis
- Medical Direction in Long-Term Care
- Medication Administration Management
- Mental Health
- Nursing Assistant Training Program
- Nursing Assistant Skills
- Pain Management (Acute and Chronic)
- Pillars of Recovery
- PointClickCare Software
- Preventive Skin Care Measures
- Problems and Needs of the Aged
- Psychosocial Rehabilitation
- Psychotropic Medication Side Effects
- Reporting to MDs-Assessing Clients
- Resident and Family Education
- Respiratory Care
- Restorative Nurse Assistant
- Restraint and Restraint Reduction
- Safe Transfer
- Signs and Symptoms of Cardiopulmonary Distress
- Skin Assessment
- Social and Recreational Needs of the Aged
- The Wellness Recovery Action Plan
- Therapeutic Communication
- Urinary Management
- Weights, Vitals, and Immunizations
- Wound Management

**Medical Skills (Preceptor) (Trainer-to-Trainee Ratio 1:10)**

- Activities of Daily Living
- Antibiotics Stewardship
- Assessing of Tube-Fed Individuals with Diabetes
- Assisting and Performing Self-Care Skills with Patients
- Assistive Devices
- Bowel and Bladder Care
- Training of Patients Breathing Patterns and Respiratory Function
- Cardiac Conditions
- Charting Care of Clients with COPD
- Care of Clients with Diabetes
- Care of Clients with Hypertension
- Clinical Skills Review
- COVID-19
- CPI De-Escalation Skills
- Colostomy Care
- Conduct Range of Motion Exercises with Patient
- Dementia Care
- Dementia/Alzheimer's Enteral Feeding Management
- Facilitating Functional Gains of Each Patient
- Feeding Tube (Insertion, Intermittent, and Continuous)
- Functional Mobility and Ambulation
- Gastrointestinal Conditions
- Identification of Patient Change in Condition
- Identification of Skin Impairments and Prevention
- Immunizations
- Incontinence Management (Colostomy Care)
- Infection Control
- Intravenous Therapy
- Isolation Techniques
- Managing Patients with Neurovascular Conditions
- Medication Management
- Monitoring of Cardiovascular Changes
- Nursing Assistant Training Program
- Nursing Assistant Skills
- Operate Safety Devices with Patient
- Pain Management
- Patient Assessment and Care
- Patient Care of Foot and Hand
- Patient Safety
- PointClickCare Software
- Positioning of Patients for Correct Body Alignment
- Postoperative Care
- Preceptor Skills (Train-the-Trainer)
- Preparing Patient for Procedure
- Preventing and Identifying Complications Related to Tube Feeding
- Proper Use of Exercise Equipment
- Rehabilitation Services (Physical, Occupational, and Speech Therapy)
- Residents with Special Needs
- Respiratory Care

- Restorative Nursing Assistant Care
- Safe Patient Handling
- Setting Behavioral Program Objectives for Patients
- Signs and Symptoms of Cardiopulmonary Distress
- Skeletal/Orthopedic Conditions
- Special Program Techniques for the Mentally Disordered
- Therapeutic Activities
- Therapeutic Exercises
- Use of Durable Medical Equipment
- Weights and Vitals
- Wound Management



## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: SOMA AEC, Inc. dba Oxman College  
Reference No: 22-1044

CCG No.: ET24-0106  
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Capital Post Acute

Priority Industry? ☒ Yes ☐ No

Address: 6821 24<sup>th</sup> Ave

City, State, Zip: Sacramento, CA 95822

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: 85

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

Company: Carmel Hills Care Center

Priority Industry? ☒ Yes ☐ No

Address: 23795 Holman Hwy

City, State, Zip: Monterey, CA 93940

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: 105

Total # of full-time company employees in California: 105

Company: Cedarwood Post Acute

Priority Industry? ☒ Yes ☐ No

Address: 1090 Rio Ln

City, State, Zip: Sacramento, 95822

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 5

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Daniel MacDonald Architects

Priority Industry? ☒ Yes ☐ No

Address: 1500 Grant Ave # 200

City, State, Zip: Novato, CA 94945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 4

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: SOMA AEC, Inc. dba Oxman College  
Reference No: 22-1044

CCG No.: ET24-0106  
Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Golden State Adult Day Health Center

Priority Industry? ☒ Yes ☐ No

Address: 738 La Playa St

City, State, Zip: San Francisco, CA 94121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 12

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Hornberger + Worstell Architects

Priority Industry? ☒ Yes ☐ No

Address: 170 Maiden Ln 1st floor

City, State, Zip: San Francisco, CA 94108

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 5

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Integrated Pain Management

Priority Industry? ☒ Yes ☐ No

Address: 3160 Garrity Way

City, State, Zip: San Pablo, CA 94806

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 14

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

Company: Mountain View Health Center

Priority Industry? ☒ Yes ☐ No

Address: 2530 Solace Place

City, State, Zip: Mountain View, CA 94040

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: 85

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: SOMA AEC, Inc. dba Oxman College  
Reference No: 22-1044

CCG No.: ET24-0106  
Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Page and Turnbull Architects

Priority Industry? ☒ Yes ☐ No

Address: 170 Maiden Ln 5th floor

City, State, Zip: San Francisco, CA 94108

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 5

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 52

Total # of full-time company employees in California: 52

Company: Peninsula Post-Acute

Priority Industry? ☒ Yes ☐ No

Address: 1609 Trousdale Dr

City, State, Zip: Burlingame, CA 94010

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 116

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 196

Total # of full-time company employees in California: 196

Company: Todd Jersey Architecture

Priority Industry? ☒ Yes ☐ No

Address: 1321 Eighth St Ste 2

City, State, Zip: Berkeley, CA 94710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 6

Total # of full-time company employees in California: 6



## Healthcare Workforce Advancement Fund

### Training Proposal for:

### Kern Community College District

**Contract Number: ET24-0123**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

#### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt / Gen) Retrainee Priority Rate Job Creation Initiative Medical Skills Training HUA	Industry Sector(s):	MEC (H) Healthcare (62) Services (61,71,72,81,92)  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 California Nurses Association; SEIU United Healthcare Workers; UFCW Local Chapter 770		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤0%	

#### **FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$700,580		\$48,420 8%		\$749,000

In-Kind Contribution:	50% of Total ETP Funding Required	\$695,000
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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	Contract Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	395	8-400	0	\$1,672	\$22.66
				Weighted Avg.: 68			
2	Retrainee Priority Rate Medical Skills Training Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	36	8-400	0	\$2,460	\$18.54
				Weighted Avg.: 100			

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

**Minimum Wage by County:** Job Number 1: \$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 Number 2 (Job Creation): \$20.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties; \$19.66 per hour for Contra Costa County; \$18.78 per hour for Los Angeles County; and \$18.54 per hour for all other counties.

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

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

Participating employers may use health benefits to meet the Post-Retention Wage for up to \$2.50 per hour in Job Number 1; and up to \$0.54 in Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Behavioral Health Therapist	\$20.16 - \$25.00	2
	\$25.01 - \$44.00	3
Care Partner	\$20.16 - \$24.00	10
Case Manager	\$21.00 - \$25.00	3
	\$25.01 - \$28.00	7
Community Health Worker	\$20.16 - \$24.00	10
Counselor	\$25.01 - \$44.00	10
Diagnostic/Imaging Technologist	\$20.16 - \$25.00	4
	\$25.01 - \$60.00	8
Dietary/Nutrition Aide	\$20.16 - \$25.00	10
Health Information Technician	\$20.16 - \$25.00	4
Home Health Aide	\$20.16 - \$24.00	10

Lactation Specialist	\$25.01 - \$33.00	4
Licensed Vocational Nurse	\$25.01 - \$40.00	30
Medical Assistant	\$20.16 - \$25.00	30
Medical Specialty Coordinator	\$20.16 - \$25.00	12
	\$25.01 - \$30.00	25
Medical/Surgical Technologist	\$20.16 - \$25.00	3
	\$25.01 - \$60.00	7
Nursing Assistant	\$20.16 - \$25.00	17
	\$25.01 - \$30.00	8
Patient Transport/Orderlies	\$20.16 - \$24.00	14
Pharmacy Technician/Worker	\$20.16 - \$25.00	4
	\$25.01 - \$38.00	8
Phlebotomist	\$20.16 - \$24.00	10
Physical Therapist	\$35.00 - \$60.00	10
Physical Therapy Aide	\$20.16 - \$25.00	8
	\$25.01 - \$30.00	7
Physician Assistant	\$80.00 - \$125.00	4
Respiratory Care Technician/Coordinator	\$30.00 - \$55.00	8
Registered Dietician	\$25.01-\$ 39.00	5
Registered Nurse	\$35.00 - \$75.00	70
Social Worker	\$21.00 - \$25.00	3
	\$25.01 - \$36.00	7
Technician	\$25.01 - \$45.00	20
<b>Job Number 2</b>		
Behavioral Health Therapist	\$20.00 - \$25.00	1
	\$25.01 - \$40.00	1
Case Manager	\$21.00 - \$25.00	1
	\$25.01 - \$28.00	1
Community Health Worker	\$18.00 - \$20.00	2
	\$20.01 - \$24.00	1
Diagnostic/Imaging Technologist	\$20.01 - \$25.00	1
	\$25.01 - \$40.00	2
Licensed Vocational Nurse	\$25.01 - \$40.00	3
Medical Assistant	\$18.00 - \$20.00	2
	\$20.01 - \$25.00	1
Medical Specialty Coordinator	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Medical / Surgical Technologist	\$20.01 - \$25.00	2
	\$25.01 - \$60.00	1
Nursing Assistant	\$20.01 - \$25.00	3
Physical Therapist	\$35.00 - \$60.00	1

Physical Therapy Aide	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Physician Assistant	\$80.00 - \$125.00	1
Respiratory Care Practitioner/Worker	\$25.00 - \$55.00	1
Registered Nurse	\$35.00 - \$55.00	3
Social Worker	\$21.00 - \$25.00	1
	\$25.01 - \$36.00	1

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Kern Community College District as a Multiple Employer Contractor (MEC), is eligible for HWAFF in accordance with Governor Newsom's FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Headquartered in Bakersfield, Kern Community College District (KCCD) ([www.kccd.edu](http://www.kccd.edu)) was established in 1968 in response to the changing needs of its communities by providing educational programs and services through its three colleges: Bakersfield College, Porterville College, and Cerro Coso College.

All three colleges are proud members of the California Community College System and are accredited by the Accrediting Commission for Community and Junior Colleges, and Western Association of Schools and Colleges. KCCD is geographically one of the largest community college districts in the United States serving more than 30,000 students representing a diversity of religions, economic backgrounds, sexual orientations, abilities, and ethnicities.

In addition to its main campuses, KCCD offers convenient, localized instructions in its education centers and sites in Delano, downtown Bakersfield, Mammoth/Bishop area, Edwards Air Force, and Kern River Valley. It is also committed to distance learning and other technological advances to increase opportunities for education through the internet, satellite, and cable television to individuals across its broad service area and beyond including those located in rural areas.

KCCD is eligible for ETP funding as a training agency and its Customized and Corporate Training (CCT) division will be spearheading this proposed ETP project. CCT is a part of the California Community Colleges Chancellor's Office initiative to provide the foundation for a long-term, sustained relationship with business, labor, and other colleges in the region. It provides high quality, innovative, affordable education, learning, and in-depth training solutions to meet the needs of business and industry. CCT has been managing KCCD's ETP projects with successful outcomes.

This will be KCCD's sixth ETP Contract; and the sixth within the last five years. KCCD is also submitting proposals for \$593,543 for ETP Core funding and \$190,836 for the Workforce Literacy Pilot Program to be presented at this Panel Meeting (July 21, 2023).

## Veterans Program

Although there is no Veterans component in this proposal, KCCD works closely with Bakersfield College's Veterans Resource Center, Kern County Veterans Service Department, and the Economic Development Department's Veteran Advocate to promote training. Some participating employers also have a hiring preference for Veterans, have Veterans on staff, and may include Veterans in the proposed trainee population.

## 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.

Participating employers will hire and train about 36 new employees to fill in positions for healthcare workers (Job Number 2). These employers have opened new positions either because they are growing their staff or for backfilling positions to ensure they provide quality patient care. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Union Support

The following occupations are represented by a union:

Occupation Titles	Union
Registered Nurse	California Nurses Association
Medical Assistant, LVN, Pharmacy Assistant	UFCW Local Chapter 770
Imaging Technologist, Medical Assistant, Medical Specialty Coordinator, Nursing Assistant, Nutrition Aide, Pharmacy Technician, Physical Therapist, Physical Therapy Aide, Social Worker, Technician	SEIU United Healthcare Workers

In accordance with ETP Collective Bargaining Agreement Regulation 4404, the following participating employers have provided ETP with a copy of Notice of Intent:

- Bakersfield Memorial Hospital
- Bakersfield Mercy Hospital
- Kaiser Permanente

These employers understand the Union Letter of Support must be received by ETP, therefore KCCD will not commence training for any represented employees until respective union support letters have been provided to ETP.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

KCCD provided a list of planned participating employers (100B) eligible under HWAF as non-profit and public employers. These employers qualify as non-profit healthcare priority industry hospitals, community health clinics, and mental health providers. The Contract end term date will be no



longer than March 30, 2027, therefore, KCCD has committed to market and recruit multiple additional eligible employers to participate in HWAF training during this period.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. KCCD has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, KCCD understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

Since the start of the COVID pandemic, recruitment and retention of healthcare workers has been a challenge for employers. The proposed training will allow employers in the healthcare sector to develop their own internal replacements as well as provide incumbent workers with the skills necessary for their professional development to keep them from leaving the industry. This project will also provide training opportunities for healthcare employers located in rural areas that typically don't have the available funds to provide the much-needed training for their workforce.

Training will be provided statewide with more focus on Central Valley, specifically in the San Joaquin Valley, which has the highest population of elderly population that requires more medical care. According to the California Department of Aging, the elderly population will have an overall increase of 166% during the period from 2010 to 2060. More than half the counties will have over a 100% increase in this population, 24 of which will have growth rates of over 150% located throughout the central and southern areas of the State.

According to a study conducted by the Healthforce Center at the University of California, San Francisco, the San Joaquin Valley is one of the poorest, least healthy, and fastest growing areas of California. In Kern and Tulare counties, the percentage of persons living in poverty is 18.3% and 17.1% respectively, significantly higher than the poverty rates in California at 11.5% and the U.S. at 11.4%. Approximately 33% of the region's population are eligible for Medi-Cal, however, this region has historically suffered from shortage of medical health professionals. The residents of the five counties served by KCCD in San Joaquin Valley, which includes Kern, Mono, Inyo, Tulare, and Fresno counties, have poor health outcomes ranking at 37 and worse. Kern and Tulare counties ranked 50 and 53 out of 58 counties.

In a January 2023 report from the Department of Health Care Access and Information's Health Workforce Research Data Center, the San Joaquin Valley is understaffed in all healthcare occupations with the exception of Licensed Vocational Nurse (LVN) and Respiratory Care Practitioner (RCP). The LVNs are somewhat over represented due to the severe shortage of Registered Nurses (RN) and the RCPs reflect the prevalence of asthma and other respiratory conditions due to the region's air quality being among the worst in the nation.

Further, the Kern County's Healthcare Workforce Coalition (HWC) reported the lack of sufficient healthcare professionals in the county resulting in long wait times for medical services and increased disease severity at diagnosis. Those with resources seek care outside the San Joaquin Valley; however, those with fewer resources are left to navigate limited services and delays in treatment. The U.S. Department of Labor Outlook indicates a 16% job growth for public health and related medical occupations and the local labor market indicators mirror this trend. Expanding healthcare and medical education opportunities are critical as healthcare and medical professionals often prefer to practice in the region in which they live or are trained. Given the projected health workforce shortages and persistent misdistribution of providers, there is a compelling rationale for expansion of training opportunities that is well-planned and aligned with community needs.

The proposed training will be customized based on employer needs assessments and training objectives. KCCD conducts interviews with employers, workers, and multiple training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. It has a partnership with the HWC and Employer Advisory Groups to solicit input on the training needs in the healthcare sector. When applicable, labor organizations are involved in the development of the curriculum and training plans. KCCD trainers work closely with the labor representative and the employer to ensure that the training meets the goals and objectives set forth by the union.

### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

KCCD’s overall training will contribute to all the above HWAF workforce strategies. It is intended to upskill employees allowing opportunities for advancement and help employers financially. The employers participating in this project are part of the Kern County HWC who meet quarterly to strategize ways to overcome labor shortages. Its strategy includes Career Pathways that can help entry-level worker to upgrade their skills that can lead to wage progression (i.e. Medical Assistant to Certified Nurse Assistant (CNA), CNA to LVN, and LVN to RN).

The proposed training is designed specifically to allow employers to hire inexperienced workers and provide them job-specific skills they need to perform their work as well as incumbent healthcare workers with the skills they need to advance their careers. Participating employers are committed to providing training which helps employees progress in their careers. Given the labor shortages facing these employers, the ability for employees to promote within improves retention. The development of training to rapidly upskill entry-level workers helps address the labor shortage and reduces burnout amongst workers who may be overworked due to labor shortages.

KCCD reports that wage progressions will vary by employer. Although the wage progression may not occur immediately following the post-training retention period, wage progression is a goal and commitment of participating employers and will occur based on various factors such as the collective bargaining agreement.

### **Licenses and Certifications**

Many of the course offerings in the proposed curriculum will count toward certifications. The most common certifications will be Basic Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support. Nearly all of the occupations in this proposal will have the opportunity to receive BLS certification.

Other occupations for which training will count toward certifications include Emergency Medical Technician, Nursing Assistant, Medical Assistant, Health Information Technician, Respiratory Care Technician, Medical Technician, LVN, RN, and Physician Assistant. Examples of classes include Emergency Procedures, Body Mechanics, Emergency Procedures, Patient Assessment, and those listed in the Clinical Preceptor training.

## Impact and Outcomes

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. This project will leverage the work of the local HWC and the coalition of partners to address the persistent shortage of healthcare professionals in Kern County and the region. Some of the initiatives identified by the coalitions include the expansion of the Registered Nurse Pathway and LVN-RN opportunities, the development of Mental Health and Community Health Worker certifications, and expansion of Radiology/Imaging technician training.

Further, this project is designed to sustain economic mobility through funding support for programs such as LVN to RN and Medical Assistant to LVN training. This will reinforce the work of the HWC and their outreach events in improving accessibility of healthcare education and training to underserved communities by facilitating participation in events such as entrée to employment and the regional K-16 collaborative.

With the HWAF funds, KCCD will be able to collaborate with coalition partners and other stakeholders in recruiting and retaining healthcare and behavioral health workers to address the ongoing labor shortages in the region. The vision of the project is to provide healthcare professionals the necessary training to advance in their careers and to support new entrants to the industry with the type of professional development which reduces the chances of them leaving.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

KCCD has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract term may be up to four years. KCCD expects to complete all training and retention by March 30, 2027.

## Training Plan

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

**Business Skills:** Training will be offered to all occupations to improve team concepts, communication skills, decision-making, team concepts, and scheduling and planning.

**Computer Skills:** Training will be offered to all occupations to provide trainees the skills to become more proficient in healthcare systems such as Patient Management Software, Electronic Medical Record, and Health Information Technology.

**Continuous Improvement:** Training will be offered to all occupations focusing on improvement in daily processes while working more efficiently to reduce errors and operating costs. The training modules will equip workers with skills necessary to improve culturally-appropriate care, operations and workflow, capacity planning, standardized work, and total quality management.

**Medical Skills (Didactic):** All Nurses and allied healthcare workers will receive one or more modules of Didactic training (classroom) in advanced treatment care to ensure competency. Training will allow nurses and allied healthcare workers to better understand clinical processes in order to prepare them for work in specialty areas of the hospitals. On some occupations, this training will be provided in conjunction with Clinical Preceptor training to enhance the learning

environment. Training includes patient assessment; personal care services and nurse procedures, patient care skills, coordination of care, nursing essentials, conditioning protocol of for therapy patients, acute care, home health, and medical equipment skills.

**Medical Skills (Preceptor):** All Nurses will also participate in a Clinical with Preceptor training. Nurses will be assigned to a specific unit or specialty where they will receive training under an assigned preceptor. This is an essential training component of nurse and allied healthcare workers to ensure they have critical hands-on skills prior to being assigned their own patients.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. Many of the employers listed in the core group of employers have provided new hire onboarding, anti-harassment, and workplace violence classes to their employees. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

KCCD's Executive Director of CCT will oversee the implementation and administration of this project. There are six dedicated staff members (four full-time and two part-time) who are very knowledgeable of the ETP system and requirements having participated in administering prior ETP projects. As a repeat ETP Contractor, KCCD has established a robust system for administering its contracts.

### **Marketing and Support Costs**

For its recruitment efforts, KCCD maintains a database of employers in the healthcare sector and mail marketing materials to advertise upcoming events. Staff also conducts community outreach using brochures and marketing software to reach targeted customers in its service areas.

KCCD requests, and staff supports, 8% support costs for continued employer recruitment, outreach, and assessment of job-specific training requirements. These support costs will fund extensive marketing efforts to recruit additional participating employers, assessment of employer activities, and development of a customized training. Without this additional funding, KCCD would not be able to dedicate the time and effort necessary to sustain a successful ETP project.

### **Trainer Qualifications**

Training will be provided by KCCD's instructors who are qualified to deliver training and hold degrees and/or credentials to certify their knowledge and teaching abilities. Training vendors may be utilized if participating employers require a highly-specialized skills training that are not available at KCCD.

### **High Unemployment Area**

Some 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%. Participating employers' locations in Kern, Inyo, Mono, Tulare, and Fresno counties are in an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. However, KCCD is not asking for a wage modification.

### Alternate Recordkeeping

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

### Tuition Reimbursement

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

### COVID Performance

KCCD has a prior ETP Contract (ET21-0207) under the COVID Pilot Project with a term of December 14, 2020 to December 13, 2022 which earned \$188,000 or 94% of the Contract amount.

### ACTIVE ALTERNATIVE FUND OR CORE 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) (\$ %)
*ET22-0180 (CCCF)	\$988,645	12/27/21 - 03/30/24	883	135	0	\$807,125 (82%)
**ET22-0109	\$597,100	08/23/21 - 08/22/23	770	1,364	0	\$514,320 (86%)

\*ET22-0180: KCCD has an active ETP Contract under the California Community College Funds. Of an estimated 883 trainees, 1,032 have been enrolled and 648 have received the minimum hours of training. Based on the ETP System, 32,776 reimbursable hours have been tracked for potential earnings of \$807,125 (82% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

\*\*ET22-0109: KCCD has an active ETP Contract under core funding. Of an estimated 770 trainees, 2,599 have been enrolled and 1,012 have received the minimum hours of training. Based on the ETP System, 21,922 reimbursable hours have been tracked for potential earnings of \$514,320 (86% of approved amount). KCCD reported that all training completed on May 23, 2023. More training hours will be uploaded into the ETP System and projected earnings is expected to be in the 90<sup>th</sup> percentile.

**PRIOR ALTERNATIVE FUND OR CORE PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0207 (COVID)	Statewide	12/14/20 - 12/13/22	\$200,000	\$188,000 (94%)
ET20-0149	Statewide	11/04/19 - 11/03/21	\$678,519	\$625,796 (92%)
ET18-0138	Statewide	10/30/17 - 10/29/19	\$581,344	\$577,694 (99%)

**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 Presentations
- Change Management
- Coaching
- Collaboration
- Communication Skills
- Conflict Resolution
- Customer Service Fundamentals: Building Rapport in Customer Relationships
- Decision Making
- Emotional Intelligence
- Interpersonal Skills
- Leadership
- Project Management Fundamentals
- Scheduling and Planning
- Strategic Planning
- Supervisor Development
- Team Concepts
- Time and Priority Management
- Working Productively with Challenging People

**Computer Skills**

- Patient Management Software
- E-Med Order Entry Skills
- Electronic Medical Records Application
- Enterprise Resource Planning System
- Health Information Technology

**Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Capacity Planning
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Lean Principles & Waste Identification
- Managing the Metrics
- Operations and Workflow
- Preceptor Skills (Train-the-Trainer)
- Process Improvement
- Safety Fundamentals
- Six Sigma
- Standardized Work

- Statistical Process Control
- Strategic Planning
- Total Quality Management
- Visual Management/Workplace Organization

**Medical Skills (Didactic)**

- Abuse Prevention
- Activities of Daily Living
- Acute Care
- Acute Care Nurse Assistant Responsibilities
- Acute Myocardial Infarction
- Acute Psychiatric Care
- Annual Skills Updates
- Basic Life Support
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cleaning and Care Tasks in the Home
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Coordination of Care
- Laboratory Technician
- Medical Computer Skills
- Medical Technician
- Nursing Essentials
- Dementia Care
- Discharge Planning
- Emergency Procedures
- Equipment Skills
- Home Health
- Hyperbaric Oxygen
- Infection Control
- Long-Term Patient
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Patient and Family Centered Care Skills
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Pediatric Life Support
- Personal Care Services and Nursing Procedures
- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills



- Role and Responsibilities of the Certified Nurse Assistant (CNA)
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Wheelchair Assessment
- Wound Care

**Medical Skills (Preceptor)**

- Abuse Prevention
- Activities of Daily Living
- Acute Care
- Annual Skills Updates
- Acute Myocardial Infarction
- Acute Psychiatric Care
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cleaning and Care Tasks in the Home
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Coordination of Care
- Laboratory Technician
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Medical Technician
- Nursing Essentials
- Medical Data

- Dementia Care
- Discharge Planning
- Emergency Procedures
- Home Health
- Hyperbaric Oxygen
- Infection Control
- Long-Term Patient
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Personal Care Services and Nursing Procedures
- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills
- Role and Responsibilities of the Certified Nurse Assistant
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Wheelchair Assessment
- Wound Care

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET24-0123
Reference No: 22-0908		Page 1 of 2

Company: Adventist Health - Bakersfield	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2615 Chester Ave.	
City, State, Zip: Bakersfield, CA 93301	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 135	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,369	
Total # of full-time company employees in California: 1,369	

Company: Adventist Health - Delano	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1401 Garces Hwy	
City, State, Zip: Delano, CA 93215	
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: 1,369	
Total # of full-time company employees in California: 1,369	

Company: Adventist Health - Tehachapi	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1100 Magellan Dr.	
City, State, Zip: Tehachapi, CA 93561	
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: 1,369	
Total # of full-time company employees in California: 1,369	

Company: Dignity Health - Bakersfield Memorial Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 420 34th Street	
City, State, Zip: Bakersfield, CA 93301	
Collective Bargaining Agreement(s): California Nurses Association; SEIU United Healthcare Worker	
Estimated # of employees to be retrained under this Contract: 200	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,628	
Total # of full-time company employees in California: 1,628	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET24-0123
Reference No: 22-0908		Page 2 of 2
Company: Dignity Health - Bakersfield Mercy Hospital		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2215 Truxtun Ave.		
City, State, Zip: Bakersfield, CA 93301		
Collective Bargaining Agreement(s): California Nurses Association; SEIU United Healthcare Worker		
Estimated # of employees to be retrained under this Contract: 85		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 755		
Total # of full-time company employees in California: 755		
Company: Kaiser Permanente		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5055 California Avenue, Suite 240		
City, State, Zip: Bakersfield, CA 93309		
Collective Bargaining Agreement(s): UCFW Local 770		
Estimated # of employees to be retrained under this Contract: 53		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 220,000		
Total # of full-time company employees in California: 1,200		

**Date: 5/11/2023**

**Bakersfield Memorial Hospital  
Shana Gonsman, HR Director  
Human Resources**

**To: SEIU-United Healthcare Worker**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: 12/27/21**

**CBA Represented Workers: See attached list  
For Bakersfield Mercy and Memorial Hospitals**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: (Attached / the following is information regarding the training plan)  
Kern Community College District Customized and Corporate Training Department is applying for California Employment Training Panel funding to provide professional development and upskilling training for employees including members of SEIU-United Healthcare Workers.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: see attached list, 951 employees.

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

### 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,

A handwritten signature in black ink, appearing to read 'Shana Gonsman', with a long horizontal line extending to the right.

Shana Gonsman

Human Resources Director

Union.Description	Position.Description
SEIU UNITED HEALTHCARE WORKER	ADMIN ASSISTANT (UNION)
SEIU UNITED HEALTHCARE WORKER	ANESTHESIA AIDE
SEIU UNITED HEALTHCARE WORKER	ASSET MANAGEMENT SPECIALIST -
SEIU UNITED HEALTHCARE WORKER	BIO MED TECH SPECIALIST LEAD
SEIU UNITED HEALTHCARE WORKER	BIOMEDICAL TECH
SEIU UNITED HEALTHCARE WORKER	BIOMEDICAL TECH SPECIALIST
SEIU UNITED HEALTHCARE WORKER	BIOMEDICAL TECH-BEDS
SEIU UNITED HEALTHCARE WORKER	BIRTH CERTIFICATE CLERK
SEIU UNITED HEALTHCARE WORKER	BOILER OPERATOR
SEIU UNITED HEALTHCARE WORKER	BURN TECHNICIAN
SEIU UNITED HEALTHCARE WORKER	CARDIOTHORACIC SURGICAL TECH
SEIU UNITED HEALTHCARE WORKER	CARE COORDINATION ASSISTANT
SEIU UNITED HEALTHCARE WORKER	CASUAL MRI TECHNOLOGIST
SEIU UNITED HEALTHCARE WORKER	CATH IMAGING TECHNOLOGIST
SEIU UNITED HEALTHCARE WORKER	CENTRAL CORE TECH
SEIU UNITED HEALTHCARE WORKER	CENTRAL SVS TECH
SEIU UNITED HEALTHCARE WORKER	CENTRAL SVS TECH CERT
SEIU UNITED HEALTHCARE WORKER	CLINICAL LAB SCIENTIST
SEIU UNITED HEALTHCARE WORKER	CLINICAL LAB SCIENTIST LEAD
SEIU UNITED HEALTHCARE WORKER	CODER I REMOTE
SEIU UNITED HEALTHCARE WORKER	CODER II
SEIU UNITED HEALTHCARE WORKER	Coder II Remote
SEIU UNITED HEALTHCARE WORKER	CODER III
SEIU UNITED HEALTHCARE WORKER	Coder III Remote
SEIU UNITED HEALTHCARE WORKER	CODER IV
SEIU UNITED HEALTHCARE WORKER	COOK
SEIU UNITED HEALTHCARE WORKER	CT TECH LEAD
SEIU UNITED HEALTHCARE WORKER	CT TECHNOLOGIST
SEIU UNITED HEALTHCARE WORKER	DEPARTMENT SECRETARY
SEIU UNITED HEALTHCARE WORKER	ECHO TECH/CASUAL
SEIU UNITED HEALTHCARE WORKER	ECHO TECHNOLOGIST II
SEIU UNITED HEALTHCARE WORKER	EEG ASSISTANT
SEIU UNITED HEALTHCARE WORKER	EEG TECHNOLOGIST I
SEIU UNITED HEALTHCARE WORKER	EEG TECHNOLOGIST II
SEIU UNITED HEALTHCARE WORKER	EKG TECHNICIAN
SEIU UNITED HEALTHCARE WORKER	EMERGENCY DEPT TECH
SEIU UNITED HEALTHCARE WORKER	ENDOSCOPY TECH
SEIU UNITED HEALTHCARE WORKER	ENDOSCOPY TECH LEAD
SEIU UNITED HEALTHCARE WORKER	ENVIRONMENTAL SVS ASSOC LEAD
SEIU UNITED HEALTHCARE WORKER	ENVIRONMENTAL SVS ASSOCIATE
SEIU UNITED HEALTHCARE WORKER	FOOD SERVICE ASSOCIATE
SEIU UNITED HEALTHCARE WORKER	Histology Tech
SEIU UNITED HEALTHCARE WORKER	Histology Tech Lead
SEIU UNITED HEALTHCARE WORKER	IMAGING EXPEDITOR
SEIU UNITED HEALTHCARE WORKER	INFUSION ACCESS CLERK
SEIU UNITED HEALTHCARE WORKER	INVENTORY CONTROL ASSISTANT

SEIU UNITED HEALTHCARE WORKER	LAB ASSISTANT
SEIU UNITED HEALTHCARE WORKER	LAB ASSISTANT BUYER
SEIU UNITED HEALTHCARE WORKER	LAB ASSISTANT CENTRAL PROCESS
SEIU UNITED HEALTHCARE WORKER	LAB TECHNICIAN
SEIU UNITED HEALTHCARE WORKER	LEAD CATH IMAGING TECH
SEIU UNITED HEALTHCARE WORKER	LEAD HVAC SYSTEMS ENGINEER
SEIU UNITED HEALTHCARE WORKER	LEAD INFUSION ACCESS REP
SEIU UNITED HEALTHCARE WORKER	LEAD NEURO TECHNOLOGIST
SEIU UNITED HEALTHCARE WORKER	LINEN ASSOCIATE
SEIU UNITED HEALTHCARE WORKER	LVN
SEIU UNITED HEALTHCARE WORKER	MAINT ENGINEER - MECHANICAL
SEIU UNITED HEALTHCARE WORKER	MAINT ENGINEER HVAC - REFRIDGE
SEIU UNITED HEALTHCARE WORKER	MAINT ENGINEER LOW VOLTAGE
SEIU UNITED HEALTHCARE WORKER	MAINT ENGINEER-LOCKSMITH
SEIU UNITED HEALTHCARE WORKER	MAINTENANCE ENGINEER
SEIU UNITED HEALTHCARE WORKER	MAINTENANCE ENGINEER PLUMBER
SEIU UNITED HEALTHCARE WORKER	MATERIALS MGMT TECH II
SEIU UNITED HEALTHCARE WORKER	MATERIALS MGMT TECH III
SEIU UNITED HEALTHCARE WORKER	MATERIALS MGMT TECH III LEAD
SEIU UNITED HEALTHCARE WORKER	MATERIALS MGMT SUPPLY COORD
SEIU UNITED HEALTHCARE WORKER	MEDICAL LOGISTICAL ASST
SEIU UNITED HEALTHCARE WORKER	MEDICAL OFFICE ASSISTANT
SEIU UNITED HEALTHCARE WORKER	MEDICAL RECORDS CLERK
SEIU UNITED HEALTHCARE WORKER	MEDICAL RECORDS SPECIALIST
SEIU UNITED HEALTHCARE WORKER	MEDICAL RECORDS SPECIALIST LEA
SEIU UNITED HEALTHCARE WORKER	MEDICAL STAFF COORD SPONSOR
SEIU UNITED HEALTHCARE WORKER	MONITOR TECH
SEIU UNITED HEALTHCARE WORKER	MRI TECHNOLOGIST
SEIU UNITED HEALTHCARE WORKER	MRI Technologist Lead
SEIU UNITED HEALTHCARE WORKER	NEURODIAGNOSTIC SPECIALIST
SEIU UNITED HEALTHCARE WORKER	NEWBORN HEARING SCREENING AIDE
SEIU UNITED HEALTHCARE WORKER	NUCLEAR MED TECH
SEIU UNITED HEALTHCARE WORKER	NURSING ASSISTANT
SEIU UNITED HEALTHCARE WORKER	NUTRITION ASSISTANT 1
SEIU UNITED HEALTHCARE WORKER	NUTRITION ASSISTANT 2
SEIU UNITED HEALTHCARE WORKER	NUTRITION ASSISTANT LEAD
SEIU UNITED HEALTHCARE WORKER	OB TECH
SEIU UNITED HEALTHCARE WORKER	OFFICE ASSISTANT
SEIU UNITED HEALTHCARE WORKER	ORTHOPEDIC TECH
SEIU UNITED HEALTHCARE WORKER	PAINTER/MAINTENANCE ENGINEER
SEIU UNITED HEALTHCARE WORKER	PATHOLOGY ASSISTANT
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCESS REPRESENTATIVE
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCESS SPECIALIST
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCOUNT REPRESENTATIVE
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCOUNT SPECIALIST
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCT REP CASH POSTING
SEIU UNITED HEALTHCARE WORKER	PATIENT ACCT REP-COLLECTION



SEIU UNITED HEALTHCARE WORKER	PATIENT CARE ASSISTANT - INFUS
SEIU UNITED HEALTHCARE WORKER	PATIENT CARE TECH
SEIU UNITED HEALTHCARE WORKER	PATIENT REGIST SPECIALIST
SEIU UNITED HEALTHCARE WORKER	PATIENT REGISTRATION LEAD
SEIU UNITED HEALTHCARE WORKER	PATIENT REGISTRATION REP
SEIU UNITED HEALTHCARE WORKER	PHARMACY TECH
SEIU UNITED HEALTHCARE WORKER	PHARMACY TECH - INFUSION
SEIU UNITED HEALTHCARE WORKER	PHARMACY TECH - LEAD
SEIU UNITED HEALTHCARE WORKER	PHARMACY TECH INFUSION - CASUA
SEIU UNITED HEALTHCARE WORKER	PHARMACY TECH MED HISTORY
SEIU UNITED HEALTHCARE WORKER	PHYSICAL THERAPIST
SEIU UNITED HEALTHCARE WORKER	PHYSICAL THERAPY AIDE
SEIU UNITED HEALTHCARE WORKER	RAD TECH II - CT
SEIU UNITED HEALTHCARE WORKER	RAD TECH II - MRI
SEIU UNITED HEALTHCARE WORKER	RADIOLOGY ASSISTANT
SEIU UNITED HEALTHCARE WORKER	RADIOLOGY TECH
SEIU UNITED HEALTHCARE WORKER	RADIOLOGY TECH LEAD
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT I - CASUAL
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT II
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT II - CASUAL
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT III
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT III - CASUAL
SEIU UNITED HEALTHCARE WORKER	RESP CARE PRACT III CERT
SEIU UNITED HEALTHCARE WORKER	RESPIRATORY TECH
SEIU UNITED HEALTHCARE WORKER	RI CODING COMPLIANCE AUDITOR
SEIU UNITED HEALTHCARE WORKER	SOCIAL WORKER LCSW
SEIU UNITED HEALTHCARE WORKER	SOCIAL WORKER MSW
SEIU UNITED HEALTHCARE WORKER	STAFFING SPECIALIST
SEIU UNITED HEALTHCARE WORKER	SURGERY ASSISTANT
SEIU UNITED HEALTHCARE WORKER	SURGERY MATERIALS TECH
SEIU UNITED HEALTHCARE WORKER	SURGERY MATERIALS TECH ASST
SEIU UNITED HEALTHCARE WORKER	SURGERY SCHEDULER
SEIU UNITED HEALTHCARE WORKER	SURGICAL TECHNOLOGIST II
SEIU UNITED HEALTHCARE WORKER	TELEPHONE OPERATOR
SEIU UNITED HEALTHCARE WORKER	TELEPHONE OPERATOR - LEAD
SEIU UNITED HEALTHCARE WORKER	TRANSCRIPTION COORD
SEIU UNITED HEALTHCARE WORKER	Transcriptionist
SEIU UNITED HEALTHCARE WORKER	TRANSPORTER
SEIU UNITED HEALTHCARE WORKER	ULTRASOUND TECH
SEIU UNITED HEALTHCARE WORKER	UNIT SECRETARY

**Date: 5/11/2023**

**Bakersfield Memorial Hospital  
Shana Gonsman, HR Director  
Human Resources**

**To: California Nurses Association**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: 12/27/21**

**CBA Represented Workers: Registered Nurses  
For Bakersfield Mercy and Memorial Hospitals**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: (Attached / the following is information regarding the training plan)  
Kern Community College District Customized and Corporate Training Department is applying for California Employment Training Panel funding to provide professional development and upskilling training for employees including member of California Nurses Association.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: Registered Nurses, 701 employees.

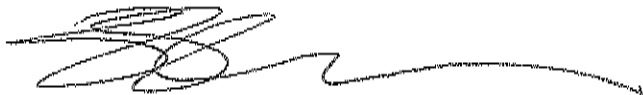
Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

### 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,

A handwritten signature in black ink, appearing to read 'Shana Gonsman', with a long horizontal flourish extending to the right.

Shana Gonsman

Human Resources Director

## Notice of Intent

**Date:**

**Kern Community College District  
Dave Teasdale, Executive Director  
Customized and Corporate Training**

**ET22-0180**

**To: UFCW local chapter 770**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: 12/27/21**

**CBA Represented Workers: Medical Office Assistants, LVN, Service Representatives, Laboratory Assistants, Radiology Assistants, Couriers, Pharmacy Assistant**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: (Attached / the following is information regarding the training plan)

Kern Community College District Customized and Corporate Training Department is applying for California Employment Training Panel funding to provide professional development and upskilling training for employees including members of **UFCW Local 770**

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 604 total members in the following positions:

Mammography Tech  
Medical Office Assistant  
Medical Asst Service Rep  
Mobile Health Vehicle  
Operator  
OHS Claims Processor I  
Ophthalmic Photo Tech  
Optical Dispenser  
Optical Dispenser Lead  
Optometric Assistant  
Orthopedic Tech II  
Outside Case Mgmt Clerk  
Population Control Supp  
Coord  
Psychiatric Social Clk  
Quality Control Clerk  
Rad Asst  
Respiratory Care Pract I  
Sr Healthplan Rep-Kern Rep  
Storeroom Worker  
Surgery Scheduling Clerk  
Service Rep.  
Unit Ck

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

## 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,

DocuSigned by:  
  
EEF0255B75A04AC...

Cindie McGinnis

UFCW Local 770  
Union Representative



# Kern Community College District

Revised May 2021

## **Purpose of EEO and Staff Diversity Plan**

The Kern Community College District EEO and Staff Diversity Plan ("EEO Plan") guides the development, implementation, and monitoring of the District's efforts to foster equal employment opportunities and workplace diversity. This EEO Plan complies with and fulfills the District's legal responsibilities as set forth in applicable state and federal nondiscrimination statutes, Education Code section 87106(b) and the Board of Governors regulations on equal employment opportunity hiring.

An "Equal Employment Opportunity Plan" is a written document in which a California community college district's workforce is analyzed, and specific plans and procedures are set forth for ensuring equal employment opportunity. All districts are responsible for the preparation of an equal employment opportunity plan to be submitted and approved by the Chancellor's Office.

"Equal Employment Opportunity" means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with the district. Equal employment opportunity should exist at all levels and in all job categories listed in section 53004(a) of Title 5. Ensuring equal employment opportunity also involves creating an environment that fosters cooperation, acceptance, democracy, and free expression of ideas and that is welcoming to all individuals.

## **Objectives of EEO and Staff Diversity Plan**

The objectives of the District's EEO and Staff Diversity Plan are to:

- address requirements for a complaint procedure for noncompliance with the Title 5 provisions relating to EEO programs and complaint procedures in instances of unlawful discrimination
- provide guidance to the District in its goal of achieving a diverse workforce
- provide sample forms to allow the user to visualize outcomes
- provide an analysis of whether monitored groups are underrepresented
- provide procedures for dissemination of the EEO Plan

**BAKERSFIELD  
COLLEGE**

**CERRO COSO**  
COMMUNITY COLLEGE

**PC**  
**PORTERVILLE  
COLLEGE**



## Healthcare Workforce Advancement Fund

### Training Proposal for:

### Porterville Adult School

**Contract Number: ET24-0126**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

Contract Attributes:	Retrainee New Hire Priority Rate HUA Medical Skills Training	Industry Sector(s):	MEC (H) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare, Kings, Kern, Fresno, Madera	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>
\$696,785		\$53,100 Job 1: 8%/Job 2: 12%		\$749,885
<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>			<b>\$811,000</b>



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contract Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA Medical Skills	Literacy Skills, MS-Didactic, MS-Preceptor	260	8-400	0	\$2,115	\$19.00
				Weighted Avg: 86			
2	New Hire Priority Rate HUA Medical Skills	Literacy Skills, Job Readiness, MS-Didactic, MS-Preceptor	115	8-400	0	\$1,739	\$18.00
				Weighted Avg: 69			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour in Tulare, Kings, Kern, Fresno and Madera Counties

Job Number 2 (New Hire/HUA): \$15.50 per hour in Tulare, Kings, Kern, Fresno and Madera Counties

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Certified Nursing Assistant	\$19.00-\$20.00	20
	\$21.00-\$25.00	35
	\$25.01-\$28.00	25
Community Healthcare Worker	\$19.00-\$20.00	15
	\$20.01-\$25.00	20
	\$25.01-\$28.00	15
Medical Assistant	\$18.00-\$20.00	15
	\$20.01-\$25.00	20
	\$25.01-\$28.00	15
Pharmacy Technician	\$20.00-\$25.00	13
	\$25.01-\$35.00	12
Phlebotomist	\$19.00-\$20.00	12
	\$20.01-\$25.00	13
	\$25.01-\$28.00	10
Surgical Technologist	\$20.00-\$25.00	10
	\$25.01-\$35.00	10

<b>Job Number 2</b>		
Community Healthcare Worker	\$18.00-\$20.00	25
	\$20.01-\$25.00	30
	\$25.01-\$28.00	25
Phlebotomist	\$18.00-\$20.00	10
	\$20.01-\$25.00	15
	\$25.01-\$28.00	10

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

Porterville Adult School as a Multiple Employer Contractor (MEC), is eligible for HWAF in accordance with Governor Newsom's FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Founded in 1954 and headquartered in Porterville, Porterville Adult School (Porterville Adult) ([www.adultschool.portervilleschools.org](http://www.adultschool.portervilleschools.org)) provides educational courses and resources to adult students with multiple barriers to employment. These services help broaden skillsets so clients are able to advance in or gain employment in living wage jobs. Porterville Adult School serves Tulare County and training will be delivered at its Porterville location. This will be Porterville Adult School's second ETP Contract and second in the last five years.

### **Veterans Program**

Porterville Adult School partners with SkillBridge to recruit Veteran and hold events at local bases to perform outreach activities.

### **HWAF PROJECT DETAILS**

#### **Employer Demand / Need & Trainee Population**

Porterville Adult has provided a list of planned participating employers (100B) eligible under HWAF. The Contract end term date will be no longer than March 30, 2027, therefore, Porterville Adult has committed to market and recruit multiple additional eligible employers to participate in HWAF training. The list of Retrainee participating employers submitted by Porterville Adult are self-identified as not-for-profit health care providers in the Porterville area.

The school has also committed to train 115 New Hires who will be recruited thru High Schools, Adult Education programs, WIOA and Valley Cultural Centers. Porterville Adult has a strong referral program and will also market via flyers, trade shows and advertisements. In addition, the School has employer partners who refer entry level workers from their facilities for entry into medical skills training programs. Further, with the existing partnerships through Porterville Adult's primary programs, work within High Schools provide a clear career path. The School will also provide job readiness training to assist the trainees in the hiring process.

Porterville Adult has reported the placement employers for New Hire trainees will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, Porterville Adult understands ETP reimbursement can only be earned if placement and retention occurs with HWAF eligible employers for both New Hires and Retrainees.

Medical facilities within the Central Valley have noted a significant shortage of entry level to mid-level medical skilled occupations with few resources to fill those needs. The largest employers in the Central Valley, Adventist, Family Health Care Network, Sierra View Hospital, and Kaweah Hospital are all eager to hire qualified workers. Further Central Valley Hospitals are also in crisis shortage of entry and mid-level allied healthcare occupations such as Medical Assistant, Nursing Assistant, Surgical Technician, Phlebotomist and Pharmacy Technicians.

The healthcare worker shortage is a multi-pronged issue in the Central Valley. First, COVID-19 has created a mass exit of workers in the healthcare field. The Central Valley is home to the most aged population in the state. Combine high poverty, with the highest penetration of Senior Citizens and far more medical services are needed. Added to a high concentration of population in which English is not their primary language. Which puts an emphasis on bi-lingual and tri-lingual medical services. Medical Providers cannot keep up with demand, and training adds another component of demand. The need in the Central valley is noted to be over 20% greater than other areas of the state, and its rural component is even greater. These workers must be recruited and trained, with a coordinated effort of Porterville Adult and the participating and placement employers.

There are segments of underserved populations that will require remedial training and resources which Porterville Adult will provide. These will include a suite of literacy and remedial skills, life skills, medical math, ESL, technology. All of which are tracked with wrap around services that including coaching, mentoring and other resources to ensure trainee success. The strategy will enable recruiting from underserved populations in rural parts of greater Porterville and surrounding areas.

### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Porterville Adult’s training plan will not only meet critical healthcare needs within the Porterville and surrounding areas, but also to train an unskilled segment of underserved populations in terms of women, minorities, returning to workforce parents, single parents, at risk youth and Veterans, and create a ladder career path for all of these demographics. Porterville and surrounding areas have long shown high unemployment, high poverty, and low high school graduation rates. The interdependence and partnership within this application incorporates the Porterville Adult, along with some of the largest medical providers within the greater Central Valley. This partnership has spanned the last 5 years and places the best in training, creating real living wage jobs with outstanding training, along with wrap around services to ensure student/ trainee success. This partnership will continue help struggling health care providers, put underserved Central Californians in high paying jobs, with a path toward higher lever medical skills jobs and careers.

Porterville Adult’s training plan provides skills to occupations that are majorly entry level positions and a wage progression that happens at 3-month intervals until the student/trainee passes certification, at which point the trainee attain the top-level wage. Dependent upon the specific program, the time frame for certification will range from 6 months to 24 months for mid-level health care programs such as Surgical Technologist. The program is designed so that at the end of ETP training, the student/ trainee will see a wage progression of 10% or more. The occupations within

this application are meant to bridge to other training programs within allied healthcare. For example, Community health care worker can bridge to Medical Assistant, or CNA. CNA's can bridge to LVN's. CNA's could also bridge to Surgical Technologists.

Programs include a review at 90 day intervals where wage increases are given. Within the scope of this training, planned wage progression of minimum 15% will be given to trainees from training start to training complete. Due to the length of some programs, specifically Surgical Technologist, in which training is 12-18 months, the overall wage progression can't be captured in 200 hours of ETP training. Those occupations see an 80% wage increase that happens within 24 months.

### **Licenses and Certifications**

Certifications are as follows: Medical assistants are certified by NHA (National Health Career Association); CNA is certified by the State of California; Phlebotomist is certified by NHA; Surgical Technician is certified by NBSTSA (National Board of Surgical Technology and Surgical Assisting); and Inpatient Pharmacy Technician is certified by PTCB (Pharmacy Technician Certification Board) and Community Health Care Worker is certified by Porterville Adult.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Porterville Adult has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

This training program will develop a creative and innovative way to build career pathing, ladders toward baseline medical skills training that incorporates the best of adult education resources and preceptor training of partner health care employers. It is an inclusive solution to recruiting, training, and placement with medical providers, at no cost to students, with the option of moving toward higher level skilled medical occupations. Moreover, it allows students with learning and remedial needs to be trained, coached and mentored into entry level jobs, then gain experience and move to a higher-level medical career. This is and has been part of the strategy to build living wage careers for underserved populations. For example, the Community Health care worker, or Phlebotomist can rise to the level of a Surgical Technologist. They could even progress to RN or other degreed highly paid medical programs. This career strategy highlights the partnership between the Adult Education programs and partner employers.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Porterville Adult has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. Porterville Adult expects to complete all training and retention by March 30, 2027.

### **Training Plan**

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

**Literacy Skills:** Training will be offered to all occupations and provide basic understanding of medical language and terminology. Training topics include ESL, Medical Math, Medical Terminology and Technology Skills.

**Job Readiness Skills:** Training will be offered to Community Healthcare Workers and Phlebotomists and focus on how to gain and maintain employment. Training topics include Interviewing Skills, Life Skills, Personal Hygiene and Professionalism.

**Medical Skills (Didactic):** Training will be offered to all occupations. These trainees will receive training that is pertinent to their main job functions and include Medical Records, Anatomy and Physiology, Infection Control and Surgical Skills Practicum.

**Medical Skills (Preceptor):** Training will be offered to all occupations and include Universal Precautions and Infection Control, Pediatrics, Systems of the Body and Wound Management.

### **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.

### **High Unemployment Area**

Trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Tulare, Kings, Kern, Fresno and Madera Counties are in an HUA.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Porterville Adult requests a wage modification from \$22.66 to \$19.00 per hour for Job Number 1 and from \$18.54 to \$18.00 per hour for Job Number 2.

Approximately 70 Phlebotomists, Medical Assistants, Community Healthcare Workers, Certified Nurse Assistants, and Pharmacy Technicians in Job Number 1 and 15 Phlebotomists and Community Healthcare Workers in Job Number 2 will need the wage modification.

### **Commitment to Training**

Porterville Adult reports WIOA funding and all funds received from a variety of sources including Federal Government and State Government funding, foundations, and private funding will continue to support programs at Porterville Adult and no overlapping of funding exists and no other entity is funding any part of the proposed ETP-training hours per trainee. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Director will oversee all training aspects of the project including roster collection and tracking hours. Additionally, the School has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

### **Marketing and Support Costs**

Porterville Adult marketing includes recruiting costs, tracking students and follow up to ensure retention with employer partners. The School recruits through job fairs, high schools and adult education programs, cultural events, and community events. The School also partners with employers along with regulatory agencies to develop and approve curriculum, clinical and didactic

training. The School works with employers gaining feedback for student success and efficacy in order to determine process and learning improvements and meets with employers quarterly to assess and discuss program enhancements and needs for the continued success of program, student and employer.

Porterville Adult requests 8% support cost for Job Number 1 and 12% support costs for Job Number 2 to assist with the effective implementation of this project, which will require on-going recruitment, assessment and oversight. The school is requesting the extra support costs for Job 2 to accommodate for extra recruiting and marketing costs that are involved with running a New Hire program. Staff recommends the support costs.

### **Training Agency Certification**

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

Porterville Adult School is eligible as a training agency based on the following:

- Western Association of Schools and Colleges (WASC)
- Approval for WIOA funding

### **ACTIVE CORE 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) (\$ %)
ET22-0346	\$564,620	6/30/2022-6/29/2024	140	0	0	\$202,831 (36%)

ET22-0346: Of an estimated 160 trainees, 36 have been enrolled and 35 have received the minimum hours of training. Based on ETP Systems, 8,045 reimbursable hours have been tracked for potential earnings of \$202,831 (36% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March of 2024. Trainees in this current contract are a different population than the trainees in this proposal.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development for a flat fee of \$15,000.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services for an amount 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:

**Job Readiness Skills**

- Life Skills
- Interviewing Skills
- Personal Hygiene
- Professionalism

**Literacy Skills**

- English as a Second Language
- Medical Math
- Medical Terminology
- Technology Skills

**Medical Skills (Didactic)****CNA/MA**

- Administrative Assisting
- Basic Anatomy and Terminology
- Coping Skills
- Electrocardiograms
- First Aid
- Healthcare Provider BLS/CPR
- History of Medicine
- HIV/Aids Information
- Intro to Phlebotomy
- Legal and Ethics
- Medical Abbreviations
- Medical Billing and Coding
- Medical Insurance
- Medical Office Simulation Software
- Medical Presentations
- Medical Records
- Medical Term 350
- Patient Scheduling
- Telecommunications
- Therapeutic Communication
- Universal Precautions and Infection Control
- Vital Signs
- Written Communication

**CNA**

- Anatomy and Physiology
- Communicable Diseases
- Communication
- Diagnostic Imaging
- Ethics and Legal Responsibilities

- Examinations
- Gerontology
- Growth and Development
- Lab Safety and Guidelines
- Lab Testing
- Leadership and Supervision
- Maternity
- Medical Documentation
- Medical Surgical-Cardiovascular
- Medical Surgical-Endocrine
- Medical Surgical-Gastrointestinal
- Medical Surgical-Genitourinary
- Medical Surgical-Integumentary
- Medical Surgical-Musculoskeletal
- Medical Surgical-Neurosensory
- Medical Surgical-Respiratory
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Patient Education
- Pediatrics
- Responsibility
- Technical Knowledge and Skills

**Pharmacy Technician**

- Basic Anatomy/Physiology
- BLS Healthcare Provider Certification
- Compounding of Non-Sterile and Sterile Hazardous and Non-Hazardous Compounds
- Customer, Leadership and Supervisory Skills
- Ethics, Professional and Problem-Solving Skills
- Federal and State Laws/Regulations for Pharmacy Technicians
- Federal and State Laws/Regulations of Controlled and Non-Controlled meds
- Handling and Compounding of Non-Sterile, Sterile and Hazardous Compounds
- Healthcare Provider Roles and Responsibilities
- Hospital Operations Including Inpatient Computer Systems
- Infection Control
- Inventory Control and Purchasing
- Medical Terminology
- Medication Reconciliation
- Medication Storage, Dispensing, Packaging and ADMs
- OSHA, JACHO, NIOSH, USP, HIPPA and other Governing Regulations
- Outpatient and Inpatient Computer Skills
- Patient Demographic Recording Including Insurance Billing
- Pharmacology
- Pharmacology and Medication Doses, Side-Effects and Classes
- Pharmacy Calculations
- Prescription/Medication Order Processing



- Psychology-Mental Health Nursing
- Rehabilitation Nursing
- Retail Operations Including Outpatient Computer Systems
- Vaccinations/Point of Care Testing
- Wellness Promotion and Disease Prevention

**Surgical Technologist**

- Fat Cell/Lymphatic Cell
- All Hazards Prep
- Body Organization/Basic Structures/Cell Anatomy
- Body Planes
- Cardiovascular
- Cell Identification
- Cell Types, Epithelial/Muscle/Neuron/Nerve/Fat Cell/Lymphatic Cell
- Clinical Demonstration Lab
- Digestive
- Endocrine
- Hematological Principles of Surgery
- Human Organs
- Infection Control
- Integumentary
- Introduction to Anatomy
- Lymphatic
- Male/Female Reproductive
- Materials Management
- Medical Terminology
- Muscular
- Nervous
- Pharmacology/Anesthetics
- Physiology
- Practical Operation Support
- Quadrants, Regions, Cavities
- Senses/Sensory
- Skeletal
- Surgical Skills Practicum
- Surgical Theory (Clinical) Lab
- Systems of the Body
- Tissue Types/Epithelial/Connective
- Urinary System
- Wound Management

**Community Healthcare Worker**

- Accessing Healthcare and Social Services Systems
- Practicing Cultural Competency
- The Pathophysiology (Disease Processes) of Different Diseases
- Social Determinants of Health
- Translating, Interpreting, and Facilitating Client-Provider Communications
- Gathering Information for Medical Providers
- Working with Clinicians
- Supporting Family Members and Caregivers

- Delivering Services as Part of a Medical Home Team
- Educating Social Services Providers on Community and Population Needs
- Teaching Concepts of Disease Prevention and Health Promotion to Patients
- Understanding How the CHW's Work Aligns with Health System Goals
- Managing Chronic Conditions, Including Training on Lifestyle Strategies, Risk Factors, Self-Monitoring and Medications
- Engaging in Health Prevention and Promotion Activities
- Home Visiting
- Liability, Legal and Ethical Issues
- Trauma-Informed Care
- Stigma and Community Prejudices
- HIPAA and Patient Privacy
- Safety
- Mental Health
- Motivational Interviewing and Public Speaking
- Utilizing Technology, including Mobile Applications and Electronic Health Records
- Evaluation and Research

**Medical Skills (Preceptor)****CNA/MA**

- Electrocardiograms
- First-Aid
- Healthcare Provider BLS/CPR
- Intro to Phlebotomy
- Medical Office Simulation Software
- Patient Scheduling
- Telecommunications
- Therapeutic Communication
- Universal Precautions and Infection Control
- Vital Signs

**CNA**

- Communicable Diseases
- Diagnostic Imaging
- Examinations
- Gerontology
- Growth and Development
- Lab Safety and Guidelines
- Lab Testing
- Maternity
- Medical Documentation
- Medical Surgical-Cardiovascular
- Medical Surgical-Endocrine
- Medical Surgical-Gastrointestinal
- Medical Surgical-Genitourinary
- Medical Surgical-Integumentary
- Medical Surgical-Musculoskeletal
- Medical Surgical-Neurosensory

- Medical Surgical-Respiratory
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Pediatrics
- Responsibility
- Technical Knowledge and Skills

**Pharmacy Technician**

- BLS Healthcare Provider Certification
- Compounding of Non-Sterile and Sterile Hazardous and Non-Hazardous Compounds
- Handling and Compounding of Non-Sterile, Sterile and Hazardous Compounds
- Hospital Operations including Inpatient Computer Systems
- Infection Control
- Inventory Control and Purchasing
- Medication Reconciliation
- Medication Storage, Dispensing, Packaging and ADMs
- OSHA, JACHO, NIOSH, USP, HIPPA and other Governing Regulations
- Outpatient and Inpatient Computer Skills
- Patient Demographic Recording including Insurance Billing
- Pharmacology
- Pharmacy Calculations
- Prescription/Medication Order Processing
- Psychology-Mental Health Nursing
- Rehabilitation Nursing
- Retail Operations including Outpatient Computer Systems
- Vaccinations/Point of Care Testing
- Wellness Promotion and Disease Prevention

**Surgical Technologist**

- All Hazards Prep
- Body Organization/Basic Structures/Cell Anatomy
- Body Planes
- Cardiovascular
- Cell Identification
- Cell Types, Epithelial/Muscle/Neuron/Nerve/Fat Cell/Lymphatic Cell
- Clinical Demonstration Lab
- Digestive
- Endocrine
- Hematological Principles of Surgery
- Human Organs
- Infection Control
- Integumentary
- Lymphatic
- Materials Management
- Muscular
- Nervous
- Pharmacology/Anesthetics

- Physiology
- Practical Operation Support
- Quadrants, Regions, Cavities
- Senses/ Sensory
- Skeletal
- Surgical Skills Practicum
- Surgical Theory (Clinical) Lab
- Systems of the Body
- Tissue Types/Epithelial/Connective
- Urinary System
- Wound Management

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Porterville Adult School	CCG No.: ET24-0126
Reference No: 22-0932	Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Adventist Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2620 Chester Ave.	
City, State, Zip: Bakersfield, CA 93301	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 9,980	
Total # of full-time company employees in California: 3,250	
Company: Delano Regional Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1401 Graces Highway	
City, State, Zip: Delano, CA 93215	
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: 1,656	
Total # of full-time company employees in California: 1,656	
Company: Dr. Buttan	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 166 N. Villa Street	
City, State, Zip: Porterville, CA 93257	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 3	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: Dr. Vemuri	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 557 W. Morton Avenue	
City, State, Zip: Porterville, CA 93257	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 3	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	

ALPHABETIZE BY COMPANY NAME

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Porterville Adult School		CCG No.: ET24-0126
Reference No: 22-0932		Page 2 of 3

Company: Family Healthcare Network	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 305 E. Center Avenue	
City, State, Zip: Visalia, CA 93291	
Collective Bargaining Agreement(s): N/A	
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: 900	
Total # of full-time company employees in California: 900	

Company: Gateway Post-Acute Care	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 661 W. Poplar Avenue	
City, State, Zip: Porterville, CA 93257	
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: 150	
Total # of full-time company employees in California: 150	

Company: Kaweah Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 400 W. Mineral King Avenue	
City, State, Zip: Visalia, CA 93291	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 125	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 4,500	
Total # of full-time company employees in California: 2,000	

Company: Porterville Convalescent	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1100 W. Morton Avenue	
City, State, Zip: Porterville, CA 93257	
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
Total # of full-time company employees worldwide: 150	
Total # of full-time company employees in California: 150	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Porterville Adult School		CCG No.: ET24-0126
Reference No: 22-0932		Page 3 of 3
Company: Sierra Valley Rehabilitation Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 301 W. Putnam Avenue		
City, State, Zip: Porterville, CA 93257		
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
Total # of full-time company employees worldwide: 200		
Total # of full-time company employees in California: 200		
Company: Sierra View Medical Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 465 W. Putnam Avenue		
City, State, Zip: Porterville, CA 93257		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 25		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: 200		

**EQUITY**

The Governing Board believes that the diversity that exists among the district's community of students, staff, parents/guardians, and community members is integral to the district's vision, mission, and goals. Addressing the needs of the most marginalized learners requires recognition of the inherent value of diversity and acknowledgement that educational excellence requires a commitment to equity in the opportunities provided to students and the resulting outcomes.

*(cf. 0000 - Vision)*

*(cf. 0100 - Philosophy)*

*(cf. 0200 - Goals for the School District)*

*(cf. 0410 - Nondiscrimination in District Programs and Activities)*

*(cf. 5145.3 - Nondiscrimination/Harassment)*

In order to eradicate institutional bias of any kind, including implicit or unintentional biases and prejudices that affect student achievement, and to eliminate disparities in educational outcomes for students from historically underserved and underrepresented populations, the district shall proactively identify class and cultural biases as well as practices, policies, and institutional barriers that negatively influence student learning, perpetuate achievement gaps, and impede equal access to opportunities for all students.

The Board shall make decisions with a deliberate awareness of impediments to learning faced by students of color and/or diverse cultural, linguistic, or socio-economic backgrounds. To ensure that equity is the intentional result of district decisions, the Board shall consider whether its decisions address the needs of students from racial, ethnic, and indigent communities and remedy the inequities that such communities experienced in the context of a history of exclusion, discrimination, and segregation. Board decisions shall not rely on biased or stereotypical assumptions about any particular group of students.

*(cf. 6173 - Education for Homeless Children)*

*(cf. 6173.1 - Education for Foster Youth)*

*(cf. 6174 - Education for English Learners)*

*(cf. 6175 - Migrant Education Program)*

*(cf. 9000 - Role of the Board)*

*(cf. 9310 - Board Policies)*

The Board and the Superintendent or designee shall develop and implement policies and strategies to promote equity in district programs and activities, through measures such as the following:

1. Routinely assessing student needs based on data disaggregated by race, ethnicity, and socio-economic and cultural backgrounds in order to enable equity-focused policy, planning, and resource development decisions

*(cf. 0400 - Comprehensive Plans)*

*(cf. 0460 - Local Control and Accountability Plan)*

*(cf. 6162.5 - Student Assessment)*



**EQUITY** (continued)

2. Analyzing expenditures and allocating financial and human resources in a manner that provides all students with equitable access to district programs, support services, and opportunities for success and promotes equity and inclusion in the district. Such resources include access to high-quality administrators, teachers, and other school personnel; funding; technology, equipment, textbooks, and other instructional materials; facilities; and community resources or partnerships.

*(cf. 0440 - District Technology Plan)*

*(cf. 3100 - Budget)*

*(cf. 4113 - Assignment)*

*(cf. 7110 - Facilities Master Plan)*

3. Enabling and encouraging students to enroll in, participate in, and complete curricular and extracurricular courses, advanced college preparation programs, and other student activities

*(cf. 6141.4 - International Baccalaureate Program)*

*(cf. 6141.5 - Advanced Placement)*

*(cf. 6143 - Courses of Study)*

*(cf. 6145 - Extracurricular and Cocurricular Activities)*

*(cf. 6152.1 - Placement in Mathematics Courses)*

4. Building a positive school climate that promotes student engagement, safety, and academic and other supports for students

*(cf. 5137 - Positive School Climate)*

5. Adopting curriculum and instructional materials that accurately reflect the diversity among student groups

*(cf. 6141 - Curriculum Development and Evaluation)*

*(cf. 6161.1 - Selection and Evaluation of Instructional Materials)*

6. Providing and/or collaborating with local agencies and community groups to ensure the availability of necessary support services for students in need

*(cf. 1400 - Relations Between Other Governmental Agencies and the Schools)*

*(cf. 6164.2 - Guidance/Counseling Services)*

*(cf. 6164.5 - Student Success Teams)*

*(cf. 6179 - Supplemental Instruction)*

7. Promoting the employment and retention of a diverse staff that reflects the student demographics of the community

8. Providing district staff with ongoing, researched-based, professional learning and professional development on culturally responsive instructional practices

**EQUITY** (continued)

*(cf. 4131 - Staff Development)*

*(cf. 4231 - Staff Development)*

*(cf. 4331 - Staff Development)*

9. Conducting program evaluations that focus on equity and address the academic outcomes and performance of all students on all indicators

*(cf. 0500 - Accountability)*

The Board shall regularly monitor the intent and impact of district policies and decisions in order to safeguard against disproportionate or unintentional impact on access to district programs and achievement goals for specific student populations in need of services.

*Legal Reference: (see next page)*

## **EQUITY (continued)**

### *Legal Reference:*

#### EDUCATION CODE

200-262.4 Educational equity

52077 Local control and accountability plan

60040 Selection of instructional materials

#### GOVERNMENT CODE

11000 Definitions

11135 Nondiscrimination in programs or activities funded by state

#### PENAL CODE

422.55 Definition of hate crime

422.6 Interference with constitutional right or privilege

#### CODE OF REGULATIONS, TITLE 5

4900-4965 Nondiscrimination in elementary and secondary education programs

#### UNITED STATES CODE, TITLE 20

1400-1482 Individuals with Disabilities in Education Act

1681-1688 Discrimination based on sex or blindness, Title IX

2301-2415 Carl D. Perkins Vocational and Applied Technology Act

6311 State plans

6312 Local education agency plans

#### UNITED STATES CODE, TITLE 29

794 Section 504 of the Rehabilitation Act of 1973

#### UNITED STATES CODE, TITLE 42

2000d-2000d-7 Title VI, Civil Rights Act of 1964

2000e-2000e-17 Title VII, Civil Rights Act of 1964 as amended

2000h-2000h-6 Title IX

12101-12213 Americans with Disabilities Act

#### CODE OF FEDERAL REGULATIONS, TITLE 28

35.101-35.190 Americans with Disabilities Act

36.303 Auxiliary aids and services

#### CODE OF FEDERAL REGULATIONS, TITLE 34

100.1-100.13 Nondiscrimination in federal programs, effectuating Title VI

104.1-104.39 Section 504 of the Rehabilitation Act of 1973

106.1-106.61 Discrimination on the basis of sex, effectuating Title IX

### *Management Resources:*

#### CSBA PUBLICATIONS

Meeting California's Challenge: Access, Opportunity, and Achievement: Key Ingredients for Student Success, 2017

The School Board Role in Creating the Conditions for Student Achievement, 2017

African-American Students in Focus: Closing Opportunity and Achievement Gaps for African-American Students, 2016

African-American Students in Focus: Demographics and Achievement of California's African-American Students, 2016

Latino Students in California's K-12 Public Schools, 2016

Research-Supported Strategies to Improve the Accuracy and Fairness of Grades, 2016

Climate for Achievement Governance Brief Series, 2015

Math Misplacement, 2015

*Management Resources continued: (see next page)*

**EQUITY** (continued)

*Management Resources: (continued)*

*CENTER FOR URBAN EDUCATION PUBLICATIONS*

*Protocol for Assessing Equity-Mindedness in State Policy, 2017*

*WEB SITES*

*CSBA: <http://www.csba.org>*

*California Department of Education: <http://www.cde.ca.gov>*

*Center for Urban Education: <https://cue.usc.edu>*

*Safe Schools Coalition: <http://www.casafeschools.org>*



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

**SOMA AEC, Inc. dba Oxman College**

**Contract Number: ET24-0141**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt / Gen) SB <100 Priority Rate HUA Medical Skills Training Job Creation Initiative	Industry Sector(s):	MEC (H) 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)	≤0%		

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$686,550		\$47,760 8%		\$734,310
<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>			<b>\$650,000</b>

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contract Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Continuous Impr, Medical Skills- Didactic, Medical Skills- Preceptor	45	8-400	0	\$3,690	\$22.66
				Weighted Avg: 150			
2	Retrainee Priority Rate Job Creation Initiative	Continuous Impr, Medical Skills- Didactic, Medical Skills- Preceptor	104	8-400	0	\$3,690	\$18.54
				Weighted Avg: 150			
3	Retrainee Priority Rate HUA	Continuous Impr, Medical Skills- Didactic, Medical Skills- Preceptor	21	8-400	0	\$3,690	\$19.00
				Weighted Avg: 150			
4	Retrainee Priority Rate Job Creation Initiative HUA	Continuous Impr, Medical Skills- Didactic, Medical Skills- Preceptor	29	8-400	0	\$3,690	\$17.00
				Weighted Avg: 150			

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

**Minimum Wage by County:**

Job Number 1: \$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.

Job Number 2: (Job Creation) \$20.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties, \$19.66 per hour for Contra Costa County, \$18.78 per hour for Los Angeles County, and \$18.54 for all other counties.

Job Number 3: (HUA) \$18.54 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties, \$17.69 per hour for Contra Costa and \$17.00 per hour for all other counties.

Job Number 4: (HUA- Job Creation) \$17.00 per hour for 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

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

**Current Wage Range by Occupation**

Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Certified Nursing Assistant	\$20.16 - \$22.00	30
Licensed Vocational Nurse	\$27.00 - \$30.00	3
Mental Health Aide	\$20.16 - \$22.00	1
Mental Health Worker	\$20.16 - \$22.00	1
Patient Care Assistant	\$20.16 - \$22.00	1

Physical Therapy Aide	\$20.16 - \$22.00	2
Registered Nurse	\$30.01 - \$35.00	2
Respiratory Technician	\$20.16 - \$22.00	3
Restorative Nursing Assistant	\$20.16 - \$22.00	2
<b>Job Number 2 (Job Creation)</b>		
Certified Nursing Assistant	\$17.00 - \$20.00	20
	\$21.01 - \$22.00	55
Licensed Vocational Nurse	\$25.01 - \$27.00	4
Mental Health Aide	\$20.16 - \$22.00	2
Mental Health Worker	\$20.16 - \$22.00	5
Patient Care Assistant	\$20.16 - \$22.00	3
Physical Therapy Aide	\$20.16 - \$22.00	4
Registered Nurse	\$28.00 - \$30.00	1
Respiratory Technician	\$20.16 - \$22.00	5
Restorative Nursing Assistant	\$20.16 - \$22.00	5
<b>Job Number 3 (HUA)</b>		
Certified Nursing Assistant	\$19.00 - \$20.00	6
	\$20.01 - \$22.00	4
Licensed Vocational Nurse	\$26.00 - \$27.00	4
Mental Health Aide	\$19.00 - \$20.00	1
Mental Health Worker	\$19.00 - \$20.00	1
Patient Care Assistant	\$19.00 - \$20.00	1
Physical Therapy Aide	\$19.00 - \$20.00	1
Registered Nurse	\$30.01 - \$35.00	1
Respiratory Technician	\$19.00 - \$20.00	1
Restorative Nursing Assistant	\$19.00 - \$20.00	1
<b>Job Number 4 (HUA, Job Creation)</b>		
Certified Nursing Assistant	\$17.00 - \$20.00	8
	\$20.01 - \$21.00	10
Licensed Vocational Nurse	\$25.01 - \$26.00	3
Mental Health Aide	\$17.00 - \$20.00	1
Mental Health Worker	\$17.00 - \$20.00	1
Patient Care Assistant	\$17.00 - \$20.00	1
Physical Therapy Aide	\$17.00 - \$20.00	2
Registered Nurse	\$28.00 - \$30.00	1
Respiratory Technician	\$17.00 - \$20.00	1
Restorative Nursing Assistant	\$17.00 - \$20.00	1

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

SOMA AEC, Inc. dba Oxman College as a Multiple Employer Contractor (MEC), is eligible for HWAFF in accordance with Governor Newsom's FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Founded in 1991, SOMA AEC, Inc. dba Oxman College (Oxman College) ([www.oxmancollege.com](http://www.oxmancollege.com)) is a private, post-secondary vocational school. The College provides training in computer programming, computer applications, continuous improvement, and healthcare to employers throughout California. ETP-funded training will be delivered at its approved Bureau of Private Postsecondary Education (BPPE) offices statewide.

This project will be Oxman College's seventeenth ETP Contract, and its sixth in the last five years. This proposal focuses on training in Medical Skills for long-term nursing facilities in the healthcare industry.

#### **Veterans Program**

Although this project does not include a Veteran's Job Number, Oxman College offers priority enrollment to veterans into programs, as well as priority hiring for the college's faculty and staff.

#### **Retrainee – Job Creation**

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

As a result of needs assessment and direct interviews with participating employers, the College has identified an increased employer demand for various entry-level healthcare workers. As such, the College has included 134 Job Creation trainees. Oxman College will conduct outreach and recruitment as well as work with referral programs such as CalJobs, county Social Services agencies, WorkSource Centers, and local community organizations such as Refugee Programs, Catholic Charities, JVS, and Asian Resources Community Services.

Participating employers will hire the new employees (Job Numbers 2 and 4) and commence the ETP training upon hire. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **HWAFF PROJECT DETAILS**

#### **Employer Demand / Need & Trainee Population**

Oxman College has provided a list of planned participating employers (100B) eligible under HWAFF as non-profit and public employers. The Contract end term date will be no longer than March 30, 2027, therefore, Oxman College has committed to market and recruit multiple additional eligible employers to participate in HWAFF training. Employers are health care providers statewide with a focus in the Bay Area, Los Angeles region, and the Sacramento area.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. Oxman College has reported all participating employers will only be HWAFF eligible non-profit and public employers in accordance with ETP HWAFF Guidelines. Therefore, Oxman



College understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

The participating employers are healthcare facilities providing long-term, rehabilitation, skilled nursing, and mental health services. The facilities must establish and maintain a continuous quality improvement program which promotes improved patient care and patient satisfaction. Oxman College reached out to the Directors of Nursing (DON) and Directors of Staff Development (DSD) at the participating employers to discuss curriculum needs. The curriculum was developed based on the medical skill needs and the current Medicare and California Department of Public Health (CDPH) requirements for long-term care facilities.

According to the data published by CalMatters, the number of older Californians will double by 2030, comprising a quarter of the state's population, which will significantly increase the need for healthcare workers, nursing assistants, and nurses. This increase in demand is expected to continue in the next decade due to the aging population and long term effects of the COVID-19 pandemic.

The pandemic saw an increase in need for trained nursing staff. According to a recent survey by the American Health Care Association, majority of nursing home operators nationwide face staffing shortages and experience problems with hiring qualified nursing assistants. Nursing assistants have a vital role in the daily care of patients and are called a 'backbone' of nursing facilities. These staffing shortages can drastically affect quality of care; therefore, nursing homes must continue to develop strategies to recruit, train, develop, and maintain a diverse healthcare workforce.

Training will focus on critical providers of patient care such as certified nurse assistants and licensed nurses who have an important role in addressing inequalities in healthcare, patient care, and improving patient health. A goal of this training is to promote best practices in each trainee's daily routine and improve the overall quality of patient care at each facility.

Some of the participating employers stated the need for additional training resources for immigrants and refugees. Immigrants represent a high percentage of workers in the healthcare support occupations. According to the Migration Information Source, in 2018 more than 2.6 million immigrants, including 314,000 refugees, were employed as healthcare workers in United States. Currently, the Sacramento area, Los Angeles and Bay Area have experienced a large influx of immigrants from Ukraine. Many of them are interested to work in healthcare but need the additional training to be employed in the medical field.

Training will help health care facilities develop knowledgeable healthcare workers and increase quality of care and retention rate. Trainees will upgrade their skill level, facilities will be able to retaining qualified personnel, and together, patients and residents will receive the needed direct patient care and behavioral services. This can lead to increased profitability of the facility and in turn, support expansion and job creation.

### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented

populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Participating employers support career ladder programs, such as healthcare aid to Certified Nursing Assistant (CNA), CNA to Licensed Vocational Nurse (LVN), and LVN to Registered Nurse (RN).

- Participating employers are committed to increasing diversity in the healthcare profession, including job access for women and people from underrepresented communities. About 75 percent of nursing assistants and nurses at participating long-term care facilities are women and at least 80 percent of the training participants represent diverse racial and ethnic backgrounds including Hispanics, African-Americans, Asians, and Pacific Islanders.
- Participating employers will provide paths for career and wage progression for trainees who participate in training. For example, healthcare aides and nurse assistants will be offered training to obtain their CNA certificate. Other certifications include restorative nurse assistant, intravenous therapy certificate, and blood withdrawal for LVNs.
- Some of the employers developed a skills and experience reward program, in which advanced CNA job categories are established to reward CNAs who stay in the field or gain specialty skills
- Support also includes accommodating workers' schedules while attending classes and providing tuition reimbursement financial assistance.

Due to the current high demand for certified nurse assistants and nurses, many long-term care facilities provide regular wage increases to retain employees and attract new applicants. As a Multiple Employer Contractor, Oxman College's goal is to give priority to the participating employers that can demonstrate wage progression of 10 percent or more during the time of the contract.

### **Licenses and Certifications**

LVN's will receive IV Therapy and Blood Withdrawal certifications. Oxman College will also provide certifications to trainees who complete training for CNA and Restorative Nurse Assistant (RNA).

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Oxman College has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

Quality of care is a critical component in achieving desired health outcomes for individuals and an important factor in fulfilling social needs of the community. Challenges to meeting the needs include personnel shortages, keeping up with advances in medical information, advancing health equity, and patient safety. Staffing shortages cause the employers to utilize a large number of on-call and registry personnel which can be very costly. By offering the training under this program, the employers will increase retention in the number of incumbent healthcare workers limiting the amount of on-call need. The training will help participating employers to address and improve upon the challenges they face along with contributing to serve the economic and social needs of local communities.

Participating employers are looking for innovative methods to recruit and retain healthcare workers. For example, many of the employers support the California Association of Health Facilities (CAHF) initiative 'Drive to 25' to increase CNA wage levels gradually to \$25.00 per hour by 2025. The ETP funded training will provide upgraded skills for CNA's and licensed nurses and retain qualified personnel and will allow trainees to obtain certifications and specialty skills including RNA certification, dementia care, infection prevention, and Crisis Prevention & Intervention (CPI) certification for behavioral health. It will also provide direct patient care and behavioral services to local residents to meet the community needs.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Oxman College has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. Oxman College expects to complete all training and retention by August 31, 2025.

### **Training Plan**

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

**Continuous Improvement:** Training will be offered to Certified Nurse Assistants, Licensed Vocational Nurses, and Registered Nurses on training topics that include Communication Skills, Critical Thinking Skills, Problem Analysis and Problem Solving.

**Medical Skills- Didactic:** Training will be offered to Certified Nurse Assistants, Licensed Vocational Nurses, and Registered Nurses on course topics like Respiratory Care, Infection Control, and Mental Health. Trainees will participate in clinical skills training, including both didactic and preceptor training.

**Medical Skills- Preceptor:** Training will be offered to Certified Nurse Assistants, Licensed Vocational Nurses, and Registered Nurses on course topics like Wound Management, Clinical Skills Review and Patient Assessment and Care. Trainees will participate in clinical skills training, including both didactic and preceptor training.

### **Alternate Recordkeeping**

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

### **Tuition Reimbursement**

Oxman College 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.

### **High Unemployment Area**

Some trainees (Job Numbers 3 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. Approximately 40 CNA's, Mental Health Aide, Mental Health Worker, Patient Care Assistant, Physical Therapy Aide, Respiratory Technician, and Restorative Nursing Assistant will need the wage modification.

**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 varies by each participating employer and is both job specific and companywide. Training includes mandatory organization-wide in-service training in such topics as elder abuse, OSHA, harassment prevention, confidentiality. These trainings will continue to be provided without ETP's support.

➤ **Training Infrastructure**

The Program Administrator will be working with school staff who have experience in managing ETP Contracts. The Program Coordinator, Marketing Specialist, and two Training Coordinators will be responsible for scheduling, collecting and uploading the training rosters to Cal E-Force. These dedicated staff members are experienced in the ETP process and are administering the current agreement

Training will be delivered by highly-qualified instructors with industry expertise. . Classroom/laboratory training will be provided by in-house subject-matter experts and vendors to all occupations on understanding advanced clinical processes to ensure competency and improve overall quality of patient care at each facility. Clinical instructors and preceptors are nurses with many years of experience and professional skills required for teaching.

**Marketing and Support Costs**

Oxman College's marketing program recruits participating employers by meeting with the employer and assessing job needs and meeting company requirements such as certifications and licenses. It also identifies potential hires through referrals by the Employment Development Department (EDD), county Social Services agencies, WorkSource centers, and community organizations. The school recruits prospective employers using a combination of resources such as its peer referral system, flyers, brochures, and catalogs as well as direct telephone and email contacts with employers.

Oxman College is requesting and staff recommends the standard 8% support costs for outreach, recruitment and schedule coordination for this project.

**Training Agency Certification**

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

Oxman College is eligible as a training agency based on the following:

- BPPE

**ACTIVE ALTERNATIVE FUND OR CORE 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) (\$ %)
ET22-0104 (Expansion)	\$596,304	12/20/2021 – 12/19/2023	293	218	218	\$596,304 (100%)

Oxman College has an active contract with ETP under the Expansion Funds program, with a term of 12/20/2021 to 12/19/2023. Of an estimated 293 trainees, 218 have been enrolled and have received the minimum hours of training. Based on ETP Systems, 27,415 reimbursable hours have been tracked for potential earnings of \$596,304 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through September 2023.

**PRIOR ALTERNATIVE FUND OR CORE PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0238 (CORE)	Statewide	12/14/20 – 12/13/22	\$449,196	\$445,973 (99%)
ET20-0125 (CORE)	Statewide	9/1/19 – 8/31/21	\$747,118	\$747,118 (100%)
ET18-0128 (CORE)	Statewide	9/1/17 – 8/31/19	\$943,400	\$943,400 (100%)

**PRIOR COVID PERFORMANCE**

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0185 (COVID)	Statewide	10/26/20 – 10/25/22	\$200,000	\$200,000 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Continuous Improvement Skills**

- Communication Skills
- Customer Service
- Interdepartmental Collaboration
- Problem Analysis and Problem Solving
- Quality Assurance/Performance Improvement (QAPI)
- Conflict Resolution Skills
- Critical Thinking Skills
- Organization and Time Management Skills
- Leadership Skills

**Medical Skills (Didactic)**

- Alzheimer's Disease and Related Disorders
- Antibiotics Stewardship
- Assault Crisis Management
- Bipolar Disorder
- Blood borne Pathogens
- Change in Condition Management
- COVID-19
- CPI De-Escalation Skills
- Dementia Care
- Depression Causes/Intervention
- Diabetic Management
- Dialectical Behavior Therapy (DBT)
- Documentation/Abbreviation
- Evaluation and Assessment Procedures/Criteria
- Infection Control
- Interdisciplinary Team Process
- Intravenous Therapy
- Medical Diagnosis
- Medical Direction in Long-Term Care
- Medication Administration Management
- Mental Health
- Nursing Assistant Training Program
- Nursing Assistant Skills
- Pain Management (Acute and Chronic)
- Pillars of Recovery
- PointClickCare Software
- Preventive Skin Care Measures
- Problems and Needs of the Aged
- Psychosocial Rehabilitation
- Psychotropic Medication Side Effects

- Reporting to MDs-Assessing Clients
- Resident and Family Education
- Respiratory Care
- Restorative Nurse Assistant
- Restraint and Restraint Reduction
- Safe Transfer
- Signs and Symptoms of Cardiopulmonary Distress
- Skin Assessment
- Social and Recreational Needs of the Aged
- The Wellness Recovery Action Plan
- Therapeutic Communication
- Urinary Management
- Weights, Vitals, and Immunizations
- Wound Management

**Medical Skills (Preceptor)**

- Activities of Daily Living
- Antibiotics Stewardship
- Assessing of Tube-Fed Individuals with Diabetes
- Assisting and Performing Self-Care Skills with Patients
- Assistive Devices
- Bowel and Bladder Care
- Training of Patients Breathing Patterns and Respiratory Function
- Cardiac Conditions
- Charting Care of Clients with COPD
- Care of Clients with Diabetes
- Care of Clients with Hypertension
- Clinical Skills Review
- COVID-19
- CPI De-Escalation Skills
- Colostomy Care
- Conduct Range of Motion Exercises with Patient
- Dementia Care
- Dementia/Alzheimer's Enteral Feeding Management
- Facilitating Functional Gains of Each Patient
- Feeding Tube (Insertion, Intermittent, and Continuous)
- Functional Mobility and Ambulation
- Gastrointestinal Conditions
- Identification of Patient Change in Condition
- Identification of Skin Impairments and Prevention
- Immunizations
- Incontinence Management (Colostomy Care)
- Infection Control
- Intravenous Therapy
- Isolation Techniques
- Managing Patients with Neurovascular Conditions
- Medication Management
- Monitoring of Cardiovascular Changes

- Nursing Assistant Training Program
- Nursing Assistant Skills
- Operate Safety Devices with Patient
- Pain Management
- Patient Assessment and Care
- Patient Care of Foot and Hand
- Patient Safety
- PointClickCare Software
- Positioning of Patients for Correct Body Alignment
- Preceptor Skills (Train-the-Trainer)
- Preventing and Identifying Complications Related to Tube Feeding
- Proper Use of Exercise Equipment
- Rehabilitation Services (Physical, Occupational, and Speech Therapy)
- Residents with Special Needs
- Respiratory Care
- Restorative Nursing Assistant Care
- Safe Patient Handling
- Setting Behavioral Program Objectives for Patients
- Signs and Symptoms of Cardiopulmonary Distress
- Skeletal/Orthopedic Conditions
- Special Program Techniques for the Mentally Disordered
- Therapeutic Activities
- Therapeutic Exercises
- Weights and Vitals
- Wound Management



## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: SOMA AEC, Inc. dba Oxman College  
Reference No: 22-1011

CCG No.: ET24-0141  
Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Adventist Health and Rideout	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 405 Center Street	
City, State, Zip: Yuba City, CA 95991	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 102	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: 200	
Company: Auburn Ravine Terrace	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 750 Auburn Ravine Rd	
City, State, Zip: Auburn, CA 95603	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 70	
Total # of full-time company employees in California: 70	
Company: Masonic Homes of California/ Lorber Skilled Nursing Facility	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 34400 Mission Blvd	
City, State, Zip: Union City, CA 94587	
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: 220	
Total # of full-time company employees in California: 100	
Company: Pioneer House	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 415 P Street	
City, State, Zip: Sacramento, CA 95814	
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: 40	
Total # of full-time company employees in California: 40	

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: SOMA AEC, Inc. dba Oxman College		CCG No.: ET24-0141
Reference No: 22-1011		Page 2 of 2

Company: Promedica Rossmoor	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1226 Rossmor Parkway	
City, State, Zip: Walnut Creek, CA 94595	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 60-70	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 140	
Total # of full-time company employees in California: 140	

Company: Promedica Skilled Nursing and Rehab Tice Valley	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1975 Tice Valley Blvd	
City, State, Zip: Walnut Creek, CA 94595	
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: 120	
Total # of full-time company employees in California: 120	

Company: The California Home for the Aged	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6720 E Kings Canyon Rd	
City, State, Zip: Fresno, CA 93727	
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: 290	
Total # of full-time company employees in California: 290	

Company: Villa Siena	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1855 Miramonte Ave	
City, State, Zip: Mountain View, CA 94040	
Collective Bargaining Agreement(s): No	
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: 80	
Total # of full-time company employees in California: 80	

## **Diversity, Equity and Inclusion Policy**

Updated 3/1/2023

SOMA AEC Inc dba Oxman College is committed to fostering, cultivating and preserving a culture of Diversity, Equity and Inclusion.

Our personnel is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of our culture and company's achievements. We strive to create a working and learning environment that is safe and supportive for all.

**We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity, language, national origin, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.**

SOMA AEC Inc dba Oxman College diversity initiatives are applicable to our practices and policies on recruitment; admissions; compensation and benefits; professional development; training; promotions; layoffs; terminations; and the ongoing development of a work environment built on the diversity, equity and inclusion that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.
- Equitability in extending opportunities for expression, participation, and advancement to each member of our school community, including students, staff, faculty and administrators.

All employees of SOMA AEC Inc dba Oxman College have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.

We create a supportive learning environment to foster open communications of diverse perspectives to better serve all individuals and support all of our employees.

We believe that when each of us contributes our best, it supports our ability to grow our organization, as well as individual and collective talents. Therefore, SOMA AEC Inc dba Oxman College is committed to being an employer that embraces all individuals and ideas, and places diversity, equity, inclusiveness, respect and service as our core values.



## Healthcare Workforce Advancement Fund (HWAF)

### Training Proposal for:

### Visalia Adult School, Visalia Unified School District

**Contract Number: ET24-0124**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

Contract Attributes:	Retrainee New Hire Priority Rate HUA Medical Skills Training	Industry Sector(s):	MEC (H) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare, Kings, Kern, Fresno, Madera	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>
\$696,785		\$53,100 Job Number 1: 8% Job Number 2 12%		\$749,885

In-Kind Contribution:	50% of Total ETP Funding Required	\$898,000
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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	Contract Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA Medical Skills Training	Medical Skills (Didactic), Medical Skills (Preceptor), Literacy Skills	260	8-400	0	\$2,115	\$19.00
				Weighted Avg: 86			
2	New Hire Priority Rate HUA Medical Skills Training	Medical Skills (Didactic), Medical Skills (Preceptor), Literacy Skills, Job Readiness Skills	115	8-400	0	\$1,739	\$18.00
				Weighted Avg: 69			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour in Tulare, Kings, Kern, Fresno, and Madera Counties. Job Number 2 (New Hire/HUA): \$15.50 per hour in Tulare, Kings, Kern, Fresno, and Madera Counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Phlebotomist	\$19.00-\$20.00	10
	\$20.01-\$25.00	10
	\$25.01-\$28.00	10
Medical Assistant	\$19.00-\$20.00	10
	\$21.00-\$25.00	30
	\$25.01-\$28.00	10
Community Healthcare Worker	\$19.00-\$20.00	15
	\$20.01-\$25.00	40
	\$25.00-\$28.00	15
Certified Nurse Assistant	\$19.00-\$20.00	15
	\$20.01-\$25.00	40
	\$25.00-\$28.00	15
Licensed Vocational Nurse	\$30.00-\$45.00	40
<b>Job Number 2</b>		
Community Healthcare Worker	\$18.00-\$20.00	15
	\$20.01-\$25.00	50
	\$25.00-\$28.00	15
Phlebotomist	\$18.00-\$20.00	10
	\$20.01-\$25.00	15
	\$25.01-\$28.00	10

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Visalia Adult School, Visalia Unified School District as a Multiple Employer Contractor (MEC), is eligible for HWAFF in accordance with Governor Newsom's FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Founded in 1935 and based in Visalia, Visalia Adult School, Visalia Unified School District (Visalia Adult School) ([www.vusd.org](http://www.vusd.org)) provides educational courses and resources to adult students to broaden skill sets in order to gain employment or advance employment in the medical field industries. Visalia Adult School serves Tulare County and training will be delivered at its Visalia location. This will be Visalia Adult School's second ETP project and second in the last two years.

#### **Veterans Program**

Visalia Adult School partners with SkillBridge to recruit Veteran and hold events at local bases to perform outreach activities.

### **HWAFF PROJECT DETAILS**

#### **Employer Demand / Need & Trainee Population**

For the Retrainee (incumbent worker) component Visalia Adult School has provided a list of planned participating employers (100B) eligible under HWAFF. The Contract end term date will be no longer than March 30, 2027, therefore, Visalia Adult School has committed to market and recruit multiple additional eligible employers to participate in HWAFF training. The list of Retrainee participating employers submitted by Visalia Adult School are self-identified as not-for-profit health care providers in the Visalia area.

The school has also committed to train 115 New Hires who will be recruited thru High Schools, Adult Education programs, WIOA and Valley Cultural Centers. Visalia Adult School has a strong referral program and will also market via flyers, trade shows and advertisements. The School will also provide job readiness training to assist the trainees in the hiring process. Visalia Adult School has reported the placement employers for New Hire trainees will only be HWAFF eligible non-profit and public employers in accordance with ETP HWAFF Guidelines. Therefore, Visalia Adult School understands ETP reimbursement can only be earned if placement and retention occurs with HWAFF eligible employers for both Retrainees and New Hires.

Medical facilities within the Central Valley have noted a significant shortage of entry level to mid-level medical support occupations with few resources to fill those needs. At the Innovators by Design Conference WIB healthcare panelists from Kaweah Health, Tulare County Public Health and Family Healthcare Network, which represent the largest healthcare facilities and employers in the area, noted critical shortages in healthcare since 2019 especially for bilingual Community Healthcare Worker (CHW) occupation. As a foundational medical skills occupation, the CHW is a critical need. Further, the Central Valley is in need of other entry and mid-level allied healthcare occupations such as, Medical Assistant, Certified Nurse Assistant, Licensed Vocational Nurse and Phlebotomist.

Additionally, within the Central Valley, underrepresented populations have suffered disproportionately due to COVID-19. Minorities, women, parents returning to the workforce, single

parents, at-risk youth, and Veterans show some of the lowest wage, and highest unemployment metrics across the state. The High Road model notes an intended intersection between equity and quality living wage jobs. Within California's Central Valley, this has been a difficult model to deploy, specifically within Allied Healthcare jobs.

The Central Valley has a multi-pronged issue with healthcare worker shortage. First, COVID-19 created a mass exit of workers in the field. Next, the Central Valley is home to the most aged population in the state. Combine high poverty with the highest influx of senior citizens and there is a high demand for medical services. In addition, a high concentration of minorities in which English is not their primary language means the community needs bi-lingual or tri-lingual medical services. Medical Providers cannot keep up with demand, and training adds another component of demand. The need in the Central Valley has been documented at almost 20% more than in other metro areas of the state. These workers are needed immediately and Visalia Adult School's medical skills programs are based on inclusivity to get underserved populations into their programs. These programs will take the coordinated efforts by both Visalia Adult School and employers.

As the Central Valley supports many very rural areas of the state, there are segments of underserved populations that may or will require remedial training and resources. These will include a suite of literacy and remedial skills, life skills, medical math, ESL, and technology, all of which are tracked with wrap around services that including coaching, mentoring, childcare and other resources to ensure trainee success. The project plans to recruit from underserved populations in rural parts of greater Central Valley. These are the students and trainees that, for some time, have been left behind.

### **Career Advancement / Pathways & Wage Progression – High Road Strategies**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The training plan in place will not only fill critical needed healthcare positions within the Central Valley but also train an unskilled segment of underserved populations in terms of women, minorities, returning to workforce parents, single parents, at risk youth and Veterans. The Central Valley has long shown high unemployment, high poverty, and low high school graduation rates which have been exacerbated by COVID-19. The interdependence and partnership created by this proposal incorporates the Visalia Adult School, with some of the largest medical providers within the greater Central Valley. This partnership has spanned the last several years and places the best in training to create real living wage jobs, along with wrap around services, to ensure student/trainee success. This partnership will continue to flourish in an effort to help struggling health care providers fill positions and underserved Central Valley Californians achieve employment with a path toward higher lever medical skills jobs and careers.

This proposal notes specific training for occupations that have an entry wage and a wage progression that happens at 3-month intervals until the student/trainee passes certification, at which point the trainee may attain the top-level wage. Dependent upon the specific program, the time frame for certification will range from 3-6 months. These programs are designed so that at



the end of ETP training, the student/trainee will see a wage progression of 20% or more. Further, all occupations within this application are meant to bridge to other training programs within allied healthcare. For example, CHWs can bridge to Medical Assistant or CNA. CNA's can bridge to LVN's. These programs are meant to be a bridging ladder type career path.

Programs include a review at 90 day intervals where wage increases are given. Within the scope of this training, a planned wage progression, minimum of 20%, will be given to trainees from training start to training completion.

### **Licenses and Certifications**

Certifications include Medical Assistants are certified by National Health Career Association (NHA), CNA is certified by the State of California, LVN is certified by BVNPT, and Phlebotomist is certified by NHA.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Visalia Adult School has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

- The HWAF funding will create an innovative pathway for medical skills training that incorporates the best of Adult education resources and preceptor training of partner health care employers. It is a one stop shop for recruiting, training, and placement with medical providers, at no cost to students.
- The program has been engineered to bridge to other higher-level programs. Moreover, it allows students with learning and remedial needs to be trained, coached and mentored into entry level jobs, then gain experience and move to a higher-level medical career. This is and has been part of the strategy to build living wage careers for far underserved populations.
- These programs were developed to increase the wages and education of the local demographic, which is mostly comprised of minority groups, Veterans, women etc.
- The regional needs show a critical need for health care workers, and workers that are responsive to multi-cultural communities. This program will address that need by providing training to multilingual community health care workers.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Visalia Adult School has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. Visalia Adult School expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning, and Medical Skills-Didactic/Preceptor in the following:

**Literacy Skills:** This training will be offered to all occupations and provide basic understanding of medical language and terminology. Training topics include English as a Second Language (ESL), Medical Math, Medical Terminology, and Technology Skills.

**Job Readiness Skills:** This training will be offered to community healthcare workers and phlebotomists. Training will focus on how to gain and maintain employment. Training topics include Interviewing, Communication, Life Skills, Personal Hygiene and Professionalism.

**Medical Skills (Didactic):** This training will be offered to all occupations. These trainees will receive training that is pertinent to their main job functions. Training topics include Healthcare Provider BLS/CPR, Intro to Phlebotomy, Diagnostic Imaging, and Nursing Fundamentals.

**Medical Skills (Preceptor):** This training will be offered to all occupations at a 1:10 trainer-to-trainee ratio. Training topics include Pediatrics, Universal Precautions and Infection Control, Medical Records, and Nursing Process.

### **Tuition Reimbursement**

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

### **High Unemployment Area**

Trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Tulare, Kings, Kern, Fresno and Madera Counties are in an HUA.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Visalia Adult School is requesting a wage modification from \$22.66 to \$19.00 per hour for Job Number 1 and from \$18.54 to \$18.00 per hour for Job Number 2

Approximately 95 Phlebotomists, Medical Assistants, Community Healthcare Workers, Certified Nurse Assistants in Job Number 1 and 15 Phlebotomists and Community Healthcare Workers in Job Number 2 will need the wage modification.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Visalia Adult School reports WIOA funding and all funds received from a variety of sources including Federal Government and State Government funding, foundations, and private funding will continue to support programs at Visalia Adult School and represents no overlapping of funding exists and no other entity is funding any part of the proposed ETP-training hours per trainee. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Principal will oversee all training aspects of the project including roster collection and tracking hours. Additionally, the School has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

## **Marketing and Support Costs**

Visalia Adult School marketing includes recruiting costs, tracking students and follow-up to ensure retention with employer partners. The School recruits through job fairs, high schools and adult education programs, cultural events, and community events. The School also partners with employers along with regulatory agencies to develop and approve curriculum, clinical and didactic training. The School works with employers gaining feedback for student success and efficacy in order to determine process and learning improvements and meets with employers quarterly to assess and discuss program enhancements and needs for the continued success of program, students and employers.

Visalia Adult School requests 8% support cost for Job Number 1 and 12% support costs for Job Number 2 to assist with the effective implementation of this project, which will require on-going recruitment, assessment and oversight. The school is requesting the extra support costs for Job 2 to accommodate for extra recruiting and marketing costs that are involved with running a New Hire program. Staff recommends the support costs.

## **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE). Visalia Adult School is eligible as a training agency based on the following:

- Western Association of Schools and Colleges (WASC)
- Approval for WIOA funding

## **ACTIVE CORE 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) (\$ %)
ET22-0347	\$564,640	6/30/2022-6/29/2024	160	0	0	\$184,188 (33%)

Of an estimated 160 trainees, 171 have been enrolled and 30 have received the minimum hours of training. Based on ETP Systems, 7,306 reimbursable hours have been tracked for potential earnings of \$184,188 (33% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2024. Trainees in this current contract are a different population than the trainees in this proposal.

## **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services for an amount 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:

**Job Readiness Skills**

- Communication
- Interviewing
- Life Skills
- Personal Hygiene
- Professionalism

**Literacy Skills**

- English as a Second Language (ESL)
- Medical Math
- Medical Terminology
- Technology Skills

**Medical Skills (Didactic)**

- Accessing Healthcare and Social Services Systems
- Administrative Assisting
- Anatomy and Physiology
- Basic Anatomy and Terminology
- Communicable Diseases
- Communication
- Coping Skills
- Delivering Services as Part of a Medical Home Team
- Diagnostic Imaging
- Educating Social Services Providers on Community and Population Needs
- Electrocardiograms
- Engaging in Health Prevention and Promotion Activities
- Ethics and Legal Responsibilities
- Evaluation and Research
- Examinations
- First Aid
- Gathering Information for Medical Providers
- Gerontology
- Growth and Development
- Healthcare Provider BLS/CPR
- HIPAA and Patient Privacy
- History of Medicine
- HIV/AIDS Information
- Home Visiting
- Intro to Phlebotomy
- Lab Safety and Guidelines
- Lab Testing
- Leadership and Supervision
- Liability, Legal, and Ethical Issues

- Managing Chronic Conditions
- Maternity
- Medical Abbreviations
- Medical Documentation
- Medical Insurance
- Medical Office Simulation Software
- Medical Presentations
- Medical Records
- Medical Surgical-Cardiovascular
- Medical Surgical-Endocrine
- Medical Surgical-Gastrointestinal
- Medical Surgical-Genitourinary
- Medical Surgical-Integumentary
- Medical Surgical-Musculoskeletal
- Medical Surgical-Neurosensory
- Medical Surgical-Respiratory
- Medical Term 350
- Mental Health
- Motivational Interviewing and Public Speaking
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Patient Education
- Patient Scheduling
- Pediatrics
- Practicing Cultural Competency
- Responsibility
- Safety
- Social Determinants of Health
- Stigma and Community Prejudices
- Supporting Family Members and Caregivers
- Teaching Concepts of Disease Prevention and Health Promotion to Patients
- Technical Knowledge and Skills
- Telecommunications
- Pathophysiology (disease processes) of Different Diseases
- Therapeutic Communication
- Translating, Interpreting, and Facilitating Client-Provider Communications
- Trauma-Informed Care
- Understanding How the CHW's Work Aligns with Health System Goals
- Universal Precautions and Infection Control
- Utilizing Technology, Including Mobile Applications and Electronic Health Records
- Vital Signs
- Working with Clinicians
- Written Communication

**Medical Skills (Preceptor)**

- Administrative Assisting
- Anatomy and Physiology
- Basic Anatomy and Terminology
- Communicable Diseases
- Communication
- Coping Skills
- Diagnostic Imaging
- Electrocardiograms
- Ethics and Legal Responsibilities
- Examinations
- First Aid
- Gerontology
- Growth and Development
- Healthcare Provider BLS/CPR
- Intro to Phlebotomy
- Lab Safety and Guidelines
- Lab Testing
- Leadership and Supervision
- Legal and Ethics
- Maternity
- Medical Abbreviations
- Medical Documentation
- Medical Insurance
- Medical Office Simulation Software
- Medical Presentations
- Medical Records
- Medical Term 350
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Patient Education
- Patient scheduling
- Pediatrics
- Responsibility
- Technical Knowledge and Skills
- Telecommunications
- Therapeutic Communication
- Universal Precautions and Infection Control
- Vital Signs
- Written Communication

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Visalia Adult School, Visalia Unified School District	CCG No.: ET24-0124
Reference No: 22-0933	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Adventist Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 805 W. Acequia Avenue	
City, State, Zip: Visalia, CA 93291	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 150	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 50,000	
Total # of full-time company employees in California: 10,000	
Company: Family Health Care Network	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 305 E. Center Avenue	
City, State, Zip: Visalia, CA 93291	
Collective Bargaining Agreement(s): N/A	
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: 900	
Total # of full-time company employees in California: 900	
Company: Foundation for Medical Care	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3333 S. Fairway Street	
City, State, Zip: Visalia, CA 93277	
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
Total # of full-time company employees worldwide: 100	
Total # of full-time company employees in California: 100	
Company: Kaweah Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 400 W. Mineral King Avenue	
City, State, Zip: Visalia, CA 93291	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 150	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 4,500	
Total # of full-time company employees in California: 2,000	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Visalia Adult School, Visalia Unified School District

CCG No.: ET24-0124

Reference No: 22-0933

Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: Westgate Gardens Care Center

Priority Industry? ☒ Yes ☐ No

Address: 4525 W. Tulare Avenue

City, State, Zip: Visalia, CA 93277

Collective Bargaining Agreement(s): N/A

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: 200



**EQUITY**

The Governing Board believes that the diversity that exists among the district's community of students, staff, parents/guardians, and community members is integral to the district's vision, mission, and goals. Addressing the needs of the most marginalized learners requires recognition of the inherent value of diversity and acknowledgement that educational excellence requires a commitment to equity in the opportunities provided to students and the resulting outcomes.

*(cf. 0000 - Vision)*

*(cf. 0100 - Philosophy)*

*(cf. 0200 - Goals for the School District)*

*(cf. 0410 - Nondiscrimination in District Programs and Activities)*

*(cf. 5145.3 - Nondiscrimination/Harassment)*

In order to eradicate institutional bias of any kind, including implicit or unintentional biases and prejudices that affect student achievement, and to eliminate disparities in educational outcomes for students from historically underserved and underrepresented populations, the district shall proactively identify class and cultural biases as well as practices, policies, and institutional barriers that negatively influence student learning, perpetuate achievement gaps, and impede equal access to opportunities for all students.

The Board shall make decisions with a deliberate awareness of impediments to learning faced by students of color and/or diverse cultural, linguistic, or socio-economic backgrounds. To ensure that equity is the intentional result of district decisions, the Board shall consider whether its decisions address the needs of students from racial, ethnic, and indigent communities and remedy the inequities that such communities experienced in the context of a history of exclusion, discrimination, and segregation. Board decisions shall not rely on biased or stereotypical assumptions about any particular group of students.

*(cf. 6173 - Education for Homeless Children)*

*(cf. 6173.1 - Education for Foster Youth)*

*(cf. 6174 - Education for English Learners)*

*(cf. 6175 - Migrant Education Program)*

*(cf. 9000 - Role of the Board)*

*(cf. 9310 - Board Policies)*

The Board and the Superintendent or designee shall develop and implement policies and strategies to promote equity in district programs and activities, through measures such as the following:

1. Routinely assessing student needs based on data disaggregated by race, ethnicity, and socio-economic and cultural backgrounds in order to enable equity-focused policy, planning, and resource development decisions

*(cf. 0400 - Comprehensive Plans)*

*(cf. 0460 - Local Control and Accountability Plan)*

*(cf. 6162.5 - Student Assessment)*

**EQUITY** (continued)

2. Analyzing expenditures and allocating financial and human resources in a manner that provides all students with equitable access to district programs, support services, and opportunities for success and promotes equity and inclusion in the district. Such resources include access to high-quality administrators, teachers, and other school personnel; funding; technology, equipment, textbooks, and other instructional materials; facilities; and community resources or partnerships.

*(cf. 0440 - District Technology Plan)*

*(cf. 3100 - Budget)*

*(cf. 4113 - Assignment)*

*(cf. 7110 - Facilities Master Plan)*

3. Enabling and encouraging students to enroll in, participate in, and complete curricular and extracurricular courses, advanced college preparation programs, and other student activities

*(cf. 6141.4 - International Baccalaureate Program)*

*(cf. 6141.5 - Advanced Placement)*

*(cf. 6143 - Courses of Study)*

*(cf. 6145 - Extracurricular and Cocurricular Activities)*

*(cf. 6152.1 - Placement in Mathematics Courses)*

4. Building a positive school climate that promotes student engagement, safety, and academic and other supports for students

*(cf. 5137 - Positive School Climate)*

5. Adopting curriculum and instructional materials that accurately reflect the diversity among student groups

*(cf. 6141 - Curriculum Development and Evaluation)*

*(cf. 6161.1 - Selection and Evaluation of Instructional Materials)*

6. Providing and/or collaborating with local agencies and community groups to ensure the availability of necessary support services for students in need

*(cf. 1400 - Relations Between Other Governmental Agencies and the Schools)*

*(cf. 6164.2 - Guidance/Counseling Services)*

*(cf. 6164.5 - Student Success Teams)*

*(cf. 6179 - Supplemental Instruction)*

7. Promoting the employment and retention of a diverse staff that reflects the student demographics of the community

8. Providing district staff with ongoing, researched-based, professional learning and professional development on culturally responsive instructional practices

**EQUITY** (continued)

*(cf. 4131 - Staff Development)*

*(cf. 4231 - Staff Development)*

*(cf. 4331 - Staff Development)*

9. Conducting program evaluations that focus on equity and address the academic outcomes and performance of all students on all indicators

*(cf. 0500 - Accountability)*

The Board shall regularly monitor the intent and impact of district policies and decisions in order to safeguard against disproportionate or unintentional impact on access to district programs and achievement goals for specific student populations in need of services.

*Legal Reference: (see next page)*

## **EQUITY (continued)**

### *Legal Reference:*

#### EDUCATION CODE

200-262.4 Educational equity

52077 Local control and accountability plan

60040 Selection of instructional materials

#### GOVERNMENT CODE

11000 Definitions

11135 Nondiscrimination in programs or activities funded by state

#### PENAL CODE

422.55 Definition of hate crime

422.6 Interference with constitutional right or privilege

#### CODE OF REGULATIONS, TITLE 5

4900-4965 Nondiscrimination in elementary and secondary education programs

#### UNITED STATES CODE, TITLE 20

1400-1482 Individuals with Disabilities in Education Act

1681-1688 Discrimination based on sex or blindness, Title IX

2301-2415 Carl D. Perkins Vocational and Applied Technology Act

6311 State plans

6312 Local education agency plans

#### UNITED STATES CODE, TITLE 29

794 Section 504 of the Rehabilitation Act of 1973

#### UNITED STATES CODE, TITLE 42

2000d-2000d-7 Title VI, Civil Rights Act of 1964

2000e-2000e-17 Title VII, Civil Rights Act of 1964 as amended

2000h-2000h-6 Title IX

12101-12213 Americans with Disabilities Act

#### CODE OF FEDERAL REGULATIONS, TITLE 28

35.101-35.190 Americans with Disabilities Act

36.303 Auxiliary aids and services

#### CODE OF FEDERAL REGULATIONS, TITLE 34

100.1-100.13 Nondiscrimination in federal programs, effectuating Title VI

104.1-104.39 Section 504 of the Rehabilitation Act of 1973

106.1-106.61 Discrimination on the basis of sex, effectuating Title IX

### *Management Resources:*

#### CSBA PUBLICATIONS

Meeting California's Challenge: Access, Opportunity, and Achievement: Key Ingredients for Student Success, 2017

The School Board Role in Creating the Conditions for Student Achievement, 2017

African-American Students in Focus: Closing Opportunity and Achievement Gaps for African-American Students, 2016

African-American Students in Focus: Demographics and Achievement of California's African-American Students, 2016

Latino Students in California's K-12 Public Schools, 2016

Research-Supported Strategies to Improve the Accuracy and Fairness of Grades, 2016

Climate for Achievement Governance Brief Series, 2015

Math Misplacement, 2015

*Management Resources continued: (see next page)*

**EQUITY** (continued)

*Management Resources: (continued)*

**CENTER FOR URBAN EDUCATION PUBLICATIONS**

*Protocol for Assessing Equity-Mindedness in State Policy, 2017*

**WEB SITES**

CSBA: <http://www.csba.org>

California Department of Education: <http://www.cde.ca.gov>

Center for Urban Education: <https://cue.usc.edu>

Safe Schools Coalition: <http://www.casafeschools.org>



## Healthcare Workforce Advancement Fund (HWAF)

Retainee

Training Proposal for:

**Dignity Health**

**Contract Number: ET24-0120**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt/Gen Funds) Retrainee 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:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU 121RN; California Nurses Association		
Number of Employees in:	CA: 55,000	U.S.: 150,000	Worldwide: 150,000
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$948,115

<b>Total ETP Funding</b>
\$450,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate	MS-Didactic, MS-Preceptor	250	8-400	0-40	\$1,800	\$40.89
				Weighted Avg: 90			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$24.72 per hour for Alameda, Marin, San Mateo, Santa Clara and San Francisco Counties; \$23.59 per hour of 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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
New Graduate Nurse/Registered Nurses	\$40.89-\$48.99	250

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Dignity Health as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1986, Dignity Health (Parent Company, CommonSpirit Health) (<https://www.dignityhealth.org/>) specializes in providing comprehensive health services as well as a range of community programming, which includes maternity care, heart, and cancer care, orthopedic services, neurological care, emergency services, surgical care, behavioral health care and more. In addition, it is nationally recognized for its acute care hospitals, that also support a wide range of community and home health programs, research programs, and virtual care services that address social determinants of health and advance health equity. Dignity Health is also a participant in the California Bridge program which assists in reducing the impact of opioid addiction.

Dignity Health patient populations are located statewide and include some of the most rural areas in the state, such as unincorporated San Andreas in Calaveras County, which is just three hundred thirty-one (331) residents per square mile to Long Beach, which is 9,200 residents per square mile. Dignity Health hospitals serve several areas designated by Health Resources

Services Administration as Medically Underserved Areas and/or Health Professional Shortage Areas. On average 9% of adults in the communities served are uninsured and 16% live at or below the federal poverty level. As one of the largest providers of Medi-Cal services and care for the uninsured in the state, Dignity Health is the provider of choice for many of these individuals and families.

Dignity Health has three affiliates and eighteen locations across the state of California that will participate in this project. The three affiliates are Bakersfield Memorial Hospital, Community Hospital of San Bernardino, and Mark Twain Medical Center. The participating locations are located in Bakersfield, Calaveras, Kern, Los Angeles, Merced, Riverside, Santa Barbara, San Bernardino, San Joaquin, San Luis Obispo and Ventura Counties.

### **Veterans Program**

While Veterans are welcome to apply for open positions, Dignity Health is not requesting a veteran job number at this time. However, Dignity Health currently has more than 3,200 veteran colleagues in clinical and nonclinical roles across the country and is endeavoring to double the percentage of new hires who are veterans by 2026 through the Veterans Initiative Pathways (VIP) Program.

VIP offers service members transitioning out of the military, military spouses, and veterans a pathway into health care careers as part of a larger goal to recruit and hire a diverse workforce. The Company website offers a military skills translator to help exiting service people identify applicable positions by translating Military Occupational Specialty codes to civilian skill sets and match those to current job openings.

### **Union Support**

New Graduate Nurses/Registered Nurses are represented by SEIU 121RN and the California Nurses Association. The unions have submitted letters of support for this training project. The two unions represent employees across multiple locations all over the state.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

There is a persistent and dangerous shortage of nursing professionals that is threatening to undermine access to healthcare in the state of California. This is due in part to nurses leaving the profession at unprecedented rates.

Data compiled by the Kaiser Family Foundation in 2018 demonstrated that there are 337,738 registered nurses in the state of California, over half of whom are over the age of 50 (National Council of State Boards of Nursing). In addition, census data collected by California Health and Human Services marks Southern California as a high severity nursing shortage area. In Los Angeles County, for example, there is a nurse to population ratio of only 433.7 per 100,000, less than half of the target ratio of 943 per 100,000.

Dignity Health employs more than 40,800 nurses Dignity Health's Southern California Division, has the most diverse employee population out of its statewide employee population, employing 10,000 nurses. Out of a sampled 6 hospitals, 60% of those employed are people of color.

With this in mind, Dignity Health must begin to prepare for a loss of over half of its nursing workforce by the year 2030 by developing stronger career paths for current and future nurses in order to ensure success and retention of its staff to in order to continue to deliver quality healthcare.



As such, Dignity Health is working with community partners to ensure opportunities to recruit are available as well as active training programs to ensure success on the job once hired. Community partners include Mervyn M. Dymally School of Nursing at Charles R. Drew University of Medicine and Science. Therefore, with the help of ETP funding, the goals are:

- To attract and retain talent to reduce turnover;
- Help new graduates and registered nurses transition to practice and ensure consistent delivery of high quality patient care and services; and
- To provide opportunities for professional growth by providing exposure and immersion to clinical practice.

### **Career Advancement & Wage Progression**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

The requested funding will allow Dignity Health to provide the gold standard of training - Nurse Residency – to Registered Nurses and New graduate Nurses – to an underserved population who are recruited from and represent California’s diverse, multi-ethnic communities.

High quality Nurse Residency programs are shown to be the single most effective strategy in helping novice nurses to successfully navigate the transition from education to clinical practice. Therefore, with the assistance of ETP funding, Dignity Health will be able to:

- Support job entry and career advancement for entry-level and other workers in the healthcare profession in Southern California;
- Increase economic mobility across health/ direct care services, increasing inclusivity and diversity in higher paid jobs; and
- Serve new populations of healthcare employers not previously eligible for Core funds to expand and diversify the workforce, build workforce skills, and support career advancement.

The proposed Nurse Residency Program is a national effort that is in various stages of development in hospitals throughout California. The Nurse Residency Program compliments Dignity Health’s other endeavors designed to bring qualified entry level nurses into the workforce and retain them in sustainable high wage careers. One strategy is partnerships with academic partners that will increase the number of nursing graduates and the diversity of nursing staff. Dignity Health has cultivated and maintained longstanding partnerships between universities and local hospitals. In 2022 fiscal year, the hospital signed Memorandums of Understanding with the Mervyn M. Dymally School of Nursing at Charles R. Drew University in Los Angeles, and and the LORMA College of Nursing in the Philippines; all of which will ensure a diversified workforce with access to career pathways that lead to high wage jobs.

Finally, Preceptorship fosters professional development, which has been shown to be another strategy that reduces burnout and improves retention. Upon completion of their first year of

preceptorship, preceptors are given the opportunity to complete additional education/professional development in their area of interest. This pathway can consist of leadership courses, advance preceptor courses, and/or certification preparation in their area of expertise. The preceptor program is embedded with support systems that include peer to peer support as well as a social platform to encourage informal support and conversation amongst preceptor peers. Dignity Health has also implemented Preceptor appreciation which include recognition by the units celebrating success, Preceptor of the year nominations, preceptor appreciation luncheons, and preceptor differential payments. All of these activities support success and retention of staff by creating an environment where preceptors feel appreciated and have opportunities for professional growth and career advancement in their area of interest. Finally, nurses advancing from RNI classification to an RNII classification following a one-year residency program typically have a wage increase of roughly 10%.

Dignity Health reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

Wage progression varies from facility to facility but typically nurses who complete the one-year Nurse Residency program will be eligible for a merit-based increase of 3-5% after one year of employment.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Dignity Health has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

With the assistance of ETP Funds, Dignity Health plans to continue to expand the Nurse Residency Program, as there is demonstrated evidence of its success. Specifically, Dignity Health will expand its Evidence based Practice (EBP) blended learning program that which utilizes Canvas, its LMS platform. The Nurses residents are required to complete online training as "pre-work " one week and come to class to apply the knowledge gained in the pre-work to case studies and foster critical thinking and prioritization skills needed at the bedside. The nurse residents are provided opportunities to practice "skills" ' in simulated settings as well as practice on the clinical units with a trained preceptor. Dignity utilizes the "flipped classroom" style of learning where 70% of the learning occurs at the "bedside" with the preceptor, 20% of learning occurs during mentoring and coaching sessions and 10% in the classroom.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Dignity Health has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four years. Dignity Health expects to complete all training and retention by March 30, 2027.

### **Training Plan**

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

**Medical Skills (Didactic):** 250 New Graduate Nurses and RNs will receive training in the following: Skills & Practice Simulation, Classroom learning through designed content and case studies, skill and knowledge validation, competency checkoff and learning through 1:1

preceptorship, out rotations, final check – manager, preceptor, educator or site coordinator, transition to practice courses, mentorship support (1:1 or group), wellness, support groups and socialization, EBP project support, mentorship/ social support, and EBP Project Development & Completion.

**Medical Skills (Preceptor):** 250 New Graduate Nurses and RNs will receive training in the following: Structured Tiered-Skill Checklists, Online step-by-step pathway for residents, Resident weekly journal and goals, Resident progress reporting, Leadership skills, Roles of the Preceptor, Coaching, Assessing and Setting Goals, Effective Communication & Diversity, Teaching & Learning (Train-the-trainer), Critical Thinking, Clinical Pearls and Note, Central Venous Catheter, Blood Draw, Peripherally Inserted Central Catheter, Blood Administration, PCA Review, IV Therapy & Smart Pump Review, NP Swab Collection and Chest Tube Ventilator.

### **Commitment to Training**

Dignity Health's annual training budget is \$680,000 for the nurse residency program as part of the hospital's five year strategic plan for nursing to enhance skills, retention, resiliency and well-being among nursing staff. 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 System Director of Grant Development and Management will maintain the training program and ensure compliance with all ETP requirements for the project. In addition, Divisional Directors, Nursing Residency Directors and Nursing Residency coordinators will assist with project administration. The training program will be coordinated at the local level at each participating hospital with guidance from the national team. Training will be delivered internally by subject matter experts and preceptors currently on staff.

### **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:

**Medical Skills (Didactic)**

- Patient Experience
- Foundation & Community Relations
- Payroll/Benefits/HR Resources
- Facility Specific GEO
- Infection Prevention
- Employee Health
- EOC
- Codes
- Stroke s/s
- Proper Body Mechanics & Ergonomics
- HER Training
- End of Life/Organ Donation/Needs of Dying Patient
- Spiritual Care/Staff Support
- Safe Patient Handling & Mobility
- Bedside Mobility Assessment Tool
- Medication Management: Omnicell/Pyxis/ Narcotic Usage
- Rapid (Critical) Response/Emergency Codes
- Pain Management & Documentation
- Suicide Risk Assessment & Prevention
- Quality/Core Measures
- National Patient Safety Goals
- Restraints Policy and Documentation
- Stroke Neuro Assessment/ Stroke Response
- Sepsis & Sepsis Surveillance
- Patient & Family Education & Documentation
- Anticoagulation
- Clinical Critical Alarms
- Infection Control Bundles
- Blood Transfusions
- Swallow Precautions/Swallow Screen
- Skin and Wound Care Guidelines
- Legal Documentation for Nursing & Consent Issues
- Human Trafficking
- Nursing Bundles/ Communication of Care
- Facility Specific Equipment
- IV Smart Pump
- Bladder Scanner
- Nurse Practice Act & Case Studies
- Nurse Peer Review
- Safe Harbor
- Delegation

- Impaired Practitioner
- Skill Validations
- Glucose Meter
- Restraint Application, Indication & Removal
- Facility Specific
- Nurse Residency Orientation
- CVC/Vascular Access Policy
- Blood Administration/ Peripheral IV
- PCA/ Smart Pump/ ETCO2
- Trach/Suction/NP Swab/O2 Delivery
- Code Stroke/Decedent Affairs
- Chest Tubs/Pleural Drainage
- Indwelling Urinary Catheters/ Bladder Scanner
- GI Tube Management
- Wound Care/Tubes & Drains
- Rapid (Critical) Response/Mock Code
- Pre/Post-Op Care
- Pulmonary/ Palliative Care
- Cardiovascular – Cardiac Anatomy, Clinical Manifestations
- Hematology/Sepsis
- Neuro/Stroke
- GI/Renal Diseases
- Endocrine Studies
- Employee Health
- Foundation & Community Relations
- Spiritual Care/Staff Support
- Human Trafficking
- Nurse Practice Act & Case Studies
- Nurse Peer Review
- Safe Harbor

**Medical Skills (Preceptor)**

- Patient Experience
- Payroll/Benefits/HR Resources
- Facility Specific GEO
- Infection Prevention
- EOC
- Codes
- Stroke S/S
- Proper Body Mechanics & Ergonomics
- HER Training
- End of Life/Organ Donation/Needs of Dying Patient
- Safe Patient Handling & Mobility
- Bedside Mobility Assessment Tool
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- Quality/Core Measures
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- Code Stroke/Decedent Affairs
- Chest Tubes/Pleural Drainage
- Indwelling Urinary Catheters/Bladder Scanner
- GI Tube Management
- Wound care/Tubes & Drains
- Rapid (Critical) Response/Mock Code
- Pre/Post-Op Care
- Pulmonary/ Palliative Care
- Cardiovascular – Cardiac Anatomy, Clinical Manifestations
- Hematology/Sepsis
- Neuro/Stroke
- GI/Renal Diseases
- Endocrine Studies



March 23, 2023

Employment Training Panel 1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

**LEO PEREZ-FERRER, RN**  
President

**MONIQUE HERNANDEZ, RN**  
Vice President

**JOYCE POWELL, RN**  
Secretary-Treasurer

**ROSANNA MENDEZ**  
Executive Director

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

150-264 Registered Nurses

This letter attests that the Union 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,

Angel Nidal Harb  
Chief of Staff, SEIU121RN

1040 Lincoln Avenue  
Pasadena, CA 91103

Phone: (626) 639-6200  
Fax: (626) 395-7538

[www.seiu121rn.org](http://www.seiu121rn.org)



@SEIU121RN



**United for quality care.**



**California  
Nurses  
Association**



**National  
Nurses  
United**

*A Voice for Nurses. A Vision for Health Care.*

**OAKLAND**

155 Grand Avenue  
Suite 100

Oakland CA 94612

phone: 800-504-7859

fax: 510-663-1625

**SACRAMENTO**

980 9th Street  
Suite 700

Sacramento CA 95814

phone: 916-446-5021

fax: 916-446-3880

March 17, 2023

Employment Training Panel 1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

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

150-264 Registered Nurses

This letter attests that the Union 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.

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Sincerely,

**Kevin S Baker**

**California Nurses Association/National Nurses Organizing Committee/NNU**

**Assistant Director | Catholic Division**

**[kbaker@calnurses.org](mailto:kbaker@calnurses.org) | (916)-869-5801**



CommonSpirit Health is committed to diversity, inclusion, equity, and belonging. We lead with compassion, excellence, and collaboration through our diverse workforce of over 150,000 employees. United in our belief in the inherent dignity of all people, our value of inclusion calls us to embrace the shared humanity of every person regardless of race, religion, sexual orientation, gender identity, national origin or economic status. Caring for the poor and most vulnerable during good times and challenging times, amplifies our commitment to our employees, patients, and the communities we serve. Together, we are advancing health equity offering the highest quality of care.

CommonSpirit's Office of the Diversity, Inclusion, Equity & Belonging leads our enterprise health equity strategy by:

- Promoting a **workforce that represents** the diversity of our patients, families, and communities;
- Curating an **organizational environment and culture of equity, inclusion and belonging** for all;
- Ensuring **health equity is embedded** across our sites of care and provision of services for our patients & families and the communities we serve
- Pioneering a **network of social innovation partnerships** that advances access and equity throughout the communities we serve
- Advocating for meaningful engagement and policies to **advance social justice and cultivate healthy multicultural communities**; and
- **Removing barriers through economic empowerment while addressing systemic racism** in how we partner with others, conduct business, and lead the health care industry.

Our Office will achieve these objectives in coordination with the functional areas who drive health and health equity by embedding health equity initiatives, programs, and best practices across our ministry, using our voice in every way to engage communities we serve to tell our stories and promote policies for equity for all, and through courageously holding ourselves and others accountable to remove barriers to racial justice thereby creating pathways to lead the nation in health equity.

Dignity Health's core values – compassion, inclusion, integrity, excellence, collaboration, stewardship, justice, and excellence – champion a diverse, accepting, and welcoming healing environment. Dignity Health embraces our diverse community and celebrates our differences. We respect human dignity in every interaction with each other and with the individuals and communities we serve.

It is the policy of Dignity Health not to:

- exclude, deny benefits to, or otherwise discriminate against, any participants, beneficiaries, applicants, and employees, including sensory-impaired persons;
- do so on the grounds of race, color, national origin, disability, age, sexual orientation or gender identity and expression; and
- do so in admission to, participation in, or in receipt of the services and benefits of any of its programs and activities or in employment therein.

We uphold this policy whether carried out by Dignity Health directly or through a contractor or any other entity with whom Dignity Health arranges to carry out its programs and activities.

Dignity Health is a secular health system affiliated with CommonSpirit Health. With a history rooted in kindness, our mission is to deliver compassionate, high-quality, affordable health care to everyone in our community.

Dignity Health's Equal Employment Opportunity Policy reads as follows:

Dignity Health is an Equal Opportunity Employer. It always has been and continues to be Dignity Health's policy that employees should be able to enjoy a work environment free from all forms of

unlawful employment discrimination. All decisions regarding recruiting, hiring, promotion, assignment, training, termination, and other terms and conditions of employment will be made without unlawful discrimination on the basis of race, color, national origin, ancestry, sex, sexual orientation, gender identity or expression, religion, age, pregnancy, disability, work-related injury, covered veteran status, political ideology, genetic information, marital status, or any other factor that the law protects from employment discrimination. Individuals will be selected for promotion based on skill and ability. Where skill and ability are equal, then length of continuous employment will be the determining factor. Additionally, Dignity Health prohibits unlawful harassment of its employees, applicants, or independent contractors in any form. Complaints of unlawful employment discrimination or harassment should be reported to Human Resources. Human Resources will conduct an investigation of the allegations as appropriate and make a determination of the merits of the complaint. In Page 1 of 2 Effective Date: May 26, 2015 © Copyright 2006 - 2015 Dignity Health. For Internal Use Only. Equal Employment Opportunity 120.1.008 cases where investigation confirms the allegations, appropriate corrective action will be taken, regardless of whether the inappropriate conduct rises to the level of any violation of law. No employee will suffer retaliation for reporting, in good faith, any violation of Dignity Health's policy or unlawful discrimination, harassment, or retaliation.

Dignity Health's Non-Discrimination Policy reads as follows:

It is the policy of Dignity Health and its facilities not to exclude, deny benefits to, or otherwise discriminate against, any participants, beneficiaries, applicants, and employees, including sensory-impaired persons, on the grounds of race, color, national origin, disability, age, sexual orientation or gender identity and expression, in admission to, participation in, or in receipt of the services and benefits of any of its programs and activities or in employment therein, whether carried out by Dignity Health directly or through a contractor or any other entity with whom Dignity Health arranges to carry out its programs and activities.

The purpose of this policy is to promote equal access to services and benefits to all individuals in accordance with the provisions of Title VII of the Civil Rights Act of 1964 (non-discrimination on the basis of race, color and national origin), Section 504 of the Rehabilitation Act of 1973 (non-discrimination on the basis of disability), the Age Discrimination Act of 1975 (non-discrimination on the basis of age), and Regulations of the U.S. Department of Health and Human Services issued pursuant to the Acts, Title 45 Code of Federal Regulations parts 80, 84, and 91 and other agency guidance (non-discrimination on the basis of sexual orientation).



## Healthcare Workforce Advancement Fund (HWAF)

Retrainee-Job Creation

Training Proposal for:

**Lodi Memorial Hospital Association, Inc.**

**Contract Number: ET24-0121**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt/Gen Funds) Retrainee 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:	San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,961	U.S.: 1,961	Worldwide: 1,961
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$5,646,888

<b>Total ETP Funding</b>
\$498,755

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate	Medical Skills - Preceptor	55	8-400	0	\$8,027	\$53.61
				Weighted Avg: 349			
2	Retrainee Job Creation Initiative Priority Rate	Medical Skills - Preceptor	10	8-400	0	\$5,727	\$53.61
				Weighted Avg: 249			

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

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

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Resident Nurses	\$53.61-\$80.34	33
Experienced Nurses	\$53.61-\$80.34	22
<b>Job Number 2 (Job Creation)</b>		
Resident Nurses	\$53.61-\$80.34	5
Experienced Nurses	\$53.61-\$80.34	5

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

Lodi Memorial Hospital Association, Inc. as a Single Employer Contractor, is eligible for HWAF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1952, Lodi Memorial Hospital Association, Inc. (Lodi Memorial) (<https://www.adventisthealth.org/lodi-memorial/>) provides acute and non-acute medical services to all patients irrespective of healthcare coverage. From the emergency room that sees over 175 patients per day to the surgical department that performs around 450 surgeries per month, Lodi Memorial is a full service hospital. The Hospital also provides cardiovascular, GI, medical, ICU, laboratory, and imaging services; along with both inpatient and outpatient services to thousands of patients in the greater Lodi, Stockton, Tracy, Elk Grove, Manteca and South Sacramento area.

Each year, the Hospital trains over fifty New Graduate Nurses who lack other options to access professions in healthcare services. Lodi Memorial also offers opportunities for career advancement through additional supplemental training beyond the initial training after residency.

This will be the Hospital's first ETP Contract.

### **Veterans Program**

Lodi Memorial is not seeking a separate Veteran job number at this time.

### **Retrainee - Job Creation**

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

As a result of increased demand and a need for quality healthcare, Lodi Memorial will hire at least 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

The State of California is experiencing a severe nursing shortage making it difficult to deliver quality care to patients. This puts considerable strain on the healthcare system and the workers who provide the care. In response to this, Lodi Memorial has introduced an accelerated Nurse Residency program where entry-level nurses can work full-time as nurses 20 weeks after enrolling in the program. This allows nurses to progress further into their careers at a faster pace and allows the hospital to continue to provide quality care and meet patient needs within the community. Therefore, due to the extreme shortage of experience nurses, Lodi Memorial has opted to focus the proposed training for this project on the registered nurse population.

The Hospital has decided to focus on hiring and training nurses for this project. As such, Lodi Memorial has placed an emphasis on preceptor training, which has proven highly successful as a training method thus far for newly hired nurses.

### **Career Advancement & Wage Progression**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Lodi Memorial's workforce strategies are executed through the training program offered by the Hospital. In rural Central Valley, the majority of recruited trainees are women and minorities. A nurse who starts with no work experience would not be able to find employment in the community at other hospitals without participating in the residency program offered by Lodi Memorial. The nurse residency program ensures the aforementioned trainees will have opportunities to gain a stable and high paying career in the field of nursing through the removal of barriers to secure

career pathways. Lodi Memorial also partners with Delta College's HOPE program and works with other workforce partners to train and support those in the community.

A major part of meeting the economic, social, and environmental needs of Lodi is to give these trainees the opportunity to significantly increase their salaries. As a result of this program, the average nurse earns over \$100,000 per year with annual salary increases. Nurses who begin as entry-level nurses with no experience will be able to transition to experienced positions with the skills necessary for career advancement and wage progression. This improves the community's social and environmental needs as well as the earning power of trainees for their families. Nurses will continue to have opportunities for career advancement after graduation. As a result of additional training and certifications, additional pay raises and wage progressions will continue to be available. For example, a nurse who starts off as a medical surgical floor nurse can then move to a specialty department like ICU, Obstetrics, Labor and Delivery, Perioperative Care, Cath Lab, or Cardiac Care, where there is the opportunity to receive additional training and preceptorship, which will result in a further increase in salary.

Lodi Memorial reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

At Lodi Memorial, all nurse residents start at a wage of \$53.61 per hour. After six months, wages increase to \$56.87 per hour. Upon completion of the nurse residency after one year, the nurses can then earn \$60.33 per hour. In addition to abovementioned raises there are raises available after completing certifications and moving to a specialty unit; up to an additional \$2.35 per hour. There is the opportunity for additional raises as nurses gain more experience on the job.

The opportunity to earn certifications through the proposed curriculum will continue. Nurses may obtain many if not all of the following certifications: BLS, ACLS, PALS, NRP (OB Department), CEN, CPEN (peds CEN), TEAM Training (Aggression Management Training), STABLE (Newborn Care), Safe Sitters Certification, and Fetal Monitoring. These certifications will lead to opportunities for wage increases and upward mobility.

From a social perspective, the trainee also joins a cohort with a preceptor mentor. Nurses that matriculate through the training program can also transfer from the residency program and upon completing that transfer increase earning potential.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Lodi Memorial has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

With the assistance of the funding proposed, Lodi Memorial will be able to continue to recruit, hire, train and retain healthcare workers to ensure that the hospital can continue to deliver top notch care to patients.

## **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Lodi Memorial has provided ETP with a copy of its DEI policy (attached).

## **Contract Term Length**

Contract terms may be up to four (4) years. Lodi Memorial expects to complete all training and retention by July 23, 2025 (2 year contract term).

## **Training Plan**

Training will be delivered via Preceptor Training only in the following:

**Medical Skills (Preceptor):** This training will be offered at a 1:10 trainer-to-trainee ratio to 65 Resident Nurses and Experienced Nurses. Training will include AIDET/ Bedside Shift report/ Hourly Rounding, Blood Administration, Central Line/ CHG Bathing, COVID-19 PPE Guidelines, Fall Prevention, Heparin, Infection Prevention, Isolation, Nursing Overview, Pharmacy, Quality Bundles, Rapid Response/Code Blue/ Codes – Badge Buddy, Sepsis, Stroke, Suicide Risk Assessment/ Suicide, Wound Care Management, Medication Administration, Peripheral IV Maintenance, Intravenous Medication Administration, CVAD, Blood/Blood Components, Intraosseous and Implanted Port Access & Care, Core Measures, Alaris Pump/PCA, Shared Governance, Professional Ladders, E.H.R Documentation, Interpreter Services, Restraints, Pyxis, IV Heparin, Central Line Dressing Change, Implanted Port Accessing, Chest Tube Management, Urinary Catheter Insertion & Maintenance, and Life Equipment. A full list of topics can be found on the menu curriculum attached to this proposal.

## **Electronic Recordkeeping/LMS**

The Hospital will utilize a Learning Management System, Kronos Time and Attendance. The system has been in place for the last five years and Lodi Memorial has provided a sample trainee record for ETP review. The Senior Cloud Application Analyst will administer the LMS and records are accessible for over five years.

## **Commitment to Training**

Lodi Memorial has an annual training budget of \$1.5-\$2 million. Current training includes Equipment training, CPR training, Life support training, and on-the ground training with a preceptor. 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 for this project will be overseen by the Training Director and eight Educators/ Instructors. Specifically, the Director of Education and Training will coordinate and oversee all training with the assistance of an administrative assistant. The Administrative Assistant will schedule and track training hours. Lodi Memorial has also retained an administrative subcontractor to assist with project administration.

## **DEVELOPMENT SERVICES**

The Hospital retained Betat Advisories LLC in San Francisco to assist with development of this proposal for a flat fee of \$10,000.

## **ADMINISTRATIVE SERVICES**

The Hospital also retained Betat Advisories LLC to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Medical Skills (Preceptor)**

- AIDET, Bedside Shift Report, Hourly Rounding
- Blood Administration
- Central Line/CHG Bathing
- COVID-19 – PPE Guidelines
- Fall Prevention
- Heparin
- Infection Prevention - disinfection wipes, hand hygiene, isolation carts
- Isolation – contact, contact plus, droplet, airborne
- Nursing Overview - chain of command, verbal orders, patient identifiers, Donor Network
- Pharmacy
- Quality Bundles – CLABSI, CAUTI, CDIFF, VAP, SSI, MRSA, HAPU
- Rapid Response/Code Blue/Codes – badge buddy
- Sepsis
- Stroke
- Suicide Risk Assessment/Suicide
- Wound Care Management
- Medication Administration
- Peripheral IV Maintenance
- Intravenous Medication Administration
- CVAD
- Blood/Blood Components
- Intraosseous and Implanted Port Access & Care
- Core Measures: Chasing Zero
- Alaris Pump/PCA
- Verbal/Telephone Orders
- Shared Governance
- Professional Ladders
- Chemotherapy
- Web Apps – HealthStream
- E.H.R. Documentation – SCM or Picis
- Interpreter Services – Stratus Video
- Physician Privileges
- Waste Management
- Restraints
- Peripheral IV Start
- Pyxis
- POC Testing (i.e. glucometer)
- Safe Patient Handling
- Blood & Blood Product Transfusion
- IV Pump



- Patient Controlled Analgesia (PCA)
- IV Heparin
- Central Line Dressing Change
- Implanted Port Accessing
- Intraosseous Care, Maintenance & Removal
- Safe Medication Administration Practices
- Indwelling Urinary Catheter Insertion, Care, Maintenance & Removal
- Urine Specimen Collection from an Indwelling Urinary Catheter
- Alaris Pump
- Chest Tube Management
- Hospital Bed
- Nova Stat Glucometer
- Urinary Catheter Insertion & Maintenance
- Zoll Defibrillator
- Lift Equipment

# Lodi Memorial Hospital Association, Inc. (Adventist Health Affiliate)

## Diversity Policy

Adventist Health (AH) is committed to acknowledging and valuing employee differences, and to creating an environment in which every individual's unique strengths and abilities are developed and valued. All AH employees share in the responsibility for creating this environment and are expected to demonstrate mutual respect and acceptance in the work place.

At AH, we believe utilizing our employees' uniqueness enhances communication, problem-solving and decision-making skills, thereby improving organizational productivity and performance. AH also believes that if our employees mirror the diverse make-up of our communities and our customers, AH will be able to better understand, and more effectively respond to, our community and market changes.

### Aspects of Patient Care

Adventist Health (AH) supports diversity in employment and patient care. Patients have the right to receive care regardless of individual's race, color, sex, sex stereotyping, pregnancy (which includes pregnancy, childbirth and medical conditions related to pregnancy, childbirth, or breastfeeding), religious creed, religion, gender, gender identity, gender expression, being transgender, national origin, age, mental or physical disability, ancestry, medical condition, marital status, military or veteran status, citizenship status, sexual orientation, genetic information, or any other status of an individual, or of that individual's associates, or relatives protected by applicable law. Sensitivity to cultural diversity in patient care, including patients right, ethical aspects of care, treatment and services, and the process used to address ethical issues, is part of AH's and every employee's job responsibility.

If an employee has a sincerely held religious belief that could impact the employee's ability to provide care to any patient, the employee should contact the employee's supervisor. AH will ensure that patient care and treatment will not suffer if staff members are excused from participating in an aspect of care. AH reserves the right to not make an accommodation when alternatives are not feasible and patient care may be compromised.

(page 33, Adventist Health Employee Handbook)



## Healthcare Workforce Advancement Fund (HWAF)

Retrainee-Job Creation

Training Proposal for:

**Pasadena Hospital Association, LTD**

**Contract Number: ET24-0122**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt/Gen Funds) Retrainee Job Creation Initiative Priority Rate Medical Skills Training	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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,400	U.S.: 3,400	Worldwide: 3,400
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

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

<b>Total ETP Funding</b>
\$496,938

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Medical Skills Training Priority Rate	Business Skills, Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	467	8-400	0-25	\$897	\$22.66
				Weighted Avg: 39			
2	Retrainee Job Creation Initiative Medical Skills Priority Rate	Business Skills, Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	87	8-400	0-25	\$897	\$20.16
				Weighted Avg: 39			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$22.66 per hour in Los Angeles County; Job Number 2 (Job Creation): \$18.78 per hour in Los Angeles County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Patient Care Associate	\$20.16-\$25.00	20
	\$25.01-\$26.25	5
Licensed Vocational Nurse (LVNs)	\$24.13-\$25.00	10
	\$25.00-\$38.92	12
Medical Technicians	\$26.75-\$45.76	20
Nurse Interns	\$25.18-\$26.86	75
New Graduate Nurse/ Registered Nurses (RNs)	\$48.83-\$75.24	310
Technologist/ Therapist	\$33.67-\$62.28	15
<b>Job Number 2 (Job Creation)</b>		
Nurse Interns	\$25.18-\$26.86	15
Licensed Vocational Nurse (LVNs)	\$24.13-\$25.00	5
	\$25.00-\$38.92	5
Medical Technicians	\$26.75-\$45.76	5
Patient Care Associates	\$20.16-\$25.00	5
	\$25.01-\$26.25	5
Technologists/ Therapists	\$33.67-\$62.28	5
New Graduate Nurse/ Registered Nurses (RNs)	\$48.83-\$75.24	42

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Pasadena Hospital Association, LTD as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

### **INTRODUCTION**

Founded in 1892, Pasadena Hospital Association, LTD (Pasadena Hospital) (<https://www.huntingtonhospital.org/>) is a nonprofit hospital that specializes in orthopedics, Cardiology, Cancer Care, Emergency and Urgent Care, Family Health, Imaging and Radiology, Outpatient Services, Physical Therapy and Surgical Services. Pasadena Hospital is also an active teaching hospital with graduate medical education programs in internal medicine and general surgery. The hospital serves patients in and around Los Angeles County.

This will be the Hospital's third ETP Contract, and the second in the last five years.

#### **Veterans Program**

Pasadena Hospital is not seeking a separate veteran job number at this time. The Hospital does encourage veterans to apply for open positions and veterans are given special consideration when applying to the hospital.

#### **Retrainee - Job Creation**

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

As a result of increased demand for patient care and services, the Hospital will hire 87 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.

### **HWAFF PROJECT DETAILS**

#### **Employer Need & Trainee Population**

As a result of the COVID-19 pandemic, Pasadena Hospital lost a significant amount of medical personnel, with many skilled workers leaving the industry entirely. During the course of the pandemic, the Hospital lost 140 workers and currently has more than 140 open positions waiting to be filled. This shortage of qualified medical staff makes it difficult to provide quality care to patients.

To address the shortage of skilled workers, the Hospital has developed a two pronged approach:

- The Hospital created a nursing program for new nurses. Once enrolled in a two or three year nursing program at a junior college, college, or nursing school, trainees are then eligible to become interns after completing the first two years of instruction.
- The Hospital has developed a comprehensive training program that assists entry-level workers in developing medical and patient care skills, gain hospital experience, and gradually advance in their careers to qualify for higher paying jobs.

The goal of this two pronged approach is to increase skill, create pathways for career advancement and retain skilled workers within the workforce.

### **Career Advancement & Wage Progression**

The provisions within AB 178 state that these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Pasadena Hospital is investing in continuous improvement training with an emphasis on professional development and upskilling workers to ensure workers are up to date on the latest technology and can provide the upmost care.

The proposed funding for training will focus on the following:

- New Nurses who have yet to receive their licenses – They will start off as interns after two years of instruction. After beginning the third year of instruction, interns are hired and paid. Once a certificate of completion and licenses are obtained, these interns are then hired on as Registered Nurses. As a new RN, trainees are then enrolled in the RN Nurse Residency Training Program with a focus on a specific type of care such as Neonatal ICU care, Operating Room care, Labor & Delivery care, Maternity Care, Medical Surgical Telemetry, Oncology and Behavioral Health.
- Entry Level Healthcare Professionals – The emphasis is on continuous improvement and furthering education, which results in certificates or licenses.

In addition, the Hospital offers competitive salaries and benefits to attract qualified health and human service workers. This includes health insurance, retirement plans, and paid time off. This allows the hospital to help workers achieve equity and wage advancement out of poverty as well as retain skilled workers necessary to provide quality care.

Pasadena Hospital reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

- Nurse Interns will start at over \$25.00/hr. plus more than \$2.50/hr. in benefits. Once they are enrolled in the “RN Nurse Residency Program”, they will start receiving more than \$48.00/hr.;
- Patient Care Associates will start at \$18.09/hr. plus more than \$2.50/hr. in benefits. They will receive a wage increase of 11.5% or more within two years.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Pasadena Hospital has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

With the assistance of ETP funds, the training proposed will equip staff with progressive medical and soft skills in addition to revolutionizing patient care through the gains of knowledge needed to perform jobs efficiently and accurately. The result will be accessible healthcare provided by workers who through career advancements and opportunities, are in better positions to provide the care.

Through the creation of accessible opportunities, Pasadena Hospital is committed to recruiting, training, hiring and retaining healthcare and behavioral health workers to provide high-quality care to meet the needs of the complex patient population it serves.

The Hospital has created an operational framework that acknowledges historical barriers, societal inequities, and bias that disproportionately impacts low-income households, communities of color, people with disabilities, and other underserved populations. The hospital's hiring processes developed from this framework ensure that the recruiting, selection and professional development practices used are designed to mitigate bias and support diversity, equity, and inclusion for all underserved communities. This recruiting and hiring process allows the hospital to support underrepresented populations in their path to career advancement in the healthcare and human service work setting.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Pasadena Hospital has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four years. Pasadena Hospital expects to complete all training and retention by March 30, 2027.

### **Training Plan**

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

**Business Skills:** This training will be offered to all trainees. It will include the following: Case Management, Collaboration with Patient Care Teams, Community Involvement, Compliance Procedures, Delegating Tasks, Financial Management, Goal Setting, Healthcare Administration Best Practices, Identifying Bias in the Workplace, Insurance Documentation, Interpersonal Workplace Communication, Leadership & Mentor Skills, Networking within the Hospital, Operating Procedures, Organizational Skills, Problem-Solving & Resolution Skills, Recruiting and Hiring Processes, Time Management, and Understanding Medical Documentation.

**Computer Skills:** This training will be offered to all trainees. It will include the following: Charting Procedures, Data Entry, Digital Learning Software Operations, Electronic Medical Records, Hospital Cyber Security, Internet Applications, Medical Terminology, Microsoft Intermediate & Advanced, Patient Charting Processes, and Writing an Effective Email.

**Continuous Improvement:** This training will be offered to all trainees. It will include the following: Critical Thinking Skills, Cultural Diversity, Documentation Procedures, Growth and Development, Having Courageous Conversations, How to Adapt in fast-paced Environment, Identifying Strengths, Interdisciplinary Teams, Lean Principles, Process Improvement, Project Management, Quality Control, Relationship Building, Root Cause Analysis, and Standards of Care.

**Medical Skills (Didactic):** This training will be offered to all trainees. It will include the following: Assault Crisis Management, Basic Life Support, Bloodborne Pathogens, Care of a Cancer Patient, Cardiac Patient, Diabetic Patient, Geriatric Patient, Gynecological Patient, Pediatric Patient, Surgical Patient, Stroke Patient, Trauma Patient, and Orthopedic Patient, Central Lines

Management, Chest Tube Care, Code Blue Responses, Core Values, COVID-19 Processes, Critical Care, Decontamination Procedures, Dementia Care, Depression Causes/ Intervention, Diabetic Management, Documentation Abbreviations, EKG & Cardiac Monitors, Evaluation Procedures, Hospital Equipment Skills, Infection Controls Practices, Laboratory Skills, Medication Administration, Mental Health, Natal Operations & Procedures, New Graduate Nursing, Nursing Assistant Skills, Nursing Diagnosis Skills, Patient Education, Protocol Review, Psychiatric Patient Care, Respiratory Services, Shock Prevention and Management, Surgical Terminology, Therapeutic Communication, Therapy Integration Knowledge, Trauma Nursing Skills, Triage Nursing Skills and Understanding Mental Health Diagnosis.

**Medical Skills (Preceptor):** This training will be offered to all trainees at a 1:10 trainer-to-trainee ratio. It will include the following: Addiction Treatment, Basic Life Support Behavioral Health Nursing Skills, Cancer Diagnosis Skills, Care of Stroke Patients, Clinic Processes, Emergency Room Nursing Skills, Facilitating Functional Gains of Each Patient, Hospice Nursing Skills, Imaging & Radiology Equipment Operation, Infection Control Practices, Laboratory Skills, Life Support Skills & Procedures, Managing Suicide Prevention, Medical Administration, Medical Terminology, Medical Transport, Medication Administration and Management, Mental Health Management, Natal Operations Skills, New Graduate Nursing Skills, Nurse Orientation Training, Nursing Diagnosis Skills, Patient Interaction Skills, Patient Safety, Preventing Hospital Readmission, Rapid Response Skills, Renal Assessment & Management, Respiratory Assessment & Care, Speech Pathology Applications, Standard Operating Procedures, Substance Abuse Treatment, and Surgical Processes.

### **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 0-25 hours of CBT.

### **Electronic Recordkeeping/LMS**

The Hospital will utilize a Learning Management System, Healthcareresource HR, Inc. The system has been in place for the last five years and Pasadena Hospital has provided a sample trainee record for ETP review. The Associate Director of Clinical Resources will administer the LMS and records are accessible for five years.

### **Commitment to Training**

Pasadena Hospital has an annual training budget of \$3 million. Training includes bias education, onboarding, annual compliance training, skill competency, computerized medical records training and safety training.

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

#### **➤ Training Infrastructure**

Training will be managed and administered by the Associate Director of Clinical Resources. A training coordinator and twenty managers will assist with planning, managing and coordinating training. Pasadena Hospital has also retained an administrative third party to assist with project administration.



**ACTIVE ALTERNATIVE FUND 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) (\$ %)
ET22-0272	\$499,008	3/28/2022-3/27/2024	678	0	0	\$174,570 (35%)

Pasadena Hospital has an active contract with ETP under the Expansion Funds program. Of an estimated 678 trainees, 671 have been enrolled and 168 have received the minimum hours of training. Based on ETP Systems, 9,261 reimbursable hours have been tracked for potential earnings of \$174,570 (35% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2024.

**DEVELOPMENT SERVICES**

The Hospital retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Case Management
- Collaborating with Patient Care Teams
- Community Involvement
- Compliance Procedures
- Delegating Tasks
- Financial Management
- Goal Setting
- Healthcare Administration Best Practices
- Identifying Bias in the Workplace
- Insurance Documentation
- Interpersonal Workplace Communication
- Leadership and Mentor Skills
- Networking within the Hospital
- Operating Procedures
- Organizational Skills
- Problem-Solving and Resolution Skills
- Time Management
- Understanding Medical Documentation

**Computer Skills**

- Charting Procedures
- Data Entry
- Digital Learning Software Operations
- Electronic Medical Records
- Hospital Cyber Security
- Internet Applications
- Medical Terminology
- Microsoft Advanced
- Microsoft Intermediate
- Patient Charting Processes
- Writing an Effective Email

**Continuous Improvement Skills**

- Critical Thinking Skills
- Cultural Diversity
- Documentation Procedures
- Growth and Development
- Having Courageous Conversations
- How to Adapt in a Fast-Paced Environment
- Identifying Strengths
- Interdisciplinary Teams
- Lean Principles

- Process Improvement
- Project Management
- Quality Control
- Relationship Building
- Root Cause Analysis
- Standards of Care

**Medical Skills (Didactic)**

- Assault Crisis Management
- Basic Life Support
- Bloodborne Pathogens
- Care of a Cancer Patient
- Care of a Cardiac Patient
- Care of a Diabetic Patient
- Care of a Geriatric Patient
- Care of a Gynecological Patient
- Care of a Pediatric Patient
- Care of a Stroke Patient
- Care of a Surgical Patient
- Care of a Trauma Patient
- Care of Orthopedic Patient
- Central Lines Management
- Chest Tube Care
- Code Blue Responses
- Core Values
- Covid-19 Processes
- Critical Care
- Decontamination Procedures
- Dementia Care
- Depression Causes/Intervention
- Diabetic Management
- Documentation Abbreviations
- EKG & Cardiac Monitors
- Evaluation Procedures
- Hospital Equipment Skills
- Infection Control Practices
- Laboratory Skills
- Medication Administration
- Mental Health
- Natal Operations & Procedures
- New Graduate Nursing Skills
- Nursing Assistant Skills
- Nursing Diagnosis Skills
- Patient Education
- Protocol Review
- Psychiatric Patient Care
- Respiratory Services
- Shock Prevention and Management

- Surgical Terminology
- Therapeutic Communication
- Therapy Integration Knowledge
- Trauma Nursing Skills
- Triage Nursing Skills
- Understanding Mental Health Diagnosis

**Medical Skills (Preceptor)**

- Addiction Treatment
- Basic Life Support
- Behavioral Health Nursing Skills
- Cancer Diagnosis Skills
- Care of Stroke Patients
- Clinic Processes
- Emergency Room Nursing Skills
- Facilitating Functional Gains of Each Patient
- Hospice Nursing Skills
- Imaging & Radiology Equipment Operation
- Infection Control Practices
- Laboratory Skills
- Life Support Skills & Procedures
- Managing Suicide Prevention
- Medical Administration
- Medical Terminology
- Medical Transport
- Medication Administration and Management
- Mental Health Management
- Natal Operations Skills
- New Graduate Nursing Skills
- Nurse Orientation Training
- Nursing Diagnosis Skills
- Patient Interaction Skills
- Patient Safety
- Preventing Hospital Readmission
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Speech Pathology Applications
- Standard Operating Procedures
- Substance Abuse Treatment
- Surgical Processes

**Computer-Based Training**

Trainees may receive any of the following:

**Medical Skills (Didactic)**

- Bloodborne Pathogens (3 Hrs)

- Core Values (3 Hrs)
- Covid 19 Procedures
- Documentation Abbreviations (8 Hrs)
- Evaluation Procedures (4 Hrs)
- Infection Control Procedures (4 Hrs)
- Mental Health (4 Hrs)
- Patient Care (4 Hrs)
- Patient Education (3 Hrs)
- Patient Safety (3 Hrs)
- Protocol Review (4 Hrs)
- Surgical Terminology (5 Hrs)

**HUNTINGTON HOSPITAL**  
**ADMINISTRATIVE POLICY & PROCEDURE**

<b>SUBJECT: DIVERSITY, EQUITY, AND INCLUSION COMMITMENT &amp; EXPECTATIONS</b>	<b>POLICY NO: 823</b>	<b>PAGE 1 of 4</b>
<b>AUTHORIZED APPROVAL:</b>	<b>EFFECTIVE DATE: 01/2022</b>	<b>SUPERCEDES/REPLACES N/A</b>

**PURPOSE:**

Huntington supports well-being from care delivery to employment and across our community outreach efforts. We are committed to advancing diversity, equity, and inclusion (DEI). We have designed an operational framework to sustain ongoing positive change.

Huntington welcomes people of different backgrounds and life experiences. Diversity is a strength. Diverse teams help develop transformative and innovative solutions. We strive to be an inclusive workplace where everyone is valued, respected, and feels a sense of belonging. By creating equitable processes across our talent ecosystem, we widen our circle of inclusion and improve employment, participation, and advancement opportunities.

DEI reaches beyond our hospital walls. Huntington is committed to actively addressing health disparities so that all communities may thrive. We believe in equitable access to care, housing, education, and jobs. We acknowledge historical barriers, societal inequities, and biases have disproportionally impacted low-income households, communities of color, people with disabilities, and other underserved populations.

**PHILOSOPHY:**

Diversity, equity, and inclusion are at the heart of our values and are how we create a shared future in support of our mission of *building a healthier community*. This DEI policy establishes expectations for those who work, volunteer, or contract with Huntington and how they can support our diversity, equity, and inclusion initiatives.

**POLICY**

**DEFINITIONS:**

**Diversity:** The collective differences and similarities that include individual and group characteristics, values, beliefs, experiences, backgrounds, and behaviors.

**Equity:** Refers to fairness and justice and is distinguished from equality. While equality means providing the same to everyone. Equity recognizes that we do not all start from the same place, with the same opportunities and resources and that these imbalances must be addressed and adjusted. Equity is providing fair, just, and impartial treatment to all individuals, including individuals who belong to underserved communities.

HUNTINGTON DEI-031823

**Inclusion:** In a work or care environment, inclusion is where everyone feels welcomed, accepted, valued, and empowered for their diverse backgrounds and experiences. An inclusive environment creates a sense of belonging where everyone is treated fairly and respectfully.

**Disparities:** Differences between groups in health coverage, access to care, quality of care, and other social determinants to health. While these disparities are commonly viewed through the lens of race and ethnicity, they occur across many dimensions, including socio-economic status, age, location, gender, gender identity or expression, sexual orientation, and disability status.

**Unconscious | Implicit Bias:** These are associations that we hold outside our conscious awareness and control and are triggered by our brain automatically making quick judgments and assessments. With unconscious bias, prejudice, or unsupported judgments are made in favor of or against a person or group as compared to another. Unconscious bias affects everyone.

**LGBTQIA+:** This is an acronym for lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual. These terms describe a person's sexual orientation or gender identity.

**Pronouns:** Pronouns help identify how someone wants to be addressed, apart from their name.

## **PROCEDURE**

### **EMPLOYEE, PROVIDER, VOLUNTEER, AND VENDOR CONDUCT EXPECTATIONS:**

1. Behaviors are expected to be consistent with our values and comply with our policies. Our eight standards of conduct help foster a culture of integrity, unite us, and guide our behavioral expectations. These are summarized in *The Standards We Live By*. Our Code of Conduct policy clarifies our mission, values, and principles and defines desired behaviors. Just Culture is a set of shared attitudes, values, and goals in a culture that supports non-punitive reporting of concerns, errors, and threats. (Policy 013: Standards of Conduct, Policy 840.3: Code of Conduct, and Policy 894: Just Culture).
2. Discrimination, harassment, or bullying violates policy and conflicts with our values and Code of Conduct. Retaliation or retribution of any form against anyone who speaks up, makes a report, files a complaint, or cooperates in an investigation is prohibited. Huntington maintains a zero-tolerance for non-compliance. (Policy 840.1: Employee Conduct: Discrimination and Harassment)
3. Non-compliance with these policies and practices may lead to disciplinary action, including termination. Policies are available on SharePoint. Questions or concerns should be directed to supervisors or any Huntington leader.
4. To support quality, safety, and improve patient and family participation, language, speech, and hearing services are available (Policy 233: Interpreter and Communication Services).

5. No patient may be refused care based upon the following characteristics, including race, ethnicity, color, religion, age, sex, gender, gender identity or gender expression, national origin, ancestry, age, disability, medical condition, family care status, military or veteran status, marital status, sexual orientation, genetic information, political affiliation, socio-economic status, educational background, any other protected classes and other characteristics that make us unique.

The exception is if such participation in patient care conflicts with an individual's religious beliefs or moral convictions. (Policy 824: Employee Rights and Participation in Treatment Policy 824.)

6. As part of creating an affirming, equitable, respectful, and inclusive culture, we encourage and support people using their pronouns. Everyone is expected to respect and utilize an individual's pronouns.
7. Our commitment to a respectful and inclusive culture requires that communications and interactions be conducted in a culturally sensitive manner.
8. Many biases are unconscious and can impact our interactions with others in the work and care environment. Participating in unconscious bias education and other education supporting DE&I is required.

## **ORGANIZATIONAL STRATEGIES**

**Addressing health care disparities:** Our mission *to build a healthier community* commits us to addressing health care disparities. According to the Joint Commission, this is a quality and patient safety imperative and moral and ethical duty. Understanding disparities affecting the population we serve drives our diversity, equity, and inclusion initiatives.

**Health Equity Lens:** Tools, learning modules, and resources are available to help us apply a health equity lens to all aspects of our business and care. We actively collaborate with our community to prioritize their voices.

**Equal Opportunity Employer:** As an equal opportunity employer, discrimination, harassment, bullying, or retaliation of any kind is prohibited. Fair and equitable employment opportunities in accordance with our policy and federal and state law are provided.

**Selection Process:** Recruiting, selection, and professional development practices are designed to mitigate bias. Mandatory leadership education modules and our human resources department support our diversity, equity, and inclusion initiatives.

**Courageous Conversations:** Courageous Conversations help develop a high-trust culture through training in effective communication strategies. Idea-sharing and risk-taking are supported with these practices to help address disparities and create an inclusive culture.

Courageous Conversations create a space to engage in brave, intentional, and necessary conversations. It also helps develop safe, authentic, and effective cross-cultural dialogue and increases awareness around cultural sensitivities and diversity.



**Diversity Advisory Council (DAC):** The DAC is an employee-led group serving as a critical partner to help cultivate an inclusive work and care culture, offering strategic advisement and direction on DEI initiatives. The DAC serves as a resource, provides a sense of affinity, allyship, community, and participates in coordinating celebrations as part of our DEI initiatives.

As an advisory body, the DAC helps senior leadership and board members with understanding the complexities and nuances associated with diversity, equity, and inclusion programming. It assures that the enterprise is equitable in business decisions, services, care, employment, and community engagement. The DAC will advocate, inform, and monitor Huntington's Diversity, Equity, and Inclusion action plan.

**Employee Resource Groups (ERGs):** These are groups of employees who help establish strategies and goals that support fellow colleagues, foster professional development, and assist in driving the DEI work. ERGs are an internal focus group that assist in contributing to cultural sensitivity and inclusion in the workplace.

**Ongoing reviews:** DEI initiatives are dynamic and constantly evolving. Established systems, processes, procedures, and policies are reviewed regularly so that appropriate changes can be made to update them as necessary and ensure they are consistent with our commitment to diversity, equity, and inclusion.

#### **RELATED POLICIES:**

Policy 840.001 Abortions, Care of Patients Undergoing  
Policy 824 Employee Rights and Participation in Treatment  
Policy 894 Just Culture  
Policy 233 Interpreter and Communication Services  
Policy 840.1 Employee Conduct: Discrimination and Harassment  
Policy 809 Equal Employment Opportunity  
Policy 840.3 Code of Conduct  
Policy 013 Standards of Conduct

#### **REFERENCES:**

CAMH: Comprehensive Accreditation Manual for Hospitals  
45 CFR Part 88-Regulation for Enforcement of Federal Health Care Provider Conscience Protection Laws  
The Joint Commission in Sentinel Event Issue 64, Nov. 10, 2021  
*Standards We Live By*  
<https://www.cdc.gov/healthyyouth/terminology/sexual-and-gender-identity-terms.htm>  
Huntington Equity Lens:  
<https://hnhcloud.sharepoint.com/:b:/r/sites/DE&I/Shared%20Documents/REaL%20and%20SOGI%20Data/Equity%20Lens.pdf?csf=1&web=1&e=FDXuLq>

**Questions or concerns:** If you have any questions or concerns regarding adherence to this policy, please report to your Department Manager and/or Human Resources Business Partner at extension X5400.

Torrance Memorial Medical Center

WITHDRAWN



## Healthcare Workforce Advancement Fund (HWAFF)

Retainee

Training Proposal for:

**Cedars-Sinai Medical Center**

**Contract Number: ET24-0112**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training	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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 14,710	U.S.: 14,938	Worldwide: 14,938
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$1,627,500

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	247	8-400	0	\$2,024	\$30.00
				Weighted Avg: 88			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Los Angeles County

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Entry Level Nurses	\$30.00 - \$45.00	210
Registered Nurses	\$35.00 - \$64.00	37

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Cedars-Sinai Medical Center, as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1902 and headquartered in Los Angeles, Cedar-Sinai Medical Center (Cedars-Sinai) is one of the largest non-profit academic medical centers in California. Cedars-Sinai consists of 886 licensed beds, 2,100 Physicians, 2,800 Nurse, thousands of other healthcare professionals and 1,500 research projects in motion. Cedars-Sinai offers a comprehensive mix of health care services to more than one million people each year.

With the COVID-19 pandemic still affecting the country, Cedars-Sinai is implementing a new Rapid Response Simulation Training for physicians and nurses to enhance its ability to manage and treat COVID patients as well as offering further 24/7 accessible simulated training for Registered Nurses and Entry Level Nurses in intravenous (IV) skills.

This will be Cedars-Sinai's second ETP Contract and second in the past five years. ETP training will be delivered at the Company's location in Los Angeles.

## **Veterans Program**

Although the training plan does not include a Veteran Job Number, Cedars-Sinai values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Los Angeles County has some of the highest shortages in allied healthcare entry-level positions, such as Nurses, Medical Assistants, Certified Nursing Assistants, Medical Technicians, Social Workers and Health Associates. These occupations serve as critical components in the care environment. According to the California Employment Development Department's projected data, Los Angeles County has some of the fastest growing positions through 2028 for personal care aides, occupational therapy assistants, nursing educators and several occupations across the field of nursing. The US Department of Labor's O-Net system reports over 7,900 openings for Registered Nurses across the state, as well as, an 11% projected growth rate from 2020 to 2030. Los Angeles has over 2,700 open positions and Cedars-Sinai currently have 190 openings for Registered Nurses, with a projected 500 additional nurses within the next four years.

Cedars-Sinai services a diverse Los Angeles County population remains proactive in addressing the talent gap and remove barriers for entry-level positions. An example of this process is removing the one year requirement of clinical experience to qualify more individuals interested in a Certified Nursing Assistant position. Additional areas addressed through training include, communication skills, time management skills, writing and grammar skills medical terminology, industry overview, standards of nursing professional practice, organizational culture, diversity, equity and inclusion and social determinants of health (SDOH) to prepare someone to be "work ready" and productive on the job without prior work experience.

In addition, Cedars-Sinai open its positions to justice-impacted individuals, veterans and spouses of veterans. The Hospital actively assist these individuals with translating their military experience into the private sector. While many veterans possess the commitment and leadership capabilities, they sometimes need additional training to prepare for private industry. Cedars-Sinai provides Vet Connect, an employee resource group, which attracts and supports members of the military who may be transitioning out of the military into the Healthcare workforce. Cedars-Sinai was accepted into the Military Spouse Employment Partnership Program, a Department of Defense initiative that helps spouses of active-duty military members find jobs in the private sector by pairing the military with leading businesses. Through this partnership, Cedars-Sinai remains involved in combating the 26 percent unemployment rate that military spouses face.

Additionally, the Transition to Practice is a new program that will target three pools of under recruited nursing categories: 1) Associate Degree in Nursing (and) New Graduate, 2) Foreign Graduate and 3) United States (US) trained or foreign graduate with Long Term Care (LTC) experience. This will open entry into the nursing field for many who otherwise could not work in the field without repeating coursework in the U.S.

### **Career Advancement/Pathway - Wage Progression**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance code which defines "high road" as a set of economic and workforce development strategies to achieve

economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Cedars-Sinai is committed to being a “High-Road Employer” by providing quality jobs, competitive and family-sustaining wages, a comprehensive benefits package including paid time off, a variety of healthcare and retirement plans, and stable yet flexible work schedules to meet our workers' needs. Additionally, the Hospital supports their desire to return to school to complete the formal education required for several roles in the industry via tuition reimbursement programs, adjusted schedules, and supportive education. The Hospital works to demonstrate the available career paths within their system. Employees can decide to follow their interests, whether it be academic research, delivering patient care, specializing in a particular areas, such as, cardiac or cancer treatment, focusing on the field of medical technology, or administrative and corporate occupations.

Cedars-Sinai provides progressive wage increases as an individual promotes and/or gains experience within their occupation. The Hospital, also, provides wage gains if the trainee is interested in seeking training and education promotional opportunities within their field. An example of this would be an entry-level personnel can go through a Cedars-Sinai process, called “Clinical Ladder”, which supports the promotion/advancement of entry-level healthcare workers to Clinical Nurses. Occupations like, Housekeepers, Transporters, Technicians, Certified Nursing Assistants and Student Nurse Employees can complete training and education requirements to become Entry Level Nurses. With gained experience, Entry Level Nurses can promote to a Clinical Nurse I to III.

There is structured learning and development, as well as, mentoring that is aligned with each step in this Clinical Ladder to support skill and competency requirements to advance to the next stage and receive a wage increase. Every level has defined training, certification, demonstrated skill achievement, and mentoring that sets the criteria for advancement. Entry-Level Nurses can reach Clinical Nurse II as soon as twelve (12) months on the job. This "Novice to Expert" theory of skills acquisition and understanding of patient care through a sound educational base and experiences serves as the model for the professional advancement of nurses at Cedars-Sinai.

Opportunities for advancement be are based upon demonstration of clinical performance, skills in leadership, clinical quality, and education, and demonstrated accountability for outcomes that improve patient safety, patient satisfaction, nurse engagement, and the work environment. A Clinical Nurse will seek constructive feedback regarding their own practice and participate in peer review when appropriate.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Cedars-Sinai has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The California EDD states, "The healthcare industry is a significant and growing part of California's economy. Healthcare related occupations, from pediatricians to nurses to home health aides, represent over seven percent of California's total employment. Increasing employment opportunities in health care over the next several years will be due in part to the state's aging population, the addition of over five million to those covered by health insurance as a result of the implementation of the 2010 Affordable Care Act, and technological advances in health care."

Cedars-Sinai is on the frontline of this issue, therefore, it is making new and innovative approaches to address the recruitment of new workers to the industry, also, critical to Los Angeles County and the state of California.

In addition, the Hospital addresses diversity, equity, and inclusion in its patient care settings. Cedars-Sinai has won several awards in the area of DEI, including the 21-22 Top Hospital for Diversity award from BlackDoctor.org 2022 and the LGBTQ+ Healthcare Equality Leader designation from the Human Rights Campaign Foundation. The Hospital translates diversity and inclusion specific to wage equity and wage advancement in a variety of ways, such as: Eliminating gender bias in wage practices, Career Advancement and Wage Progression based on skill attainment, demonstrated competency, and time on the job without regard to race, religion, creed, or sexual orientation.

Cedars-Sinai fulfills its vital mission to the community by investing in programs and services to improve the health status of the community. The Hospital works closely with schools, FQHC, local government, senior centers, and other agencies to improve community health, better meet community needs, and expand the capacity of other organizations to serve those who are most vulnerable, maximizing the impact of joint efforts to improve lives. Community health programs are offered in local schools, senior centers, and community centers to give underserved residents access to free health education, screenings, and immunizations. Cedars Sinai deploys health education that prepares kids, parents, and caregivers on how to care for their individual health and the health of the community. Cedars-Sinai seeks to leverage their expertise in prevention, patient care, and education to make the greatest impact in the community. Some of their programs include: Coach for Kids, Healthy Habits, Share & care, Community Connect and supporting Career Training in four middle and high school programs in disadvantaged areas of the county.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Cedars-Sinai has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four years. Hoag Memorial expects to complete all training and retention by March 30, 2027.

### **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 software skills. Training topic will include Competency Management Software, Electronic Charting, Electronic Medical Records Application Skills/Soarian System Skills and iPad Mobile Devices and Applications.

**Continuous Improvement:** Training will be offered to all occupations to improve learned skills. Training topics include Case Management/Discharge Planning, Communication Skills, CORE Measures, Critical Thinking Skills, Delegation Skills, Patient and Family Centered Customer Service, Prioritizing Deadlines, Team Building Skills and Time Management Skills.

**Medical Skills (Didactic):** Training will be offered to all occupations and include Acute Myocardial Infarction, Advanced Cardia Life Support, Basic Life Support, Body Mechanics, Critical Care Nursing Skills, Evidence-Based Practices, Infection Control, Kinetic Therapy, Medical/Surgical Nursing Skills, Moderate Sedation, OB Trauma, Oncology Nursing Skills, Pain Management (Acute & Chronic), PICC Line Insertion, Rapid Response Skills, Restraints, Triage Nursing Skills, Trauma Nursing Skills and Wound & Skin Care.

**Medical Skills (Preceptor):** Training will be offered to all occupations and include Behavioral Health Skills, Medical Procedures, Post-Anesthesia Care, Triage Skills, Emergency Room, Intensive Care, Obstetrics, Oncology, Pediatric Services, Transplant, Clinical Equipment Use, Preventing Patient Falls, Safe Blood Administration, Safe Medication Administration and Stroke Identification and Management.

### **Commitment to Training**

Cedars-Sinai spends approximately \$1,500,000 annually on training and includes all standard onboarding for medical professionals and basic general knowledge of care for nurses along with all federally mandated safety training.

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

#### ➤ Training Infrastructure

The Director of Nursing Education will work with ten administrative assistants to oversee the training and are responsible for scheduling, collecting and submitting the training rosters to a full-time administrator who will input into the ETP systems to ensure accuracy. In addition, Cedars-Sinai has approximately thirty-six educators who will be providing training under this ETP Contract. The Hospital has also hired an administrative subcontractor to assist with project administration.

### **ACTIVE ALTERNATIVE FUND 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) (\$ %)
ET22-0278	\$499,100	3/28/2022 – 3/27/2024	263	0	0	\$357,871 (72%)

Cedars-Sinai has an active ETP Contract under the Expansion Program. Of an estimated 310 trainees, 256 have been enrolled and 256 have received the minimum hours of training. Based on ETP Systems, 15,682 reimbursable hours have been tracked for potential earnings of \$357,871 (72% of approved amount). The Contractor projects final earnings of 100% based on training currently committed and in progress through March 27, 2024.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development for a flat fee of \$25,000.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services for a fee of 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**

- Competency Management Software
- Digital Collaboration Platforms and Tools
- Digital Learning Management System
- Electronic Charting
- Electronic Medical Records Application Skills/Soarian System Skills
- iPad Mobile Devices and Applications

**Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Delegation Skills
- Patient and Family Centered Customer Service
- Performance and Quality Improvement and Procedures Skills
- Preceptor Skills (Train-the-Trainer)
- Prioritizing Deadlines
- Process Improvement Skills
- Team Building Skills
- Time Management Skills
- Utilization Review

**Medical Skills (Didactic)**

- Acute Myocardial Infarction
- Acute Psychiatric Care
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Behavioral Health Skills
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Clinical Quality
- 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, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- 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)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- S.T.A.B.L.E.

- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Using Artificial Intelligence Enabled Mannequins
- Ventilator and Tracheotomy Care
- Wellness, Theory of Caring Science
- Wound & Skin Care

**Medical Skills (Preceptor)****Clinical Ladder Nurse Skills**

- Behavioral Health Skills
- Department-specific Nursing skills
- Medical Procedures
- Patient Assessment and Care
- Post-Anesthesia Care
- Pre and Post-Operative Care
- Simulated Medical Skills Training/Simulated Procedures
- Triage Skills

**Clinical Advancement - Advanced Nursing Skills/Nursing Cross-Training**

- Behavioral Health Skills
- Specialty Unit Nursing Skills
- Cardiac Care/Telemetry
- Emergency Room
- Intensive Care
- Medical/Surgical
- Neonatal/Neonatal ICU
- Neuro Surgical
- Obstetrics
- Oncology
- Operating Room and Post Anesthesia Care
- Pediatric Services
- Special Care
- Transplant

**Transition to Practice Nursing Skills**

- Behavioral Health Skills
- Clinical Equipment use
- Early Identification and Responding to Medical Emergencies
- Infection Prevention, Line Management
- Preventing Patient Falls
- Safe Blood Administration
- Safe Medication Administration
- Skin Care and Wound Management
- Stroke Identification and Management

"Diversity is not a destination—it's a journey. Our focus in areas such as workforce and data analytics, employee engagement, leadership accountability, and community partnerships help to influence our culture to support our goal of quality care and research—for all, by all." Nicole Mitchell, Chief Diversity & Inclusion Officer, Cedars-Sinai Medical Center.

Cedars-Sinai celebrates the richness of human diversity in an inclusive environment dedicated to the pursuit of excellence in patient care and research. We are committed to respect and integrity for all. Diversity is one of Los Angeles's greatest strengths, and Cedars-Sinai must continually demonstrate our commitment to celebrating both our differences and our similarities to create an inclusive culture for all. Our video on Diversity and Inclusion in Action can be found at:

<https://www.cedars-sinai.org/diversity-and-inclusion.html>

Cedars-Sinai complies with applicable federal civil rights laws and does not discriminate, exclude people, or treat them differently on the basis of race, color, national origin, age, disability or sex.



## Healthcare Workforce Advancement Fund (HWAFF)

Retainee

Training Proposal for:

**Hoag Memorial Hospital Presbyterian**

**Contract Number: ET24-0109**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 7,419	U.S.: 7,419	Worldwide: 7,419
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$1,442,000

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

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

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Orange County  
**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No ☐ Maybe  
 Up to \$2.50 per hour in health benefits may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Lab/Medical/Radiology Technicians and Assistants	\$20.16 - \$25.00	35
	\$25.01 - \$55.00	27
Licensed Vocational Nurses	\$25.55 - \$43.29	15
New Graduate RN/Registered Nurses	\$42.15 - \$67.25	134
Patient Care Associate	\$20.16 - \$25.00	11
	\$25.01 - \$30.79	11
Respiratory Care/Physical Therapists	\$37.74 - \$81.67	14

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Hoag Memorial Hospital Presbyterian, as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1952 and headquartered in Newport Beach, Hoag Memorial Hospital Presbyterian (Hoag Memorial) is a non-profit regional healthcare provider. The Hospital is one of the main healthcare providers in Orange County and treats nearly 30,000 inpatients and 350,000 outpatients annually, on a non-denominational basis. Hoag Memorial consists of two acute-care hospitals: Hoag Hospital Newport Beach, which has served Orange County since 1952, and Hoag Hospital Irvine, which opened in 2010. Both hospitals are designated magnet hospitals by the American Nurses Credentialing Center. With 550 beds and 7,400 full-time Medical Staff consisting of 2,500 RNs, The Hospitals offers a comprehensive mix of health care services including Centers of Excellence in cancer, heart and vascular, neurosciences and women's health. The Hospitals

also offer orthopedics through an affiliate, Hoag Orthopedic Institute, which is not included in this proposal.

Hoag Memorial's mission is to provide the communities with the highest quality healthcare services. Hoag Memorial's Community Benefit Programs focus on meeting the unique needs of Orange County residents with particular emphasis on the disadvantaged, underserved, and vulnerable in Orange County. The Hospital's priority focus areas are Economic Security: Housing, Homelessness, Transportation, Mental Health, Access to Care, Prevention & Management of Chronic Disease, Women's Health, and Substance Use. Hoag Memorial Community Health is charged with improving the health of the vulnerable population in Orange County, providing services to assist the low-income and underserved in the community. Direct services to the community include Hoag Memorial's Mental Health Center, the Melinda Hoag Smith Center for Healthy Living, Community Nurse Navigators, Community Benefit grants, and Project Wipeout.

Hoag Memorial services a diverse Orange County population ranging from coastal and urban areas to rural agricultural areas. Orange County is diverse with a nearly equal distribution of Caucasian (38.5%), Hispanics (34.1%) and Asian (21%).

This will be Hoag Memorial's second ETP Contract. The training will be delivered at both Hoag Memorial's facilities in Newport Beach and Irvine.

### **Veterans Program**

Although the training plan does not include a Veteran Job Number, Hoag Memorial values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Orange County has some of the highest needs for health and human service workers in entry-level positions. The demand for Hoag Memorial services in the regions served is expanding at a rapid rate. The California Business Journal (March, 2023) recently reported, "The health care centers are saying they are reaching a crisis point, straining under the dual forces of individuals seeking proper and regular care and surging COVID-19 hospitalizations caused by the Delta variant." Additionally, the shortage of healthcare workers, particularly nurses, is so acute that Governor Newsom signed an executive order reinstating provisions to ensure adequate staffing, including allowing healthcare workers from other countries to work in California. US Department of Labor data indicates over 7,900 openings across California for Registered Nurses, with over 2,800 in the Orange County area alone.

In addition to the demand of Registered Nurses, out of 1,974 Licensed Vocational Nurses (LVN) needed throughout the state, 710 openings are within Hoag Memorial's service regions. Of the 2,300 Certified Nursing Assistants (CNA) positions available throughout California, the Hoag Memorial service regions have 770 available openings. Hoag Memorial plans to hire approximately 1,000 total workers over the next four years to meet the current and projected demands for Nurses, various Healthcare Technicians, patient care assistants/CNAs, LVNs, Therapists, Supportive Services, and Healthcare IT.

## Career Advancement & Wage Progression

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of “high road” as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines “high road” as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

Hoag Memorial is committed to providing quality jobs, equitable access to their Hospital career opportunities, supporting skill attainment into their workforce (which benefits both the Hospital and employee) and meeting the needs of the local community. The Hospital's competitive wage structures, opportunities for advancement, 401k Plan, annual incentive bonuses, employee assistance program, employee recognition program, health benefits, on-site wellness programs, generous paid time off policies and tuition reimbursement programs provides a healthy approach to Hoag Memorial's overall workforce strategies. Training their workforce is a critical component to the success of the Hospital and its employees. Hoag Memorial's emphasis on promotional advancement and retention ensures their success and bolsters the local community's social and economic well-being.

Hoag Memorial creates structured support systems to move their workforce along their desired career pathway, regardless of the level of experience. From Medical Technicians and Assistants, LVNs, CNAs, Respiratory Care/Physical Therapists and New Graduate RNs, there is a pathway available at Hoag Memorial. Support structures exist to support individuals through a progression within their desired role. Some examples of Hoag Memorial Structure Programs are, as follow:

- Nurse Residency - a year-long evidence-based approach to integrating a new graduate nurse from the academic setting into the acute care hospital setting. The program is a pathway assisting New Graduate Nurses to successfully transition into clinical practice.
- Nursing Clinical Ladder Program – After completing the first year as a New Graduate Nurse at Hoag, the employee can promote within the Hospital's nursing career ladder. Each step in the ladder has a defined set of education and work-based requirements and supplemental activities that must be completed to be eligible for promotion from New Graduate Nurse to Clinical Nurse II, III, and IV. Each year on the career ladder provides nurses the opportunity for 5% wage increases as they achieve their year of experience, education, and specialty certifications.
- Nursing Support Staff Pathway (such as CNA, Emergency Care Technicians, Clinical Coordinators, and Telemetry Technicians) have a career ladder that allows the trainee promotional opportunities within the nursing career path based on experience and training. These employees receive a 5% increase between each Level (I, II, III) promotion. These positions also have the support of Hoag Memorial through tuition reimbursement to obtain a formal nursing education. This pathway allows a worker to go from a Patient Care Assistant, for example, through the LVN role, and into the Registered Nurse occupation.

In addition to the career progression models described above, Hoag Memorial have created “bridge programs” with educational institutions that contribute to employee retention. These partnering Colleges and Universities provide the students with rotational experiences and networking abilities to increase their opportunity to be a future Hoag Memorial employee.



## Impact & Outcomes

Consistent with Panel goals and identified workforce needs, the HWAFF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. Hoag Memorial has specified the following intended results:

According to Data USA, the economy of Orange County employs 1.59M people. The largest industries in the County are Manufacturing (190,034) and HealthCare & Social Assistance (183,544). The healthcare industry is critical to the maintenance of a healthy economy in the region. Hoag Memorial employs 8,000 healthcare workers and is a major provider of quality jobs with family-sustaining wages within the County. The training provided will provide long-term employee retention and increase the skills of the growing workforce to meet the demands of the community.

The HWAFF investment in Hoag Memorial will support investment in employees and also strengthen their ability to work with community partners. With over 70 years in the community, Hoag Memorial has built a large group of partners and social impact organizations such as Alzheimer's Family Center, American Red Cross, Asian American Senior Citizens Service Center, faith-based organizations, city and County agencies, local culinary programs, Crime Survivors Resource Center, Girls Inc, Goodwill Industries Supportive Disabled Services, Korean Community Services, Latino Health Access, United Way, Second Harvest Food Bank, Voice of Refugees, and K-12 and community college districts throughout Southern California.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

Hoag Memorial has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract terms may be up to four years. Hoag Memorial expects to complete all training and retention by March 30, 2027.

## Training Plan

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

**Computer Skills:** Training will be offered to all occupations to improve software skills. Training will include Electronic-Medical Records Application Skills/EPIC System Skills and EPIC Train the Trainer Skills.

**Continuous Improvement:** Training will be offered to all occupations to improve learned skills. Training topics include Case Management/Discharge Planning, Communication Skills, CORE Measures, Critical Thinking Skills, Customer Service Skills, Documentation Skills, Information Technology of Healthcare, Team Building Skills and Practical Industry Knowledge.

**Medical Skills (Didactic):** Training will be offered to Patient Care Associate, New Graduate RNs/Registered Nurses and LVNs. Training includes Advanced Cardiac Life Support, Basic Life Support, Body Mechanics, Critical Care Skills, Evidence-Based Practices, Infection Control, Medical/Surgical Nursing Skills, Moderate Sedation, Oncology Nursing Skills, Pain Management (Acute & Chronic), PICC Line Insertion, Rapid Response Skills, Restraints, Triage Nursing Skills, Trauma Nursing Skills and Wound & Skin Care.

**Medical Skills (Preceptor):** Training will be offered to Patient Care Associate, New Graduate RNs/Registered Nurses and LVN. These trainees will receive training topics such as Emergency Room Nursing Skills, OB Trauma, Triage Nursing Skills, Critical Care Nursing Skills, Hemodynamic Monitoring, Care of Trauma Patient, Medical/Surgical Nursing Skills, Oncology

Nursing Skills, Nephrology Nursing Skills, GI Nursing Skills, Neonatal Resuscitation Provider (NRP), Palliative Care, Care of the Burn Patient, and Surgical Nursing Skills.

### **Commitment to Training**

Hoag Memorial spends approximately \$3,000,000 annually on training and includes all standard on-boarding for medical professionals and basic general knowledge of care for nurses along with all federally mandated safety training.

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

#### ➤ Training Infrastructure

The Nursing Education Director will work with two administrative assistants and three Learning Management System Specialists to oversee the training and are responsible for scheduling, collecting and submitting the training rosters to a full-time administrator who will input into the ETP systems to ensure accuracy. In addition, Hoag Memorial has over fifteen internal nurse educators who will be providing training under this ETP contract. The Hospital has also hired an administrative subcontractor to assist with project administration.

### **ACTIVE ALTERNATIVE FUND 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) (\$ %)
ET22-0267	\$499,100	3/28/22 – 3/27/24	331	0	0	\$523,473 (105%)

Hoag Memorial has an active ETP Contract under the Expansion Program. Of an estimated 217 trainees, 331 have been enrolled and 331 have received the minimum hours of training. Based on ETP Systems, 22,765 reimbursable hours have been tracked for potential earnings of \$523,473 (105% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 27, 2024.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$19,500.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services in connection with this proposal for a fee of 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 Health Records Application Skills/Epic System Skills
- EPIC Train-the-Trainer Skills

**Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Information Technology of Healthcare
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Practical Industry Knowledge
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills

**Medical Skills (Didactic)**

- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Clinical Lab Scientist Trainee Program Skills
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- 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, etc.)

- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Digestive Health services - Bariatric Weight Loss, Colorectal Surgery, and Inflammatory Bowel Disease
- New Joint Fusion Therapies and Instrumentation Augmented Reality, Surgical Navigation Systems (7D surgical flash), Advanced Robotic Surgery (Davinci Robot and Mazor X Stealth)
- New Graduate Nursing Skills
- New Technology Skills (ViewRay MRIdian, TomoTherapy, Stereotactic Radiation Therapy, Image Guided Intensity-Modulated Radiation Therapy, Gamma Knife Perfexion and Space OAR)
- 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)
- § Patient Assessment & Care
- Patient Fall Prevention
- Patient Nutrition
- Pathology Assistant Trainee Program Skills
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills

- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care

**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

**Pediatric Intensive Care Unit/Critical Care Unit Training**

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Care of Trauma Patient
- Management of the Post- Renal Transplant Patient
- Ventilator & Tracheotomy Care

**Medical/Surgical Unit Training**

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Management of the Post- Renal Transplant Patient
- Oncology Nursing Skills
- Endocrinology Nursing Skills
- Nephrology Nursing Skills
- GI Nursing Skills
- Respiratory Nursing Skills
- Neurology Nursing Skills
- Post-Operative Cardiac Nursing Skills

**Neonatal Intensive Care Unit Training**

- Patient Assessment & Care
- Neonatal Resuscitation Provider)
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Pain, Agitation, and Sedation Scale
- Palliative Care
- S.T.A.B.L.E.

**Operating Room and Post-Anesthesia Care Unit Training**

- Patient Assessment & Care
- Trauma Nursing Skills
- Care of the Burn Patient
- Peri-Operative Nursing Skills
- Pre and Post-Operative Care

**Surgical Services Unit Training**

- Patient Assessment & Care
- Trauma Nursing Skills
- Surgical Nursing Skills
- Pre and Post-Operative Care

DEI Vision: Hoag is working to strengthen our ability to become a trusted, nationally recognized leader in the development of new treatments and health care advancements by providing culturally competent care, eliminating health disparities in the communities we serve, and by being the employer and provider of choice for everyone. DEI Mission: Hoag seeks to provide equitable experiences for employees and patients as a measure of Hoag's mission to serve our communities as a non-profit healthcare system by providing health care services of the highest quality.



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

## Mission Hospital Regional Medical Center dba Providence Mission Hospital

**Contract Number: ET24-0110**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,600	U.S.: 2,600	Worldwide: 2,600
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$931,824

<b>Total ETP Funding</b>
\$499,928



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

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

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Orange County  
**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:** ☐ Yes ☒ No ☐ Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Entry Level Nurses/Registered Nurses	\$36.24 - \$90.16	220
Patient Care Technicians (PCT)	\$20.16 - \$25.00	8
	\$25.01 - \$26.04	9

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Mission Hospital Regional Medical Center dba Providence Mission Hospital, as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1971 and headquartered in Mission Viejo, Mission Hospital Regional Medical Center dba Providence Mission Hospital (PMH) is a state of the art non-profit acute-care as well as Level II adult and pediatric trauma medical center in Orange County. Between its two locations in Mission Viejo and Laguna Beach, PMH consists of approximately 523 licensed beds and a healthcare staff of 2,525 caregivers, with the majority at the Mission Viejo campus (2,182). PMH offers a comprehensive range of inpatient, outpatient and emergency care services to residents all throughout Orange County. Fully accredited by The Joint Commission and designated as a Magnet hospital by the American Nurses Credentialing Center for nursing excellence, PMH is highly recognized for its high quality of care through its many Centers of Excellence, ranging from their Heart Center, Imaging Center, Regional Trauma Center, Stroke Center, Women's Center and Mission Neuroscience Institute.

This will be PMH's third ETP Contract (ET11-0544 and ET12-0500) and first in the past five years. ETP training will be delivered at both the Mission Viejo and Laguna Beach locations in Orange County.

## **Veterans Program**

Although the training plan does not include a Veteran Job Number, PMH values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

The recent pandemic had healthcare workers at both PMH campuses working extended hours, which contributed to the healthcare employee attrition. Healthcare worker shortages have continued to emerge within the industry, including nurses, physicians, pharmacy technicians, home health aides, and medical assistants. Orange County has some of the highest needs for healthcare service workers. The demand for PMH's services in the regions served is expanding at a rapid rate. The California Business Journal (March 2023) recently reported that health care centers are reaching a crisis point, straining under the dual forces of individuals seeking proper and regular care and surging COVID-19 hospitalizations caused by the Delta variant. Additionally, the shortage of healthcare workers, particularly nurses, is so acute that Governor Newsom signed an executive order reinstating provisions to ensure adequate staffing, including allowing healthcare workers from other countries to work in California. US Department of Labor data indicates approximately 7,678 openings across California for Registered Nurses, with over 2,692 in the Orange County area. PMH currently has 130 openings and will reach 300 over the next 3 years.

In addition to the demand for Registered Nurses, 2,196 Patient Care Technicians (PCT) are needed throughout California, with 751 needed in Orange County and 38 current openings in PMH. The Hospital plans to hire approximately 150 additional Patient Care Technicians over the next three years to meet the current and projected demands for Healthcare services.

PMH's goal is to recruit, develop, and promote diverse talent across all levels and departments. It prioritizes diversity in race, culture, gender identity/expression and sexual orientation, background, experience, talent, and thought. PMH partners with many organizations providing services and work-readiness training to people in underserved, rural and nontraditional backgrounds for the healthcare industry. The Hospital's vast network of counties, cities, school districts, as well as other community organization partners understand PMH's job requirements. These active partnerships work together with PMH to address any skill gaps identified that might restrict someone from thriving in a full-time work or a professional setting. The Hospital has an established history of community service for the residents of south Orange County. Significant resources have been dedicated to improve the health and quality of life for the local communities, more specifically, the economically poor and vulnerable. In 2021, PMH provided \$77 million in Community Benefit to address the unmet healthcare needs of the community.

### **Career Advancement/Pathway - Wage Progression**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

PMH is committed to providing quality jobs, equitable access to career opportunities, supporting skill attainment in the workforce (which benefits both the Hospital and employee), and meeting the needs of the local community. The Hospital's competitive wage structures, opportunities for advancement, 401k Plan, annual incentive bonuses, employee assistance program, employee recognition program, health benefits, on-site wellness programs, generous paid time off policies and tuition reimbursement programs provide a healthy approach to PMH's overall workforce strategies. The Hospital works to ensure the workforce has programs and training available to support the skill needed, provide quality care, and meet the demand for community-based health services in the region. All of these goals support its ability to have strong and healthy social connections and services, as well as support a productive environment. Training the workforce is a critical component to the success of the Hospital and its employees. PMH's emphasis on promotional advancement and retention ensures success and bolsters the local community's social and economic well-being.

PMH supports and connects its employees to all the resources necessary to make an informed choice about their career advancement. The Hospital's nursing career pathways program connects Registered Nurses to Nursing Professional Development Specialists. Trainees can explore career options within their current specialty or explore a new clinical specialty on the Clinical Ladder. PMH created the Educational Governance Committee which oversees the advancement of nursing staff on the Clinical Ladder. The Clinical Ladder Advancement Program supports and provides clear pathways for advancement in clinical nursing and is critical in contributing to the development of experienced and highly skilled nursing staff. This program is designed to recognize and reward excellence in clinical nursing practice.

In addition, PMH advocates for the progression of a Patient Care Technician to an RN. The Hospital offers a nursing student training program, which allows employed PCTs to train to be nurses. In their final year, they have the opportunity to be paired with an experienced PMH Registered Nurse, in their preferred unit, to begin a preceptorship. Upon graduation, the PCT can apply to be an Entry Level Registered Nurse and begin a nursing career with PMH. PMH also has a foundation that offers scholarships for RN degree advancement for non-RN caregivers who desire to become an RN.

Additionally, PMH has structured support systems and career pathways that are designed to build its workforce and create wage progression from entry-level to more experience advanced healthcare specialist. PMH has an internal website designed for nurses to access numerous resources and explore ways to enhance their career pathway. They can learn how to advance in their current specialty into roles such as a Preceptor, Mentor, or a Charge Nurse; the website includes information on certifications available, how to work on your clinical ladder, and how to learn a new skill. Nurses can explore a new specialty, including information about advanced degrees, such as a Masters or PhD in nursing. Other possible options through this pathway are: Nurse Practitioners, Nurse Midwife, Nurse Anesthetist, or a Clinical Nurse Specialist. PMH supports nurses aspiring to earn an advanced degree with scholarships, tuition reimbursement, and degree options at the University of Providence. Nurses can learn about and access education pathways to advance to roles, such as a Clinical Nurse Specialist, Nursing Professional Development Practitioner, Academic Clinical Nurse Educator, Academic Nurse Educator, and access resources such as a Clinical Nurse Specialist Program Directory and information about a Master's in Nursing Education from the University of Providence. Nurses can also access information on Leadership Development and grow into a Nurse Manager role.

PMH's training curriculum includes structured training and mentoring in specialty areas of nursing, support, coaching and mentoring to reach specific goals and outcomes. Promoting nurses through these career stages will create more openings for entry-level workers to enter the field. Training in Medical Skills (Didactic and Preceptor), Continuous Improvement, and Computer Skills, combined with other experiential learning opportunities, mentoring, and certification attainment, will lead to career progression at MHRMC and will be coupled with wage gains.

During the term of this proposed agreement, PMH expects most of the trainees who complete experiential and formalized training to achieve several wage gains amounting to 10% or more from their initial enrollment wage.

PMH job/wage progression examples include:

Associate Patient Technician starting at \$16.00 can promote to a Patient Care Technician, starting at \$18.00 per hour then to a Licensed Vocational Nurse (LVN) which starts at \$34.00 per hour. From an LVN, the trainee can promote to an Acute Care Resident Nurse, starting at \$45.00 per hour then an Admission Registered Nurse, starting at \$46.00 per hour and then to a Navigator RN starting at \$54.00 per hour.

Nurses can, also, progress onto the Education option, which includes Perinatal Educator starting at \$57.00 per hour, a Nurse Educator or Lactation Educator RN, both starting at \$58.00 per hour. Nurses interested in progressing into specialties, such as a Wound Ostomy RN, would start at \$63.00 per hour. A Caregiver RN can become a Nurse Practitioner, starting at \$71.00 per hour.

There are also wage progressions options for those who do not want to continue additional formal education but want to still advance within their careers. For example, an Acute Care RN starting at \$44.00 per hour to a Supervisor Nurse starting at \$56.00 per hour, then to a Clinical Program Coordinator RN starting at \$65.00 per hour, to a Clinical Nurse Specialist starting at \$73.00 per hour, to a House Supervisor RN starting at \$76.00 per hour and finally to an Acute Care Charge RN starting at \$83.32.

## **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address the healthcare and behavioral health workforce needs. PMH has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

PMH is an equal opportunity employer, dedicated to equitable access to jobs and to career pathway programs which provide for wage increases. Wage equity in the nursing field and across every PMH occupation is of paramount importance. PMH has an established history of community service for the residents of south Orange County. In addition, the Hospital dedicates significant resources to improve the health and quality of life for neighboring communities, with special emphasis on the needs of the economically poor and vulnerable.

The Community Health Needs Assessment (CHNA) results guide and inform efforts to address the community's needs. The most recent CHNA identified homelessness and housing; environmental health; safety; mental health and substance use; access to care; nutrition; early childhood development; and support for aging populations as the key needs. The top three health priorities to address over the next three years identified based on CHNA were: 1) Mental Health & Substance Use: PMH is focusing on increasing services to south Orange County residents and reduce the rates of substance use among the local youth. 2) Affordable housing and homelessness: PMH is working to reduce chronic homelessness, through supportive housing and strengthen affordable housing policies within the 2021-2028 housing element plans. 3) Equity/Racial disparities: PMH is working on strategies that increase inclusion, diversity, and equity within the organization and in the broader communities of south Orange County.

PMH works with dozens of local non-profits, faith-based organizations, civic leaders, and local residents to understand and respond to the community's needs. Examples include: county agencies, cities, area K-12 school districts, community colleges and universities, catholic and other faith-based organizations, family assistance organizations, Coalition for Humane Immigrant Rights, Community Health Initiative OC, Community Leader Coalition of the Capistrano Villas,

Community Legal Aid of Southern California, Clergy & Laity United for Economic Justice, COPE Health Scholars Program, Friendship Shelter, Haitian Bridge Alliance, Latino Health Access, OMID Multicultural Institute for Development, South County Outreach, United Way OC, and Women for American Values and Ethics.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

PMH has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. PMH expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning, and Medical Skills-Didactic/Preceptor in the following:

**Computer Skills:** This training will be offered to Patient Care Technicians and Entry Level Nurses/Registered Nurses. Training is intended to improve software skills. Training topic will include E-Med Order Entry Skills and Electronic Medical Records Application Skills.

**Continuous Improvement:** This training will be offered to Patient Care Technicians and Entry Level Nurses/Registered Nurses. Training topics include Case Management/Discharge Planning, Communication Skills, CORE Measures, Crisis Prevention Intervention, Critical Thinking Skills, Documentation Skills, Lean Six Sigma, Patient and Family Centered Care Skills, Team Building Skills and Time Utilization Review.

**Medical Skills (Didactic):** This training will be offered to Entry Level Nurses/Registered Nurses. These trainees will receive training topics such as Acute Psychiatric Care, Acute Myocardial Infarction, Advanced Cardiac Life Support, Basic Life Support, Body Mechanics, Critical Care Skills, Evidence-Based Practices, Infection Control, Kinetic Therapy, Medical/Surgical Skills, Moderate Sedation, OB Trauma, Oncology Care Skills, Pain Management (Acute & Chronic), PICC Line Insertion, Rapid Response Skills, Restraints, Triage Care Skills, Trauma Care Skills and Wound & Skin Care.

**Medical Skills (Preceptor):** This training will be offered to Entry Level Nurses/Registered Nurses at a 1:10 trainer-to-trainee ratio. These trainees will receive training topics such as Emergency Room Nursing Skills, Perioperative Nursing Skills, Triage Nursing Skills, Critical Care Skills, Hemodynamic Monitoring, Management of the Renal Transplant Surgical Patient, ACS/Code Blue, Care of the Cardiac Patient, Dysrhythmia Interpretation, Oncology Nursing Skills, Patient Sepsis, Telemetry Nursing Skills, Neonatal Advanced Life Support, Palliative Care, Neonatal Nursing Skills and Surgical Nursing Skills.

### **Learning Management System (LMS)**

PMH will utilize HealthStream to document training. The system will track all training except for Preceptor Training, which will be documented in accordance with ETP standards per ETP recordkeeping regulations 4442. HealthStream has been in use at PMH for fifteen years and logs start and end times for training. The system is maintained by the Program Coordinator, Director, Education Coordinator and Nurse Educators. ETP has reviewed and approved the use of LMS.

**Commitment to Training**

PMH spends approximately \$2,000,000 annually on training. Training includes all standard onboarding for medical professionals and basic general knowledge of care for nurses along with all federally mandated safety training.

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

➤ Training Infrastructure

The Nurse Educator Manager will be working with PMH's Education Governance Committee consisting of the Director, Education Coordinator and seven educators to oversee training, scheduling, and collecting and submitting training rosters to a full-time administrator to input into the ETP systems to ensure accuracy. In addition, seven nurse educators will be providing training under this ETP contract for both Mission Viejo and Laguna Beach campuses. The Hospital also hired an administrative subcontractor to assist with project administration.

**DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$19,500.

**ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services in connection with this proposal for a fee of 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**

- E-Med Order Entry Skills
- Electronic Medical Records Application Skills

**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
- Customer Service Skills
- Documentation Skills
- Lean Six Sigma
- 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

**Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care 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 Skills
- ENFit Connection System
- Equipment Skills (IV Pumps, Monitoring (Masimo) Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Medela Chest Tubes, Dignishield System, Specialty Beds and Mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Care Skills
- Orthopedic Care Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Care Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Care Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Care Skills
- STABLE
- Telemetry Care Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques



- Triage Care Skills
- Trauma Care Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

**Medical Skills (Preceptor)****Emergency Department Training**

- Emergency Room Nursing Skills
- Perioperative Nursing Skills
- Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric patients

**Intensive Care Unit/Critical Care Unit Training**

- Critical Care Skills
- Intra-Aortic Balloon Pump (IABP) Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Management of the Renal Transplant Surgical Patient
- Ventilator & Tracheotomy Care

**Medical/Surgical/Telemetry Unit Training**

- ACS/Code Blue
- Blood Administration/Refusal/Conservation
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Dysrhythmia Interpretation
- EKG & Cardiac Monitoring
- Electronic/Manual Calipers Skills
- IV and PCA Pumps
- Oncology Nursing Skills
- Patient Assessment & Care
- Patient Dialysis
- Patient Sepsis
- Pre and Post-Operative Care
- Telemetry Nursing Skills
- Wound Assessment/Documentation

**Neonatal Intensive Care Unit (NICU) Training**

- Neonatal Resuscitation Provider (NRP)
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal/Infant Pain Scale (NIPS)
- Palliative Care

**Obstetrics Unit Training**

- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills

- STABLE
- Advanced & Electronic Fetal Monitoring
- Neonatal Resuscitation Provider (NRP)
- Neonatal Intensive Care Unit (NICU) Nursing Skills

**Operating Room and Post-Anesthesia Care Unit (PACU) Training**

- Trauma Nursing Skills
- Peri-Operative Nursing Skills
- Pre and Post-Operative Care

**Critical Care Unit Training**

- Code Blue/Rapid Response
- Critical Care Nursing Skills
- Ventilator & Tracheotomy Care
- STEMI Protocols
- Total Parenteral Nutrition

**Surgical Services Unit Training**

- Trauma Nursing Skills
- Surgical Nursing Skills
- Pre and Post-Operative Care

Diversity is central to building an equitable and inclusive workplace—and our caregivers and teams should reflect the diverse communities they serve. We continually develop new processes and policies to drive change and to build and foster a diverse, equitable, and inclusive workplace.

Our goal is to recruit, develop, and promote diverse talent across all levels and departments. We prioritize diversity in race, culture, gender identity or expression, and sexual orientation, background, experience, talent, and thought.

We celebrate individual experiences, culture, and perspectives, and foster an inclusive workplace built on learning and understanding. We have a zero-tolerance policy for behavior that perpetuates bias or stereotypes.

Providence and MHRMC are committed to promoting diversity, equity, and inclusion within our workforce and in our communities and formally launched a strategic commitment to DEI over two years ago. These efforts include a Diversity, Equity, and Inclusion Council in Southern California, which is focused on cultivating and promoting a culturally appropriate and safe environment, raising awareness, and continually educating while also explaining the importance of why it matters. There are also several programs and resources for our employees, including a dedicated DEI SharePoint site with articles and webcasts celebrating diversity and inclusion, as well as several Caregiver Resource Groups, for African American, Hispanic, Asian American, LGBTQ+, and Disabled employees, to allow them to connect and create a more inclusive work environment.

We aim to demonstrate our commitment to equity, where everyone, regardless of their differences, such as gender, race, or beliefs, has access to the same professional opportunity. Inclusion for us means competence on a multicultural level; this goes beyond the Hospital – we care for all people, regardless of their socioeconomic status, and with compassion related to the uniqueness of each patient.



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

## Pomona Valley Hospital Medical Center

**Contract Number: ET24-0108**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training	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 Service Employees International Union Local # 121		
Number of Employees in:	CA: 3,950	U.S.: 3,950	Worldwide: 3,950
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,550,620

<b>Total ETP Funding</b>
\$499,928

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Computer Skills, Continuous Impr, Medical Skills - Didactic, Medical Skills - Preceptor	247	8-400	0	\$2,024	\$22.66
				Weighted Avg: 88			

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

**Minimum Wage by County: Job Number 1:** \$22.66 per hour for Los Angeles County  
**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No ☐ Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Care Technicians	\$22.78 - \$25.00	12
	\$25.01 - \$32.06	12
Certified Nursing Assistants (CNA)/Patient Care Support Technicians	\$20.16 - \$25.00	7
	\$25.01 - \$26.26	5
New Graduate Nurses	\$43.25 - \$45.00	120
Licensed Vocational Nurses (LVN)	\$24.70 - \$25.00	12
	\$25.01 - \$34.76	12
Medical Assistants	\$20.16 - \$25.00	3
	\$25.01 - \$28.91	4
Registered Nurses	\$45.00 - \$90.00	60

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Pomona Valley Hospital Medical Center, as a Single Employer Contractor, is eligible for HWAFF in accordance with Governor Newsom FY 22/23 budget, approved in AB178. Pursuant to Unemployment Insurance Code section 10214.6, the Panel has adopted HWAFF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

**INTRODUCTION**

Founded in 1903 and headquartered in Pomona, Pomona Valley Hospital Medical Center (PVHMC) (<https://www.pvhmc.org/>) is a non-profit organization and medical center specializing in comprehensive medical services in eastern Los Angeles and San Bernardino regions. The Hospital works through four medical centers: the Robert & Beverly Lewis Family Cancer Care Center, the Stead Heart Center, the Women's & Children's Center, and PVHMC's Trauma Center. Services include Emergency Room; Gastrointestinal, Healthy Living and Disease Management;

Physical Therapy; Pulmonary Services; Radiology/Magnetic Resonance Imaging Center; Sleep Disorders Center; Sports Medicine Center; Surgical Services; Family Health Center; Family Practice Residency Program; Breast Health Center; and Wound Care Center. This will be PVHMC's fourth ETP contract, the second within the last five years.

The Hospital serves patients all across Pomona, Claremont, Chino, Ontario, Rancho Cucamonga and other adjacent cities within Los Angeles County. Training will be conducted at the main location in Pomona Valley Hospital.

### **Veterans Program**

Although the training plan does not include a Veteran Job Number, RCH values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

### **Union Support**

All Registered Nurses and New Graduate Nurses in this proposal are represented by Service Union International Employees Local # 121. The Union has provided a support letter for this proposal.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Southern California has some of the highest needs for health and human service workers in entry-level positions. The demand for PVHMC services in the areas served is expanding at a rapid rate. The workforce shortage in the healthcare industry already existed before the pandemic and continues to grow within all occupations. Currently, in Los Angeles County and local areas of Pomona, there are open positions in these specific areas: Registered Nurses (RN): 3,217, Licensed Vocational Nurses (LVN): 772, Certified Nursing Assistants (CNA): 815, Medical Assistants: 1,387, and various Care Technicians/Therapists: 1,152. PVHMC's current openings include: RN: 120, LVN: 10, CNA: 15, Medical Assistants: 5, and various Care Technicians/Therapists: 30. Beyond these current openings, the Hospital expects approximately 400 total hires overall between now to 2026. This impact on health care services, along with the continually changing legislation and regulatory demands creates significant need to ramp up staff in healthcare occupations in Los Angeles County.

### **Career Advancement & Wage Progression**

The provisions within AB 178 state these funds shall be made available to support the Employment Training Panel training health and social workers. This funding shall meet the requirements of "high road" as specified in Sections 14005 and 14013 of the Unemployment Insurance (UI) code which defines "high road" as a set of economic and workforce development strategies to achieve economic growth, economic equity, shared prosperity and a clean environment. The strategies include, but are not limited to, interventions that: (1) Improve job quality and job access, including for women and people from underserved and underrepresented populations. (2) Meet the skill and profitability needs of employers. (3) Meet the economic, social, and environmental needs of the community.

PVHMC have created recruitment and training programs that align with fulfilling the demands for healthcare workers' employability and High Road Employer Initiatives. PVHMC's Workforce development needs include customized training that will lead to career pathways through workforce investment, training, education, and support services. Training will aid the workforce in

attaining the knowledge and skills required for job performance, improve job quality, and expand the access for entry-level workers. Pipeline and academic partnerships will lead to recruitment and achievement in career progressions, incumbent worker training, wage gains, and job satisfaction. Additionally, the training of the Hospital's frontline workforce will support their ability to provide for their families, as well as, contribute to the community's overall well-being. PVHMC also participates in reducing environmental impact and CO2 emissions. The Hospital has designed work-from-home positions, reduced the five day work week to four in certain positions, and provided up to 286 hours of paid time off annually.

PVHMC builds structured learning and development, experiential learning, supervision and mentoring, and career pathway awareness into its programs to engage the workforce in training, as well as a career mindset that supports future advancement and personal and professional growth as they achieve wage gains and promotions. An example of structured development is the accommodation of pre- and post-licensure clinical immersion practice environments to over fifteen Colleges and Universities for RNs. New Graduate Nurses go through a Residency Program that is accredited by the American Nurses Credentialing Center's Commission on Accreditation.

PVHMC's Nursing Fellowship program is structured to facilitate orientation and development for nurses interested in transitioning from one clinical specialty to another, pursuing a new opportunity to create personal fulfillment and decreasing burnout while increasing nurse retention. CNA program clinical immersions are completed at Skilled Nursing Facilities per State of California regulations. PVHMC has collaborated to create an innovative pipeline to train and employ CNA with an affiliate training agreement with two community colleges, College of the Desert and Crafton Hills College, which will provide advanced post-CNA certificate clinical immersion and training.

PVHMC recently established an affiliate agreement with Mount San Antonio Community College (Mt. Sac) to implement a certificate program for Medical Assistants. PVHMC's active agreements amongst various educational institutions support entry-level workers' professional healthcare opportunity for advancement, as long as they successfully meet the requirements and competencies within their occupation.

The proposed training includes training in Medical Skills across all departments as well as Continuous Improvement and Computer Skills necessary to skill new and existing workers to meet the job demands and reach the employment and wage outcomes described herein.

PVHMC have designed their programs to support skill attainment, career progression, and wage gains. In addition, PVHMC created a mentor program called, Mentor Mondays, that pairs employees with administrative leaders for job shadowing and to develop a mentor-mentee relationship. PVHMC also participates in the Daisy Award Program that provides ongoing recognition to healthcare workers that exhibit compassion to patients and their families. PVHMC believes the training, mentoring and recognition programs create wage increases through promotion and workforce retention.

PVHMC career and wage progression schedules and merit increases will support most individuals in realizing wage gains of 10% or more during the term of the proposed Agreement. Associates on a step wage schedule are assigned a specific eight step wage schedule with a 5% wage increase at each step. A shift differential of 15% is included for the night shift, and an additional weekend differential of 17% is available. In addition to the eight step schedule, annual wage scale adjustments are made in order to maintain the Hospital's competitive position in the labor market. Scale adjustments are usually expressed as a percentage and are historically between three to fifteen percent annually.

In addition to the wage progression program, Registered Nurses have a Professional Advanced Model that includes Clinical RN III with additional pay adjustment of 5% for three years and Clinical

RN IV for an additional 5% for four years. PVHMC's goal is for 25% of RN's to desire to move to an RN IV; currently, 22% of RNs move to an RN IV. Wages for Registered Nurses are called out in the Service Employees International Union (SEIU) 121 Bargaining Agreement. Annual adjustments, not including step schedule of 5%, are provided per the bargaining unit contract. When a scale adjustment is determined, each step on the wage schedule is also increased. Scale adjustments are automatic and granted without regard to the Associate's job performance.

PVHMC hires within its service area which has a population that is over 70% Hispanic. In addition to job-specific and critical skills training, the Hospital is required to provide English language training to the trainee population. PVHMC leaders also participate in congressional district pathway events, which mentor women and minorities with healthcare industry needs. An added dimension to the Hospital's training includes job-shadowing, resume writing, interview skills and coaching. The training included in this proposal will enable employees to gain the skills necessary to work and create career advancement to other health care professions within the industry.

### **Impact & Outcomes**

Consistent with Panel goals and identified workforce needs, the HWAF Guidelines approved by the Panel identify intended outcomes to address healthcare and behavioral health workforce needs. PVHMC has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The HWAF investment in PVHMC will work to maintain a healthy community by identifying health-related problems and developing ways to address them. PVHMC reports that its Our Community Health Needs Assessment confirmed the community's most significant healthcare needs: Access to affordable primary care/prevention services and screenings, mental health services/resources, more community-wide partnerships, collaborations, and care coordination. Barriers to meeting these needs include costs, language barriers, economic stability, food security, lack of transportation, and lack of patient health literacy. PVHMC will continue to address these priorities through partnerships, specialized programs, and community outreach initiatives. The Hospital will also continue to offer social and emotional support and resources to support caregivers in the community.

PVHMC invests in partnerships with community organizations that share its mission to serve the health needs of its diverse ethnic and cultural community. It also partners on community health and training program design. Partners include Western University of Health Sciences, Chambers of Commerce, Bright Prospect, Cal Poly Pomona University, San Gabriel Valley NAACP, Latino/Latina Roundtable, House of Ruth, Health Consortium of the Greater San Gabriel Valley, Tri-City Mental Health, School Districts, and Aging Next.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

PVHMC has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. PVHMC expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab, E-Learning, and Medical Skills-Didactic/Preceptor in the following:



**Computer Skills:** Training will be offered to all occupations. Training is intended to improve software skills. Training topic will include Electronic-Medical Records Application Skills.

**Continuous Improvement:** Training will be offered to all occupations. Training is intended to improve learned skills. Training topics include Case Management/Discharge Planning, Communication Skills, CORE Measures, Critical Thinking Skills, Customer Service Skills, Documentation Skills, Team Building Skills and Utilization Review.

**Medical Skills (Didactic):** This training will be offered to Certified Nursing Assistants (CNA)/Patient Care Support Technicians, New Graduate Nurses, Licensed Vocational Nurses (LVN) and Registered Nurses. These trainees will receive training topics such as Acute Psychiatric Care, Basic Life Support (BLS), Body Mechanics, Critical Care Skills, Evidence Based Practices, Infection Control, Medical/Surgical Skills, Moderate Sedation, Oncology Care Skills, Pain Management (Acute & Chronic), PICC Line Insertion, Rapid Response Skills, Restraints, Triage Care Skills and Trauma Care Skills.

**Medical Skills (Preceptor):** This training will be offered to Certified Nursing Assistants (CNA)/Patient Care Support Technicians, New Graduate Nurses, Licensed Vocational Nurses (LVN) and Registered Nurses at a 1:10 trainer-to-trainee ratio. These trainees will receive training topics such as OB Trauma, Triage Nursing Skills, Assaultive Behavior Management, Antimicrobial Stewardship, Hemodynamic Monitoring, Care of Trauma Patient, Neonatal Advanced Life Support, Care of Cardiac Patient, and Therapeutic Boundaries.

### **Alternate Recordkeeping**

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

### **Commitment to Training**

PVHMC spends approximately \$1,000,000 annually on training. Training includes all standard onboarding for medical professionals and basic general knowledge of care for nurses along with all federally mandated safety training.

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

#### ➤ Training Infrastructure

The Director of Clinical Education will be working with Staff Development and Managers to oversee the training and are responsible for scheduling and collecting and submitting training rosters to a full-time administrator who will input them into the ETP systems to ensure accuracy. PVHMC has eight internal Nurse Educators who will be providing training under this ETP contract. The Hospital has also hired an administrative subcontractor to assist with project administration.

**ACTIVE ALTERNATIVE FUND 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) (\$ %)
ET22-0281	\$498,916	3/28/2022 – 3/27/2024	374	0	0	\$374,440 (75%)

PVHMC has an active contract with ETP under the Expansion Program. Of an estimated 374 trainees, 182 have been enrolled and 182 have received the minimum hours of training. Based on ETP Systems, 16,280 reimbursable hours have been tracked for potential earnings of \$374,440 (75% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 27, 2024.

**DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development of this proposal for a flat fee of \$19,500.

**ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services in connection with this proposal for a fee of 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

**Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- De-Escalation Skills
- 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

**Medical Skills (Didactic)**

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care 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, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Joint Replacement Care Skills
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Care Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (for New Grads only)
- Care Process Skills
- OB Trauma
- Oncology Care Skills
- Orthopedic Care Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Care Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Care Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Care Skills
- S.T.A.B.L.E.
- Telemetry Care Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Care Skills
- Trauma Care Skills
- Vascular Care Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care

**Medical Skills (Preceptor)****Emergency Department Training**

- OB Trauma
- Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric Patients
- Abuse and Neglect Training
- Assaultive Behavior Management
- Stroke identification and Interventions
- Pain Management and Alternatives
- Antimicrobial Stewardship

**Intensive Care Unit/Critical Care Unit Training**

- Abuse and Neglect Training
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Care of Trauma Patient
- Ventilator and Tracheotomy Care
- Total Parenteral Nutrition training
- Enteral Access Device Training
- Stroke Identification and Interventions
- Pain Management and Alternatives
- Antimicrobial Stewardship

**Neonatal Intensive Care Unit (NICU) Training**

- Neonatal Resuscitation Provider (NRP)
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal/Infant Pain Scale (NIPS)
- Antimicrobial Stewardship

**Obstetrics Unit Training**

- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- S.T.A.B.L.E.
- Advanced & Electronic Fetal Monitoring
- Neonatal Resuscitation Provider (NRP)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Birth Equity and Inclusion
- Antimicrobial Stewardship
- Stroke Identification and Interventions
- Pain Management and Alternatives

**Operating Room and Post-Anesthesia Care Unit (PACU) Training**

- Trauma Nursing Skills
- Peri-Operative Nursing Skills
- Pre and Post-Operative Care
- Surgical Wound Classification

- Post Cardiac Catheterization Nursing Skills
- Stroke identification and Interventions
- Pain Management and Alternatives
- Antimicrobial Stewardship

#### **Medical/Surgical/Telemetry Unit Training**

- Medical/Surgical/Telemetry Nursing Skills
- Urologic interventional Nursing Skills
- Suicide Assessment and Prevention
- Venous thromboembolism Prevention
- Care of the Cardiac Patient
- Abuse and Neglect Training
- EKG and Cardiac Monitoring
- Dysrhythmia Interpretation
- Orthopedic Nursing Care
- Cardiovascular Nursing Care
- Gender Affirmation Nursing Care
- Pre and Post-Operative Care
- Stroke Identification and Interventions
- Pain Management and Alternatives
- Antimicrobial Stewardship

#### **Geropsychiatry Unit Training**

- Abnormal Involuntary Movement Scale (AIMS)
- Assaultive Behavior Management
- Patient Safety Observations & Precautions
- Suicide Assessment and Prevention
- Psych pharmacy
- Dementia, Delirium, and Depression
- Inquiry Intake System
- Leading Successful Groups
- Therapeutic Boundaries



*Expert care with a personal touch*

December 6, 2021

Pomona Valley Hospital Medical Center  
Ann Mendoza

To: Service Employees International Union Local #121

RE: Notice of Intent

Projected Effective Date of ETP Contract: March 2022

CBA Represented Workers: Registered Nurses

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.

Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.

1. Information Regarding the proposed training plan: Training will be provided to Registered Nurses and New Graduate Nurses in Didactic and Preceptor Medical Skills topics.
2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 340 Registered Nurses; 160 New Graduate Nurses

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:





MEDICAL CENTER

*Expert care with a personal touch*

**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,

A handwritten signature in cursive script, appearing to read "Ann Mendoza", is written over a horizontal line.

Ann Mendoza/Director of Clinical Education  
Pomona Valley Hospital Medical Center





July 7, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

**LEO PEREZ-FERRER, RN**  
President

**MONIQUE HERNANDEZ, RN**  
Vice President

**JOYCE POWELL, RN**  
Secretary-Treasurer

**ROSANNA MENDEZ**  
Executive Director

Dear Panel Members,

We understand the Pomona Valley Hospital Medical Center is requesting ETP funding. The proposed training plan for the 100 Registered Nurses and 200 New Graduate Nurses has our support.

The Union with respective SEIU121RN Local 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,

Terry Robnett  
Executive Chapter President

cc: Rosanna Mendez, Executive Director  
Angel Harb, Chief of Staff  
Katelyn Zamora, Field Director  
Brock Meade, Union Representative

**1040 Lincoln Avenue**  
**Pasadena, CA 91103**

**Phone: (626) 639-6200**  
**Fax: (626) 395-7538**

**[www.seiu121rn.org](http://www.seiu121rn.org)**



***United for quality care.***

**PVHMC Diversity Policy**

Pomona Valley Hospital Medical Center (PVHMC) is committed to building a workforce through the use of equity and inclusion that reflects the diversity of the community we serve, that provides equal opportunities, and a collaborative, empowering work environment, and that is free of discrimination and harassment. Fostering a diverse workforce benefits both Associates and patients by offering an inclusive place to work to provide and received care. Associates from different backgrounds serve in several roles in our organization. While we may come from different experiences, we all share the same goal of providing high quality patient care that also promotes a climate of inclusion for patients and families. We are also committed to developing and implanting programs and initiatives to promote healthy equity, diversity, and inclusion in all areas of employment and in patient care.

Healthcare Equity, Diversity, and Inclusion (HEDI) Committee Mission Statement:

The HEDI Committee cultivates equitable healthcare delivery and workforce practices by fostering a culture that values and embraces diversity through recognition, celebration, education, policy development, and institutional accountability in an inclusive environment for our Associates, Physician, Volunteers, patients, and community.

**PVHMC Vendor Supply Chain DEI Policy Statement**

Pomona Valley Hospital Medical Center (PVHMC) is committed to supporting the local community by contracting with underserved minority business. Traditional underrepresented businesses will include small businesses, minority-owned business enterprises, women-owned business enterprises, LGBTQ+ owned business, and disabled veteran-owned businesses.

- A) The PVHMC Supply Chain will participate with local initiatives in order to maintain awareness of resources offered by diversity suppliers.
- B) Supply Chain will encourage and support diversity suppliers to meet with strategic sourcing staff to review product/service specifications and review supplier qualifications, including licenses, certification and insurance requirements as appropriate.
- C) Supply chain will develop a listing of local businesses owned and/or operated by individual s or groups that are part of the traditionally underrepresented supplier community to include but not limited to, minority, woman, LGBTQ+ and disabled veteran owned businesses.
- D) The supply Chain Department will include a Vendor Diversity Self Identification Questionnaire with all bid documents to provide an opportunity to competing vendors to identify their diversity status.
- E) Supply chain will encourage departments to explore opportunities to include and utilize diversity suppliers to complete for business and from whom to obtain goods and services whenever possible.



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Greater San Fernando Valley Chamber of Commerce**

**Contract Number: ET24-0103**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100 Cannabis	Industry Sector(s):	MEC (H) Aerospace Related Biotechnology and Life Sciences (54+) Manufacturing (33)
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%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$321,402		\$55,896 20%		\$377,298

In-Kind Contribution:	50% of Total ETP Funding Required	\$402,200
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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	English Literacy Skills, Math Literacy Skills, Wkfrce. Prep. Activities	274	8-200	0	\$1,377	\$15.50
				Weighted Avg: 51			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Administrative Staff	40
Customer Service Staff	20
Manager/Supervisor	15
Production Staff	119
Technician	80

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely

correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1911 and located in Van Nuys, the Greater San Fernando Valley Chamber of Commerce (The Chamber) ([www.sanfernandovalleychamber.com](http://www.sanfernandovalleychamber.com)) is a nonprofit membership organization dedicated to providing business education, networking opportunities, advocacy, and community improvement. The Chamber maintains partnerships with community organizations in a shared commitment to stimulate a diverse and strong economic climate.

As a leader in the business community, The Chamber has developed distinct programs and services to elevate the region as a positive place to do business. Its programs help businesses meet their objectives, connect them with potential customers, provide resources for access to capital, provide compliance products to ensure businesses are up-to-date on recent labor law changes; and enhance owners and managers' leadership roles in the community. The Chamber provides a comprehensive array of business services and programs targeted to help small, large, micro, women, veteran, and minority-owned businesses in the following industries: manufacturing, exporting, aviation, healthcare, education, technology, distribution and warehousing, engineering, food processing, and pharmaceutical industries.

## **PROJECT DETAILS**

This will be The Chamber's seventh ETP Contract; and the seventh within the last five years. As participating employers continue to employ immigrants, refugees, and English language learners, the need to address improving workers limited English literacy skills, education, and technical skills has increased tremendously. As such, The Chamber is focused in responding to these challenges; improve the quality of life for these individuals, increase wages and retention, and support business growth through education, communication, and opportunities to promote. In addition, participating employers are seeking to upgrade the trainees' skill set to meet customer expectations, keep up with industry requirements, and overall business profitability.

In this proposal, The Chamber will focus on the English language-based training program designed for immigrants, refugees and English as a second language workers. The program is highly customized not only by industry but also by each specific participating company. Employees will gain improvements in reading, writing, speaking and comprehending the English language. This is many times the main barrier for upward mobility within the organization for these employees. Benefits range from job promotions, increased confidence, more loyalty at the organization, improved safety understanding as well as overall benefits at home to encourage family participation for a broader community benefit.

The Chamber conducts interviews with employers and training experts to determine the limited English skill gap within its organization that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by The Chamber to measure the quality of training and how training can be improved. The proposed training will provide trainees with additional literacy skills needed to work more efficiently and effectively, better communication across all departments, more opportunities for

job advancement, and successfully support business growth. The Chamber is continuously focusing on providing opportunities to companies that do not have the resources available to provide needed training to their employees and helping them to have a better workforce to remain business in California.

The core group of employers consist of five large companies and two small businesses, which represents at least 100% of requested funding for this proposal, and have made firm commitments to participate upon Panel approval. The Chamber anticipates 100% of training will be conducted at participating employer locations.

### **Training Plan**

At least 70% of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be provided via Class/Lab and E-Learning in the following:

**English Literacy Skills:** Training will be offered to all occupations and focus on improving English literacy skills. Training topics include Vocational English as a Second Language, English Reading, Listening, Speaking and Writing Skills.

**Math Literacy Skills:** Training will be offered to occupations and focus on improving basic math skills, which will improve job duties.

**Workforce Preparation Skills:** Training will be offered to all occupations to promote customer service, job readiness, 30 Ways to Shine as a New Employee.

### **Alternate Recordkeeping**

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

### **Impact/Outcome**

Upon the completion of training, trainee will receive The Skillup Workplace Literacy Certificate of Completion, which reflects the trainee's completion in listening, reading, speaking, and writing in a skill score from one to fifty points. In addition, trainees will also go through a graduation at their place of employment.

### **Cannabis Industry Licensing**

This training proposal is subject to ETP's internal processing procedures concerning the cannabis industry. Accordingly, all participating employers shall be in compliance with all state, county, and local licensing and regulatory requirements, ordinances, and laws concerning any and all cannabis operations at all times during the performance of this project.

### **Commitment to Training**

The majority of participating employers provide on-the-job, one-on-one training to new employees; and safety and off-site seminar training. ETP funding will enable these companies to provide a larger number of employees with a broader spectrum of skills development and introduce new business practices and services to sustain growth and remain competitive.

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

### Marketing and Support Costs

The Chamber has established relationships with other chambers, community members, Valley Industry & Commerce Association, The Valley Economic Alliance and collaborative networks of businesses including hospital and colleges. The Chamber hosts monthly meetings and uses flyers, websites, and email communication to promote business opportunities, procurement news, government-assisted programs, and various networking events. The Chamber has three employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, The Chamber requests 20% support costs to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

### Trainer Qualifications

Training will be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### 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

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
*ET23-0170	\$599,428	10/31/22 – 10/30/24	554	TBD	TBD	\$521,028 (87%)

\*ET23-0170: Based on ETP Systems, 21,180 reimbursable hours have been tracked for potential earnings of \$521,028 (87% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 1, 2024.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0132	Statewide	10/01/21 – 09/30/23	\$599,428	\$599,256(99%)
ET21-0242 (COVID)	Statewide	12/14/20 – 12/13/22	\$200,000	\$200,000 (100%)
ET21-0118	Statewide	07/01/20 – 06/30/22	\$599,440	\$597,878 (99%)
ET20-0112	Statewide	08/05/2019– 08/04/2021	\$749,300	\$749,300 (100%)
ET18-0136	Statewide	10/30/2017– 10/29/2019	\$603,464	\$580,886 (96%)

**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 and Western Training Group in Playa Del Rey have been retained to provide English Literacy Skills and Math Literacy Skills training for an estimated fee of \$200,000.

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:

#### **English Literacy Skills**

- Vocational English as a Second Language
- English Reading, Listening, Speaking, and Writing skills

#### **Math Literacy Skills**

- Review of Basic Math

#### **Workforce Preparation Activities**

- Job Readiness
- Customer Service Skills
- 30 Ways to Shine as a New Employee

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Greater San Fernando Valley Chamber of Commerce	CCG No.: ET24-0103
Reference No: 22-0961	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Aspire Bakeries Santa Ana	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
------------------------------------	--

Address: 2350 Pullman Street

City, State, Zip: Santa Ana, CA 92705

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 80

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 4,000

Total # of full-time company employees in California: 156

Company: Harvest Landscape, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 2339 N. Batavia Street

City, State, Zip: Anaheim, CA 92865

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 75

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 460

Total # of full-time company employees in California: 460

Company: Hop Skip Drive

Priority Industry? ☒ Yes ☐ No

Address: 1320 E. 7<sup>th</sup> Street, Suite 200

City, State, Zip: Los Angeles, CA 90021

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 25

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 196

Total # of full-time company employees in California: 98

Company: KCG

Priority Industry? ☒ Yes ☐ No

Address: 6461 Global Drive

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): n/a

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 112

Total # of full-time company employees in California: 112

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Greater San Fernando Valley Chamber of Commerce	CCG No.: ET24-0103
Reference No: 22-0961	Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: Tecan SP Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
------------------------	--

Address: 14180 Live Oak Ave.

City, State, Zip: Baldwin Park, CA 91706

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: 2,000

Total # of full-time company employees in California: 300

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): n/a

Estimated # of employees to be retrained under this Contract: 12	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: Yamamotoyama USA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
---------------------------	--

Address: 122 Voyager Street

City, State, Zip: Pomona, CA 91768

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: 255

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



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

### Hospitality Industry Training and Education Fund dba Hospitality Training Academy (HTA)

Contract Number: ET24-0115

Panel Meeting of: July 21, 2023

ETP Regional Office: North Hollywood

Analyst: D. Tran

#### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	MEC (H) Services (61,71,72,81,92)
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Unite Here! Local 11		
Turnover Rate:		≤20%	

#### FUNDING DETAIL

<b>Program Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$120,750</div>	+	<b>Support Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           \$21,000 20%         </div>	=	<b>Total ETP Funding</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$141,750</div>
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Pre-Apprentice	English Literacy Skills; Digital Literacy Skills; Technical Skills; Workforce Preparation Activities	50	08-200	0	\$2,835	\$15.50
				Weighted Avg: 105			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Prep Cook	50

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2006 and located in Los Angeles, the Hospitality Industry Training and Education Fund dba Hospitality Training Academy (HTA) <http://www.lahta.org> is a 501 (c)(3) nonprofit organization. They are a labor management partnership/Taft-Hartley Fund that provides services and training to both contributing employers and members of the Unite Here Local 11 labor union. HTA is eligible to contract with ETP as a trade association. This will be HTA's fourth ETP contract, and third within the last five years.

The Hospitality Training Academy launched a program in 2009 to connect employers, community colleges, and community organizations with the workforce development system. This collaborative effort ensured that workers were provided access to high quality training needed to qualify and progress in the hospitality and food service industry. HTA has experienced continued growth and success by expanding its reach from hotels and local event venues throughout Downtown Los Angeles to additional cities and communities throughout the greater Los Angeles Region.

Prior to the COVID 19 pandemic, participating and contributing employers were able to quickly hire experienced and well-trained employees to work in the food service industry. The industry was hit particularly hard during the COVID 19 pandemic and as the economy recovers, the industry as a whole is struggling to hire enough well trained employees to properly staff its restaurants, venues, and events. The Company is now launching a pre apprentice program focused on prep cooks. This training program is targeted to trainees with limited English literacy skills that prevent them from excelling in their careers in the food industry. This training will help create a pipeline of trained and educated food professionals ready to continue their careers in the food industry.

## **Union Support**

Prep Cooks are represented by Unite Here! Local 11. The Union has submitted a letter of support for this training project. Approximately 50 prep cooks will be trained under this training proposal.

## **PROJECT DETAILS**

Due to the COVID 19 pandemic, the hospitality industry and food service industry experienced a significant shortage of employees. Mass layoffs occurred throughout the industry and as a result, many of the existing employees left the industry all together or did not want to return once the economy started to re-open and recover. Due to this shortage of available employees, many employers throughout the industry turned to hiring inexperienced labor to try and fill critical positions. Many of the new hires were people that have limited workforce related skills and limited proficiency in English, basic math, and general workforce skills.

HTA is focused on providing training to this trainee population and is targeting individuals from underserved communities. The pre-apprentice prep cook program is an 18 day tuition free training program for those aspiring culinary chefs to learn from experienced chefs who will guide them through fundamental kitchen techniques, safety measures, and practical skill based training. This is the first step towards the development of their culinary career and will provide the basic foundational skills to excel once they move into the more advanced apprenticeship program.

While in this program, training will focus on the development of English literacy skills, workforce preparation activities, and related digital and technical skills that they will use throughout their career in the hospitality and food service industry.

The program is a tandem program where the development of English literacy, workforce preparation activities, and technical skills are all being taught at once in a live environment. Trainees will learn common kitchen verbiage, understand safe operating and best practices for kitchen and cooking safety, and how to properly and safely handle sharp tools such as knives and other cutlery and operating in a fast paced environment. Upon completion of this program, trainees will have a firm foundation on customer service, culinary skills, work-readiness, and a core understanding of kitchen terminology and verbiage that will set them up for continued success as they move into the apprenticeship program.

## Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

**English Literacy Skills:** This training will be offered to all trainees. This training will encompass the entire program, as daily hands on activities vary and will cover a wide variety of English words and common words used in the kitchen, cooking environment, and identifying foods, ingredients, liquids, and other kitchen related terminology.

**Digital Literacy Skills:** This training will be offered to all trainees. This training will focus on basic use of PC and phones, setting up e-mails, and virtual meeting platforms.

**Technical Skills:** This training will be offered to all trainees. This training will focus on an array of technical skills used throughout their culinary career. Topics include knife skills, using scales, understanding allergens, safety and ergonomics.

**Workforce Preparation Activities:** This training will be offered to all trainees. Training will focus on the development of core competencies in basic knife skills, understanding and using common words in the kitchen, safety words, and understanding basic food products, and exercising customer service skills.

## Impact/Outcome

Successful completion of this Prep Cook pre-apprentice program will position these individuals to continue on and pursue a full culinary apprenticeship program and career. This will open significantly more opportunities for career growth, upward mobility, and economic prosperity.

## Commitment to Training

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

### ➤ Training Infrastructure

The Executive Director along with the Program Director and Program Supervisor will oversee the administration of this training project. Along with designated staff who are responsible for program hours tracking, scheduling, and recruitment, they are also responsible for tracking and reporting hours in the ETP Cal E Force system.

## Marketing and Support Costs

HTA is requesting 20% support costs. HTA continues to market and recruit heavily in underserved and minority communities. The organization advertises on social media, sends emails, attends recruiting events, and conducts community outreach to various community based organizations and participating employers.

## Trainer Qualifications

Hospitality Training Academy certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter and has a minimum of two years of directly relevant teaching experience. For the English and Math Literacy skills portion of the training, the instructors will hold at least a Bachelors degree.

## Tuition Reimbursement

Hospitality Training Academy 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.

## Alternate Retention

Hospitality Training Academy is requesting alternate retention for trainees in Job Number 1 for an industry in which it is not customary to be employed 90 consecutive days. As such, Hospitality Training Academy is requesting to utilize 500 hours of employment during a period not to exceed 272 calendar days after completion of training.

## ACTIVE PROJECTS

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET21-0332	\$163,600	06/28/21 – 06/27/23	50	0	0	\$92,977.50 (56%)

As of 06/12/23, HTA has tracked 4,830 valid hours in the ETP Cal E Force system. This equates to 56% of overall contract performance and represents \$92,977.50 in potential earnings. Due to COVID 19 pandemic, stay at home orders, the program came to a complete halt, many of the partner employers completely laid off their workforce and hospitality industry nearly shutdown completely. This had a significant impact on performance, enrollment, and planned training had to be postponed. Now that the economy recovers, HTA is seeing a significant increase in enrollment has planned extensive training for those that had to delay their training during the Pandemic.



**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0202	Los Angeles	09/01/20 – 08/31/22	\$200,000	\$200,000 (100%)
ET19-0307	Los Angeles	10/29/18 – 01/26/21	\$97,973	\$64,998 (66%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

Trainees may receive any of the following:

**Digital Literacy Skills**

- Set Up Email
- Zoom and Virtual Platform Access
- Basic PC, Mobile Phones, and Tablets

**English Literacy Skills**

- Vocational English as a Second Language
- Kitchen Verbiage
- Food and Ingredient Verbiage

**Technical Skills**

- English Vocabulary – Common Kitchen Terms
- Culinary Knife Skills & Knowledge
- Kitchen Math and Measurements
- Food Safety and Sanitation
- Customer Service & Work Readiness
- Slicing Skills
- Electronic Scales
- Endemics, Pandemics and Vaccines
- Allergens
- Food Cooking and Preparation
- Safety and Ergonomics

**Workforce Preparation Activities**

- Knife Skills – Types of Cuts
- Common Words for Kitchens
- Safety Words
- Food Products
- Customer Service

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Hospitality Industry Training and Education Fund

CCG No.: ET24-0115

Reference No: 22-0984

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Balboa Bay Club Ventures, LLC

Priority Industry? ☒ Yes ☐ No

Address: 1221 West Coast Highway

City, State, Zip: Newport Beach, CA 92663

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 250

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

Company: BW Hotel LLC dba Beverly Wilshire Hotel

Priority Industry? ☒ Yes ☐ No

Address: 9500 Wilshire Boulevard

City, State, Zip: Beverly Hills, CA 90212

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 365

Total # of full-time company employees in California: 365

Company: Courtyard and Residence Inn Los Angeles LA Live

Priority Industry? ☒ Yes ☐ No

Address: 901 W. Olympic Blvd

City, State, Zip: Los Angeles, CA 90015

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 110

Total # of full-time company employees in California: 110

Company: Host International Inc.

Priority Industry? ☒ Yes ☐ No

Address: 345 South Douglas

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 9,000

Total # of full-time company employees in California: 200,000

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Hospitality Industry Training and Education Fund

CCG No.: ET24-0115

Reference No: 22-0984

Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Legends at Banc of California Stadium

Priority Industry? ☒ Yes ☐ No

Address: 3939 S. Figueroa St

City, State, Zip: Los Angeles, CA 90301

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 24,000

Total # of full-time company employees in California: 4,500

Company: Legends Hospitality SoFi Stadium

Priority Industry? ☒ Yes ☐ No

Address: 1001 Stadium Drive

City, State, Zip: Inglewood, CA 90301

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 5

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 24,000

Total # of full-time company employees in California: 4,500

Company: Manhattan Beach Westdrift

Priority Industry? ☒ Yes ☐ No

Address: 1400 Parkview Avenue

City, State, Zip: Manhattan Beach, CA 90266

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 200

Company: Millenium Biltmore Hotel

Priority Industry? ☒ Yes ☐ No

Address: 506 S. Grand Ave

City, State, Zip: Los Angeles, CA 90071

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 365

Total # of full-time company employees in California: 365

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Hospitality Industry Training and Education Fund

CCG No.: ET24-0115

Reference No: 22-0984

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: University of Southern California

Priority Industry? ☒ Yes ☐ No

Address: 3434 S. Grand Ave

City, State, Zip: Los Angeles, CA 90007

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 15

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 3,750

Total # of full-time company employees in California: 2,650

Company: The Westin Bonaventure Hotel & Suites - LA

Priority Industry? ☒ Yes ☐ No

Address: 404 S. Figueroa St

City, State, Zip: Los Angeles, CA 90071

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 5

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 750

Total # of full-time company employees in California: 750

Company: Walt Disney Parks and Resorts, US dba Disneyland Hotel

Priority Industry? ☒ Yes ☐ No

Address: 700 W. Ball Rd

City, State, Zip: Anaheim, CA 92802

Collective Bargaining Agreement(s): Unite Here Local 11

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 223,000

Total # of full-time company employees in California: 25,000

# UNITE**HERE!**Local 11

March 15, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the **Hospitality Industry Training and Education Fund (HITEF) dba Hospitality Training Academy (HTA)** is requesting ETP funding. The proposed training plan for the specified members has our strong support.

The approximate number of trainees from the following occupations will be participating in this project: 50 new hire pre-apprenticeship trainees for Prep/Line Cook occupations.

## 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,



Ada F. Briceño  
UNITE HERE Local 11 Co-President

#### MAIN OFFICE

464 LUCAS AVE., SUITE 201  
LOS ANGELES, CA 90017  
213.481.8530  
FAX 213.481.0352

#### GARDEN GROVE OFFICE

13252 GARDEN GROVE BLVD., SUITE 200  
GARDEN GROVE, CA 92843  
714.750.4373  
FAX 714.750.5638

#### AIRPORT OFFICE

4634 W. IMPERIAL HWY.  
INGLEWOOD, CA 90304  
310.671.0720  
FAX 310.671.5021

#### PHOENIX OFFICE

1021 S 7<sup>th</sup> Ave.  
PHOENIX, AZ 85007  
480.795.5330  
FAX 480.795.5326



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**International Rescue Committee, Inc.**

**Contract Number: ET24-0114**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	MEC (H) Manufacturing (E) Transportation and Warehousing (48-49) Services (61,71,72,81,92) Retail (44-45)
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$423,775		\$73,700 20%		\$497,475

In-Kind Contribution:	50% of Total ETP Funding Required	\$423,775
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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	Digital Lit. Skills; English Lit. Skills; Workforce Preparation Activities;	335	8-200	0	\$1,485	\$15.50
				Weighted Avg: 55			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Cashier	52
Driver	88
Food Preparer	45
Housekeeper/Janitor	30
Security Guard	70
Warehouse Workers	50

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.



Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

The International Rescue Committee, Inc. (IRC) (<https://www.rescue.org/>) is a global humanitarian aid organization that was founded in 1933 at the request of Albert Einstein. IRC provides emergency relief, rehabilitation, and post-conflict reconstruction support to refugees and immigrants who are victims of oppression and violent conflict around the world. The organization is based in New York City and operates in more than 40 countries and 22 cities across the United States. IRC responds to humanitarian crises around the world and is focused on providing assistance and support to those most vulnerable by improving health, education, and economic wellbeing.

As a resettlement agency, IRC delivers innovative, and effective programs by combining evidence-based strategies with an unparalleled ability to deliver culturally and linguistically accessible programs to people that hail from more than 100 nations. As a result of these programs, people are able to join the American workforce and employers across California and the nation can fill critical jobs with talented, dedicated, and diverse employees. IRC's five offices in California will participate in this proposal. The locations are in Santa Clara, San Diego, Alameda, Los Angeles, and Stanislaus Counties. This will be IRC's first ETP training contract.

## **PROJECT DETAILS**

IRC understands that immigrants and refugees are an essential part of California's economy. Many individuals are from vulnerable communities such as low income areas or populations that have basic adult skill deficiencies. These barriers are systemic issues that have negative impacts on the size and diversity of California's workforce and often prevent these individuals from full participation in the American economy.

IRC focuses on these target populations and provides training, education, and other services to eliminate these barriers and provide opportunities of economic equality, personal advancement, and career mobility so that individuals can obtain meaningful employment, and continue to grow and excel in the American workplace and society in general. Many of the participants at IRC have experienced prior trauma. They struggle to adapt to American customs and often face stress and pressure from low paying jobs that have limited career mobility. Training provided through IRC will help eliminate these barriers and help participants quickly adapt to the American workforce and develop adequate skills so that they can continue to grow in their careers and continue to support their families.

IRC has developed a workforce literacy preparation program to help new Americans overcome significant barriers to enter the workforce that incorporates targeted classes to familiarize new Americans to workplace culture and support individuals on various aspects on how to maintain and keep a job. This program will be in line with ETP's Literacy pilot in focusing on providing core

skills training in the areas of English Literacy Skills, Digital Literacy Skills, and workforce preparation activities.

IRC has a significant network and partnerships with employers that it regularly engages with to ensure training is responsive to its hiring needs. This relationship helps increase significant success in job placement as candidates that fill those roles are properly trained so that they can ease into the workplace environment with very little issues and this ensures a placement stays for a long time to grow their career and improve their economic opportunities.

## **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

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

**Digital Literacy Skills:** This training will be offered to all occupations and will focus on key basic skills such as working with technology and digital platforms. This training will ensure that trainees have skills on how to use a computer and tablet. Topics include basic computer skills, technology skills, and digital security.

**English Literacy Skills:** This training will be offered to all occupations and will focus on core skills in English for immigrants, refugees, and English language learners. English is a critical and the main component of this training plan. Topics include vocabulary, listening, speaking, and reading.

**Workforce Preparation Skills:** This training will be offered to all occupations and will focus on developing the basic interpersonal skills that are critical in the workplace. Topics include resume development, financial literacy, and interviewing skills.

## **Tuition Reimbursement**

IRC 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.

## **Impact/Outcome**

The outcome of this training program will provide improved economic opportunities for refugees, immigrants, and English language learners. Many individuals who come from IRC's programs and services have achieved significant success in parts of their lives they never thought possible. One example of this is from an individual named Mursal who dreamt of becoming a nurse in high school. In 2017, she arrived in the U.S with her parents leaving behind her husband in Afghanistan. With the help of IRC she secured her first job as a housekeeper at the Marriott hotel. While working, she simultaneously worked a second job at the Amazon warehouse to provide for and support her family.

With the programs offered through IRC, she was able to continue working, studying, and improving her English. She was able to complete a five week CNA course and received her certification. She now works as a CNA and loves her job. She is now planning to continue on to study and become a registered nurse. She remains grateful for the programs and services provided by IRC as the core skills she learned have opened many more opportunities for her.

## **Commitment to Training**

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

### **➤ Training Infrastructure**

This training project will be overseen by the Chief Operating Officer based in San Diego. This person will be responsible for scheduling and coordinating training efforts at each regional center. They are also responsible for tracking and uploading hours into the ETP CEF systems. Along with designated staff assigned to each regional center, who will collect and verify completion of rosters, the company has also hired a third party administrative subcontractor who will assist in the administration of this training program.

## **Electronic Recordkeeping/LMS**

IRC will be utilizing a Learning Management System to record and track training. The system being utilized is Social Solutions and has been in use for over seven years.

## **Marketing and Support Costs**

IRC is requesting 20% support costs for this training project. The organization is involved heavily in community outreach and partnering with their extensive network of employers. The organization regularly sends out flyers, emails, text messages, and utilizes social media to reach and recruit new trainees. The organization will also leverage well established relationships with other community-based organizations and other state and federal agency partners to recruit additional participants.

## **Trainer Qualifications**

IRC certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

## **Alternate Retention**

IRC is requesting alternate retention for trainees for an industry in which it is not customary to be employed 90 consecutive days. As such, IRC is also requesting to utilize 500 hours of employment during a period not to exceed 272 calendar days after completion of training.

## **DEVELOPMENT SERVICES**

IRC retained Trailhead Strategies, Inc. in El Cajon to assist with development of this proposal for a flat fee of \$2,500.

## **ADMINISTRATIVE SERVICES**

IRC retained Trailhead Strategies, Inc. in El Cajon to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Basic Computer Skills
- Technology Skills
- Digital Security

#### **English Literacy Skills**

- Vocabulary
- Listening
- Speaking
- Reading
- Grammar

#### **Workforce Preparation Activities**

- Career Exploration
- Resume Development
- Financial Literacy
- Transportation 101
- Interviewing Skills
- Understanding the American Workplace

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: International Rescue Committee, Inc.

CCG No.: ET24-0114

Reference No: 22-0980

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: 7-Eleven

Priority Industry? ☐ Yes ☒ No

Address: 2600 N Main St

City, State, Zip: Los Angeles, CA 90031

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 12

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 135,332

Total # of full-time company employees in California: 16,000

Company: Amazon

Priority Industry? ☐ Yes ☒ No

Address: 924 Fransil Ln

City, State, Zip: Turlock, CA 95380

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 50

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 1,600,000

Total # of full-time company employees in California: 170,000

Company: CVS

Priority Industry? ☐ Yes ☒ No

Address: 3320 Fruitvale Ave

City, State, Zip: Oakland, CA 94602

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 300,000

Total # of full-time company employees in California: 36,000

Company: Diligence Security Group

Priority Industry? ☐ Yes ☒ No

Address: 66 Franklin Street Suite 300

City, State, Zip: Oakland CA 94607

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 150

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: International Rescue Committee, Inc.

CCG No.: ET24-0114

Reference No: 22-0980

Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Fleet Logix

Priority Industry? ☐ Yes ☒ No

Address: 3274 Rosecrans St

City, State, Zip: San Diego CA 92110

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 28

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 500

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

Company: Marriott Hotels

Priority Industry? ☐ Yes ☒ No

Address: 350 W Santa Clara St

City, State, Zip: San Jose, CA 95113

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 120,000

Total # of full-time company employees in California: 14,400

Company: McDonalds

Priority Industry? ☐ Yes ☒ No

Address: 1210 S Soto St

City, State, Zip: Los Angeles, CA 90023

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 45

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 200,000

Total # of full-time company employees in California: 24,000

Company: Omni Hotels

Priority Industry? ☐ Yes ☒ No

Address: 675 L St

City, State, Zip: San Diego, CA 92101

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 7,000

Total # of full-time company employees in California: 840

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: International Rescue Committee, Inc.

CCG No.: ET24-0114

Reference No: 22-0980

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: United Guard Services, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 450 Fletcher Pkwy Suite 223

City, State, Zip: El Cajon, CA 92020

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 130

Company: Walmart

Priority Industry? ☐ Yes ☒ No

Address: 2111 Fulkerth Rd

City, State, Zip: Turlock, CA 95380

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 2,300,000

Total # of full-time company employees in California: 99,543





## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Kern Community College District**

**Contract Number: ET24-0101**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100 HUA	Industry Sector(s):	MEC (H) Agriculture (11) Mining, Oil Gas (21) Manufacturing (33) Aerospace Related
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%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$162,564		\$28,272 20%		\$190,836

In-Kind Contribution:	50% of Total ETP Funding Required	\$150,000
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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	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Technical Skills. Wkfrce Prep Activities	228	8-200	0	\$837	\$15.50
				Weighted Avg: 31			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Coordinator	10
Corps Member	10
Crew Leader/Supervisor	12
Driver	20
Early Childhood Education Student Aide	12
Early Childhood Education Teacher	12
Firefighter in Training	10
Forklift Driver	17
General Laborer	28
Grader	12
Helper	14
Maintenance/Mechanic	15
Packer	12
Production Staff	17
Technician	12
Warehouse Worker	15

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1968 and headquartered in Bakersfield, Kern Community College District (KCCD) ([www.kccd.edu](http://www.kccd.edu)) strives to provide outstanding educational programs and services responsive to its diverse students and communities. KCCD includes Bakersfield College, Cerro Coso College, and Porterville College. KCCD is eligible to contract with ETP as a Training Agency/Community College under Title 22, California Code of Regulations, Section 4426(a)(1).

KCCD serves Kern, Tulare, Inyo, Mono and San Bernardino Counties, making it one of the largest districts in the United States. In addition to classes held on campus, KCCD offers instruction through educational centers in Delano, Bakersfield, Bishop, Mammoth Lakes, Lake Isabella, and Edwards Air Force Base to local companies and throughout the state and distance learning through the Internet, satellite programming, and cable television.

Its Customized and Corporate Training (CCT) division will administer the ETP program. CCT is part of a California Community Colleges Chancellor's Office initiative to provide a foundation for a long-term, sustained relationship with business and labor across districts. CCT provides high quality, innovative and affordable education, and in-depth training solutions to meet the needs of business and industry. It conducts outreach to employers in manufacturing, health care, food processing, Veteran groups, logistics, construction, energy (solar, turbine, biofuel) and alternative energy construction.

## **Veterans Program**

Although there is not a veteran's component, KCCD's participating employers actively recruit veterans for training. In addition, KCCD works with Bakersfield College Veteran's Center, Kern County Veteran's and EDD Veteran's advocate to promote training.

## **PROJECT DETAILS**

This is KCCD's seventh ETP Contract, and the seventh in the last five years. According to KCCD, a large number of employers in the Southern San Joaquin are facing challenges with workers who are foreign born and lack of sufficient English Language skills in employment. In addition, they are also limited with digital/computer literacy skills, which preventing them from advancing to better job opportunities and wage increases. As such, participating employers have expressed critical needs to improve the English Language skills of its workforce.

In this proposal, KCCD requests to train 228 trainees who are immigrants, refugees, and English language learners. The training program designed and customized not only by industry but also by each specific participating employer. Its goal is to improve the quality of life for these individuals by increasing their education, communication skills and opportunities for career advancement. With a skillful and competent workforce, participating employers have the opportunities to attract new customers, increase production, and support business growth to remain competitive. KCCD is also committed to providing training opportunities to companies located in rural areas that typically in a high employment areas and do not have the funding available to provide needed training to their employees.

The training outlined in this proposal will be customized, based on employer needs assessments and training objectives. KCCD conducts interviews with employers, workers, and multiple training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by KCCD to gauge the effectiveness of training and identify how training can be improved.

The core group of employers consist of four large companies and two 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. KCDD anticipates 85% of training will be conducted at participating employer worksites; the remainder will be conducted at KCCD facilities.

## **Training Plan**

At least 70% of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be provided via Class/Lab and E-Learning in the following:

**English Literacy Skills:** Training will be offered to all occupations and focus on improving English literacy skills in reading, writing, workplace terminology and communication.

**Digital Literacy Skills:** Training will be offered to all occupations. Training will focus on improving digital literacy skills in utilizing software applications, which include Microsoft and employer specific computer system.

**Math Literacy Skills:** Training will be offered to all occupations to improve math literacy skills. Training topics include Basic Math and Workplace Calculations.

**Technical Skills:** Training will be offered to all occupations and focus on improving job related skills, equipment operations, manufacturing practices, and inventory control.

**Workforce Preparation Skills:** Training will be offered to all occupations to promote teamwork, time management, and job readiness.

### **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; whereas, many small rural companies have limited or no training budget. Some companies may have a training budget, but still need ETP funding to help them economically to expand training and realize their goals, especially after recent economic downturns and period of financial instability. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs. Although some participating employers may have received ETP training in the past, employers will include targeted intended trainees who will be new participants to ETP-funded training. Trainees that have benefited from past ETP-funded training will be trained in new areas that will further skills development and contribute to company growth.

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

#### ➤ Training Infrastructure

Training will begin upon Panel approval. KCCD has designated an Executive Director, three full-time and two part-time Department Assistants to oversee ETP training and administrative responsibilities including marketing, recruitment, assessment, scheduling training, enrollment, recording and tracking, securing rosters, verifying training and retention completion and ensuring compliance with all ETP requirements.

### **Marketing and Support Costs**

KCCD works closely with regional economic development partners and industry associations. The Workplace Learning Resource Center and the 21st Century Energy Center maintain a database of companies and mail marketing materials to advertise upcoming events. Staff networks closely with past clients, using employer and employee evaluations to determine future training needs and establish ongoing, long-term relationships. Many clients expand their initial training with in-depth, customized training after participation in short-term workshops. Staff also provides outreach to new businesses using updated brochures and marketing software to reach targeted customers in its service areas. KCCD is a strategic partner with the Kern Economic Development Council, local Workforce Investment Boards, Kern Hispanic Chamber of Commerce, Kern Black Chamber of Commerce, and the Greater Bakersfield Chamber of Commerce.

KCCD is requesting 20% Support Costs to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Without this additional funding, KCCD would not be able to dedicate the time and effort necessary to sustain a successful ETP project. Staff believes 20% Support Costs for Job Number 1 is justified in this proposal for the reasons set forth above.

### **Trainer Qualifications**

Kern certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### **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**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
*ET22-0180 (CCCF)	\$988,645	12/27/21 – 03/30/24	883	TBD	TBD	\$807,125 (82%)
**ET22-0109	\$597,110	08/23/21 – 08/22/23	770	1,012	TBD	\$514,320 (86%)

\*ET22-0180 (CCCF): KCCD has an active contract with ETP under the California Community College Funds, with a term of December 27, 2021 to March 30, 2024. Of an estimated 883 trainees, 1,032 have been enrolled and 648 have received the minimum hours of training. Based on the ETP System, 32,776 reimbursable hours have been tracked for potential earnings of \$807,125 (82% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

\*\*ET22-0109: KCCD has an active contract with ETP under core funding, with a term of August 23, 2021 to August 22, 2023. Of an estimated 770 trainees, 2,599 have been enrolled and 1,012 have received the minimum hours of training. Based on the ETP System, 21,922 reimbursable hours have been tracked for potential earnings of \$514,320 (86% of approved amount). KCCD reported that all training completed on May 23, 2023. More training hours will be uploaded into the ETP System and projected earnings is expected to be in the 90th percentile.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0207 (COVID)	Statewide	12/14/20 – 12/13/22	\$200,000	\$188,000 (94%)
ET20-0149	Statewide	11/04/19 – 11/03/21	\$678,519	\$625,796 (92%)
ET18-0139	Statewide	10/30/17 – 10/29/19	\$581,344	\$557,694 (96%)

**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:

**Digital Literacy Skills**

- Computer Basics
- Employer Specific Computer Systems
- Internet Searches
- Keyboarding
- Microsoft Excel (Beginning, Intermediate & Advanced)
- Microsoft Word (Beginning, Intermediate & Advanced)
- Microsoft Office Suite (Beginning, Intermediate & Advanced)

**English Literacy Skills**

- Vocation English as a Second Language
- English for Supervisors/Crew Leaders
- Basic Workplace Terminology
- Introduction of Process Terminology
- Understanding Manuals and Reports
- Written Communications

**Math Literacy Skills**

- Basic Math
- Workplace Calculations

**Technical Skills**

- Assembly Procedures
- Automation Systems
- Basic Electronics
- Basic Tool Usage
- Blueprint Reading
- Commercial and Residential Arborist: Chain Saw, Chipper, Ground Operations
- Construction Fundamentals
- Construction Management
- Construction Skills
- Control Ladder Logic
- CPR/First Aid/AED
- Electrical
- Electronics
- Equipment Operations
- Fluid Power
- Food Processing
- Ground Operations
- HVAC
- Hydraulics
- Introduction to Electrical Control Wiring
- Industrial Maintenance and Repair



- Inventory Control
- Laser Equipment
- Lubrication
- Machining
- Manufacturing Basics
- Manufacturing Job Breakdown and Instruction
- Materials
- Measurements
- Mechanical
- Mechatronics
- Metals in the Plant
- Operations
- Packaging
- Parts and Product Manufacturing
- Photovoltaic and Solar Panel Applications
- Pneumatics
- Power Transmission
- Process Control
- Production Operations
- Pumps
- Repair and Service
- Rigging
- Risk Analysis and Safety Fundamentals
- Introduction to Utility Line Clearance Arborist
- Utility Line Clearance Arborist Job Site, Herbicides, Aerial Rescue Techniques
- Utility Line Clearance Arborist Portable Tools, Hand Tools and Ladders
- Utility Line Clearance Arborist: Job Briefings and Minimum Approach Distances and Drop Zone
- Utility Line Clearance Arborist: Mobile Equipment Use
- Utility Line Clearance Arborist: Pruning, Use of Ropes, Rigging
- Utility Line Clearance Arborist: Tree Climbing and Fall Protection
- Utility Line Clearance Arborist: Job Site Communication
- Aerial Specialist Training
- American National Standard for Arboricultural Operations 133
- Certified Arborist Training
- Certified Tree Care Safety Professional Training
- Climber Bucket Operations
- Electrical Hazards Awareness Program
- Job Site Communication
- Mobile Equipment
- Pre-Inspection
- Pruning and Trimming
- Risk Analysis and Safety Fundamentals
- Robotics
- Solar Technician
- Tree Climbing
- Tree Risk Assessment Qualifications Training
- Utility Specialist Training

- Utility Procedures
- Warehousing
- Welding
- Wind Technician

**Workforce Preparation Activities**

- Communicating at work
- Job Readiness
- Teamwork
- Time Management

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District

CCG No.: ET23-0101

Reference No: 22-0998

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Dolores Huerta Foundation

Priority Industry? ☐ Yes ☒ No

Address: PO Box 2087

City, State, Zip: Bakersfield, CA 93301

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: 50

Total # of full-time company employees in California: 50

Company: Esparza Enterprises Inc.

Priority Industry? ☐ Yes ☒ No

Address: 3851 Fruitvale Ave.

City, State, Zip: Bakersfield, CA 93308

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: 3,800

Total # of full-time company employees in California: 3,600

Company: Farmworker Institute of Leadership Development

Priority Industry? ☐ Yes ☒ No

Address: 122 East Tehachapi Blvd.

City, State, Zip: Tehachapi, CA 93561

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 25

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 95

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

Company: Grimmway Farms

Priority Industry? ☒ Yes ☐ No

Address: 11412 Malaga Road

City, State, Zip: Arvin, CA 93203

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: 3,800

Total # of full-time company employees in California: 3,689

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern Community College District		CCG No.: ET23-0101
Reference No: 22-0998		Page 2 of 2
<hr/>		
Company: Tasteful Selections		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13003 Di Giorgio Rd.		
City, State, Zip: Arvin, CA 93203		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 12		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 289		
Total # of full-time company employees in California: 200		
<hr/>		
Company: Wonderful Orchards		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6801 Lerdo Highway		
City, State, Zip: Shafter, CA 93263		
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: 880		
Total # of full-time company employees in California: 800		
<hr/>		



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

### Laborers Training and Re-Training Trust Fund for Southern California

**Contract Number: ET24-0113**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

#### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	MEC (H) Construction (23)
Counties Served:	Kern, Los Angeles, Imperial, Inyo, Mono, Orange, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SoCal District Council of Laborers and Affiliated Laborers International Union; Local 89; Local 220; Local 300; Local 585; Local 652; Local 783; Local 1184; Local 1309		
Turnover Rate:		≤20%	

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$390,264		\$67,872 20%		\$458,136

In-Kind Contribution:	50% of Total ETP Funding Required	\$636,390
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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	English Literacy Skills, Digital Literacy Skills Wrkfr. Prep. Activities	202	8-200	0	\$2,268	\$15.50
				Weighted Avg: 84			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Laborer	202

## **WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build

the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1970, Southern California District Council of Laborers and its affiliated Local Unions of the Laborers International Union of North America (LIUNA) created Laborer's Training and Retraining Trust of Southern California (the Laborers School) ([www.laborerstrainingschool.com](http://www.laborerstrainingschool.com)). Today, the Laborers School serves eight Southern California Locals (89, 220, 300, 585, 652, 783, 1309 and 1184) across 12 Southern California Counties. The Laborers School operates 14 training sites and currently has over 2,655 enrolled apprentices.

The Laborers School provides construction based training for employees of its members through its classroom instruction and practical application. Its goal is to provide trainees with a clear understanding of best practices in the construction industry, allow them to demonstrate their knowledge through hands-on training and assessments, begin a career as a craft laborer, and a first step in the career ladder in the construction trade.

### **Union Support**

Laborers are represented by the Local Unions of the Laborers International Union of North America locals 89, 220, 300, 585, 652, 783, 1184, and 1309. The unions have submitted a letter of support for this training project.

## **PROJECT DETAILS**

This will be the Laborers School's eighth ETP Contract, and the eighth within the last five years. In this proposal, the Laborers School requests to train 202 trainees who are immigrants, refugees, and English language learners. According to the Laborers School's representative, it is crucial to expand its current Vocational English as a Second Language curriculum to accommodate the influx of low English skills workers in the construction industry. With a limited English skills workforce, participating employers are facing not only a lower productivity rate but also a higher incident rate. In the past, workers with low English skills had to be placed at work sites with translators, which often led to less work opportunities. In addition, participating employers were also impacted due to a smaller pool of available English speaking workers to complete projects on a timely manner. As such, the Laborers School has developed and customized its curriculum to address the needs of its participating employers and industry demand. An increase in more workers who can communicate in English will help participating employers meet and industry requirements and customers' expectations.

The Laborers School has been providing training in Vocational English as a Second Language since 2009. It has successfully graduated 727 trainees to date. Under the guidance of credentialed instructors, these trainees have moved through a 4,000-hour apprenticeship towards the goal of being a Journey Person Laborer. Since the majority of the trainees struggle with limited English skills, the Laborers School implemented a mandatory orientation to assess the trainee's English language needs. If it is determined that ESL classes are required each trainee must complete a 40-hour Construction English 101 class, which has been offered for the past 14 years. This class, along with apprenticeship 304 hours of classroom instruction prepares each trainee for journey level Construction Craft Laborer status. The Laborers School recently invested approximately \$3,000 in new laptops, which will be used in classroom for Digital Literacy Skills courses.

The Laborers School has determined that its current program is not enough to meet the English needs of the apprentices who are entering into their program. The Laborers School would like to extend its program to include 100 to 180 classroom hours that better prepares lower English-speaking apprentices with more opportunity to improve their English skills during their apprenticeship. These additional VESL classes will help the trainees be more successful in their classes and on their worksites. At the end of the Literacy training program, these pre-apprentices trainees will be placed into the apprenticeship program with the Joint Apprenticeship and Training Committee (JATC).

## **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be provided via Class/Lab and E-Learning in the following:

**English Literacy Skills:** This training will be offered to all workers and focus of improving English literacy skills. Training topics include respond and give oral warnings and safety instructions, define new words specific to and relevant for construction, and describe main duties of Construction Craft Laborers.

**Digital Literacy Skills:** This training will be offered to all workers and focus on improving computer skills and navigating the computer system.

**Workforce Preparation Skills:** This training will be offered to all workers and focus on improving job related skills, communication, and working with others.

## **Alternate Recordkeeping**

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

## **Impact/Outcome**

Upon the completion of training, trainee will receive a Vocational English for Speakers of Other Languages and Construction English 101 Certificate of Completion. More importantly, better English skills will help trainee to earn additional certifications given through the JATC. Additional certifications will provide trainee with more opportunities in job promotions, wage increase, and a better career path.

## **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust for every hour worked by the workers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

The Executive Director will oversee the project. The Laborers School administrative team of 11 staff members will provide assistance with marketing, recruitment, needs assessments, and the scheduling of training. Strategy Workplace Communications has also been retained to provide contract administration services.



## Marketing and Support Costs

The Laborers School and the various local unions publicize the availability of training through direct mailings, brochures/flyers, personal contacts, telephone calls, public service announcements and e-mail announcements. Additional marketing takes place at labor-management meetings and industry assemblies, site visits to local schools, trade shows, industry meetings, and vocational outreach organizations. Feedback on the training program comes directly from the employers and union representatives based on workplace performance, requests of customers, and course evaluations completed by participants. The Laborers School has 8 staff members dedicated to marketing, recruiting assessment, scheduling and training; therefore, the Laborers School requests 20% support costs to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

## Trainer Qualifications

The Laborers School certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

## 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.

## Alternate Retention

The Laborers School is requesting alternate retention for trainees in Job Number 1 for an industry in which it is not customary to be employed 90 consecutive days. As such, the Laborers School is requesting to utilize 500 hours of employment during a period not to exceed 272 calendar days after completion of training with one or more employers.

## ACTIVE PROJECTS

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
*ET23-0908	\$499,720	10/03/22 – 10/02/24	445	0	0	0
**ET22-0923	\$596,418	10/01/21 – 10/03/23	431	0	0	0

\*ET23-0908: The Contractor reported that training started October 15, 2022, and 814 trainees have completed 32,126 training hours. Each trainee is scheduled to receive 80 training hours per semester. The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through July 4, 2024.

\*\*ET22-0923: The Contractor reported that training started December 8, 2021, and 706 trainees have completed 39,038 training hours. Each trainee is scheduled to receive 80 training hours per semester. The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through July 4, 2023.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0927	Multiple Locations	09/14/20 – 09/13/22	\$378,860	\$378,860 (100%)
ET21-0917	Multiple Locations	08/14/20 – 08/13/22	\$378,860	\$305,032 (80%)
ET20-0904	Multiple Locations	07/01/19 – 06/30/21	\$749,706	\$749,706 (100%)
ET19-0903	Multiple Locations	07/01/18 – 06/30/20	\$938,666	\$938,666 (100%)
ET17-0921	Multiple Locations	12/31/16 – 12/30/18	\$706,731	\$706,731 (100%)

### **DEVELOPMENT SERVICES**

Strategy Workplace Communications in Alameda assisted with development at no cost.

### **ADMINISTRATIVE SERVICES**

Strategy Workplace Communications 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:

#### **Digital Literacy Skills**

- Provide Information Regarding Self and Skills on Different on-line Application Forms
- Demonstrate Knowledge of Apprenticeship Application Forms and Related Forms Submitted on-line
- Demonstrate Knowledge of Common Forms and Documents Such As Accident Reports, Blue Prints and SDS sheets, Submitted on-line
- Fill Out online Forms
- Use 10-15 Sight Words Used in Common Forms and Documents, on-line
- Follow Written Instructions Related to Filling Out Forms, on-line
- Report a Problem Such as an Equipment Breakdown, Injury, or Accident, on-line
- Request/Ask for training on-line

#### **English Literacy Skills**

##### **Construction English 101**

- Agree/Disagree
- Ask for Repetition and Clarification
- Define and Use 200 New Words Specific to/Relevant for Construction
- Define and Use 80 New High Frequency Words
- Demonstrate How to Establish and Maintain Appropriate Eye Contact and Distance When Communicating
- Describe Common Construction Communication Situations
- Describe Common Construction Sites/Locations and Types of Construction Activities
- Describe Injuries and Accidents
- Describe Main Duties/Tasks of Construction Craft Laborer jobs, as Well as Associated Routines/Steps
- Follow and Respond to Oral Instruction for Job-Specific Tasks Associated with Key Jobs Held by Laborers
- Follow Oral Instruction that Involve the Main Duties of Common CCL Jobs
- Identify Construction-Specific Hand Signals
- Identify Procedures for Reporting Accidents
- Identify Purpose of Personal Protective Equipment
- Identify Required Safety Equipment for Common Jobs
- Identify/Describe Unsafe Conditions
- Make a Request or in Insist on Use of Personal Protective Equipment
- Make Suggestions to Improve Safety
- Name Common Construction Site Injuries, Unsafe Conditions, Accidents, and Fatalities
- Name Commonly Used Personal Protective Equipment
- Offer and Ask for Help

- Recognize and Follow Written Safety Instructions and Warnings Such as Common Construction Site Signs
- Recognize Common Hand Signals
- Recognize Common Safety Signs
- Respond to and Give Oral Warnings and Safety Instructions
- Respond to and give Oral Warnings Related to the Use of Tools, Materials, and Equipment
- Understand at Least 10 Common Safety Signs/Written Warnings or Safety Procedures/Instructions
- Use at Least 10 Warnings
- Use Repetition and/or at Least 1 Other Memorization Strategy to Promote Retention of Vocabulary and Phrases

**Workforce Preparation Activities**

- Identify Common Grievance Procedures
- Identify Common Resources and Training Available Through LIUNA Training
- Identify Procedures for Asking for Time Off or Overtime
- Identify Procedures for Calling in Sick or Tardy
- Identify the Education/Training Requirement of Common Jobs
- Name Construction-Related and Other Job Advancement Opportunities and Associated Training Requirements and Opportunities Available to Laborers
- Name One Training Opportunity of Interest
- Provide Information Regarding Self and Skills on Different Application Forms.
- Report a Problem Such as a Pay Problem, Equipment Breakdown, Injury, or Accident
- Request/Ask for Training
- Respond to a Conflict or Disagreement
- Respond to and Give Warnings
- Understand and Use at least 60 New Phrases Tied to Language Functions that are Highly Relevant in Training, at Work, and in the Community
- Use at Least One Communication Strategy for Applying What Was Learned in the Classroom in a Common Work or Community Context



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**The San Francisco Food Bank**

**Contract Number: ET24-0104**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

### PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services (G) Healthcare (62)
Counties Served:	San Francisco, Marin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Office and Professional Employees International Union Local 29		
Number of Employees in:	CA: 257	U.S.: 257	Worldwide: 257
<u>Turnover Rate:</u>	4%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$162,276

<b>Total ETP Funding</b>
\$93,150

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	English Literacy Skills, Digital Literacy Skills, Technical Skills, Workforce Preparation Skills	45	8-200	0	\$2,070	\$15.50
				Weighted Avg: 90			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Receiving Clerk	2
Community Support Coordinator	13
Distribution Assistant	5
Custodian Assistant	1
Senior Intake Specialist	3
Class A Driver	1
Class B Driver	1
Custodian	1
Call Center Associate	2
CalFresh Outreach Associate	2
Order Builder	5
Program Associate	3
Program Coordinator	4
Recycling Technician	2

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **Union Support**

SF Food Bank are represented by Office & Professional Employees International Union. The union has provided a letter of support.

## **INTRODUCTION**

Founded in 1987, The San Francisco Food Bank (SF Food Bank) (<https://www.sfmfoodbank.org/>) provides over 53,000 households with weekly groceries and one million meals a week. SF Food Bank's mission is to end hunger in San Francisco and Marin while operating nearly 24 hours a day, seven days a week. SF Food Bank is continuing distribution of food through an expanded home-delivered grocery service to 13,000 homebound seniors and people with disabilities. Pop-ups, or temporary food pantries, will also remain open as long as necessary, and with community support, the Company will be able to open more pantries in neighborhoods that need help. The pop-ups will be essential for expanding to more areas and reaching increased numbers of people in need.

Every week, households count on SF Food Bank for food assistance and 60% of what is distributed are fresh fruits and vegetables. The Company is working to address the root causes of hunger head-on, from its CalFresh enrollment program to advocating for stronger safety-nets.

SF Food Bank has two warehouses in San Francisco and one in San Rafael. SF Food Bank is expanding its main warehouse in San Francisco by approximately 32,000 square feet (the expansion is an opportunity to reach more people) and updating it to be fully compliant with the San Francisco Green Building code, including reducing energy and water, diverting waste from landfill, encouraging alternative modes of transportation, and supporting the health and comfort of building occupants.

In addition to food, SF Food Bank provides its 350+ community partners with resources and workshops, language and translation support and food safety training. Some of the larger partners in the network are St. Anthony's, Glide, Project Open Hand, St. Vincent de Paul, and Ritter Center – who provide thousands of neighbors with meals or groceries. SF Food Bank also partners with smaller, neighborhood-based organizations to get food out into the community. SF Food Bank's

services include advocacy, CalFresh Outreach, College Food Pantries, Community Partners Service, COVID-19 Food Services, Farm to Family, Food Pharmacies, Home-Delivered Groceries, Mobile Food Pantry and Neighborhood Pantries. Working together, SF Food Bank and its partners mobilize thousands of dedicated people every day to end hunger in San Francisco and Marin.

## **PROJECT DETAILS**

This will be SF Food Bank's first contract with ETP. Since 2021, SF Food Bank has provided the resources its unionized workers need to do their best work, including continuing education, career-development opportunities, recognition, and rewards. In late 2021, the Food Bank hired its first Associate Director of Learning and Development. The Associate Director has been tasked with expanding the organization's training and bringing new programs to the workers, especially workers who have barriers to improved job opportunities, such as ESL speakers. SF Food Bank has determined that its current program is not sufficient enough to meet the English needs of employees who are interacting daily with English speakers. Currently, SF Food Bank depends on translators to help its ESL population. Lacking vital literacy skills holds a person back from achieving a living wage and contributes to low self-esteem. To counter the English barrier, trainees will work on improving listening, speaking, reading, and writing skills in English. The training will better prepare lower English-speaking workers with more opportunity to improve their English skills while at work. With increased English skills, workers will be better positioned to perform their tasks and have possibilities for promotions.

Trainees will be offered Vocational English for Speakers of Other Languages (VESL) classes that improve their English proficiency along with developing their work-related skills. Each VESL topic targets language, technical skills and digital literacy skills needed to function more independently on the job site. Workers will learn to use a computer so that they can navigate SF Food Bank's technology, and to aid in current and future training opportunities. Trainees will learn how to write emails and texts and enter information in the organization's applications. The classes will target on-the-job vocabulary, work activities, interpersonal communication skills, health and safety standards, forms and documents and career development. The VESL classes will help the trainees be more successful in their classes, in the warehouse and in the community. SF Food Bank plans to:

- Conduct a needs assessment of the work skills needed on the job
- Access English skills needs to conduct the required work skills
- Create a verbal and written assessment to test workers' skills
- Create lesson plans that meet the customized VESL curriculum
- Keep all testing results and classroom performance confidential
- Commit to well-trained VESL instructors who know the industry
- Create classroom materials relevant to their jobs and their level of English skills
- Pay all workers while they attend classes
- Correct adjustments to workloads on class days as needed
- Put the classes at times that does not interfere with work and other obligations
- Allow only teacher and students in a classroom (no employer managers, or supervisors)
- Create an atmosphere of no one left behind
- Hold exit interviews and testing to determine training outcomes

Before beginning the VESL program, SF Food Bank met with the managers to get their feedback on what English skills are needed. In addition to their roles in needs assessments, managers will have access to the curriculum and will be asked for ideas for improvement. Instructors will work to ensure that any feedback received is included as the classes move forward. To ensure a safe learning environment for the VESL learners, managers will not be allowed in the classroom, but



they will be encouraged to help the workers practice English whenever possible rather than falling back into translation with the workers. Managers will be invited to any celebrations held to support the workers' completion of classes.

The program will be voluntary, and workers accepted into the program will be in good standing with SF Food Bank. Performance in the classes will not affect the workers' job security. The additional English skills of the workers could help SF Food Bank in promoting these trainees as better job opportunities become available. Completion of the General VESL classes will be part of the trainees' training records. Any English-skill improvement will only help the workers and management to strengthen their joint commitment to the work done by SF Food Bank to end hunger in their communities.

## Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

All training courses will be instructor led class/lab/E-learning. Training will be a hybrid and consist of both virtual and in-person classes, and includes English Literacy Skills and Digital Literacy Skills.

**English Literacy Skills:** This training will be offered to all occupations and will include topics such as Vocation English as a Second Language, Understanding Verbal Directions and Instructions, Asking and Answering Questions about Self and Others, Giving and Receiving Performance Feedback, and Asking for Clarification.

**Digital Literacy Skills:** This training will be offered to all occupations and will include topics such as Creating and Communicating with Email, Communicating with Text Applications, Typing from Home Keys, Using Company-provided Cellphone and Using the Company Human Resources Information System (HRIS).

**Workforce Preparation Skills:** This training will be offered to all occupations and will include topics such as Career Movement Skills, Critical Thinking Skills, Advocacy Skills, and Justice, Equity, Diversity and Inclusion Skills.

**Technical Skills:** This training will be offered to all occupations and will include topics such as Understanding and Creating a Monthly Budget, Understanding Online Banking, and Locating and Assessing Loan Information.

## Impact/Outcome

By providing VESL classes, SF Food Bank will provide a pipeline of well-trained workers, who can perform their work more safely and confidently. The SF Food Bank will have a reliable source of workers with increased English skills to fill new work assignments, take on available training opportunities and be more prepared to take on leadership roles.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. SF Food Bank has an annual training budget of \$181,365. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

SF Food Bank plans to use subcontractor Strategy Workplace Communications to help facilitate administration of the contract. The Associate Director of Learning and Development will be

responsible for overseeing all aspects of the contract. Due to different job start and end times, the majority of the VESL classes will be held via teleconferencing, however there will be in person training as well. The in-person training will take place in San Francisco and San Rafael. As needed, class times and dates will be adjusted due to work loads. The Company will be utilizing training vendors.

### **Trainer Qualifications**

SF Food Bank certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

### **Electronic Recordkeeping/LMS**

SF Food Bank is using an electronic learning management system, HRIS, to track training completion and to ensure accurate recordkeeping. ETP staff has reviewed and approved the learning management system.

### **DEVELOPMENT SERVICES**

The Company retained Strategy Workplace Communications in Azusa to assist with development of this proposal for no fee.

### **ADMINISTRATIVE SERVICES**

Strategy Workplace Communications 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:

#### **Digital Literacy Skills**

##### Life Skills

- Creating and Communicating with Email
- Communicating with Text Applications
- Typing from Home Keys
- Finding, Opening, Closing, Saving, Printing, and Creating Files
- Locating, Opening, and Closing Programs and Applications
- Locating and Opening a Browser, Using Search Box, and Opening and Closing Tabs
- Entering Information into Online Forms; Using the Tab Key to Navigate
- Troubleshooting Basic Technology Issues (E.G., Ctrl/Alt/Delete)

##### Food Bank Software Skills

- Using Company-provided Cellphone
- Using Company-provided Internal Communications Accounts (Email, Messaging, Calendar, File Sharing, etc.)
- Using Company Human Resources Information System (HRIS)

#### **English Literacy Skills**

- Vocation English as a Second Language
- Understanding Role-related Words, Phrases, and Acronyms
- Understanding Safety-specific Words, Phrases, and Acronyms
- Understanding Verbal Directions and Instructions
- Asking and Answering Questions about Self and Others
- Communicating with Colleagues, Participants, Supervisors and Stakeholders
- Giving and Receiving Performance Feedback
- Asking for Clarification

##### Non-Verbal Communication

- Understanding Role-related Signs, Symbols, and Written Directions

#### **Technical Skills**

##### Financial Literacy Skills

- Understanding and Creating a Monthly Budget
- Understanding and Creating a Savings Plan
- Understanding Online Banking
- Researching and Evaluating the Pros and Cons of Having a Credit Card
- Reading Critically and Responding Appropriately to Advertisements and Solicitations
- Locating and Assessing Loan Information

#### **Workforce Preparation Skills**

- Understanding Safety-specific Signs, Symbols, and Written Directions
- Filling Out Work Documents, Logs, and Safety Questionnaires
- Understanding Forms, Surveys and Performance Documents

- Understanding a Employee Handbook and Collective Bargaining Contract
  - Calling in Sick and Requesting Time Off
- Career Movement Skills
- Writing and Speaking about Past and Present Employment, Creating a Resume
  - Writing and Speaking about Future Employment Goals
  - Understanding Job Postings, Applications, and Interview Questions
  - Asking Questions and Reporting about Hours, Duties, Salary, and Benefits
  - Asking for a Promotion or Raise and Citing Examples of Excellent Performance
  - Self-assessing Skills and Identifying Learning Goals
  - Utilizing Learning and Development Resources
- Critical Thinking Skills
- Identifying Potential Issues and Conflicts at Work
  - Identifying and Suggesting Potential Solutions
  - Collaborating and Implementing a Solution
  - Finding Resources and Utilizing Supportive Services
- Advocacy Skills
- Understanding the Rights and Responsibilities of Employees
  - Understanding the Rights and Responsibilities of a Union Member
  - Helping Limited English-Speaking Colleagues to Understand and Follow Instructions
  - Recognizing Roles, Responsibilities and Opportunities for Leadership
  - Researching Resources and Giving Advice to Colleagues
- Justice, Equity, Diversity & Inclusion Skills
- Understanding Anti-Racism Words, Phrases and Acronyms
  - Understanding, Discussing, and Applying Anti-Racism Principles to the Workplace
  - Understanding, Discussing, and Applying Identity Exploration to Oneself
  - Understanding Mission, Vision and Strategic Initiatives
  - Understanding Non-Profit-Specific Words, Phrases, and Acronyms



# Notice of Intent

May 19<sup>th</sup>, 2023

SF-Marin Food Bank  
c/o Cassandra Terry  
900 Pennsylvania Ave  
San Francisco, CA 94107

ETP Reference:

RE: Notice of Intent

Projected Effective Date of ETP Contract:

CBA Represented Workers:

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan:

- VESL Training Plan

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan:

- 2 CalFresh Outreach Associates, 2 Call Center Associates, 1 Class A Drivers, 1 Class B Drivers, 13 Community Support Coordinators, 1 Custodian, 1 Custodian Assistant, 5 Distribution Assistants, 5 Order Builders, 3 Program Associates, 4 Program Coordinators, 2 Receiving Clerks, 2 Recycling Technicians, 3 Intake Specialists



Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

### 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,



**S Jamila Buckner**

Chief People Officer, Equity & Inclusion

Prepared by: Cassandra Terry (Associate Director of Learning & Development)

# Office & Professional Employees International Union | Local 29

## AFL-CIO & CLC

Tamara R. Rubyn, President/Business Manager | Kelly Gschwend, Secretary-Treasurer/Business Representative

June 20, 2023

Employment Training Panel (ETP)

1100 J Street, Suite 400

Sacramento, CA 95814

Re: Workforce Literacy Pilot Program, Vocational English as Second Language (VESL) Letter of Support

Dear ETP Panel,

The Office and Professional Employees International Union Local 29 (OPEIU Local 29) are writing on behalf of the San Francisco-Marin Food Bank to express support for their Employment Training Panel (ETP) application for Workforce Literacy Pilot Program, VESL, to increase opportunities for immigrants, refugees, and English Language Learners, through expanded training in English, mathematics, digital skills, workforce preparation activities, and technical skills.

This project is important to OPEIU Local 29 because we believe in equality in the work of the San Francisco-Marin Food Bank. We will be involved by supporting our union members' employer. Should these funds be awarded it will enable us to outreach to more immigrants, refugees, and English Language Learners as they improve their skills and increase their career opportunities.

We are confident that San Francisco-Marin Food Bank will deliver as promised. As a true partner we are committed to the success of this program. We will request a quarterly update from leadership on meeting the goals and progress of the grant. The approximate number of trainees from the following occupations will be participating in this project: 2 CalFresh Outreach Associates, 2 Call Center Associates, 1 Class A Drivers, 1 Class B Drivers, 13 Community Support Coordinators, 1 Custodian, 1 Custodian Assistant, 5 Distribution Assistants, 5 Order Builders, 3 Program Associates, 4 Program Coordinators, 2 Receiving Clerks, 2 Recycling Technicians, 3 Intake Specialists

### **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

# Office & Professional Employees International Union | Local 29

## AFL-CIO & CLC

Tamara R. Rubyn, President/Business Manager | Kelly Gschwend, Secretary-Treasurer/Business Representative

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.

We are available at (510) 975-0001 to answer any questions you may have.

Sincerely,

*Natalie Naylor*







## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Economic Development Collaborative – Ventura County**

**Contract Number: ET24-0133**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** S. Wang

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainees	Industry Sector(s):	MEC (H) Agriculture Manufacturing
Counties Served:	Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$193,200		\$33,600 (20%)		\$226,800

In-Kind Contribution:	50% of Total ETP Funding Required	\$170,000
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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 Seasonal Workers	English Literacy Skills, Technical Skills, Workforce Preparation Activities	200	8–200	0	\$1,134	\$15.50
				Weighted Avg: 42			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles / Number of Trainees	
Occupation Titles	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>	
Gardener	10
Farmworker	160
Maintenance Technician	10
Mechanic	10
Wastewater Operator	10

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the state and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 1996, Economic Development Collaborative – Ventura County (EDC VC) ([www.edcollaborative.com](http://www.edcollaborative.com)) is a regional public and private economic development partnership located in Camarillo. EDC VC is a community resource that promotes jobs and economic growth through programs and services that focus on business attraction, retention, and expansion. EDC VC supports businesses in Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and Ventura.

EDC VC is also the Small Business Administration's designated Small Business Development Center (SBDC) for Ventura and Santa Barbara Counties. EDC VC is a contract partner for the Ventura County Workforce Development Board (VC WDB) for incumbent worker services, layoff aversion, and training services coordination. EDC VC also administers a revolving loan program for the U.S. Department of Commerce and augments funding with private bank capital and loan capital provided through First Five Ventura County.

EDC VC offers business consulting, technical assistance, lending, and training, focusing on business growth and retention, entrepreneurship and business attraction. Its clients include companies in manufacturing, trade, transportation and warehousing, professional and business services, leisure and hospitality, and other services. In addition, EDC VC is a contract partner with the City of Ventura for its business incubator and regional entrepreneurship services and extends its services to a few businesses in Los Angeles and San Luis Obispo counties. This is EDC VC's fifth ETP Contract, and the third within the last five years.

## **PROJECT DETAILS**

ETP-funded training will focus on EDC VC's goal of upskilling the English language and manufacturing skills of workers in the agriculture industry of Ventura County.

Through the EDC VC's sponsorship with the Ventura County Industry Council (VCIC), The Farm Bureau, Ventura County Farmworker Resource Center, and engagement with businesses via the SBDC, EDC VC's have heard the need to address language barriers that have caused lapses in communication between workers, affecting efficiency and production. EDC VC conducted interviews with 13 stakeholders engaged in the VCIC, including various large manufacturing and agriculture employers, to document their workforce training and education needs to help resolve this issue.

Training will be conducted using EnGen's learning platform with live instructors. Even though EnGen is headquartered in Maryland, there is approximately 25% full-time staff living in California. EnGen has assigned a CA-based project manager to oversee all training. There will also be a full-time and part-time Student Success Coach and Learner Onboarding Specialist, as well as

part-time trainers in California that will be delivering training. EnGen's training is designed to equip learners with the English skills they need for collaboration and communication in the workplace, including digital literacy, foundational English skills, workplace-specific English skills, and career skills. Learners acquire the tools they need to efficiently read and understand written instructions in the workplace, ask and answer questions, and understand further training and certifications.

In collaboration with the participating employers, EnGen will offer support in identifying the English language competencies necessary for different job roles within the organization and help develop clear internal career pathways tied to specific workplace training milestones and levels of English language proficiency. EnGen will also support participating employers with implementation that is customized to the needs of the employer and the employee.

## Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be provided to all occupations via Class/Lab and E-Learning delivery methods in the following:

**English Literacy Skills:** Some course topics include: Business English, English for Manufacturing, English for General Industry Safety, and English for Internationally Trained Professionals.

**Workforce Preparation Skills:** Some course topics include: Effective Communication in Workplace, Preparing for Job Interviews, and Beginner and Intermediate Business Skills.

**Technical Skills:** Some course topics include: Introduction to Mining, Introduction to Welding, Manufacturing: Processes & Production, and Manufacturing: Quality Practices and Measurement.

## Impact/Outcome

Upon completion of training, trainees will receive certification that is aligned with the agriculture and manufacturing industry.

## Commitment to Training

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

### ➤ Training Infrastructure

EDC VC's Workforce and Economic Strategies Director (dedicated administrator) along with the Workforce and Economic Strategies Senior Associate will oversee this ETP-funded Contract. There will also be three other dedicated Administrative Staff responsible for scheduling training, collecting training hours, and other internal administrative duties. Subject-matter experts of EnGen will deliver training via E-Learning.

## Marketing and Support Costs

EDC VC markets and advertises its programs primarily through flyers, emails, and advertisements. This proposal, EDC VC actively engaged with The County of Ventura's Farmworker Resource Program and the Farm Bureau of Ventura County to recruit Participating Employers. The Farmworker Resource Program's focus is to build trust and relationships with Ventura farmworkers and to promote and enhance the agricultural industry. While The Farm

Bureau of Ventura County represents a broad cross-section of the county's agricultural sector that produces more than 100 commodities. Through these partnerships, EDC VC has developed a broader network with the region's employers and maintains communication with them about workforce and training needs.

EDC VC is requesting and staff recommends 20% Support Costs for Job Number 1 to assist with recruitment and training assessments needed to address specific curriculum needs for participating employers.

### **Trainer Qualifications**

EDC VC certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

EnGen's platform, pedagogical approach, and adaptive educational technology was developed by an expert in adult learning, assessment, and technology mediated language training with over 25 years of teaching experience and a PhD in Second Language Acquisition. All content and curricula are developed by expert instructional designers with Masters Degrees in Applied Linguistics and certifications in teaching English as a Second Language.

### **Tuition Reimbursement**

EDC VC 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.

### **Alternate Retention**

Trainees in Job Numbers 1 are Seasonal Workers and as such, it is not customary for them to be employed 90 consecutive days. EDC VC is requesting an alternate retention period not less than 500 hours within 12 months of the end-of-training with up to three employers. In addition, these trainees need not be employed full-time during retention.

### **Electronic Recordkeeping/LMS**

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

### **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET22-0184 (EXP/CP)	\$106,600	12/20/21 – 12/19/23	100	0	0	\$106,600 (100%)

Based on data in ETP's Cal-E-Force system, 4,477 reimbursable hours have been tracked for potential earnings of \$106,600 (100% of approved amount).

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0148	Camarillo	12/18/17 – 12/17/19	\$108,820	\$0 (0%)*

\*ET18-0148: Poor performance was due to the timing of this Contract. Ventura, and other surrounding counties were plagued with natural disasters including fire, flood and mudslides, which outlines the RESPOND program. The Thomas Fire, followed by floods and mudslides, devastated Ventura and Santa Barbara counties. During this time, EDC VC led the regional deployment of business disaster recovery technical assistance and grant funding. The additional grant resources were used to manage those deployments, which spanned across a year. As adjacent areas of LA County (Westlake, Agoura, Calabasas, Malibu) were impacted by the Hill and Woolsey Fires, the EDC VC was tasked with providing the same business disaster recovery, technical assistance and grant funding to these cities. The demand for EDC VC's ETP funding was severely impacted by the disasters as businesses became reactionary and training became secondary. Additionally, during the time of the ET18-0148 Contract, EDC VC moved its office, which added to the disruption caused during the disasters.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

EnGen of College Park, MD has been retained to provide English Literacy Skills, Technical Skills, and Workforce Preparation Skills training for a fee of \$91,500. Other trainers will be identified for ETP recordkeeping purposes, as they are retained.

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

Trainees may receive any of the following:

**ENGLISH LITERACY SKILLS**

- Advanced Literacy
- Beginner Literacy English
- Business English
- English for Construction
- English for Digital Literacy
- English for Electrical Work
- English for General Industry Safety
- English for Internationally Trained Professionals
- English for Leadership & Management
- English for Manufacturing
- English for Oil and Gas
- English for Personal Financial Literacy
- Pre-Beginner Literacy

**TECHNICAL SKILLS**

- Introduction to HVAC
- Introduction to Mining
- Introduction to Welding
- Introduction to Workplace Safety
- Introduction to E-Commerce Warehousing
- Introduction to Warehouse Machinery
- Manufacturing: Maintenance Awareness
- Manufacturing: Processes & Production
- Manufacturing: Quality Practices and Measurement
- Manufacturing: Safety

**WORKFORCE PREPARATION ACTIVITIES**

- Beginner Business Skills
  - Office Talk
  - Phone Calls, Meetings, and Presentation
  - Work E-Mail
- Intermediate Business Skills
  - Negotiation
  - Office Talk
  - Phone Calls
  - Remote Work
  - Work E-Mail
- Effective Communication In Workplace
- EnGen Software
- Preparing for Job Interviews
- Understanding Employee Benefits

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Economic Development Collaborative – Ventura County CCG No.: ET24-0133  
Reference No: 22-1036 Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Limoneira	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1141 Cummings Road	
City, State, Zip: Santa Paula, CA 93060	
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
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 300	
Company: Reiter Affiliated Companies	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 730 South A Steet	
City, State, Zip: Oxnard, CA 93030	
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
Total # of full-time company employees worldwide: ,	
Total # of full-time company employees in California: 600	
Company: Rio Farms	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1051 Pacific Avenue	
City, State, Zip: Oxnard, CA 93030	
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
Total # of full-time company employees worldwide: 1,000	
Total # of full-time company employees in California: 1000	
Company: Solimar Farms Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1312 Del Norte Road	
City, State, Zip: Camarillo, CA 93010	
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
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 200	



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Economic Development Collaborative – Ventura County CCG No.: ET24-0133

Reference No: 22-1036

Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: Wonderful Citrus

Priority Industry? ☒ Yes ☐ No

Address: 4399 Berylwood Road

City, State, Zip: Somis, CA 93066

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 200



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Penumbra, Inc.**

**Contract Number: ET24-0143**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** N. Shafqat

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,963	U.S.: 3,558	Worldwide: 3,855
<u>Turnover Rate:</u>	13%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$188,834

<b>Total ETP Funding</b>
\$159,360

**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	Digital Literacy Skills, English Literacy Skills	96	8-200	0-24	\$1,660	\$18.00
				Weighted Avg: 83			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Inspector	24
Material Handler	4
Production Builder	68

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2004 and headquartered in Alameda, Penumbra, Inc. (Penumbra) ([www.penumbrainc.com](http://www.penumbrainc.com)) is a global healthcare company serving the neuro and vascular markets by designing, developing, manufacturing, virtual reality (VR) physical-therapy devices, and marketing medical devices including embolization coils, neurovascular-access devices and aspiration catheters. Penumbra's products are sold directly to hospitals and are used by specialist physicians such as interventional neuroradiologists, neurosurgeons, interventional neurologists, interventional radiologists, and vascular surgeons. It has two additional offices in California located in Roseville and Livermore and international offices in Berlin, Germany, New South Wales, Australia, and Brazil. ETP-funded training will be delivered at its facilities in Alameda and Roseville.

Additionally, the Company serves the underserved communities by working with Circa and Laney Community College through Alameda County Workforce Development Program referrals, and with faculty and staff at Peralta and Placer County Community College Districts. Job listings are also posted at local job training organizations.

This will be Penumbra's fourth ETP Contract, and it's second in the last five years. Training in its previous project focused on the need of training staff on new technology (laser welders, automated-assembly equipment, and VR headsets and software to its production line), industry best practices, and enhance career growth and professional development. In this proposal, training will focus on communication and proficiency in English language, which will provide training for employees to progress to advanced competencies in these areas.

## **Veterans Program**

Although Penumbra does not have a specific Veterans' Job Number and recruitment program in place, the Company actively seeks veteran employees through a veterans' recruiting company to meet and interview candidates. It also attends job fairs at multiple military bases as well as the local reserve units.

## **PROJECT DETAILS**

During onboarding, Penumbra uses HireSelect assessment method to determine individual's ability to read, write, and speak English, compute, and solve problems at levels of proficiency necessary to function on the job. During this assessment, it was found that approximately 65% of new hires for production workforce identify as speaking English as a second language (ESL) or have a reading comprehension score that falls below the 8th grade national average. Penumbra's work instructions evaluated by Flesch Kincaid model conclude that instructions are written at or above the 8th grade level. This has revealed the need to close the gap between the literacy skills of the current workforce and the written work instructions from the Company.

Furthermore, the HireSelect assessments have shown that new hires are also deficient in basic computer skills. Computer skills are more important as businesses shift towards a digital/remote model of work. Penumbra has also increased the use of electronic device history records as well as launching new enterprise resource planning systems for tracking product and raw material as

part of the work order. This has increased need for higher order language comprehension and digital literacy.

## **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

ETP-funded training will be conducted via Class/Lab, E-Learning, and Computer-Based Training (CBT) delivery methods in the following:

**English Literacy Skills:** This training will be offered to all occupations on topics that include Vocational English Second Language.

**Digital Literacy Skills:** This training will be offered to all occupations on topics that include Microsoft Outlook Core, Microsoft Word Core, Microsoft PowerPoint Core, Microsoft Excel Core, Microsoft Outlook Intermediate, Microsoft Word Intermediate, Microsoft PowerPoint Intermediate, Microsoft Excel Intermediate, Microsoft Outlook Advanced, Microsoft Word Advanced, Microsoft PowerPoint Advanced, and Microsoft Excel Advanced.

## **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 0-24 hours of CBT on Rosetta Stone Catalyst Software. CBT cannot consist of more than 50% of total-training hours per trainee.

RSC Software consists of two sections (Foundations and Advanced) that corresponds to language proficiency measured by Common European Framework of Reference (CEFR) score of A1, A2, B1, B2, and C1. Both sections are self-paced learning without a specific timing set to each module.

## **Impact/Outcome**

With ETP funds, training will help expand the capacity of the programs and an overall increase in CEFR score, measured through Rosetta Stone Catalyst Software which translates to increased proficiency in speaking, reading, and writing. In addition, trainees will become proficient with industry recognized software applications, included but not limited to, Microsoft Office Suite, MasterControl, and SAP which will help develop skills that increase long-term employability and opportunities to advance in their careers. Successful completion of Vocational ESL (VESL) and Microsoft Office will result in certification stating the highest level of proficiency.

The Company has a long-term sustainability training plan to preserve ongoing training activities post ETP Contract closure. The training will also allow the Company to use its current budget on maintaining all ongoing programs including quality-control training, new-employee orientation, production-leadership training, and production-proficiency training.

## **Commitment to Training**

Penumbra has an annual training budget of \$1,125,000 allocated to its California-based facilities and includes first aid/CPR, VESL, harassment prevention, (online) professional-development courses, ISO/ASQ, train-the-trainer courses, and presentation skills. Penumbra is committed to continue providing company-sponsored training. ETP funds will not displace existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

Penumbra's Director of Training Operations (dedicated administrator) will oversee the project with support from the Directors of Production, Training Managers, Training Supervisors, Training Specialists, Training Coordinators, Training Administrative Assistants, HR staff, and an LMS Administrator to coordinate with ETP staff. Training Coordinators and Training Supervisors will oversee the scheduling and timely execution of all training programs. Training Specialists and Training Administrative Assistants will review and collect ETP rosters, while assisting with ETP administration.

### **Trainer Qualifications**

Penumbra certifies that all training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

The Company also certifies that all instructors for the program hold bachelor's degrees and advanced degrees with relative experience in teaching adult students and teaching English language. Instructors are also certified in CELTA, ESL, EFL, and Microsoft Office.

### **Tuition Reimbursement**

Penumbra 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 ETP Contract.

### **Electronic Recordkeeping/LMS**

Penumbra has requested Litmos' Learning Management System (LMS) as a form of Electronic Training Record to document all ETP training. The system was developed by SAP Litmos and has been in use since 2019. This system documents the hours and dates of training both automatically and manually depending if training is self-paced and instructor-led training. The records are maintained and accessible by ETP for up to five years. ETP staff has reviewed and approved this LMS.

### **Temporary to Permanent Hiring**

The Company will train 33 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). 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.

## **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET22-0287	\$496,455	3/28/22 - 3/27/24	997	0	0	\$496,455 (100%)

Based on ETP systems, 22,680.61 reimbursable hours have been tracked for potential earnings equaling over the approved amount of \$496,455 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through 12/28/2023.

## **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 \$ %
ET20-0231	Alameda, Placer	12/23/19 – 12/22/21	\$473,340	\$473,340 (100%)

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Digital Literacy Skills**

- Microsoft Outlook Core
- Microsoft Word Core
- Microsoft PowerPoint Core
- Microsoft Excel Core
- Microsoft Outlook Intermediate
- Microsoft Word Intermediate
- Microsoft PowerPoint Intermediate
- Microsoft Excel Intermediate
- Microsoft Outlook Advanced
- Microsoft Word Advanced
- Microsoft PowerPoint Advanced
- Microsoft Excel Advanced

**English Literacy Skills**

- Vocational English Second Language

**Computer-Based Training****English Literacy Skills**

- Rosetta Stone Catalyst Software
  - Foundations (12 hours)
    - Language Basics
    - Greetings and Introductions
    - Work and School
    - Shopping
    - Travel
    - Past and Future
    - Friends and Social Life
    - Dining and Vacation
    - Home and Health
    - Life and World
    - Everyday Things
    - Places and Events
    - Tourism and Recreation
    - Professions and Hobbies
    - At Home and Around Town
    - Style and Personal Wellness
    - Business and industry
    - Arts and Academics
    - Emergency Situations
    - Family and Community



- Advanced (12 hours)
  - Aviation
  - Business Meetings
  - Career and Employment
  - Culture
  - Customer Service
  - Electrical Engineering
  - Emergency Services
  - Everyday Situations
  - General Business Communication
  - Health and Medicine
  - IT and Telecom
  - Manufacturing and Logistics
  - On the Phone
  - People Management
  - Reading Skills
  - Reports and Presentations
  - The Environment and Physical Sciences
  - Travel and hospitality



## WORKFORCE LITERACY PILOT PROGRAM

### Training Proposal for:

**Seersoft, Inc. dba California Rehabilitation Specialists**

**Contract Number: ET24-0140**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Francisco Regional Office

**Analyst:** N. Shafqat

### PROJECT PROFILE

Contract Attributes:	Retrainee Medical Skills Training SB < 100 Priority Rate	Industry Sector(s):	Services (G) Healthcare (62)
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 80	U.S.: 80	Worldwide: 80
Turnover Rate:	12%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$195,000

<b>Total ETP Funding</b>
\$136,620

**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 Medical Skills Training SB < 100 Priority Rate	English Literacy Skills	60	8-200	0	\$2,277	\$15.50
				Weighted Avg: 99			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Certified Nurse Assistant (CNA)	10
Medical Assistant (MA)	50
Rehab Aid	10

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely

correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2006 and headquartered in Granada Hills, Seersoft, Inc. dba California Rehabilitation Specialists (Seersoft) ([www.calrehabsp.com](http://www.calrehabsp.com)) is a healthcare and rehabilitation center that provides Physical Therapy, Occupational Therapy, and Skilled Nursing to patients of all ages. Since operation, Seersoft has created partnerships with various medical clinics, insurance payers, acute-care hospitals, lawyers, skilled-nursing facilities, and home agencies. The Company also serves underserved communities by working with local not-for-profit organizations such as NobleQuest Health Foundations and LADMC Foundation through schools, health fairs, job fairs, and homeless-connect programs. Its other locations include Van Nuys, Long Beach, and Huntington Park in Los Angeles (LA) County. ETP training will occur at its headquarters in Granada Hills.

This will be Seersoft's fourth ETP Contract, and its third in the last five years. In the previous project, Seersoft implemented new lines of service and adopted alternative/virtual patient visits to minimize risk of COVID-19 exposure for both staff and patients. In this proposal, training will focus on communication and proficiency in the English language. Since most of the Company's employees are in the LA County area, immigrants with English as a second language (ESL), it is necessary to improve communication skills to efficiently perform job duties. Additionally, the majority of the interactions at work-site locations are in English language, which requires proficiency in English language while performing patient care and other medical duties.

### **Veterans Program**

Although Seersoft does not have a specific Veterans' Job Number nor a recruitment program in place, Seersoft employs several veterans and has an active contract with Veterans Affairs. Most of the veterans who are employed are nurses or MAs. The Company collaborates with a not-for-profit agency for veterans called Eagle Vision Outreach.

## **PROJECT DETAILS**

Seersoft plans to increase its visibility and presence to other cities such as Pasadena, Glendale, and Gardena area. The Company plans to grow 25% over the next two years and expand its customer base. ETP training will be beneficial to minimizing miscommunication and will allow the Company to improve in providing better customer service and medical services to its patients. Training will also help the current employees with ESL to learn new job skills requiring fluency in English language and will help staff successfully achieve promotions or career advancement such as CNA to LVN and Physical Therapy Aide to Physical Therapist Assistant. Training will also benefit the healthcare industry where a workforce skilled in English communication is necessary.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

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

**English Literacy Skills:** This training will be offered to CNA, Medical Assistant, and Rehab Aid staff members on topics that include Spoken English, Writing and Comprehension, and Math for efficient delivery of all tasks.

### **Impact/Outcome**

ETP-funded training will result in achieving enhanced spoken, written, and reading and comprehension skills in the English language. Each of these courses will result in certification after successful completion of the training program. Seersoft's employees will be trained to maintain enhanced customer service skills and to remain competitive in a fast paced and challenging medical industry by upskilling its workforce. The Company also plans to deliver a training plan that includes Linguistic, Cultural Diversity, and Inclusion training at the conclusion of ETP training.

### **Commitment to Training**

Seersoft spends \$120,000 annually on training which includes leadership, management, upward mobility, and proper ethical medical guidelines. New training arises frequently including infection control, risk mitigation, spread of infectious diseases, and other standard onboarding 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

Seersoft's Chief Executive Officer (dedicated administrator) who has prior experience with ETP and who has designated staff to assist with administration will administer and oversee the entire project. Training will be delivered by in-house experts and vendors as needed. It has also retained a third-party subcontractor to provide ETP administrative services.

### **Trainer Qualifications**

Seersoft certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

The Company also certifies that the trainer holds a Bachelor's Degree with two years of relative experience in Health Care. Additionally, the trainer is an immigrant with the background of teaching, education, preceptorship, and Clinical Instructor.

### **Alternate Recordkeeping**

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

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0320 (COVID)	Granada Hills	6/28/21 - 6/27/23	\$80,000	\$80,000 (100%)
ET19-0211	Granada Hills	8/18/18 - 8/17/20	\$65,208	\$65,208 (100%)

**DEVELOPMENT SERVICES**

Seersoft retained CalTraining, Inc. in Upland to assist with development of this proposal for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **English Literacy Skills**

- Spoken English
- Writing and Comprehension
- Math



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**The Bread Project**

**Contract Number: ET24-0137**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Francisco

**Analyst:** S. Wang

### PROJECT PROFILE

Contract Attributes:	New Hire	Industry Sector(s):	MEC (H) Services
Counties Served:	Alameda, Contra Costa, Solano, San Francisco, San Joaquin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		N/A	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$193,200		\$46,340 30%		\$239,540
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire	Digital Lit. Skills, English Lit. Skills, Math Lit Skills, Technical Skills, Workforce Preparation Activities	70	8-200	0	\$3,422	\$15.50
				Weighted Avg: 120			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Baker, Cook, Kitchen Assistant	70

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2000 and headquartered in Berkeley, The Bread Project (<https://breadproject.org/>), is a training agency under the network Catalyst Kitchens, providing culinary arts and baking training to low/no-income residents, immigrants, refugees, formerly incarcerated, and others with barriers to employment who hope to later obtain jobs in the hospitality industry or food entrepreneurial startup. Restaurants in particular are actively searching for qualified employees. During COVID, many restaurant employees moved from the Bay Area given the high cost of living and the loss of income. Post COVID, restaurants have had a challenging time finding the staff they need to stay open during the hours and days they want and need to be profitable. The Bread Project hopes to solve this issue for the struggling restaurants in the Bay Area. Training will be provided at the Berkeley location to residents of Alameda, Contra Costa, Solano, San Francisco, and San Joaquin. This will be The Bread Project's first ETP Contract.

## **PROJECT DETAILS**

ETP-funded training will focus on the Agency's goal of training immigrants, refugees, and other English language learners with contextualized English skills in culinary arts and baking, followed by placing trainees in restaurants, catering, and other hospitality related jobs in the Bay Area. The training will be conducted in English, complementing English literacy and technical skills within the baking industry. Trainees will learn industry specific vocabulary for each course with practice reading and speaking English, while also learning and practicing executing recipes and other industry specific knowledge.

Currently, The Bread Project's program is cohort-based for 5-weeks, 150 hours total, offering eight cohorts annually with 8-12 trainees in each cohort. The program includes 100 hours of hands-on training in the kitchen, 40 hours of employment-readiness instruction training, and ten hours of at-home prep time training. The training combines the fundamental knowledge and hard skills of food prep and commercial baking, kitchen math, quality control, and safe food handling along with the soft skills of professionalism, following directions, goal setting, time management, financial management, resume writing, interviewing, personal responsibility, and getting a job.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be provided to all occupations via Class/Lab and E-Learning delivery methods in the following:

**Digital Literacy Skills:** Some courses include Email Attachments, Cloud Based Document Creation and Storage, and Professional Email Communications/Standards.

**English Literacy Skills:** Some courses include Communication Feedback, Industry Communication, Verbal Communication, and Written Communication.

**Math Literacy Skills:** Some courses include Bakers Math for Formulation and Batch Sizes, Components of Recipes, and Kitchen Measures.

**Technical Skills:** Some courses include how to create recipes such as Baguettes, Cakes, Chicken Stock, and Chocolate Chip Cookies.

**Workforce Preparation Activities:** Some courses include Career Skills Needs, Best Practices for Interview Narratives, and Employment Plans.

### **Marketing and Support Costs**

The Bread Project has a full time Program Services Manager whose role is to cultivate relationships with key organizations and recruit individuals to the program. The Program Services Manager attends career fairs, sends out flyers, advertises, and meets one on one with the lead professionals at partner organizations. Some of the partner organizations include: Lao Family Community Development, International Rescue Committee, Oakland Housing Authority, Rubicon, Building Opportunities for Self Sufficiency, and many more. Thus, The Bread Project requests and staff recommends 30% support costs to assist in New Hire recruitment and outreach.

### **Impact/Outcome**

Upon completion of training, all trainees will receive the California ServeSafe Certification which will allow them to work in restaurants throughout the Bay Area.

### **Trainer Qualifications**

The Bread Project certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

The Bread Project's trainers have at least ten years of experience in the culinary industry. The current chef instructor has 13 years of experience, is a culinary school graduate, and has worked in all of the types of employment settings that the New Hire trainees want to be employed in such as restaurants, bakeries, food trucks, and catering.

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. The Bread Project is eligible as a training agency based on accreditation by Catalyst Kitchens.

### **Tuition Reimbursement**

The Bread Project 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.

### **Commitment to Training**

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

➤ Training Infrastructure

The Bread Project's Executive Director (dedicated administrator) will oversee the project. Along with the Executive Director, there will also be four Administrative Staff who will be in charge of scheduling training, collecting training attendance, and other internal administrative duties. ETP-funded training will be delivered by internal subject-matter experts at the Agency's facility in Berkeley.

### **Other Resources**

Although The Bread Project receives funding from other government sources, SNAP, such funds will not be used to defray ETP-funded training and administrative costs. ETP funds will only be used to fund training hours not paid for by other government sources.

### **Alternate Retention**

The Agency is requesting an alternate retention for new hire trainees who have been placed in qualifying employment after completion of training by a training agency and who do not complete 90-days of employment retention with the initial employer, the training agency may place the trainee in subsequent qualifying employment with an eligible employer for an additional 90 days within the term of the Contract.

### **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:

#### **Digital Literacy Skills**

- Email Attachments
- Cloud Based Document Creation and Storage
- Professional Email Communications/Standards

#### **English Literacy Skills**

- Communication Feedback
- Industry Communication
- Interpersonal Communication
- Public Speaking and Elevator Pitches
- Sender/Receiver Communication
- Verbal Communication
- Written Communication

#### **Math Literacy Skills**

- Bakers Math for Formulation and Batch Sizes
- Components of Recipes
- Frequently Used Math Applications
- Kitchen Measures
  - Equivalents
  - Mass
  - Volume
  - Metric Conversions

#### **Technical Skills (Contextualized English)**

- Baguettes
  - Autolyse
  - Bulk Fermentation
  - Dividing
  - Shaping
  - Proofing
- Cakes
  - Chemical Leavening
  - Cake Flour and Sifting
  - Production Logs, Product Labeling
  - Task Lists
- Cake Decorating
  - Piping Equipment
  - Piping Techniques
- Chicken Stock

- Review and Apply Good Manufacturing Practices for Poultry Handling, Cooking, and Storage Requirements
  - Review and Apply Flavor Extraction, Time and Temperature Principles for Stocks
  - Deboning a Chicken
  - Salt and Protein
- Chocolate Chip Cookies
  - Recipe Implementation
  - Function of Sweeteners
  - Mix Times
  - Scooping Equipment and Techniques
  - Temperature Logs
  - Production Records
- Cinnamon Rolls
  - Mise en Place
  - Equipment Use, Safety, and Maintenance
- Citrus Yogurt Salad Dressing
  - Aromatic Herbs
  - Spices
  - Fats
- Commercial Kitchen Equipment
- Eggs
  - Proteins
  - Dry Heat Cooking
  - Cooking in Liquid
  - Time and Temperature Control
- Egg Bread
  - Fermentation Review
  - Shaping
- Fermentation
- Good Manufacturing Practices
- Hummus
  - Produce Overview
  - Storage and Preservation
  - Inventory Logs
  - Julienne, Batonette, and Round
- Individualized Instructions
- Laminated Dough
  - Viennoiserie Overview
  - Sheeter Best Practices
  - Gluten Review
  - Use, Maintenance, and Storage of Sheeter and Mixer
  - Implementation of Pastry Formula and Recipes
  - Implementation Of Baking Task List, Production Log, Labels, and Inventory Sheets
- Lentil Soup
  - Mise En Place
  - Small Dice, Medium Dice, Mince
  - Juicing
  - Equipment Identification, Use, Maintenance and Storage

- Good Manufacturing Practices
  - Dry and Wet Heat Cooking Methods
- Marinara Sauce
  - Costing
  - Product Identification
  - Small Dice
- Marinade
  - Scaling Recipes
  - Mince
  - Emulsion
- Menu Development, Recipe Implementation, Plating
- Nutrition
  - Serving Size
  - Diet Variety
  - Nutrient Labels
- Pickled Onions
  - Preservation Techniques
  - Acidity and Flavor
  - Thin Half Moon
  - Labeling and Storage
- Pizza Doughs
  - Gluten
  - Viscoelasticity
  - Fermentation Tolerance
  - Stretched Window Panes
- Quick Breads
  - Tenderizing
  - Moisteners
  - Driers
  - Muffin Method
- Sour Dough
  - Mise En Place
  - Good Manufacturing Practices
  - Dough Rheology
- Standard Operating Procedures
- Stock
  - Diffusion and Flavor Extraction
  - Time and Temperature Control
  - Product Identification
  - Recipe Implementation

### **Workforce Preparation Activities**

- Best Practices for Interview Narratives
- Career Interest
- Career Skills Needs
- Differentiating Personal and Career Goals
- Emotional Intelligence
- Employment Plans
- Frequently Asked Interview Questions
- Goal Setting

- Graduation Services
- Interview Skills
- Job Readiness Training Feedback
- Motivation Skills
- Networking Skills
- Resource Navigation
- Resume and Interview Preparation
- Training Feedback
- Types of Interviews
- Wellbeing and Coping Skills
- Workplace Dynamics





## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

### Building Skills Partnership

Contract Number: ET24-0139

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

#### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Services (61, 71, 72, 81, 92)
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 Service Employees International Union - United Service Workers West (SEIU-USWW Local 1877)		
Turnover Rate:		≤20%	

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$106,260		\$18,480 20%		\$124,740

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$119,750</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	Retrainee Priority Rate	Digital Lit. Skills, English Lit. Skills	77	8-200	0	\$1,620	\$15.50
				Weighted Avg: 60			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Janitor Worker	33
Floorcare Worker	44

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2007, Building Skills Partnership (BSP) ([www.buildingskills.org](http://www.buildingskills.org)) is a statewide non-profit collaboration between the Service Employees International Union-United Service Workers West (SEIU-USWW) Local 1877, building service employers, and community leaders from California. SEIU-USWW represents approximately 40,000 property service workers throughout California, most of whom are immigrants. BSP provides services to seven regions in California: Alameda, Los Angeles, Orange County, San Diego, Santa Clara, San Francisco and Sacramento. Occupations include Janitors and Floorcare workers. This will be BSP's eighth ETP Contract, and the sixth in the last five years.

Approximately 90 Janitorial employers contribute to the BSP's trust fund and over 60 building service providers, building owners and corporate and government facility managers have donated training space for BSP's on-site classes. To support and manage an increasing demand for training, BSP has collaborated with Building Owners Management Association of Greater Los Angeles and over 15 community-based and educational organizations, such as the Street Level Health Project, local community colleges and adult schools, and the UCLA Center for Labor Research and Education. BSP's mission is to: improve the quality of life for low-wage building service workers by increasing their skills, education, leadership and opportunities for career advancement; help California employers meet the state's 100% renewable & zero-carbon energy goals; protect workers from infectious diseases while safeguarding public health; and assist unionized building service employers to develop a stronger workforce to remain competitive. Currently under its trust fund obligations, BSP offers services to approximately 12,000 union janitors and service workers in California covered by a collective bargaining agreement.

### **Union Support**

Janitor and Floorcare workers are represented by Service Employees International Union - United Service Workers West (SEIU-USWW Local 1877). The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

BSP, with participating employers and union representatives, have identified the need for higher English skills for its workers. Union companies servicing public building space must improve the skills of low wage property service workers (Janitors) so they can follow their buildings' new green initiative while still meeting efficiency goals. The janitors must be trained to follow and maintain building green initiatives, such as recycling programs, automated lighting, water controls, and new cleaning chemicals/tools. To manage these ever-evolving client demands, employers must equip their employees with the skills to confidently communicate with staff and building clients.

With changing demographics, Vocational English as Second Language (VESL) provides the most important tool—communication—to clearly deliver safety instructions, directions, and improved interactions with clients. Limited job skills and low English skills are the single greatest barriers that property service employers face when trying to advance janitors' duties. There are few community training resources available for these hard-working immigrants. Recognizing that English language acquisition is crucial for many immigrant workers to achieve upward mobility to

successfully integrate into communities, BSP works with workers' local union offices throughout California offering ESL instruction.

Training will vary depending on the employer and customized based on employers need. Training may be contextualized to meet the need of employers. At least 70% of the English Literacy curriculum focuses on English Literacy Skills. The training will assist the employers in reskilling and upskilling their existing staff. Participants may experience a pay increase if promoted.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

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

**English Literacy Skills:** Training will be provided to all occupations on English Literacy including Vocational English as a Second Language (VESL) & Using Job Specific Words, Phrases, and Abbreviations.

**Digital Literacy Skills:** Training will be provided to all occupations on Digital Literacy including Basic Computer Skills and Using Online Applications and Clouds.

### **Impact/Outcome**

Each trainee that completes the VESL will receive a certificate of completion.

### **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. 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 project training administration. A team of three full-time staff members will coordinate marketing, recruitment, needs assessments, and the scheduling and tracking of training. In addition, BSP has retained an outside administrative consultant to ensure that all training records adhere to ETP requirements. Training will be provided by in-house instructors.

### **Marketing and Support Costs**

BSP has surveyed, interviewed, and given presentations to service employers, and other members of its Joint Labor-Management Board. BSP works closely with SEIU-USWW Local 1877, Building Owners and Management Association, local emergency personnel and airport service employers. BSP's relationships with these stakeholders contribute to the development of concise program objectives and play an important role in the recruitment of employers and trainees.

BSP's marketing efforts consist of newsletters, presentations, contacting new employees through onsite visits, and meetings with each new employer to discuss the program in detail. BSP has nine employees dedicated to marketing, recruitment, assessment, and scheduling training. Staff recommends 20% support costs to fund marketing efforts and the recruitment of additional participating employers.

## Trainer Qualifications

BSP certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

BSP hires and manages its own corps of VESL instructors. The BSP VESL instructors are experts in the training topic and skills needed on the worksite. Instructors recognize that building confidence is key to language learning. Instructors assess the trainee's language proficiency and afford the space and time to acclimate to the new language. Instructors help the trainees understand the challenges they will meet with a new language and have designed their teaching to promote a dignified learning environment for the adult learner.

## 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

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET22-0221 (Expansion)	\$479,218	03/01/2022 – 2/29/2024	797	0	0	\$325,710 (68%)

Based on ETP Systems, 14,328 reimbursable hours have been tracked for potential earnings of \$325,710 (68% of approved amount). The Contractor projects final earnings of 100% based on training currently schedule and committed to by employers and in progress until December 2023.

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0209 (CORE)	Statewide	12/15/20 – 12/14/22	\$499,662	\$443,639 (89%)
ET19-0432 (CORE)	Statewide	03/01/19 – 2/28/21	\$607,070	\$607,070 (100%)
ET19-0178 (CORE)	Los Angeles	07/01/18 – 06/30/20	\$1,798,200	\$1,798,200 (100%)

ET17-0469 (CORE)	Statewide	04/03/17 – 04/02/19	\$381,500	\$310,570 (81%)
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**DEVELOPMENT SERVICES**

Strategy Workplace Communications in Alameda assisted with development at no charge.

**ADMINISTRATIVE SERVICES**

Strategy Workplace Communications 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:

**Digital Literacy Skills****DIGITAL LITERACY**

- Basic Computer Skills
- Entering Data Using Company Software Programs
- Navigating The Internet
- Using An Email Account
- Using Online Applications And Clouds
- Using Page Messaging At Work

**English Literacy Skills****VOCATIONAL ENGLISH AS A SECOND LANGUAGE (VESL):****Communication Skills:**

- Asking Clarifying Questions
- Communicating With Customers, Co-Workers, Supervisors, Managers, Building Owners and Management Representatives Effectively
- Effective Verbal and Written Communication Through Accurate and Concise Work Reporting
- Filling Out Work Documents Such as Tenant/Client Instruction, Work Orders, Reports and Safety Information
- Giving and Receiving Feedback and Evaluations
- Negotiating for Better Results
- Reading Signage, Work Procedures and Directives
- Understanding Contracts, Surveys and Forms
- Understanding Verbal Directions and Instructions from Clients
- Using Job Specific Words, Phrases and Abbreviations

**Customer Service:**

- Applying Innovative Ways of Handling Complaints and Requests
- Communicate Effectively with Customers/Tenants in Cases of an Emergency
- Communicating With Customers and Management in the Workplace
- Developing Advanced Customer Relations and Service Knowledge
- Developing and Following Green Cleaning Procedures
- Effective Verbal and Written Communication
- Explaining Green Initiatives to Customers and Tenants That Affect Operations
- Identifying Customer Needs
- Managing Conflict Effectively
- Operating and Maintenance
- Procedures that Result in Energy Savings
- Reading Workplace Documents Such as Tenant/Client Instruction, Work Orders, Reports and Safety Information
- Reporting Property Hazards and Damages
- Responding To Client Concerns and Requests Professionally

- Training on New Green Standards
- Mandated by Local or State Legislation
- Understanding Non-Verbal Communication
- Using Green Cleaning Devices Appropriately
- Writing Accurate and Concise Reports



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Building Skills Partnership

CCG No.: ET24-0139

Reference No: 22-1024

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Able Services

Priority Industry? ☐ Yes ☒ No

Address: 686 Folsom St.

City, State, Zip: San Francisco, CA 94107

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 4,985

Total # of full-time company employees in California: 4,985

Company: ABM

Priority Industry? ☐ Yes ☒ No

Address: 1150 S. Olive St.

City, State, Zip: Los Angeles, CA 90015

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 18

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 7794

Total # of full-time company employees in California: 7794

Company: B Metro Maintenance, Inc.

Priority Industry? ☐ Yes ☒ No

Address: 626 Wilshire Blvd. Unit 300

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 459

Total # of full-time company employees in California: 459

Company: Brilliant General Maintenance

Priority Industry? ☐ Yes ☒ No

Address: 954 Chestnut St.

City, State, Zip: San Jose, CA 95110

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 368

Total # of full-time company employees in California: 368

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Building Skills Partnership

CCG No.: ET24-0139

Reference No: 22-1024

Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: DMS-Services LLC

Priority Industry? ☐ Yes ☒ No

Address: 1040 Arroyo Dr

City, State, Zip: South Pasadena, CA 91030

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 661

Total # of full-time company employees in California: 661

Company: Service by Medallion

Priority Industry? ☐ Yes ☒ No

Address: 411 Clyde Ave.

City, State, Zip: Mountain View, CA 94043

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 366

Total # of full-time company employees in California: 366

Company: Universal

Priority Industry? ☐ Yes ☒ No

Address: 1551 N. Tustin Ave Ste 650

City, State, Zip: Santa Ana, CA 92705

Collective Bargaining Agreement(s): SEIU-USWW

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 821

Total # of full-time company employees in California: 821



## **NORTHERN CALIFORNIA HEADQUARTERS**

**San Jose**  
1010 Ruff Dr.  
San Jose, CA 95110  
Phone: 408-280-5329

**Oakland/East Bay**  
1650 Harbor Bay Pkwy., Ste. 200  
Alameda, CA 94502  
Phone: 510-437-8116

**Palo Alto**  
935 E Meadow Dr.  
Palo Alto, CA 94303  
Phone: 408-430-3314

**Sacramento**  
1555 River Park Dr., Suite 203  
Sacramento, CA 95815  
Phone: 916-572-8836

## **SOUTHERN CALIFORNIA HEADQUARTERS**

**Los Angeles**  
828 West Washington Blvd.  
Los Angeles, CA 90015  
Phone: 213-284-7726

**Orange County**  
1936 West Chapman Ave.  
Orange, CA 92868  
Phone: 714-245-9700, Ext. 1102

**San Diego**  
4001 El Cajon Blvd., Suite 211  
San Diego, CA 92105  
Phone: 619-727-5703 Ext. 5723

June 16, 2023

Building Skills Partnership  
828 W. Washington Blvd.  
Los Angeles, CA 90015

ETP Workforce Literacy Pilot Program

To: Service Employees International Union – United Service Workers West

RE: Notice of Intent

Projected Effective Date of ETP Contract: July 10, 2023

CBA Represented Workers: Janitor & Floorcare Worker

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development.*  
**REFERENCE: Section 10205(e), Unemployment Insurance Code.**

1. Information Regarding the proposed training plan: (Attached)

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: Approximately 78 trainees in the Janitor and Floor care occupation will be trained under this contract

Sincerely,

Luis Sandoval, Executive Director  
Building Skills Partnership

## Training Plan

BSP, with participating employers and union representatives, have identified the following reasons for training: employer requests for higher English skills, non-union competition, need to reduce labor and material costs, LEED certification programs, and the move from night cleaning to day cleaning. Union companies servicing public building space must improve the skills of low wage property service workers (Janitors) so they can follow their buildings' new green initiative while still meeting efficiency goals. The janitors must be trained to follow and maintain building green initiatives, such as recycling programs, automated lighting and water controls, and new cleaning chemicals/tools.

To manage these ever-evolving client demands, employers must equip their employees with the skills to confidently communicate with staff and building clients. Janitorial companies also provide workers to manufacturing industries throughout California. In these environments, the highest quality of clean standards must be met to eliminate any disturbance to production. Cleanroom testing is common and ongoing, and if janitors are not able to pass these quality tests, they will be placed in lower positions. If the employer cannot meet the demand of its client for cleanroom workers, it is possible the client will change employers. With changing demographics, Vocational English as Second Language (VESL) provides the most important tool—communication—to clearly deliver safety instructions, directions, and improved interactions with clients.

Limited job skills and low English skills are the single greatest barriers that property service employers face when trying to advance janitors' duties. There are few community training resources available for these hard-working immigrants. Recognizing that English language acquisition is crucial for many immigrant workers to achieve upward mobility to successfully integrate into communities, BSP works with workers' local union offices throughout California offering ESL instruction. BSP's VESL program has done a great job providing some of their workers with the opportunity to gain the language skills they need to navigate their workplace and community. Yet not all of the janitors have been able to attend classes because, due to costs, BSP and their employers needed to have at least 15 trainees at one site with similar start and end times. In smaller sites and sites with varying start and end schedules, classes could not be held. BSP has held weekend classes at the Union hall; yet attending classes is a hardship due to transportation, childcare and other work duties.

Most recently, BSP has run online classes, yet not all of the workers have had the digital skills or access to good internet and equipment to be able to participate. BSP would like to request ETP funds so that they can hold digital literacy classes for all of their workers. These new skills would allow BSP to widen the circle of janitors it would be able to serve. BSP estimated that with this new funding, over 50% of the trainees receiving digital literacy and VESL will be new trainees who have not been able to participate in previously held classes.

# United Service Workers West



## Southern California

### Los Angeles

828 W. Washington Blvd.  
Los Angeles, CA 90015  
(213) 284-7705  
(213) 284-7725 fax

### Orange County

1936 W. Chapman Ave.  
Orange, CA 92868  
(657) 888-6647  
(714) 704-9102 fax

### San Diego

4001 El Cajon Blvd.  
Suite 211  
San Diego, CA 92105  
(619) 641-3050  
(619) 641-3055 fax

## Northern California

### Alameda

1650 Harbor Bay Parkway  
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Alameda, CA 94502  
(510) 437-8100  
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### San Jose

1010 Ruff Dr.  
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(408) 280-7804 fax

### Sacramento

1555 River Park Dr. #203  
Sacramento, CA 95815  
(916) 498-9505  
(916) 648-1905

[www.seiu-usww.org](http://www.seiu-usww.org)

June 29th, 2023

Employment Training Panel (ETP)  
1100 J Street, Suite 400  
Sacramento, CA 95814

Re: Workforce Literacy Pilot Program, Vocational English as Second Language (VESL) Letter of Support

Dear ETP Panel,

The Service Employees International Union United Service Workers West (SEIU-USWW) are writing on behalf of the Building Skills Partnership to express support for their Employment Training Panel (ETP) application for Workforce Literacy Pilot Program, VESL, to increase opportunities for immigrants, refugees, and English Language Learners, through expanded training in English, mathematics, digital skills, workforce preparation activities, and technical skills.

This project is important to the SEIU-USWW because we believe in equality in the contractor industry. We will be involved by supporting our Joint Apprenticeship and Training Committee. Approximately 78 trainees from the janitorial and floor care occupations will be participating in this project.

Should these funds be awarded it will enable us to outreach to more immigrants, refugees, and English language learners as they improve their skills and increase their career opportunities.

SEIU-USWW has received a Notice of Intent to train the 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 Building Skills Partnership and SEIU-USWW as a condition of continued support.

We have worked with the Building Skills Partnership on previous Employment Training Panel projects for the past 10 years and we are confident that Building Skills Partnership will deliver as promised. As a true partner, we are committed to the success of this program. We will request a quarterly update from our leadership on meeting the goals and progress of the contract.

I am available at [david.huerta@seiu-usww.org](mailto:david.huerta@seiu-usww.org) to answer any questions you may have.

Sincerely,

David Huerta  
President  
SEIU-USWW





## WORKFORCE LITERACY PILOT PROGRAM

**Training Proposal for:**

**California Manufacturers and Technology Association**

**Contract Number: ET24-0130**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### **PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Professional, Scientific, Technology (54) Services (61, 71, 72, 81, 92)
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%	

### **FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$424,120		\$73,760 20%		\$497,880

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	\$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	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Wrkfrce. Prep Activities	461	8-200	0	\$1,080	\$15.50
				Weighted Avg:40			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Administrative Support	36
Customer Service and Sales Staff	43
Healthcare and Childcare Staff	36
Housecleaning/Janitorial Staff	36
Information Technology/Software/Engineer Staff	22
Maintenance and Field Technicians	45
Managers and Supervisors	25
Manufacturing/Food/Production Associates	50
Retail Staff	85
Security/Drivers	34
Warehouse/Logistics	49

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.



Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **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. For this Contract, CMTA will train immigrants, refugees, and/or other English Language Learners. This will be CMTA's seventh ETP project in the last five years.

## **PROJECT DETAILS**

Training will help ease the barriers companies and employees face in areas such as communication, operating procedures, equipment operation, and technology. Participating companies are expecting an increase of retirements over the next five years and need to upskill current and incoming employees for promotions and higher job functions. By providing Literacy Skills, immigrants, refugees, and other English Language Learners will have opportunities to promote and increase operational efficiencies within the Company. CMTA will create training around the individual trainee's goals and the Company's goals by using a third party vendor, Voxy. Voxy trainers will train in group settings and will also provide one-on-one training so the trainees can acquire additional literacy skills to aid in job function and effectively communicate within the company and with clients. By receiving the specialized training, trainees will have more opportunities for job advancement and to earn higher wages.

The English Literacy, Digital Literacy, and Math Literacy Skills topics are vital so the trainees can read and comprehend operating procedures and regulations required to fulfill their job obligations. English Literacy Skills will help break down communication barriers between the trainees, their teammates, and managers. Technical Skills and Workforce Preparation Activities topics will assist the trainee in learning the required skills to perform current job duties, learn new skills and receive opportunities for advancement.

Each trainee will receive a certificate upon completion of the course. For example, the English proficiency certificate will identify the level of proficiency based on international standards according to the Common European Framework of Reference for Languages (CEFR).

With increased English, Digital and Math literacy, trainees will be able to overcome major obstacles in obtaining higher skills and higher paying wage jobs. This will help reduce or eliminate financial hardships for trainees.

## **Training Plan**

At least 70% of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be offered via Distance Education/Hybrid Learning. CMTA will work with participating employers to customize the training according to its needs and goals. CMTA will partner with Voxy and will assign a Customer Success Manager to each participating employer to discuss training needs. The Customer Success Manager will send a questionnaire to each trainee to assess goals and provide an assessment test to ascertain at which level and sublevel the trainee stands. A customized training plan is created for each trainee to meet the needs and goals of the industry, participating employer, and trainee.

**English Literacy Skills:** Training will be delivered to all occupations and focus on improving English literacy skills. Training topics include Advance English Course, Grammar, and High Beginner English.

**Digital Literacy Skills:** Training will be delivered to all occupations and focus on improving literacy skills. Training topics include Basic Computer Skills and Navigating the Computer.

**Math Literacy Skills:** Training will be delivered to all occupations and focus on improving math skills. Training topics include Basic Math, Fractions, and Decimals.

**Workforce Preparation Activities:** Training will be delivered to all occupations and focus on preparing trainee's for the workforce and promotions. Training topics include General Education Development Preparation.

## **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 20% 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 20% support costs for Job Number 1.

## **Impact/Outcome**

Upon the completion of training with Voxy, the trainee will receive a Voxy Proficiency Assessment (VPA) which will evaluate the trainee's English proficiency level. A certificate will be provided that includes the number of hours studied, the VPA score and the English proficiency level based on the CEFR scale.

## **Trainer Qualifications**

All literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

For the Literacy MEC, CMTA will work with Voxy who reaches out to companies and government agencies that have employees who are immigrants and refugees or speak English as a Second Language. Voxy has trained over 5 million learners over the past 14 years. The companies that Voxy serve fall into three categories: 1. American companies that have foreign offices and foreign employees. These companies need Voxy to train those foreign employees so that they can speak English and be able to speak to their American coworkers, whether at a Regional Office or the company's headquarters; 2. American companies that have a workforce comprised of recent Refugees, Immigrants or English Learners. These companies need their employees to increase their English literacy; and 3. Nonprofits that work with unemployed or underemployed Refugees, Immigrants or English Learners who want to gain English literacy so they can get a job or a better job.

### **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.

### **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 and very few companies have a dedicated and focused English, digital, and math literacy program. 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 as distance learning/hybrid learning. CMTA has partnered with Voxy to deliver training in Digital Literacy Skills, English Literacy Skills, and Math Literacy Skills.

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.

### **Temporary to Permanent Hiring**

CMTA will train 25 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). These employees have been retained on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 6 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **Alternate Recordkeeping**

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

### **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET22-0202 Expansion	\$599,440	12/20/2021- 12/19/2023	508	274	274	\$599,440 (100%)
ET22-0123 Core	\$599,968	8/23/2021- 8/22/2023	1,160	125	125	\$599,968 (100%)

### **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 \$ %
ET21-0164 COVID	Sacramento	10/5/2020- 10/4/2022	\$200,000	\$200,000 (100%)
ET20-0260 Core	Sacramento	2/3/2020- 2/2/2022	\$949,065	\$949,065 (100%)
ET19-0321 Core	Sacramento	12/31/18- 12/30/20	\$949,765	\$949,765 (100%)
ET18-0107 Core	Sacramento	7/01/17- 6/30/19	\$949,928	\$949,483 (99%)

### **DEVELOPMENT SERVICES**

Sierra Consulting Services in El Dorado Hills assisted with development of this proposal for a flat fee of \$9,750.

### **ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Voxy, Inc. of New York, NY has been retained to provide English Literacy Skills, Digital Literacy Skills, and Math Literacy Skills training for a fee of \$400,000. Other trainers will be identified for ETP record-keeping purposes as they are retained.

## **Exhibit B: Curriculum**

### **Distance Education/Hybrid Learning**

Trainees may receive any of the following:

#### **Digital Literacy Skills**

- Basic Computer Skills
- Basic Internet Skills
- Internet Safety
- Navigating the Computer
- Troubleshooting
- Using Email
- Using the Computer
- Using the Internet
- Video Calls
- Word Processing

#### **English Literacy Skills**

- English for Accounting
- English for Allied Healthcare Skills
- English for Architecture
- English for Certified Nursing Assistant
- English for Childcare
- English for Civil Engineering
- English for Construction
- English for Customer Services
- English for Data Science & Business Analysis
- English for Digital Marketing
- English for Drivers Education
- English for E-Commerce Warehousing
- English for Electrician
- English for Financial Services
- English for Food & Beverage Industry
- English for Food Safety
- English for General Business
- English for General Industry Safety (OSHA)
- English for Grocery Customer Service
- English for Healthcare
- English for Hospitality & Tourism
- English for Information Technology (IT) & Software
- English for Janitorial / Housekeeping
- English for Manufacturing
- English for Manufacturing Maintenance Awareness
- English for Manufacturing Processes & Production
- English for Manufacturing Quality Practices & Measurement
- English for Manufacturing Safety
- English for Maritime

- English for Marketing
- English for Medical Coding & Billing
- English for NCLEX-PN/RN (National Council Licensure Examination Registered Nurses (RN) or Practical Nurses (PN))
- English for Operating Equipment and Machinery
- English for Patient Care & Support
- English for Pharmacy Technology
- English for Restaurant
- English for Retail
- English for Retail Customer Service
- English for Sales
- English for Software Engineering
- English for Technology
- English for Telecommunications
- English for the Automotive Industry
- English for Warehouse/Logistics
- General Advance English
- General Beginner English
- General Beginner Literacy English
- General High Beginner English
- General High Intermediate English
- General Intermediate English
- General Low Intermediate English
- Grammar
- Listening Comprehension
- Reading Comprehension
- Speaking Skills
- Vocational English
- Writing

**Math Literacy Skills**

- Arithmetic
- Basic Math
- Fractions, Decimals, and Ratios
- Geometry and Measurement
- Graphs & Data

**Workforce Preparation Activities**

- GED (General Education Development) Preparation
- General Workforce Preparation
- Getting a Driver's License
- Job Search
- Personal Financial Literacy
- Preparing for Job Interviews
- Social Integration for Newcomers: Daily Interactions
- Social Integration for Newcomers: Digital Interactions
- Understanding Employee Benefits

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: CMTA

CCG No.: ET24-0130

Reference No: 22-1013

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: A.I. Food Corporation

Priority Industry? ☒ Yes ☐ No

Address: 1700 North Soto St.

City, State, Zip: Los Angeles, CA 90033

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: 100

Total # of full-time company employees in California: 100

Company: Alom

Priority Industry? ☒ Yes ☐ No

Address: 48021 Warm Springs Blvd.

City, State, Zip: Fremont, CA 94539

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 180

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 500

Total # of full-time company employees in California: 300

Company: Cava Group, Inc

Priority Industry? ☐ Yes ☒ No

Address: 350 E 17<sup>th</sup> St., Unit 3

City, State, Zip: Costa Mesa, CA 92627

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 300

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 12,200

Total # of full-time company employees in California: 2,000

Company: Comcast California

Priority Industry? ☒ Yes ☐ No

Address: 1900 S. 10<sup>th</sup> St.

City, State, Zip: San Jose, CA 95112

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 400

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 186,000

Total # of full-time company employees in California: 5,000

ALPHABETIZE BY COMPANY NAME



## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: CMTA	CCG No.: ET24-0130
Reference No: 22-1013	Page 2 of 3

Company: Cowgirl Creamery	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 80 4TH St.	
City, State, Zip: Point Reyes Station, CA 94956	
Collective Bargaining Agreement(s): No	
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: Express Pawn	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 561 E. San Ysidro Blvd., Ste. A	
City, State, Zip: San Ysidro, CA 92173	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 25	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	

Company: Marine Group Boat Works, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 997 G St.	
City, State, Zip: Chula Vista, CA 91910	
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: 195	
Total # of full-time company employees in California: 195	

Company: Remington Hotels	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 611 Ocean St.	
City, State, Zip: Santa Cruz, CA 95060	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 300	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 7,800	
Total # of full-time company employees in California: 1,000	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: CMTA		CCG No.: ET24-0130
Reference No: 22-1013		Page 3 of 3
Company: West Coast Fab, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Address: 700 S. 32nd St.		
City, State, Zip: Richmond, CA 94804		
Collective Bargaining Agreement(s): No		
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		



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Chaffey Community College District, Chaffey College**

**Contract Number: ET24-0118**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Transportation and Warehousing (48-49)
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%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$397,900		\$69,200 20%		\$467,100

In-Kind Contribution:	50% of Total ETP Funding Required	\$367,200
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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	Digital Lit. Skills, English Lit. Skills, Math Lit Skills, Technical Skills, Workforce Preparation Activities	692	8-200	0	\$675	\$15.50
				Weighted Avg: 25			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Manufacturing Staff	89
Warehouse Staff	603

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **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 the following 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 in Fontana. Training will be provided from Chaffey's campus locations in Rancho Cucamonga, Chino, and Fontana as well as at facilities identified by participating employers.

This will be Chaffey's eleventh ETP Contract, and the seventh in the last five years. In prior ETP projects, Chaffey served and maintained relationships with manufacturing, logistics, distribution, and healthcare industry groups. For this Contract, Chaffey will train immigrants, refugees, and/or other English Language Learners in manufacturing, logistics, and distribution industry groups.

## **PROJECT DETAILS**

Chaffey surveyed employers in their local area through direct outreach to inquire how English literacy impacts the workforce and if literacy training is needed. From the feedback Chaffey received, training is heavily customized for literacy skills in the workplace and the specific skills needed by the trainees in distribution, logistics and manufacturing. Training will use relevant, job-specific topics, vocabulary, and safety information. The literacy skills training will provide opportunities for trainees to advance in their careers, improve economic mobility, increase confidence, and increase productivity. Training will be 32 to 40 hours of moderate intensity courses delivered in two to four hour sessions and will be customized to employer and trainee needs.

Completion of the training will increase the effectiveness and value of the trainees by giving them the critical tools for workplace communication and provide opportunities for advancement. Additionally, training will help create a high-performance workforce, improve processes, eliminate waste, stimulate growth within the company, and enable employers to compete in a global economy.

### **Training Plan**

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

Training will be offered via Class/Lab and E-Learning. Chaffey will work with participating employers to customize the training according to its needs and goals.

**Digital Literacy Skills:** Training will be delivered to all occupations and focus on improving literacy skills. Training topics include Foundational Computer Literacy and Software Literacy.

**English Literacy Skills:** Training will be delivered to all occupations and focus on improving English literacy skills. Training topics include Communication and Workplace English.

**Math Literacy Skills:** Training will be delivered to all occupations and focus on improving math skills. Training topics include Foundational Math and Math for Technicians.

**Technical Skills:** Training will be delivered to all occupations and focus on the trainee's job skills. Training topics include Industrial Maintenance.

**Workforce Preparation Skills:** Training will be delivered to all occupations and focus on preparing trainee's for the workforce and promotions. Training topics include Leadership and Industrial Safety.

### **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 training sign-up form, training calendar, and menu curriculum topics.

As previously stated, Chaffey meets with many of the MCIE council members at their 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 20% support costs for Job Number 1 for assessing employer-specific job training requirements, and developing a training plan for each employer as well as customized training programs. Assessment activities and employer recruitment will continue to take place throughout the duration of the Contract.

### **Impact/Outcome**

The primary outcome for the literacy training will be to increase English, literacy, math, technical, and workforce preparation proficiency for the trainees. Trainees will receive a certificate from Chaffey for participating in and completing the topics they received training for. Trainees who participate in and complete workplace safety literacy have the opportunity to qualify and earn an OSHA Certificate including OSHA 10 and OSHA 30.

### **Trainer Qualifications**

Chaffey certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

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**

Chaffey 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.

### **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 Chaffey fulltime employees will be responsible for marketing, recruitment, conducting 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 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 each 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.

### **Alternate Recordkeeping**

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

### **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
ET23-0292 (CORE)	\$599,752	3/27/2023 – 3/26/2025	468	0	0	\$0 (0%)*
ET22-0193 (CCCF)	\$1,032,780	12/20/2021 – 12/19/2023	623	0	0	\$671,457 (70%) **

\*Contract ET23-0292 was approved at the March Panel meeting. Chaffey is marketing and working with employers to begin training. Chaffey projects to meet 100% of the Contract amount of \$599,752.

\*\*The system shows potential earnings at 70% due to an increase in additional funds of \$151,536 to meet employer demands. Original amount was \$881,244. Chaffey is currently working with the employers to meet the projects earnings, \$1,032,780 (100%) of the Contract amount.

### **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	\$176,000 (88%)
ET20-0237 (CORE)	Riverside, San Bernardino, Los Angeles, Orange	12/23/19 – 3/22/2022	\$749,994	\$749,994 (100%)
ET19-0239 (CORE)	Riverside, San Bernardino, Los Angeles, Orange	11/01/18 – 10/31/20	\$949,958	\$908,760 (96%)
ET18-0110 (CORE)	Riverside, San Bernardino, Los Angeles, Orange	7/1/17 – 6/30/19	\$949,391	\$922,842 (97%)

### **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:

**Digital Literacy Skills**

- Foundational Computer Literacy
- Microsoft Office
- Google Suite
- Software Literacy
- Using Workplace Technology
- Equipment User Interface

**English Literacy Skills**

- Language Comprehension
- Reading Letters & Reports
- Understanding Verbal Direction
- Writing Letters & Reports
- Communication with Vocational English for Second Language Learners
- Communication
- Vocational English for Second Language for the Workplace
- Workplace English

**Math Literacy Skills**

- Foundational Math
- Math for Technicians
- Math for Machine Operators
- Math for Business

**Technical Skills**

- Industrial Maintenance
- Operating Equipment

**Workforce Preparation Activities**

- Understanding Numbering Systems
- Continuous Improvement
- Leadership
- First Time Supervisor
- Industrial Safety

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Chaffey Community College District

CCG No.: ET24-0118

Reference No: 22-1021

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: B. Braun Medical Inc.

Priority Industry? ☒ Yes ☐ 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: 25

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 64,000

Total # of full-time company employees in California: 1,950

Company: Brightpoint North America LP.

Priority Industry? ☒ Yes ☐ No

Address: 3510 E Francis Street

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 15

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 100,000

Total # of full-time company employees in California: 335

Company: Missions Foods

Priority Industry? ☒ Yes ☐ No

Address: 11559 Jersey Blvd

City, State, Zip: Rancho Cucamonga, CA 91730

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: 5,700

Total # of full-time company employees in California: 900

Company: NFI

Priority Industry? ☒ Yes ☐ No

Address: 6725 Kimball Ave

City, State, Zip: Chino, CA 92708

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 750

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 16,000

Total # of full-time company employees in California: 3,500

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Chaffey Community College District

CCG No.: ET24-0118

Reference No: 22-1021

Page 2 of 2

Company: Q&B Foods

Priority Industry? ☒ Yes ☐ 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: 20

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 135

Total # of full-time company employees in California: 135

Company: Target Corporation

Priority Industry? ☒ Yes ☐ 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: 125

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 72,000

Total # of full-time company employees in California: 12,000

La Mejor Inc.

WITHDRAWN



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Rightvarsity Technologies, LLC**

**Contract Number: ET24-0134**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Professional, Scientific, Technology (54) Healthcare (62)
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%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$390,195		\$67,860 20%		\$458,055

<b>In-Kind Contribution:</b>	<b>50% of Total ETP Funding Required</b>	<b>\$355,000</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	Priority Rate Retrainee	Digital Lit. Skills, English Lit. Skills, Math Lit Skills, Workforce Preparation Activities	117	8-200	0	\$3,915	\$15.50
				Weighted Avg: 145			

\*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Cook/Food Preparer	5
Customer Service Associate	17
Home Health Aid	35
Painter	25
Computer Support Technician	15
Driver	20

**WORKFORCE LITERACY PILOT PROGRAM PROPOSAL**

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom's FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP's existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state's economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

## **INTRODUCTION**

Founded in 2016 and headquartered in Santa Clara, Rightvarsity Technologies, LLC (Rightvarsity) ([www.rightvarsity.com](http://www.rightvarsity.com)) is a women-owned business-management consultant service. Rightvarsity offers programs and services that help develop individuals' potential to create job opportunities and job skills for incumbent workers and individuals looking to get back into the workforce. Some of the programs and services include self-paced online courses on professional skills development, general life skills, customized Informational Technology (IT) and Research & Development training, process optimization for businesses, and on-demand employment and workforce development. ETP-funded training will be delivered at Rightvarsity's headquarters in Santa Clara, employer's worksites, and remotely via the E-Learning delivery method to trainees throughout California. The Company serves the healthcare, IT services, and food production industries. Training under this proposal will be for immigrants, refugees, and/or other English language learners in those industries statewide. This will be Rightvarsity's third ETP Contract, and the third in the last five years.

## **PROJECT DETAILS**

With California being home to millions of immigrants, refugees, and English Language Learners, Rightvarsity recognizes the opportunity to address the language, education, and skill needs to improve competitiveness of each participating employer's business. The Company has established an employer-driven customized training program focused on strengthening the literacy foundation of each employee.

Most of the employers in its target population do not have enough funds for employee development. Literacy skill is usually the gate keeper. Training will assist the employers in recruiting from larger and diverse pool of new hires. As the incumbent employees move up the ladder, the employers draw from the diverse talent pools for new hires to fill their needs in order to meet their challenges and keep pace with the industry.

Training will vary depending on the employer and customized based on employers need. Rightvarsity core participating employers under this proposal will be based throughout California. Training may be contextualized to meet the need of the specific industry and employers. At least 70% of the English Literacy curriculum focuses on English Literacy Skills. Other training in this pilot program will focus on digital literacy and workforce skills but will also contain English Literacy foundations. The training will assist the employers in reskilling and upskilling their existing staff. Participants may experience a pay increase if promoted.

## Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy.

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

**Digital Literacy Skills:** Training will be provided to all occupations on Digital Literacy including Basic Computer Skills, Developing Word Processing Skills, and Learning Windows Basics.

**English Literacy Skills:** Training will be provided to all occupations on English Literacy including Beginning ESL and English Vocabulary Building.

**Math Literacy Skills:** Training will be provided to all occupations on Math Literacy including Basic Math Level 1 and Financial Literacy.

**Workforce Preparation Skills:** Training will be provided to all occupations on Workforce Preparation including Resume Writing, Job Preparedness, and Networking.

## Marketing and Support Costs

Rightvarsity has a number of methods for conducting outreach and recruitment for its training programs which includes mailing of marketing materials to advertise its programs, social media, grassroots' organizations, and working closely with past clients using employer and employee evaluations to determine training needs. The Company also partners with JobTrain, Work2Future, Eckerd, San José Evergreen Community College Center for Economic Mobility, DeAnza College, East Side Adult Education Center, Merritt College and other local agencies on various staff training programs. Staff recommends 20% support costs to fund marketing efforts and the recruitment of additional participating employers.

## Impact/Outcome

Trainees that complete the training will receive certificates of completion for each training course completed.

## Trainer Qualifications

Rightvarsity certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

## Tuition Reimbursement

Rightvarsity 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.

## Training Agency Certification

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



Rightvarsity is eligible as a training agency based on the following:

- Approval for WIOA funding under the DAS program.

### **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. 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

Rightvarsity's CEO (dedicated administrator) will oversee the ETP project. Along with the dedicated administrator, there will be two Administrative Staff who will schedule training, collect rosters, track hours and placements, conduct recruitment, and other internal administrative duties. Training will be delivered utilizing in-house trainers who are subject-matter experts. The Company will also hire a dedicated bilingual employer engagement and partnership manager who will work with the trainees to develop their individualized employment plan. This staff will coordinate with the frontline managers/supervisors and the participants to ensure that the plans are followed.

### **ACTIVE PROJECTS**

Contractors may apply for a Workforce Literacy Pilot Program funded project in addition to a core funded program and/or other alternate funded program in the same fiscal year if those programs are not also funding the intended trainee population and training types of this program. Concurrent enrollment is allowed for trainees within this program and a core program funded project or alternate funding program, however concurrent training hours or topics between two programs are not allowed.

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) (\$ %)
*ET22-0330 (CORE)	\$340,770	06/30/22 – 06/29/24	95	3	3	\$166,570 (49%)
**ET21-0277 (COVID)	\$200,000	03/01/21 – 02/28/23	126	8	8	\$200,000 (100%)*

\***ET22-0330** - Based on ETP Systems, 6,584 reimbursable hours have been tracked for potential earnings of \$166,570 (49% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress until March 2024.

\*\***ET21-0277** – Based on ETP Systems, 536 reimbursable hours have been tracked for potential earnings of \$200,000 (100% of approved amount). The Contractor is in the process of closing out the Contract and projects final earnings of 100% based on training done by employers.

### **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:

**Digital Literacy Skills**

- Basic Computer Skills
- Browsing the Internet
- Developing Word Processing Skills
- Introduction to Computers (Computer Literacy)
- Learning Windows Basics
- Using E-mail
- Using Social Media

**English Literacy Skills**

- Advanced ESL
- Beginning ESL
- Community Action
- Community Involvement
- English Vocabulary Building
- Intermediate ESL
- Introduction to ESL

**Math Literacy Skills**

- Basic Math Level 1
- Basic Math Level 2
- Financial Literacy

**Workforce Preparation Activities**

- Assessment/Placement
- Develop and Implement Your Job Search Strategy
- Documents: A Career Portfolio
- Job Preparedness
- Mock Interviews
- Networking
- Online Applications
- Personal Information
- Planning for Success
- Post Interview Follow up
- Resume Writing
- Self-Assessment (Career Planning)
- Stressful Situations
- Success at Work
- Time & Technology
- Time: Time Management
- Transportation
- Work: Finding a Job

- Work History & Job Skills
- Work: Jobs and Skills

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Rightvarsity Technologies, LLC  
Reference No: 22-1028

CCG No.: ET24-0134  
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Accenture	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 50 W San Fernando St Suite 1100	
City, State, Zip: San Jose, CA 95113	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 26	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 642,000	
Total # of full-time company employees in California: 1,000	
Company: Edward Medical Training Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1913 O'Toole Way	
City, State, Zip: San Jose, CA 95131	
Collective Bargaining Agreement(s): N/A	
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	
Company: Eloka Logistics, LLC.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1710 Little Orchard Street	
City, State, Zip: San Jose, CA 95125	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 7	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 45	
Total # of full-time company employees in California: 45	
Company: Endles Grace, LLC.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4929 Stacy Street	
City, State, Zip: Oakland CA 94605	
Collective Bargaining Agreement(s): N/A	
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: 7	
Total # of full-time company employees in California: 7	

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Rightvarsity Technologies, LLC	CCG No.: ET24-0134
Reference No: 22-1028	Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Ezuka African Caribbean Store	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15110 E 14th Street	
City, State, Zip: San Leandro, CA 94578	
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: 4	
Total # of full-time company employees in California: 4	
Company: ICON & IKON, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14623 Hawthorne Blvd #306	
City, State, Zip: Lawndale, CA 90260	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 4	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: 4	
Company: Roots Community Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1898 The Alameda	
City, State, Zip: San Jose, CA 96126	
Collective Bargaining Agreement(s): N/A	
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: 11	
Total # of full-time company employees in California: 11	
Company: Tillis Automation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5017 Reynolds Street	
City, State, Zip: San Diego, CA, 92113	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 1	
Total # of full-time company employees in California: 1	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Rightvarsity Technologies, LLC  
Reference No: 22-1028

CCG No.: ET24-0134  
Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Valley Transportation Authority (VTA)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3331 North First Street	
City, State, Zip: San Jose, CA, 95134	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 24	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,100	
Total # of full-time company employees in California: 2,100	
Company: Zuka African Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1758 Junction Ave, Unit A	
City, State, Zip: San Jose, CA 95112	
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: 5	
Total # of full-time company employees in California: 5	



**Training Proposal for:**  
**American Medical Response of Southern California**

**Contract Number: ET24-0138**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Medical Skills Training Job Creation Initiative SET	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Imperial, Los Angeles, Monterey, Riverside, Sacramento, San Bernardino, San Diego, San Joaquin, Santa Clara, Sonoma, Stanislaus, Ventura, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No American Federation of State, County & Municipal Employees, Local 4911, International Association of EMTS & Paramedics		
Number of Employees in:	CA: 7,800	U.S.: 35,000	Worldwide: 35,000
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$923,000

<b>Total ETP Funding</b>
\$499,905



**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	Continuous Improvement, Medical Skills - Didactic, Medical Skills - Preceptor	135	8-200	0-25	\$1,035	\$18.00
				Weighted Avg: 45			
2	Retrainee Priority Rate Medical Skills Training Job Creation Initiative SET	Continuous Improvement, Medical Skills - Didactic, Medical Skills - Preceptor	348	8-200	0-25	\$1,035	\$16.85
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90/hr; and Job Number 2 (Job Creation): \$18.54 for Orange and San Diego Counties, \$18.78/hr for Los Angeles County, and \$18.54/hr for all other Counties.

All Trainees included in this project will be compensated in accordance with the Collective Bargaining Agreements for their respective county, at no less than \$18.00/hr for Job 1 and \$16.85 for Job Number 2.

**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>		
EMTs	\$18.00 - \$20.00	25
	\$20.01 - \$25.00	25
	\$25.01 - \$30.00	15
	\$30.01 - \$47.54	10
Paramedics	\$18.00 - \$20.00	25
	\$20.01 - \$25.00	15
	\$25.01 - \$30.00	10
	\$30.01 - \$47.54	10

<b>Job Number 2 (Job Creation)</b>		
EMTs	\$16.85 - \$20.00	100
	\$20.01 - \$25.00	100
	\$25.01 - \$30.00	40
	\$30.01 - \$47.54	20
Paramedics	\$16.85 - \$20.00	75
	\$20.01 - \$25.00	50
	\$25.01 - \$30.00	25
	\$30.01 - \$47.54	10

## **INTRODUCTION**

Founded in 1992 and headquartered in Riverside, American Medical Response of Southern California (AMR SoCal) ([www.amr.net](http://www.amr.net)) provides an array of services including both emergency and non-emergency response transportation services, disaster response and event medical services. AMR SoCal (Riverside, Redlands and San Diego) will be the lead employer with five affiliates which include:

- Pacific Ambulance, Inc.
- Rural/Metro of California, Inc.
- American Medical Response Ambulance Services, Inc.
- American Medical Response West
- WestMed Ambulance, Inc.

AMR SoCal and its affiliates are holdings of GMR Buyer Corp. The Company's customers include hospitals, healthcare systems, and local, state and national government entities.

This will be the AMR SoCal's fourth ETP project, and the third in the last five years. The Company's most recent project (ET21-0192) included five affiliates of American Medical Response SoCal and trained 900 trainees at locations statewide. The inclusion of the five affiliates mentioned above expands the scope to 21 locations across several counties statewide.

## **Veterans Program**

While AMR SoCal is not seeking a separate veteran job number, the company has partnered with Voyig to fill open positions with veterans. The company also attends veteran/ military career fairs when possible. Finally, AMR SoCal has a marketing page that is set up for veterans that connects veterans seeking employment directly with recruiters.

## **Union Support**

EMTs and Paramedics are represented American Federation of State, County & Municipal Employees and International Association of EMTs & Paramedics. The respective unions have submitted letters of support for this training project.

## **Retrainee - Job Creation**

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

To continue to meet demand and deliver quality patient care, the Company will hire 348 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **PROJECT DETAILS**

The Company has seen an increased demand for its services and the lack of experienced staff within the community has made meeting these demands challenging. AMR of SoCal hires and trains employees with little or no prior emergency medical service experience. Through training with AMR, EMTs and Paramedics are equipped with the knowledge and skills to assess patients, administer life-saving interventions, and make critical decisions in high-pressure environments. Proper training can make a significant difference in saving lives.

AMR of SoCal's employees are often called upon to handle a wide range of emergencies, from medical crises to traumatic injuries. The training AMR delivers covers a comprehensive set of skills, including assessing vital signs, managing cardiac arrest, delivering childbirth, immobilizing fractures, and controlling bleeding. This broad skill set enables paramedics to respond effectively to diverse emergency situations. Through our training, healthcare systems can ensure a capable workforce that is prepared to handle the complexities and challenges of pre-hospital care, ultimately improving patient outcomes and overall emergency response capabilities.

In addition, AMR of SoCal has seen a need to introduce new equipment, methods, and patient care standards regularly to meet demand. The new equipment, methods and patient care include the introduction of advanced airway management and new portable emergency suction machines. The result is the need for continuous improvement training of all staff to ensure that care can be delivered safely and in a timely fashion.

Staff will also receive training in the proper measures needed to safely assess and transport patients in need of emergency medical services, specifically as related to overdoses. This includes new protocols in patient assessment and recognition of the signs of an opioid overdose and the ability to administer naloxone safely. The goal is to maintain quality patient care by increasing the skills necessary to keep both patient and staff safe while maintaining quality patient care. The goal through this newly adapted training plan is to reduce the number of patients transported to a care facility by placing an emphasis on both treatment in place (within the ambulance) and transport to alternative destinations (treatment while in route to hospitals and facilities in the area).

The Company will focus on continuous improvement training which will upgrade trainee skills with improved techniques and latest medical technology. Emergency medical care is an ever-evolving practice and as such, continuous improvement training is needed to ensure staff can remain up-to-date.

Finally, the previous project trainees more trainees over a two year period. This project has fewer trainees and a higher average hour to ensure that each trainee that participates gets the necessary training to upskill and deliver quality care to patients.

## **Training Plan**

Training will be delivered via class/lab/E-Learning/Preceptor in the following:

**Continuous Improvement:** All trainees will receive continuous improvement training. Training will include ambulance operations skills, customer service, documentation skills, conflict resolution, critical thinking, EMS Communications & Protocols, and Standard Operating Procedures.

**Medical Skills (Didactic):** This training will be offered to 420 EMTs and Paramedics. Training will include Prehospital care, Patient Assessment, Trauma Emergencies, Medical Emergencies, and Special Operations. A detailed topic list can be found on the menu curriculum.

**Medical Skills (Preceptor):** This training will be offered to 420 EMTs and Paramedics. Preceptor training occurs in vehicles and during medical emergency response calls. In the medical field, training is learned from more experienced medical healthcare providers. EMTs and Paramedics will complete medical skills preceptor training that includes Prehospital Care, Patient Assessment, Trauma Emergencies, Medical Emergencies and Special Operations. The ratio will be no more than 1:2.

For newly hired EMTs hands-on training will be provided to EMTs to progress to Paramedics. During this training, the new hire will be continuously evaluated on both execution and decision-making skills under pressure. Only once the trainer is confident in the new hire's abilities will the new hire be able to work on his or her own as an EMT without supervision.

### **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 0-25 hours of CBT.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

Employees covered under a collective bargaining agreement need not meet the SET Modified Priority Industry Post-Retention minimum Wage requirements (\$30.90 Retrainees, and \$18.54 Job Creation), however, may use collective bargaining agreement (CBA) wages.

Per the CBA wages, both EMTs and Paramedics will receive a wage increase of between 3% - 4% over the period of the CBA Contract which began in 2018 and completes between 2023 and 2024 respectively.

For Job 1 (Retrainees) 85 of the 135 (62%) proposed incumbent workers earn over \$18.00; and for Job 2 (Job Creation): 245 of the 348 (70%) proposed trainees earn over \$16.85 (See Range by Occupation Table on Page 2).

Due to the nature of shifts for staff, AMR requests an alternative retention that includes the following: at least 500 hours within 120 days. The Company has requested alternative retention to account for staff who work flex shifts.

### **Commitment to Training**

AMR's budgeted training for its California facilities included in this proposal are approximately \$750,000 annually. AMR's current training includes EMT and Paramedic training, basic new employee orientation, regulatory compliance topics, county fire procedures, continuing education, and hazmat courses. The Company also provides mandatory and elective training depending on employee needs and/or local regulations.

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

law. The funding will also continue to help expand employee skills by increasing focus on continuous improvement training and improved techniques as well as updated medical technology. Lastly, ETP funds will assist AMR to train newly hired staff in efforts to support internal career advancement while upgrading the skills of its incumbent EMTs and Paramedics.

#### ➤ Training Infrastructure

AMR SoCal will utilize existing training administrative professionals (Clinical Education Specialists) to assist in the training and project administration. These professionals will be responsible for scheduling training, enrolling trainees, and tracking training hours in coordination with its Administrative Subcontractor. In addition, as the training plan will cover several facilities across the state, a Clinical Education Specialist will be assigned at each location involved in the training plan in a collaborative effort to ensure project success at each location.

#### Electronic Recordkeeping/LMS

The Company will utilize a Learning Management System, Vector Solutions fka Target Solutions. The system has been in place for the last seven years and AMR of SoCal has provided a sample trainee record that was reviewed by ETP and approved. A Clinical Education Specialist will administer the LMS and records are accessible for five years.

#### Impact/Outcome

The expected impact of the training initiatives as stated above include: The ability to successfully and efficiently train EMT/ Paramedic new hires in the proper protocols and procedures to provide ambulatory care to their patients; Upgrade skills of incumbent and newly hired EMTs to become paramedics so as to foster career advancement; and continue to upgrade employees skills through continuous improvement education which will assist employees obtaining skills necessary to become Registered Nurses, Firefighters, or lead Paramedics in the future.

#### Other Resources

AMR of SoCal is currently utilizing the federal work opportunity tax credit in the amount of \$100,000.

#### Prior AB118 or COVID Performance

AMR of SoCal had a prior project that was funded the COVID response pilot, ET21-0192. The company received \$477,940 in approved funds and earned 100% of its funding.

#### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0192	Riverside	10/26/2020-10/25/2022	\$477,940	\$477,940 (100%)
ET17-0455	Riverside	4/01-2017-3/31/2019	\$745,800	\$745,800 (100%)

### **DEVELOPMENT SERVICES**

The Company retained Think, LLP in Newport Beach to assist with development of this proposal for a flat fee of \$20,000.

### **ADMINISTRATIVE SERVICES**

Think, LLP 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:

**Continuous Improvement Skills**

- Ambulance Operations
- Customer Service
- Documentation Skills
- Conflict Resolution
- Critical Thinking
- EMS Communications & Protocols
- Standard Operating Procedures

**Medical Skills (Didactic)**

- Prehospital Care
- Advanced Prehospital Care
- Anatomy and Physiology
- Pathophysiology
- Life-Span Development
- Pharmacology
- Medication Administration
- Airway Management Ventilation
- Therapeutic Communication
- Patient Assessment
- History Taking
- Physical Exam Techniques
- Patient Assessment
- Clinical Decision Making
- Communications
- Documentation
- Trauma Emergencies
- Trauma and Trauma Systems
- Blunt Trauma
- Penetrating Trauma
- Hemorrhage and Shock
- Soft-Tissue Trauma
- Burns
- Musculoskeletal Trauma
- Head, Facial and Neck Trauma
- Spinal Trauma
- Thoracic Trauma
- Abdominal Trauma
- Medical Emergencies
- Pulmonology
- Cardiology
- Neurology

- Endocrinology
- Allergies and Anaphylaxis
- Gastroenterology
- Urology and Nephrology
- Toxicology and Substance Abuse
- Hematology
- Environmental Emergencies
- Infectious Disease
- Psychiatric and Behavioral Disorders
- Gynecology
- Obstetrics
- Special Operations
- Neonatology
- Pediatrics
- Geriatric Emergencies
- Abuse and Assault
- The Challenged Patient
- Acute Interventions for the Chronic-Care Patient
- Assessment-Based Management

**Medical Skills (Preceptor)**

- Prehospital Care
- Advanced Prehospital Care
- Anatomy and Physiology
- Pathophysiology
- Life-Span Development
- Pharmacology
- Medication Administration
- Airway Management Ventilation
- Therapeutic Communication
- Patient Assessment
- History Taking of Patient's History
- Physical Exam Techniques
- Patient Assessment
- Clinical Decision Making
- Communications
- Documentation
- Trauma Emergencies
- Trauma and Trauma Systems
- Blunt Trauma
- Penetrating Trauma
- Hemorrhage and Shock
- Soft-Tissue Trauma
- Burns
- Musculoskeletal Trauma
- Head, Facial and Neck Trauma
- Spinal Trauma
- Thoracic Trauma



- Abdominal Trauma
- Medical Emergencies
- Pulmonology
- Cardiology
- Neurology
- Endocrinology
- Allergies and Anaphylaxis
- Gastroenterology
- Urology and Nephrology
- Toxicology and Substance Abuse
- Hematology
- Environmental Emergencies
- Infectious Disease
- Psychiatric and Behavioral Disorders
- Gynecology
- Obstetrics
- Special Operations
- Neonatology
- Pediatrics
- Geriatric Emergencies
- Abuse and Assault
- The Challenged Patient
- Acute Interventions for the Chronic-Car Patient
- Assessment-Based Management

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Continuous Improvement Skills**

- Ambulance Operations (2 hrs)
- Customer Service (1 hr)
- Documentation Skills (1 hr)
- Conflict Resolution (1 hr)
- Critical Thinking (1 hr)
- EMS Communications & Protocols (2 hr)
- Standard Operating Procedures (2 hrs)
- Protocol Update (4 hrs)
- Medical Directors Update 1 (3 hrs)
- Medical Directors Update 2 (3 hrs)

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

- Advance Prehospital Care (2 hrs)
- Anatomy & Physiology (1 hr)
- Pathophysiology (1 hr)
- Life-span Development (1 hr)
- Pharmacology (1 hr)

- Medication Administration (1 hr)
- Airway Management Ventilation (1 hr)
- Therapeutic Communication (1 hr)
- History Taking (1 hr)
- Physical Exam Techniques (1 hr)
- Patient Assessment (1 hr)
- Clinical Decision Making (1 hr)
- Communications (1 hr)
- Documentation (1 hr)
- Upper Airway for the Paramedic (Advanced) (1 hr)
- EMS Pediatric Respiratory Emergencies: Lower Airway for the Paramedic (Advanced) (1 hr)
- EMS Allergies and Anaphylaxis Advanced (1 hr)
- Trauma and Trauma Systems (2 hrs)
- Blunt Trauma (1 hr)
- Penetrating Trauma (1 hr)
- Hemorrhage & Shock (1 hr)
- Soft-Tissue Trauma (1 hr)
- Burns (1 hr)
- Musculoskeletal Trauma (1 hr)
- Head, Facial, Neck Trauma (2 hrs)
- Spinal Trauma (2 hrs)
- Thoracic Trauma (1 hr)
- Abdominal Trauma (1 hr)
- Pulmonology (1 hr)
- Cardiology (2 hrs)
- Neurology (1 hr)
- Endocrinology (1 hr)
- Allergies & Anaphylaxis (1 hr)
- Gastroenterology (1 hr)
- Urology and Nephrology (1 hr)
- Toxicology & Substance Abuse (1 hr)
- Hematology (1 hr)
- Environmental Emergencies (1 hr)
- Infectious Disease (2 hrs)
- Psychiatric and Behavioral Disorders (1 hr)
- Gynecology (1 hr)
- Obstetrics (1 hr)
- Neonatology (1 hr)
- Pediatrics (2 hrs)
- Geriatric Emergencies (2 hrs)
- Abuse and Assault (1 hr)
- The Challenged Patient (1 hr)
- Acute Interventions for the Chronic-Care Patient (1 hr)
- Assessment-Based Management (1 hr)

June 21, 2023

Mr. Jason Brollini  
United EMS Workers  
AFSCME Local 4911  
7275 National Dr, Unit F  
Livermore CA 94550

**RE: Notice of Intent: Projected Effective Date of ETP Contract/Revision: July 2023 -  
CBA Represented Workers: Emergency Medical Technicians and Paramedics**

Dear Jason:

I have previously sent you a similar notice of the Company's filing an application for training reimbursement through the California Employment Training Panel. Unfortunately, the State fell behind processing applications and we are now required to re-submit the application and need a new support letter from the UEMSW-AFSCME. As you know, if approved AMR will receive a grant dedicated to enhancing training for new employees. This grant will assist in off-setting on-going costs that will allow more existing funds to be directed toward the development and education of current staff.

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.

Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.

The proposed training project will provide preceptor and didactic training in the areas of prehospital care, patient assessment, trauma emergencies and medical emergencies as well as continuous improvement in operating, customer service, communication and conflict resolutions skills required in the field.

To assist the Company and help bolster our chances of success we believe a letter of support from the UEMSW - AFSCME who represent our employee base in California would be helpful. We estimate that UEMSW- AFSCME represents up to 2,500 EMT's and Paramedic's eligible for training under this grant. I have attached a copy of a previous UEMSW-AFSCME letter of support to the California Employment Training Panel.

We believe with the assistance of the UEMSW- AFSCME we can be successful in attaining this grant that will assist all our employees and the communities they serve. If UEMSW- AFSCME is willing to provide another letter of support please forward the letter to my attention by no later than July 2, 2023, so we can include it with the re-submittal application package. Please accept in advance the gratitude of the Company for your attention and consideration of this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Banelli".

David Banelli  
Vice President  
Labor Relations  
Global Medical Response

C: P. Frenchman



Sept 09, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

I am the Executive Director of the United Emergency Medical Services Workers/AFSCME Local 4911 and am the exclusive representative for the employees working at American Medical Response in their Northern California, Riverside and Imperial County operations. We strongly support American Medical Response's proposed training plan application for funding from the Employment Training Panel.

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,

Jason Brollini, NRP  
Executive Director

June 21, 2023

Mr. Phil Petit  
National Director of EMS  
IAEP/NAGE/SEIU Local 500  
159 Burgin Parkway  
Quincy, MA 02169

**RE: Notice of Intent: Projected Effective Date of ETP Contract/Revision: July 2023,  
2022 - CBA Represented Workers: Emergency Medical Technicians and Paramedics**

Dear Phil:

I have previously sent you a similar notice of the Company's filing an application for training reimbursement through the California Employment Training Panel. Unfortunately, the State fell behind processing applications and we are now required to re-submit the application and need a new support letter from the IAEP. As you know if approved AMR will receive a grant dedicated to enhancing training for new employees. This grant will assist in off-setting on-going costs that will allow more existing funds to be directed toward the development and education of current staff.

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.

Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.

The proposed training project will provide preceptor and didactic training in the areas of prehospital care, patient assessment, trauma emergencies and medical emergencies as well as continuous improvement in operating, customer service, communication and conflict resolutions skills required in the field.

To assist the Company and help bolster our chances of success we believe a letter of support from the IAEP who represent our employee base in California would be helpful. We estimate that IAEP represents up to 1,000 EMT's and Paramedic's eligible for training under this grant. I have attached a copy of a previous IAEP letter of support to the California Employment Training Panel.

We believe with the assistance of the IAEP we can be successful in attaining this grant that will assist all our employees and the communities they serve. If IAEP is willing to provide another letter of support please forward the letter to my attention by no later than July 2, 2023, so we can include it with the re-submittal application package. Please accept in advance the gratitude of the Company for your attention and consideration of this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Banelli".

David Banelli  
Vice President  
Labor Relations  
Global Medical Response

C: P. Frenchman



# International Association of EMTs and Paramedics

A DIVISION OF THE NATIONAL ASSOCIATION OF GOVERNMENT EMPLOYEES

August 31, 2020

Employment Training Panel of California  
Sacramento Central Office  
1100 J Street, Suite 400  
Sacramento, CA 95814  
RE: AMR Grant Request

ETP Panel Members,

As the National Director of the International Association of EMTs and Paramedics (IAEP), my organization and I proudly represent a large number of American Medical Response (AMR) employees in California. In the interest of our members and improving the quality of EMS care in California, the IAEP extends its support for American Medical Response's application to acquire funding from the Employment Training Panel.

The IAEP, on behalf of our impacted locals, has received a Notice of Intent to enhance the training of new collective bargaining agreement-represented employees. In accordance with ETP regulation 4404, the Notice of Intent contained information regarding the proposed training, the impacted employee population, a labor organization opportunity to participate in the agreement's development, and the effective date of the application. As the representatives for numerous AMR employees, we are committed to working with AMR to support the upgrades to the current training system. The IAEP is pleased that the training plan will be extended to not only new employees but will cover continuous skills improvement for those already in the field.

The union supports the initiative and the included training for our members in those areas detailed in AMR's proposal. Any restrictions to the support provided which are outside 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, appearing to read "Philip Petit", is written over a light blue circular stamp that contains the text "OFFICE OF THE NATIONAL DIRECTOR".

Philip Petit  
National Director  
IAEP





Retrainee-Job Creation  
**Training Proposal for:**  
**Orange Coast Title Company**  
**Contract Number: ET24-0129**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	HUA Job Creation Initiative Retrainee	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 650	U.S.: 1,033	Worldwide: 1033
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$181,920

<b>Total ETP Funding</b>
\$176,115

**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 Commercial Skills Computer Skills	253	8-200	0	\$600	\$22.66
				Weighted Avg: 30			
2	Retrainee Job Creation	Business Skills Commercial Skills Computer Skills	15	8-200	0	\$621	\$18.54
				Weighted Avg: 27			
3	Retrainee HUA	Business Skills Commercial Skills Computer Skills	25	8-200	0	\$600	\$17.00
				Weighted Avg: 30			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$24.72 per hour (Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties); \$23.59 per hour (Contra Costa County); \$22.66 per hour (all other counties)

**Job Number 2 (Job Creation):** \$20.60 per hour (Alameda, Marin, San Mateo, Santa Clara, and San Francisco Counties); \$19.66 per hour (Contra Costa County); \$18.78 per hour (Los Angeles County); \$18.54 per hour (all other counties)

**Job Number 3 (HUA):** \$17.00 per hour (Imperial, Los Angeles, Fresno, Madera, 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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Accounting Staff	\$20.16 - \$25.00	15
	\$25.01 - \$35.00	5
Administration Staff	\$20.16 - \$25.00	13
	\$25.01 - \$40.00	5
Customer Service Staff	\$20.16 - \$25.00	8
	\$25.01 - \$32.00	4
Escrow Staff	\$20.16 - \$25.00	38
	\$25.01 - \$45.00	20
Examiners	\$20.16 - \$25.00	10
IT Staff	\$25.01 - \$50.00	10
Lien Staff	\$20.16 - \$25.00	10
Messengers	\$20.16 - \$25.00	5
Open Orders Staff	\$20.16 - \$25.00	6

Payoff Staff	\$20.16 - \$25.00	5
Sales Staff	\$25.01 - \$50.00	25
Team Leads	\$25.01 - \$50.00	16
Title Staff	\$20.16 - \$25.00	45
	\$25.01 - \$35.00	10
Typist	\$20.16 - \$25.00	3
<b>Job Number 2</b>		
Administration Staff	\$17.00 - \$20.00	2
Customer Service Staff	\$17.00 - \$20.00	3
Escrow Staff	\$17.00 - \$20.00	5
Sales Staff	\$25.00 - \$50.00	5
<b>Job Number 3</b>		
Customer Service Staff	\$17.00 - \$20.00	4
Escrow Staff	\$17.00 - \$20.00	8
Messengers	\$17.00 - \$20.00	2
Payoff Staff	\$17.00 - \$20.00	2
Team Leads	\$20.00 - \$25.00	4
Title Staff	\$17.00 - \$20.00	5

## **INTRODUCTION**

Founded in 1974, Orange Coast Title Company (OCTC) ([www.octitle.com](http://www.octitle.com)) provides underwriter and multiple support services to the real estate, lending, building and housing industries. Headquartered in Santa Ana, OCTC has 11 locations in California across Imperial, Los Angeles, Orange, Riverside, and San Bernardino Counties. This proposal also includes two of OCTC's affiliates:

- Orange Coast Title Company – Northern California (OCT-NC) (with 16 locations in Alameda, Contra Costa, El Dorado, Fresno, Madera, Placer, Riverside, Sacramento, San Bernardino, San Mateo, and Santa Clara Counties),
- Orange Coast Title Company – Southern California (OCT-SC) (with 11 locations in Los Angeles, Orange, Riverside, and San Bernardino Counties).

The Company's customers are primarily real estate firms and homebuilders such as Berkshire Hathaway, Keller Williams, Intero Real Estate, and Frontier Homes. This will be OCTC's second ETP Contract; their first contract was approved in March 2017 for \$246,750 (ET17-0464). ETP funds will allow its workforce to develop the skills necessary to address its needs and put the Company in a better position to compete and remain in business in California.

The OCTC proposal first came to the Panel In April 2023 under Consent Calendar, however was pulled from Consent by the Panel for additional questions. OCTC was unavailable to address questions from the Panel Members at that time, therefore, the company choose to participate in the following Panel Meeting. During the June 2023 Panel Meeting deliberation there was a Panel motion to move the proposal to the next Panel Meeting so ETP staff could research NAICS codes to confirm OCTC industry did not fall under the Panel's "*Mortgage Banking – financial and collections institutes*" funding Moratorium, as well as update the proposal regarding customer base.

OCTC's United States Census Bureau's North American Industry Classification System (NAICS) code with the State of California's Employment Development Department is **524127** *Direct Title Insurance Carriers*. The United States Census Bureau's NAICS 2022 version states this U.S. industry comprises establishments primarily engaged in initially underwriting (i.e., assuming the risk and assigning premiums) insurance policies to protect the owners of real estate or real estate creditors against loss sustained by reason of any title defect to real property.

ETP Staff research indicates *Mortgage and Nonmortgage Loan Brokers* are defined by the NAICS code **522310**. The United States Census Bureau's NAICS 2022 states this industry comprises establishments primarily engaged in arranging loans by bringing borrowers and lenders together on a commission or fee basis.

Additional research into the United States Census Bureau's NAICS codes related to financial and insurance institutions identified the following breakdown by NAICS codes for both industries:

- *Direct Title Insurance Carriers* (524127), Other Direct Insurance (except Life, Health, and Medical) Carriers (524128), Reinsurance Carriers (524130), Insurance Agencies and Brokerages (524210).
- *Mortgage and Nonmortgage Loan Brokers* (522310), Credit Unions (522130), Savings Institutions and Other Depository Credit Intermediation (522180), Consumer Lending (522291), Real Estate Credit (522292), International, Secondary Market, and All Other Nondepository Credit Intermediation (522299), Other Activities Related to Credit Intermediation (522390), Miscellaneous Intermediation (523910).

Based on ETP Staff research, *Direct Title Insurance Carriers* have the NAICS code 524127 which is different and separately defined from *Mortgage and Nonmortgage Loan Brokers* code 522310. In addition, OCTC's previous Agreement was approved under their current NAICS.

### **Veterans Program**

Although this project does not include a Veterans component, the Company encourages Veterans to apply.

### **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 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Company is growing to meet demand and has included a new product line. As such, it will need to hire new staff in order to keep up with its business standards.

### **PROJECT DETAILS**

The Company faces several challenges that drive the need for training. The real estate, lending, building, and housing industries are facing a potential slow down with rising interest rates and home prices. With the housing industry volatile, OCTC is committed to preparing for any shifts by training its employees cross-functionally in many areas of the business so that if the economy shifts and business slows in one division and increases elsewhere, the trainee can be moved to the larger division rather than face termination. As such, this project will focus heavily on cross-training for its existing and newly-hired employees

Along with cross-training, the Company needs to stay current with real estate industry practices and stay compliant with the California Department of Insurance, Consumer Financial Protection Bureau and Real Estate Settlement Procedures Act requirements. These rule changes can equal hundreds of pages of regulations and create huge needs for training in a quick manner to ensure compliance. Any new regulations that are introduced into the industry will result in trainees needing to be continually updated for recurring training to meet the standards of new processes and procedures.

Additionally, OCTC must also meet customer demands, remain competitive, implement standardized processes and procedures across all facilities, and implement new software systems. Due to the nature of the work OCTC does for its clients, when OCTC brings aboard a new client, the OCTC staff must learn that client's software systems and processes. In recent years OCTC has engaged multiple large clients with complex systems and detailed process requirements. To meet these challenges OCTC must train both existing and new employees on their clients' systems

OCTC values its employees who have made the Company what it is today and anticipates to deliver a variety of training for its employees in their areas of expertise as well as in new areas so they can be prepared for working in unfamiliar areas of the business.

## **Training Plan**

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

**Business Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as Adapting to Procedure Changes, Business Development Techniques, Handling Customer Complaints, and Financial Management.

**Commercial Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as: Account Management, Bank Wires, Cyber Security, Document Management, New Client Set-up and Property Reports.

**Computer Skills:** This training will be offered to all occupations and will consist of but not be limited to courses such as: Archive, Data Trace, Navision, Goldfax, Pacer, and Data Encryption.

## **Alternate Recordkeeping**

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

## **Commitment to Training**

OCTC's annual training budget in CA is \$7,500,000. OCTC will continue to provide basic skills training after the ETP project ends.

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 VP will lead this project with support from the President and Chief Legal Counsel of OCTC. The Accounting VP, Payroll Manager and additional staff will also assist in providing data and collecting rosters throughout the training occurring across the state. A subcontracted third-party will also assist with administration. All training will be delivered by in-house experts and vendors if needed.

**High Unemployment Area**

Some trainees (Job Number 3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

Two locations under OCTC are in Imperial and Los Angeles Counties; two locations under its affiliate, OCT-NC, are in Fresno and Madera Counties; and two locations under its affiliate, OCT-SC, in Los Angeles and San Bernardino Counties. The HUAs within these counties consist of the following cities where the aforementioned six facilities are located: El Centro (Imperial County), Sun Valley and Bellflower (Los Angeles County), Fresno (Fresno County), Madera (Madera County), and San Bernardino (San Bernardino County).

➤ **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. Approximately 4 Customer Service Staff, 8 Escrow Staff, 2 Messengers, 2 Payoff Staff, 4 Team Leads, and 5 Title Staff will need the wage modification.

**Impact/Outcome**

OCTC continues to invest in its team members' ongoing education and training, helping them build the skillsets to gain the experience they need to become leaders and valued partners in its customers' success. The Company will internally certify employees in new areas of service during the cross training. Trainees in builder services could be trained in lender services, for example, which is a whole separate set of skills, regulations, etc. but enables trainees to gain more skillsets. IT Staff will be certified in networking systems, such as Microsoft, Cloud, and Linux.

**DEVELOPMENT SERVICES**

The Company retained Propel Consulting Group in El Dorado Hills, CA to assist with development of this proposal for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

The Company retained Propel Consulting Group in El Dorado Hills to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Adapting to Procedure Changes
- Best Practices
- Business Development Techniques
- Coaching
- Corrective Action
- Customer Service
- Effective Communications
- Financial Management
- Handling Customer Complaints
- Internal Accounting Procedures
- Leadership Skills
- Letter/Email Writing
- Motivation
- People Skills
- Process Implementation
- Problem Solving & Decision Making
- Project Management
- Sales Coaching
- Standard & Reporting Requirements
- Team Building

**Commercial Skills**

- Account Management
- Bank Wires
- Check Processing
- Cyber Security
- Document Management
- Easements, Liens, Insurance, Covenants
- Escheatment Procedures
- Escrow & Title Accounting Procedures
- Examination Techniques
- Information Security
- Internal Compliance Audits
- Loss Control Systems
- New Client Set-up
- Note and Trust Deed Processing
- Open Order Processes
- Property Reports
- Recording Procedures
- Revise/Close Invoice Orders
- Title & Escrow Services

- Title Policy Products
- Transaction & Work Process
- Transaction Review Processes
- Underwriting Processes

**Computer Skills**

- All-Net
- Archive
- Computer Programming
- County Website
- Court Website
- Data Encryption
- Data Trace
- Data Tree
- Digital Reel
- Exchange-Traded Funds (ETF) Software
- Goldfax
- Internal Accounting Software
- Internal Phone/Network Systems
- MS Office (Intermediate/Advanced)
- Navision
- Networking
- New Client Software Systems
- OCT Internal Websites
- Online Citizens
- Pacer
- Ryno Live
- Simplafire
- SoftPro
- Summit Systems
- Title Advantage
- Title Point
- Titleworks
- Tracker
- Windows Server





**Training Proposal for:**  
**Anheuser-Busch, LLC**  
**Contract Number: ET24-0147**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Solano	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local 896		
Number of Employees in:	CA: 1,347	U.S.: 14,075	Worldwide: 169,000
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$454,500

<b>Total ETP Funding</b>
\$454,480

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, HAZWOPER, Manufacturing Skills, PL-Manufacturing Skills, OSHA 10/30	304	8-200	0-69	\$1,495	\$24.25
				Weighted Avg: 65			

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

**Minimum Wage by County:** \$22.66 per hour for Solano and Los Angeles counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Maintenance Technicians	\$24.25 - \$47.00	34
Leadership Staff (Supervisors)	\$31.25 - \$62.50	50
Packing Operators	\$24.25 - \$47.00	145
Analysts	\$24.25 - \$47.00	18
Brewers	\$24.25 - \$47.00	45
Utility Operators	\$24.25 - \$47.00	12

**INTRODUCTION**

Established in 1852 and headquartered in Van Nuys, Anheuser-Busch, LLC (Anheuser-Busch) (<https://www.anheuser-busch.com/>) is a large multinational business that manufactures, packages, and distributes alcohol beverages. The Company's brands are sold worldwide through retail outlets. Training will be delivered at its facilities in Van Nuys and Fairfield.

This will be Anheuser-Busch's second ETP Contract, and its first in the last five years. In this proposal, the curriculum reinforces the implementation of a training plan determined by the Company to be essential to remain competitive and improve the skills of its frontline workers. In order to reach identified market expansion and efficiency goals, skill upgrades are needed in the Company's workforce to better manage rapid growth and the demands its incumbent positions require. Trainees will receive customized coursework that was not delivered under any previous ETP Contracts, and any similarly titled courses are represented to be refreshed with updated content or otherwise will be provided to trainees that did not receive similar training previously.

**Veterans Program**

Although Anheuser Busch does not have a formal Veterans' Job Number or program in place for recruitment, the Company does hire and employ veterans through its normal hiring practices. It posts open positions onto the Employment Development Department's employment website that links to America's Job Bank and is accessible to potential veteran candidates. Additionally, it has company policies that provide veterans flexibility for active and reserve-oriented duties.

## Union Support

All occupations except Leadership Staff are represented by a union- Teamsters Local 896. The Union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

ETP's supplemental training is needed because the Company has experienced a high number of voluntary turnover attributed to the COVID-19 pandemic and to an aging workforce. It has replaced those employees over the last year, while the Company's consumer demand for beverages it produces grew 6% percent and sales grew by 3% percent in the same period. With staff shortages and with inexperienced staff working new positions, the need for training has dramatically increased.

The ETP training requested will assist the company in skill upgrades specifically related to new software and technology including operating Robots, operating and maintaining new Bottling Lines, and Packing equipment. Anheuser Busch reportedly invested and estimated \$40M in new equipment. The new equipment is being utilized to strengthen internal processes, improve efficiency, lower carbon emissions, and improve customer service.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations on courses such as Business Processes, Business Writing, Communication Skills, Conflict Management, Project Management, and Product Knowledge.

**Computer Skills:** Training will be offered to Analysts and Leadership Staff on courses such as MS Office (Advanced/Intermediate), PowerBI (Visual-Data System), SAP (Systems Applications and Products in Data Processing), and Workday (Enterprise Management Cloud) Software.

**Continuous Improvement:** Training will be offered to all occupations on courses such as Best Manufacturing Practices, Decision Making, Leadership Skills for Frontline Workers, Operating Procedures, Problem Solving, Process Improvement, Quality Control, and Team Building.

**Manufacturing Skills:** Training will be offered to Packaging Operators, Brewers, Maintenance Technicians, Analysts, and Utility Operators on courses such as Equipment Operations, Glass Handling, Warehousing, Boiler Operations, Refrigeration, CO2 Operation, and Bloom Fuel Cell.

### **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher

course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.

### **Productive Laboratory (PL- Manufacturing Skills)**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. PL- Manufacturing Skills will be delivered using a trainer-to-trainee ratio of 1:1 for Brewers, Maintenance Technicians, Utility Operators, and Packaging Operators. The range of PL hours was agreed to be kept to a maximum of 25% of the total hours per trainee or 16 hours per trainee.

Due to manufacturing equipment upgrades and new equipment, PL is requested to support skill upgrades or otherwise help staff obtain competencies on performing job related duties that reduce waste and or accidents. Furthermore, Anheuser-Busch represents the PL training was assessed to be needed to improve efficiency and reduce production delays when repairs are needed.

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

CBT will be provided to supplement Class/Lab or E-Learning, which is a more convenient means of delivering basic training. Trainees will receive a maximum of 0-69 hours of CBT.

### **Commitment to Training**

Anheuser-Busch has a training budget of \$1,300,000 a year between its two California facilities. Training the Company provides that is not a part of the training request includes basic-computer skills, all mandated training, company policy and procedures, and onboarding orientations. 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**

Anheuser-Busch's Plant Controller (dedicated administrator) will oversee the project and will coordinate with four Managers on all training efforts and to ensure recordkeeping requirements are met. Training will be delivered by 100 in-house trainers who are subject-matter experts and by outside-training vendors on a case-by-case basis, if needed. At each location, a Business Process Manager will assist with ETP administration by organizing the delivery of training.

### **Impact/Outcome**

In summary, training is needed to meet company objectives including the following:

- Training staff to use new equipment.
- Upgrading staff skills to meet new industry standards including some safety certifications such as Six Sigma, OSHA 10/30, and Hazwoper.
- Improving efficiency in product and service delivery to remain competitive.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Processes
- Business Writing
- Communication Skills
- Conflict Management
- Project Management
- Product Knowledge
- Coaching
- Leadership Skills
- Presentation Skills

**COMPUTER SKILLS** (Advanced/Intermediate Only)

- MS Office
  - Word
  - Excel
  - Access
  - PowerPoint
- Microsoft SharePoint
- PowerBI (Visual-Data System)
- Deephow (Video System)
- Microsoft Teams
- SAP (Systems Applications and Products in Data Processing)
- Workday (Enterprise Management Cloud) Software

**CONTINUOUS IMPROVEMENT**

- Best Manufacturing Practices
- Decision Making
- Leadership Skills for Frontline Workers
- Operating Procedures
- Problem Solving
- Process Improvement
- Quality Control
- Team Building
- VPO-Voyager Plant Optimization (Lean 6 Sigma)
- Train the Trainer
  - Teaching on Specific Equipment and How to Train in a Specific Production Area / Machine
  - Teaching on Learning Styles and How Best to Teach Content to Others

**MANUFACTURING SKILLS**

- Mechanical Training
  - Pumps
  - Seamers
  - Lubrication
  - Glue Units

- Electrical Training
  - Programmable Logic Controller (PLC)
  - High Voltage
  - Instrumentation
  - Coders
  - Software
  - Inspection Systems
- Equipment Operations
- Fork Lift Operation
- Mobile Equipment Work Platform Operation
- Shuttle Wagon Operation
- Glass Handling
- Lean Manufacturing
- Lock Out / Tag Out
- Manufacturing Techniques
- Material Handling
- HAACP (Hazard Analysis Critical Control Point)
- Production Processes
- Technical Specifications
- Warehousing
- Boiler Operations
- Refrigeration
- CO2 Operation
- Culinary Steam
- Bloom Fuel Cell

**HAZWOPER (1:40 Ratio)**

- Hazwoper

**OSHA 10/30 (Certified-OSHA Trainer) (1:40 Ratio)**

- OSHA 10
- OSHA 30

**Productive Lab (1:1 Ratio)****MANUFACTURING SKILLS**

- Busse T3004 Depalletizer
- Wyard Depalletizer
- KHS Filler
- Kronos Filler
- Sacmi Opera Labeler
- Varioline Packer
- Jones Packer
- GPI Packer
- Alvey 942 Palletizer
- Bastian Robotic Operation
- Baler
- Loading Trucks and Rail
- Grains Unloading, Transfer, and Storage Systems
- Super Sack Unloading
- Hop Back

- Decanter
- Yeast Separator
- Clarifier
- Polisher
- Unitanks
- Alpha Tanks & Yeast Management Systems
- Brewhouse Kettles & Cookers
- Trub Decanter
- Dry Hop Addition
- Bright Beer Tanks
- Releasing Manifold & Banks
- Manufacturing Cleaning
- Lubrication
- Utilities Systems
- Orbisphere
- Gas Chromatography

## **CBT**

### **BUSINESS SKILLS**

- Building Employee Accountability (1 hour)
- Conflict Styles (1 hour)
- Effective Listening Skills (1 hour)
- Effective Questioning Skills (1 hour)
- Motivating Employees (1 hour)
- Positive Feedback (0.5 hours)
- Sending Effective Messages (1 hour)
- Steps and Strategies of Influencing (1 hour)
- What is Influence (1 hour)

### **CONTINUOUS IMPROVEMENT**

- Bottle Line PQC (Process Quality Checks) Refresher (0.5 hours)
- Lean 6 Sigma (2.5 hours)
- What is Coaching (0.5 hours)
- Global Food Safety Initiative/Mod1 (0.5 hours)
- Global Food Safety Initiative/Mod2 (0.5 hours)
- White Belt Module I-V (2 hours)
- SAP Brewery (4 hours)
- 5 Why Training (4 hours)

### **MANUFACTURING SKILLS**

- Maintenance Fundamentals (4 hours)
- SAP Basics Online (6 hours)
- Water Systems (1 hour)
- Boilers, Steam, and Condensate (4 hours)
- Refrigeration and Air Conditioning (4 hours)
- Carbon Dioxide Systems (4 hours)
- Compressed Air Systems (4 hours)
- Electrical Power Distribution (4 hours)
- Bio-Treatment Systems (4 hours)
- Intro to Brewing (4 hours)

- Fermenting Basics (0.25 hours)
- Brewing Raw Material Advanced (0.33 hours)
- Brewing Fermenting Advanced (0.25 hours)
- Brewing Finishing Advanced (0.25 hours)
- Packaging Overview (6 hours)
- Instructor Certification Refresher Level 3 (1 hour)



Brewery Soda and Mineral Water Bottlers of California  
**STATEWIDE JURISDICTION**  
**Teamsters Local Union No. 896**

Affiliated with International Brotherhood of Teamsters

**Phil Cooper, Secretary-Treasurer**

**Southern California**

2050 Lincoln Avenue  
Pasadena CA 91103  
Office: 213.388.3144  
Fax: 213.388.6360



**Brian Indelicato, Business Representative**

**Northern California**

301 Georgia Street, Suite 220  
Vallejo CA 94590  
Office: 707.644.8896  
Fax: 707.644.8899

September 28<sup>th</sup>, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Anheuser-Busch, InBev in Fairfield California 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:

Membership Titles	Estimated # of Trainees
Packaging Operations	145
Brewers	45
Analysts	18
Maintenance Technicians	34
Utility Operators	12

Training Plan

Training will be conducted via Class/Lab, CBT, and PL in the following:

**Business Skills (10%):** Training will be provided to all occupations to enhance communication and problem solving skills. Course will include Communication, and Business Process Skills. These courses will increase trainee's skills, enabling them to promote within the company.

**Company Skills (5%):** Training will be provided to Analyst on Microsoft Word, Access, Excel, and SAP Software to increase efficiency in tracking and shipping inventory.

**Manufacturing Skills (60%):** Training will be offered to Packing Operators, Brewers, Maintenance Technicians, Analyst and Utility Operators to increase production knowledge and efficiency. Topics will include Equipment Operations, Lock out Tag Out and Production Processes, to increase production output and create a safe working environment.

**Continuous Improvement (25%):** Training will be provided to all occupations to enhance production efficiencies and critical thinking. Courses will include Quality Control, Decision Making, and Operating Procedures.

Members

Anheuser Busch will train 283 Packing Operators, Brewers, Maintenance Technicians and Utility

Operators on Bottle Fillers, Labelers, Packers and Palletizers. This training will be at a much slower pace than regular production and will result in high defects. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be provided at a 1:1 trainer-to-trainee ratio. PL training is capped at 120 hours per trainee.

#### Certified Safety Training

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for members 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 members stationed at the hazard site; Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by CAL-OSHA. Trainees will not receive 40 hours of HAZWOPER training unless they work full time onsite at the clean-up location.

#### Hazardous Materials (HAZMAT).

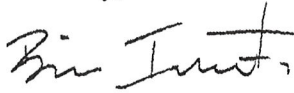
This training is a series of courses, specific to industry sectors involved in the transportation of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours in an 8-hour annual refresher and may be delivered by classroom or CBT. In this proposal, Packing Operators, Brewers, Maintenance Technicians and Utility Operators will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA but is administered under the Department of Transportation and Caltrans. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

#### 2. Occupations & number of members planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: (i.e. Members)

Teamsters Local 896 has received a Notice of Intent to train Collective Bargaining agreement represented Members. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted Membership, 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 Members 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,



Brian Indelicato  
President / Business Representative  
International Brotherhood of Teamsters, Local 896  
Cell: (510) 773-3081





Retrainee-Job Creation

**Critical Proposal for:**

**Applied Materials, Inc.**

**Contract Number: ET24-0144**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** S. Wang

**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:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 5,000	U.S.: 15,000	Worldwide: 33,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,960,000

<b>Total ETP Funding</b>
\$749,455

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Impr., HazMat, Mfg. Skills	515	8–200	0–70	\$1,127	\$36.00
				Weighted Avg: 49			
2	Job Creation Initiative Retrainee Priority Rate	Computer Skills, Cont. Impr., HazMat, Mfg. Skills	150	8–200	0–70	\$1,127	\$29.00
				Weighted Avg: 49			

\*Post-Retention Wage is the Contractual wage.

**Minimum Wage by County:**

**Job Number 1:** \$24.72 per hour for Santa Clara County.

**Job Number 2 (Job Creation):** \$20.60 per hour for Santa Clara County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrator	\$36.00 - \$70.00	50
Engineer	\$42.00 - \$84.00	300
Manager	\$48.00 - \$90.00	65
Technician	\$36.00 - \$70.00	100
<b>Job Number 2: Job Creation</b>		
Administrator	\$29.00 - \$69.00	15
Engineer	\$39.00 - \$79.00	25
Manager	\$43.00 - \$89.00	10
Technician	\$29.00 - \$69.00	100

**CRITICAL PROPOSAL**

Applied Materials, Inc. is designated as a “Critical Proposal” (CP) recommended by the Governor’s Office of Business and Economic Development. Applied Materials, Inc. is taking a major step in bolstering California’s semiconductor industry. The Company is applying for Creating Helpful Incentives to Produce Semiconductors (CHIPS) Act funding to accelerate innovation, drive semiconductor technology advancements and create good, high-paying jobs in California. It announced a \$4 billion investment to build the world's most advanced facility for semiconductor process technology and manufacturing equipment research and development in



Silicon Valley. The new Equipment and Process Innovation and Commercialization Center will create 2,000 jobs in California over the next five years. Training under this proposal will provide staff with extensive training on technical skills to adhere to the rapid changes in the semiconductor manufacturing industry.

## **INTRODUCTION**

Founded in 1967 and headquartered in Santa Clara, Applied Materials, Inc. (Applied) (<http://www.appliedmaterials.com/>) uses nano manufacturing equipment, machines, and tools to make input products for semiconductor wafers and chips, flat panel displays, high density batteries, solar photovoltaic cells and modules, and other electronics. “Nano manufacturing” is the production of ultra-small structures that includes the engineering of thin films on substrates for use in a variety of electronic products. Customers include semiconductor manufacturers such as Intel, TSMC, Samsung, Texas Instruments, AMD, Panasonic, and Yingli. ETP training will be delivered at its facilities in Santa Clara and Sunnyvale.

This will be Applied’s eighth ETP Contract, its fourth in the last five years. In previous ETP Contracts, training courses focused on a mix of computer skills, quality assurance, and professional/management development courses. As part of this proposal, the training’s course content is different from previous projects and will focus on new product manufacturing technologies and continuous-improvement techniques. Applied will not enroll employees who have participated in previous ETP Contracts.

### **Veterans Program**

Although there is not a separate Veterans’ Job Number, Applied uses recruitment firms that specialize in hiring veterans and maintains a web portal for veterans to show how experiences in the military translate into careers at the Company.

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

According to a representative with the Company, Applied is at the forefront of resolving the global computer chip shortage. With addition to the CHIPS and Science Act, signed into law by President Biden on August 9, 2022, it provides roughly \$280 billion in new funding to reinforce domestic research and manufacturing of semiconductors in the United States. To meet this demand and due to business-capacity growth, the Company will hire 150 new employees (Job Number 2).

## **PROJECT DETAILS**

Training in this proposal will focus on improving the skills of the Company’s front-line technical workforce at its locations in Silicon Valley. According to the Company’s representatives, rapid technological change in the semiconductor manufacturing processes subject Applied to increase pressure to further develop technological advances. Company management believes that its future success depends upon its ability to develop and deliver new products with improved capabilities while continuing to enhance existing products. To realize such innovations, Applied must rely on a highly trained, skilled, and innovative workforce. Applied will invest in upskilling the technical talents of its CA employees.

## Training Plan

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

**Computer Skills:** This training will be offered to all occupations in courses such as Advanced Desktop Productivity Applications, Advanced eBusiness Applications, Business System Processing, and Project Management Software Tools. Training will ensure that staff has the knowledge when using the sophisticated information technology systems.

**Continuous Improvement:** This training will be offered to all occupations in courses such as Customer Communications and Awareness, Effective Teams, Leadership/Coaching Skills, and Strategic Sale Negotiation Techniques to drive compliance and quality performance throughout the Company.

**Manufacturing Skills:** This training will be offered to Engineer and Technician in courses such as Casting Anode and Cathode Plates, Chemical-mechanical Linearization Technologies, Factory Automation Tools and Techniques, and Nano-scale Device Physics and Technology to ensure staff has the proper knowledge when operating with these materials.

## Certified Safety Training

Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Engineer and Technician will receive up to 16 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 other regulating agencies. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is ISO 9001; 12485; 14001; and ISO27001.

## Computer-Based Training (CBT)

CBT will be provided to supplement Class/Lab or E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–70 hours of CBT.

## Commitment to Training

Applied’s annual training budget in California is approximately \$1,500,000. The Company funds all training in OSHA and FDA-mandated safety regulations, sexual harassment, rudimentary job skills, and basic desktop training in Microsoft Word, Excel, and PowerPoint, and executive development programs. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Applied’s Senior Manager of Human Resources (dedicated administrator) will oversee the project. Training will be administered under the Company’s training department, which oversees the workforce training across the organization and operates under the direction of its Divisional Vice President. Several full-time training staff will be responsible for administering the ETP program, while entering training hours into the LMS System. Training will be coordinated by the facility’s

training supervisor with at least one training coordinator at each facility, and training will be delivered by in-house subject-matter experts or by a vendor if needed. A third-party subcontractor-Herrera & Company was retained to assist with ETP administration and with ETP systems.

### **Electronic Recordkeeping/LMS**

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

### **Impact/Outcome**

Applied seeks to create growth and development opportunities to support an engaged and inclusive workforce. The Company utilizes a learning model based on the 70/20/10 model--70% on-the-job learning, 20% social / collaborative, and 10% formal training with a focus on advancing technical skills as well as improving general business acumen to address increasing work complexity. ETP funds will help offset the cost of delivering the 10% formal training referenced above. Upon completion of training, trainees will receive certification in computer-aided design/computer-aided manufacturing, lab automation and robotics, geometric-tolerance courses, materials sciences, and advance-manufacturing innovation. Training will provide transferable employment skills to other semiconductor equipment-manufacturing employers in CA.

### **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) (\$ %)
ET22-0154 (EXP)	\$498,640	11/22/21 – 11/21/23	428	1,242	1,242	\$498,640 (100%)

Based on ETP systems, 59,959 reimbursable hours have been tracked for potential earnings of \$498,640 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 2023 of final training.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0286 (CP)	Santa Clara	11/5/18 – 11/4/20	\$894,920	\$894,920 (100%)
ET17-0801 (AB 118)	Santa Clara	11/7/16 – 11/6/18	\$749,952	\$749,952 (100%)

### **DEVELOPMENT SERVICES**

Applied Materials retained Herrera & Company in Stockton to assist with development of this proposal for a flat fee of \$8,750.



## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Computer Skills**

- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Programming Languages
- Project Management Software Tools
- Operating System Programming Language
- Business System Processing
- Advanced Manufacturing Control Systems
- Software and Informatics
- Advanced Manufacturing Lab Applications
- Advanced eBusiness Applications
- Advanced Desktop Productivity Applications

#### **Continuous Improvement Skills**

- Lab Automation and Robotics
- Advanced Product Quality and Reliability
- Design Tools and Practices
- Failure Modes and Effects Analysis
- Technical Presentations
- Customer Communications and Awareness
- Product Knowledge and Market Validation
- Finance and Accounting Skills
- Marketing Promotion and Position
- Process Improvement Training
- Problem Solving Tools and Techniques
- Quality Fundamentals/Core Skills
- Leadership/Coaching Skills
- Effective Teams
- Facilitation Skills and Mentorship
- Strategic Sales Negotiation Techniques

#### **Hazardous Materials Skills**

- Restricting of Hazardous Substances
- Risk Management and Waste Management

#### **Manufacturing Skills**

- System Data Modeling and Architecture
- Advanced Programming Development Applications
- Factory Automation Tools and Techniques
- Instrument Modeling/Integration Software Development
- Measurement Lithography Practice and Theory
- Application Engineering Services
- Measurement Sciences Practice and Theory

- Multipart Machine Automation Development
- Photolithography, Microlithography and Optical Lithography
- Multi-scale Modeling for Nonmaterial Design
- Lithium Surface/Interaction Overview
- Physics of Electrode Coating
- Electromagnetic Properties, Waves, and Dielectrics
- Particle and Energy Balance in Global Models
- Casting Anode and Cathode Plates
- Manufacturability for Prismatic and Cylindrical Cells
- Nano-scale Device Physics and Technology
- Chemical-mechanical Linearization Technologies

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Computer Skills**

- Management and Manufacturing Control Systems (4 hrs.)
- Materials and Logistics Software Development (6 hrs.)
  - Introduction to Logistics (1 hr.)
  - Systems Integration (1 hr.)
  - Data Analytics (2 hrs.)
  - Business Intelligence (2 hrs.)
- Advanced Desktop Applications (2 hrs.)
- Programming Languages (1 hr.)
- Project Management Software Tools (1.5 hrs.)
- Operating System Programming Language (1 hr.)
- Single-Vendor Enterprise Resources Planning (1 hr.)
- Customer Relationship Management Systems (1 hr.)

#### **Continuous Improvement Skills**

- Quality Management Systems (QMS) Procedures (1 hr.)
- Manufacturing Quality and Reliability (2.5 hr.)
- Process and Capability Mapping (1.5 hr.)
- Effective Teams (4 hrs.)
- Business Excellence and Finance (6 hrs.)
  - Financial Statement Analysis (2 hrs.)
  - Working Capital Management (2 hrs.)
  - Financial Risk Management (2 hrs.)
- Production System Procedure Review (0.5 hr.)
- Manufacturing Procedures and Protocols (12 hrs.)
- Technical Presentations (1.5 hrs.)
- Customer Communications and Awareness (3 hrs.)
- Product Knowledge and Market Validation (2.5 hrs.)
- Finance and Accounting Skills (2 hrs.)
- Marketing Promotion and Position (2 hrs.)
- Process Improvement Training (3 hrs.)
- Problem Solving Tools and Techniques (2 hrs.)

- Quality Fundamentals/Core skills (1 hr.)
- Leadership/Coaching Skills (3 hrs.)
- Facilitation Skills and Mentorship (4 hrs.)
- Sales and Negotiation Skills (1 hr.)



**Training Proposal for:**  
**NVIDIA Corporation**

**Contract Number: ET24-0127**

**Panel Meeting of:** July 21, 2023

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

**Analyst:** A. Salinas

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, 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: 8,469	U.S.: 12,466	Worldwide: 25,927
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,344,000

<b>Total ETP Funding</b>
\$483,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Commercial Skills, Cont. Imprvt.	1,000	8–200	0–60	\$483	\$25.00
				Weighted Avg: 21			

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

**Minimum Wage by County:** \$24.72 per hour for Santa Clara County; \$22.66 per hour for Los Angeles County.

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

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

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

**Wage Range by Occupation**

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Corporate Support Staff	\$25.00 - \$65.00	180
Engineering/Product Development Staff	\$26.78 - \$100.00	600
Managers	\$32.45 - \$100.00	100
Marketing Staff	\$40.00 - \$80.00	20
Information Technology Staff	\$41.73 - \$90.00	100

**INTRODUCTION**

Founded in 1993 and headquartered in Santa Clara, NVIDIA Corporation (NVIDIA) (<https://www.nvidia.com/en-us/>) is a multinational technology company that develops and manufactures integrated circuits, which are used in everything from electronic game consoles to personal computers (PCs). The Company is a leading manufacturer of high-end graphics processing units (GPUs) for gaming, cryptocurrency mining, and professional applications and chip systems for use in vehicles, robotics, and other tools. Its products are used by large and mid-size organizations across a diverse set of industry verticals including cloud-based software and service providers, consumer web, education, energy, financial services, governments, healthcare, manufacturing, media, retail, and telecommunications. ETP-funded training will be delivered at all of its California locations in Santa Clara, San Jose, Palo Alto, Sunnyvale, and San Dimas. This will be NVIDIA's first ETP Contract.

**Veterans Program**

Although there is not a separate Veterans' Job Number in this proposal, NVIDIA is committed to veteran inclusion and encourages veterans to apply for positions within the Company. It has a community-resource group called Veterans@NVIDIA, which helps with recruitment specific to veterans.

## **PROJECT DETAILS**

NVIDIA has three new cloud-data services requiring training, which work together to deliver a unified cloud product: Cloud Block Store, CloudSnap, and StorReduce. These cloud-data services are designed to enable customers to approach a hybrid cloud with a new level of unified infrastructure. The Company also recently launched the industry's first complete portfolio of solutions for any Artificial Intelligence/AI initiative.

Recently, NVIDIA entered into a definitive agreement to acquire a computer software company—Compuverde—requiring data storage and cloud computing training. NVIDIA's customers use its products to solve incredibly hard problems in an ever-expanding set of domains. The additional functionality gained from this acquisition reinforces the Company's ongoing strategy to empower its customers.

### **Training Plan**

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

**Business Skills:** this training will be offered to all occupations in courses such as Business Process Skills, Marketing/Sales Skills, and Presentation Skills.

**Commercial Skills:** this training will be offered to all occupations in courses such as Artificial Intelligence and Engineering/Product Design Skills.

**Computer Skills:** this training will be offered to all occupations in courses such as Data Storage Technology Skills, Device Engineering, and Computer Language Skills.

**Continuous Improvement:** this training will be offered to all occupations in courses such as 5S/Lean Six Sigma/Design for Six Sigma, Change Management, and Quality Assurance/Quality Control.

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

CBT will be provided to supplement Class/Lab and E-Learning which is a more convenient means of delivering basic training. Trainees will receive between 0–60 hours of CBT.

### **Commitment to Training**

NVIDIA's annual training budget in California is \$1,500,000. This annual training includes anti-harassment training, onboarding, compliance training, computer training, and technical 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**

NVIDIA's Learning Program Manager (dedicated administrator) will oversee the project. The Company also has Learning Administrators at each facility who will be in charge of ensuring the training data is correctly entered into its learning-management system (LMS). ETP training will be delivered by 45 in-house subject-matter experts, and the Company may use training vendors on a case-by-case basis as needed. Trainers will work alongside an LMS Administrator who will be responsible for managing the scheduling, delivery, and documentation of training. Additionally, a third-party subcontractor—Training Funding Partners (TFP)—will assist with ETP administration.

**Impact/Outcome**

ETP training (Business Skills) will improve the ability of the Company's workforce to better manage its overall business processes, while implementing NVIDIA's new products and technologies. Continuous Improvement training will provide an overview of NVIDIA's unique operations model resulting in the skills and proficiency necessary for high-level efficiency and quality. Lean/Six Sigma industry certification courses will also be offered within this project.

**Electronic Recordkeeping/LMS**

NVIDIA will be using the Cornerstone system for this project. This LMS system has been used by the Company for six years, and it accurately tracks the hours and dates of training per day as well as all of the other elements required for ETP recordkeeping. The LMS administrator, Senior Manager, and Learning-HCM-HR Tech will be the system administrators. ETP has reviewed and approved the LMS.

**DEVELOPMENT SERVICES**

TFP in Fountain Valley assisted with development of this proposal for a flat fee of \$24,150.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined



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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Acumen
- Business Process Skills
- Communication/Collaboration Skills
- Customer Service/Support Skills
- Finance/Accounting Skills
- Marketing/Sales Skills
- Meeting Management Skills
- Presentation Skills
- Risk Assessment/Risk Management
- Train-the-Trainer

**COMMERCIAL SKILLS**

- Artificial Intelligence
- Engineering/Product Design Skills
- New/Updated Processes/Systems/Products/Technology

**COMPUTER SKILLS**

- Computer Language Skills
- Data Storage Technology Skills
- Device Engineering
- Intermediate/Advanced Microsoft Office
- Software/Hardware Skills

**CONTINUOUS IMPROVEMENT**

- 5S/Lean Six Sigma/Design for Six Sigma
- Change Management
- Decision Making
- Delegation Skills
- Leadership Skills
- Process/Management Skills
- Project/Program Management
- Quality Assurance/Quality Control
- Team Development
- Troubleshooting/Root Cause Analysis
- Failure Mode and Effects Analysis

**Computer-Based Training****BUSINESS SKILLS**

- Accounting Foundations (2 hours)
- Accounting Foundations: Internal Controls (1.77 hours)
- Accounting Foundations: Managerial Accounting (2.42 hours)

- Advanced Lead Generation (0.65 hours)
- Asking Great Sales Questions (0.83 hours)
- Brand and Marketing Integration (0.98 hours)
- Building Business Relationships (0.95 hours)
- Business Writing Principles (1.53 hours)
- Common Meeting Problems (0.88 hours)
- Communicating for Influence (1.7 hours)
- Communicating to Drive People to Take Action (0.58 hours)
- Communicating with Transparency (0.62 hours)
- Communication Foundations (1.28 hours)

### **COMMERCIAL SKILLS**

- 2D Game Design and Development Essential Training (1.15 hours)
- 5G Technology Strategy: Next-Generation Mobile Networking (0.67 hours)
- 8 Things You Must Know in Python (0.93 hours)
- A Deep Dive into the SM (1.92 hours)
- A Dive in to Hyper-V Architecture & Vulnerabilities (0.78 hours)
- Accelerating Security Applications using SmartNIC DPI Offload (1 hours)
- Additive Manufacturing for Business (2.17 hours)
- Additive Manufacturing: Optimizing 3D Prints (1.45 hours)
- Additive Manufacturing: Resin 3D Printing (0.95 hours)
- Advanced C Programming (1.38 hours)
- Advanced Design Patterns: Design Principles (0.88 hours)
- Advanced Linux: The Linux Kernel (4.08 hours)
- Advanced NLP with Python for Machine Learning (2.23 hours)
- Advanced Pandas (1.03 hours)
- Advanced Product Marketing (0.67 hours)
- Advanced Python (2.45 hours)
- Aerial: Network Compute Acceleration and 5G vRAN (0.97 hours)
- After Effects Guru: Plugins You Should Know (4.77 hours)
- Agile at Work: Building Your Agile Team (0.92 hours)
- Agile at Work: Driving Productive Agile Meetings (0.98 hours)
- Agile at Work: Getting Better with Agile Retrospectives (1.05 hours)
- Agile at Work: Planning with Agile User Stories (0.85 hours)
- Agile at Work: Reporting with Agile Charts and Boards (0.73 hours)
- Agile Change Management for Manufacturers (0.93 hours)
- Agile Foundations (1.58 hours)
- Agile New Product Development for Manufacturers (1.83 hours)
- Agile Product Owner Role: Foundations (1.12 hours)
- Agile Product Owner Role: Techniques (1.4 hours)
- Agile Project Leadership (0.68 hours)
- Agile Project Management with Jira Cloud: 1 Projects, Boards, and Issues (1.22 hours)
- Agile Software Development: Extreme Programming (1.03 hours)
- Agile Software Development: Kanban for Developers (0.55 hours)
- Agile Software Development: Transforming Your Organization (1.35 hours)
- Agile Testing (0.82 hours)
- AI Accountability Essential Training (2.35 hours)

- AI Algorithms for Gaming (2.08 hours)
- AI For Games and Graphics (0.95 hours)
- AI in Fintech Essential Training (1.55 hours)
- AI The LinkedIn Way: A Conversation with Deepak Agarwal (0.52 hours)
- Algorithmic Trading and Stocks Essential Training (1.48 hours)
- Aligning Sales and Marketing (0.58 hours)
- All Your Math are Belong to Us (0.75 hours)
- AMODEL: Class Simulation for Test Validation (0.87 hours)
- Ampere GPU Architecture (1 hours)
- Ampere LST Overview (2 hours)
- Ampere SKED and CWD Overview (1.98 hours)
- Ampere SM Architecture (0.9 hours)
- Ampere SM Trap Architecture (0.93 hours)
- Ampere TTU Overview (1.02 hours)
- An Attacker Looks at Docker: Approaching Multi-Container Applications (0.67 hours)
- Angular Essential Training (3.5 hours)
- Angular: Animations (2.32 hours)
- Angular: Creating and Hosting a Full-Stack Site (4.35 hours)
- Angular: Material Design (1.92 hours)
- Animation Foundations: Fundamentals (0.7 hours)
- Ansible Essential Training (1.82 hours)
- Apache Kafka Essential Training: Building Scalable Applications (1.28 hours)
- Apache PySpark by Example (1.97 hours)
- Apache Spark Deep Learning Essential Training (0.7 hours)
- Apache Spark Essential Training (1.45 hours)
- API Testing Foundations (1.73 hours)
- Apollo - Kubernetes for Saturn V (0.95 hours)
- Applied Machine Learning: Algorithms (2.4 hours)
- Applied Machine Learning: Feature Engineering (2.43 hours)
- Applied Machine Learning: Foundations (2.63 hours)
- Applied Self-Driving Car Security (0.82 hours)
- AR Development Techniques 01: Basic Concepts (1.42 hours)
- AR Development Techniques 02: Lighting and Physics (2.03 hours)
- ARM Cache Coherence - Part 1 (1.02 hours)
- ARM Cache Coherence - Part 2 (1.07 hours)
- Articulate 360: Interactive Learning (2.1 hours)
- Artificial Intelligence for Business Leaders (1.55 hours)
- Artificial Intelligence for Cybersecurity (1.25 hours)
- Artificial Intelligence for Project Managers (0.68 hours)
- Artificial Intelligence Foundations: Machine Learning (1.28 hours)
- Artificial Intelligence Foundations: Neural Networks (1.27 hours)
- Artificial Intelligence Foundations: Thinking Machines (1.45 hours)
- Artificial Intelligence: How Project Managers Can Leverage AI (0.8 hours)
- ASAP2 - Network Virtualization Acceleration (0.93 hours)

### **COMPUTER SKILLS**

- Creating Reports and Presentations with R Markdown and RStudio (2.67 hours)
- Graphic Design Foundations: Typography (2.38 hours)

- InDesign 2021 New Features (0.73 hours)
- InDesign 2021 Quick Start (0.73 hours)
- Microsoft Collaboration: SharePoint, Teams, Groups, and Yammer (0.92 hours)

### **CONTINUOUS IMPROVEMENT**

- 20 Habits of Executive Leadership (1.07 hours)
- A Manager's Guide to Inclusive Teams (0.77 hours)
- Acting Decisively (0.65 hours)
- Adapting Leadership to Behavioral Styles (1.08 hours)
- Balancing Multiple Roles as a Leader (0.6 hours)
- Be an Inclusive Organization People Won't Leave (0.67 hours)
- Becoming a Thought Leader (1.27 hours)
- Becoming an Ally to All (0.5 hours)
- Behavior-Driven Development (1.42 hours)
- Being a Good Mentor (1 hours)
- Being an Effective Team Member (0.52 hours)
- Best Practices for Starting a Deep Learning Project (1.4 hours)
- Body Language for Leaders (0.65 hours)
- Build a Personal Learning Plan and Stick with It (0.85 hours)
- Build a Successful Career in Project Management (0.93 hours)
- Building a Coaching Culture: Improving Performance Through Timely Feedback (1.13 hours)
- Building Connection and Engagement in Virtual Teams (0.68 hours)
- Building High-Performance Teams (1.83 hours)
- Change Leadership (0.62 hours)
- Coaching Skills for Leaders and Managers (0.57 hours)
- Coaching Yourself and Your Team from Uncertainty to Action (0.52 hours)
- Compassionate Leadership (0.88 hours)
- Creating Success from Failures (0.72 hours)
- Creative Thinking Strategies for Leaders (1.33 hours)
- Customer Service Leadership (1.2 hours)
- Developing Credibility as a Leader (0.58 hours)
- Developing Your Leadership Philosophy (1.38 hours)
- Economics for Business Leaders (0.82 hours)
- Emerging Leader Foundations (0.83 hours)
- Executive Leadership (1.32 hours)
- Facilitation Skills for Managers and Leaders (0.72 hours)
- Finance Strategies for Business Leaders (0.9 hours)
- How to Become a Thought Leader and Advance Your Career (0.7 hours)
- Improving Your Leadership Communications (1.17 hours)
- Leadership Foundations (0.67 hours)
- Leadership Foundations: Leadership Styles and Models (0.75 hours)
- Leadership Skills for the Future (0.9 hours)
- Leading Productive Meetings (1.07 hours)
- Leading without Formal Authority (0.97 hours)
- Managing Meetings (1.2 hours)
- Mellanox Networking Leadership (0.93 hours)
- Prioritizing Effectively as a Leader (0.6 hours)

- Project Leadership (0.72 hours)
- RPA, AI, and Cognitive Tech for Leaders (0.88 hours)
- The Step-by-Step Guide to Building your Thought Leadership on LinkedIn (0.57 hours)



Retrainee-Job Creation

**Training Proposal for:**

**Certified Stainless Service, Inc. DBA West-Mark**

**Contract Number: ET24-0117**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans HUA	Industry Sector(s):	Manufacturing (E) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Merced, Stanislaus	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 194	U.S.:217	Worldwide: 217
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$740,000

<b>Total ETP Funding</b>
\$372,600

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg.Skills	190	8-200	0	\$1,380	\$18.00
				Weighted Avg: 60			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg.Skills	50	8-200	0	\$1,840	\$20.00
				Weighted Avg: 80			
3	Retrainee Veterans Priority Rate HUA	Business Skills, Cont. Impr., Mfg. Skills, PL-Mfg.Skills	10	8-200	0	\$1,840	\$20.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour in Kern, Merced, and Stanislaus Counties. Job Number 2 (Job Creation): \$18.54 per hour in Kern, Merced, and Stanislaus Counties. Job Number 3 (Veterans/HUA): \$17.00 per hour in Kern, Merced and Stanislaus Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Production Technician	\$18.00-\$20.00	11
	\$20.01-\$25.00	46
	\$25.01-\$37.00	50
Engineering Technician	\$25.01-\$45.00	10
Office Administration	\$20.00-\$25.00	6
	\$25.01-\$39.00	17
Service Technician	\$18.00-\$20.00	12
	\$20.01-\$25.00	15
	\$25.01-\$43.00	23
<b>Job Number 2</b>		
Production Technician	\$21.00-\$25.00	21

	\$25.01-\$28.00	21
Office Administration	\$20.00-\$25.00	2
Service Technician	\$21.00-\$25.00	6
<b>Job Number 3</b>		
Production Technician	\$20.00-\$25.00	2
	\$25.01-\$37.00	2
Office Administration	\$20.00-\$25.00	2
	\$25.01-\$39.00	1
Service Technician	\$21.00-\$25.00	2
	\$25.01-\$43.00	1

## **INTRODUCTION**

Founded in 1967, and headquartered in Ceres, Certified Stainless Service, Inc. dba West-Mark (Certified Stainless) ([www.west-mark.com](http://www.west-mark.com)) manufactures and repairs custom tanks and trucking equipment used to transport liquid products. Certified Stainless provides services to customers in the Energy, Construction, Food, Agriculture, Liquid Waste sectors, as well as Government entities. Certified Stainless has four facilities in California; Atwater, Bakersfield and two in Ceres. All four facilities will be participating in this training project. This is Certified Stainless' seventh ETP project and third within the last five years.

### **Veterans Program**

Certified Stainless has committed to train ten Veterans in Job Number 3. The Company recruits the Veteran population thru Veteran recruitment and a good faith efforts program.

## **PROJECT DETAILS**

Under the previous contract, Certified Stainless focused training employees in anticipation of creating a paint and finishing division. For this contract, Certified Stainless is dedicating training around major military contracts. The Company recently was awarded contracts that span seven years to manufacture a Bulk Fuel Distribution System and a Tactical Fuel Distribution System (U.S. Army). In addition the Company has been awarded two year contracts to manufacture a Fuel Tank Trailer (Israeli Defense) and a Water Buffalo (Canadian Armed Forces). Major military contracts require upgraded skills in quality systems, manufacturing and assembly processes. These assembly processes include aluminum welding, use of extrusions, power coating, and fabrication processes. Higher quality requirements for trainees are needed to meet military specifications. Welder certification will be required for aluminum products; fabrication and assembly skills certifications will be upgraded to new requirements. In addition to upgraded processes, Certified Stainless has invested \$2,000,000 on new equipment that requires training. The Company has added a variety of new welders, including a robotic welder, and a new powder and cure room. Training on new equipment is needed for seamless implementation. Training will result in upgraded skills and certifications for trainees to be able to advance in their careers.

### **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 major military contracts, Certified Stainless plans to add a second shift to increase production capacity. 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.

## Training Plan

Training will be provided by in-house subject matter experts and potential training vendors acquired during the proposal agreement. Training will be delivered via Class/Lab/E-Learning and Productive Lab setting in the following:

**Business Skills:** Training will be offered to all occupations. Training will allow workers to effectively serve customers in a timely manner. Training topics include Customer Service, Contract/Project Management and Integrated Sales Management.

**Computer Skills:** Training will be offered to all occupations. Training will allow workers to effectively learn software that is pertinent to their respective jobs. Topics include Computer-Assisted Drawing (CAD), Enterprise Resource Planning (ERP), and Records Management System.

**Continuous Improvement:** Training will be offered to all occupations as it pertains to their job duties. Topics include Advanced Lean Management, Research Design and Development, and Quality Management System. Training will allow for increased knowledge and efficiency in the workplace.

**Manufacturing Skills:** Training will be offered to Production Technicians, Engineering Technicians, and Service Technicians. Training will allow workers to learn new skills and processes. Topics include Advanced Manufacturing: Training: Assembly, Finishing, and Layout Practices, Truck Assembly and Programming, and Production Core Training.

## Productive Laboratory

The Panel has adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Certified Stainless will train approximately 222 Production Technicians, Engineering Technicians, and Service Technicians in PL. Training topics include Fabrication Processes, Truck Assembly and Programming, Assembly Processes, and Welder Certification. Since factory equipment is so large and materials are costly it cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment. Trainees will receive a "West-Mark Skill Certification" following training and demonstration of proficiency. In addition performance evaluations are done on a 30, 60, 90, 180, and 365 basis depending on seniority and pay advancements correspond with performance evaluations.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. The Company will generally train using a 1:1 trainer-to-trainee ratio, but some tasks require multiple team members to perform a task where it will need 1:3. The Company has completed a PL- Tasks and Competencies evaluation which states that trainees will take at least 100 hours of PL Training. However, only PL 30 hours per trainee in Job Number 1 and 40 hours per trainee Job Numbers 2 and 3 are being requested for reimbursement.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. Certified Stainless' annual training budget per facility is approximately \$80,000 for orientation, manufacturing on-the-job training, safety training, quality training and general business practices. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Certified Stainless' Chief Financial Officer (CFO) will oversee the training plan and will work with four Office Administrators, one at each location, to execute the training plan. The Office Administrators will schedule and coordinate all training efforts for staff. Rosters will be entered into the Company's LMS system for tracking and then entered into the ETP system. This administrative team is the same as the prior contract.

## Electronic Recordkeeping/LMS

Certified Stainless will utilize Laserfiche ECM to document training. Laserfiche has been in use at Certified Stainless for three years and meets ETP's Electronic Recordkeeping requirements. The system is maintained by the IT manager. A printout has been provided to and approved by ETP.

## High Unemployment Area

Trainees (Job Numbers 1-3) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Kern, Merced, and Stanislaus Counties are in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Certified Stainless is requesting a wage modification from \$22.66 per hour to \$18.00 per hour for Job Number 1 and from \$22.66 per hour to \$20.00 per hour in Job Number 3.

Approximately 50 Production Technicians, Office Administration and Service Technicians will need the wage modification.

The Company is not requesting the HUA wage modification for Job Number 2.

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0275	Atwater, Bakersfield, Ceres	3/10/2020- 3/9/2022	\$414,000	\$382,430 (92%)
ET18-0191	Atwater, Bakersfield, Ceres	4/2/2018- 4/1/2020	\$281,440	\$281,440 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Contract/Project Management
- Customer Service
- Integrated Sales Management
- Peer Mentor Program
- Supply Chain Management
- Time Management

**Computer Skills**

- Computer-Assisted Drawing (CAD)
- Computer-Assisted Machinery (CAM)
- Document Management System
- Enterprise Resource Planning (ERP)
- Office Productivity Software
- Records Management System

**Continuous Improvement Skills**

- Front Line Leadership Training
- Advanced Lean Manufacturing
- Advanced Safety Training
- Autonomous Maintenance
- Quality Management System
- Research Design and Development

**Manufacturing Skills**

- Advanced Manufacturing Training: Assembly, Finishing, Layout Practices
- Advanced Operator Training: Production Equipment, Material Handling & Maintenance
- Cross Training
- Paint & Finishing Processes
- Production Core Training
- Service Technician Core Training
- Truck Assembly & Programming
- Welder Certification

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Welder Certification
- Fabrication Processes
- Assembly Processes

- Paint / Coating Processes
- Project Engineering Processes
- Truck Assembly and Programming



Retrainee-Job Creation

**Training Proposal for:**

**Chrisp Company**

**Contract Number: ET24-0132**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Fresno, Monterey San Bernadino, San Joaquin, Sonoma, Ventura, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers' Training and Retraining Trust Fund for Northern California		
Number of Employees in:	CA: 270	U.S.: 270	Worldwide: 270
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$779,000

<b>Total ETP Funding</b>
\$460,575

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Mfg. Skills, OSHA 10/30	270	8-200	0	\$1,380	\$22.66
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation	Business Skills, Commercial Skills, Mfg. Skills, OSHA 10/30	45	8-200	0	\$1,955	\$20.00
				Weighted Avg: 85			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**

**Job Number 1 (Retrainee):** \$24.72 per hour in Alameda County and \$22.66 per hour in Fresno, Monterey, San Bernardino, San Joaquin, Sonoma, Ventura, and Yolo County

**Job Number 2 (Job Creation):** \$20.60 per hour in Alameda County and \$18.54 per hour in Fresno, Monterey, San Bernardino, San Joaquin, Sonoma, Ventura, and 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 and up to \$0.60 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Estimators	\$35.00 - \$70.00	40
Fabricator	\$20.16 - \$25.00	10
	\$25.01 - \$50.00	25
IT	\$35.00 - \$70.00	5
Mechanics/Welders	\$25.00 - \$55.00	20
Painters (Field Worker)	\$25.00 - \$50.00	80
Project Planner	\$27.00 - \$40.00	40
Safety Staff	\$35.00 - \$45.00	10
Support Team	\$20.16 - \$25.00	6
	\$25.01 - \$45.00	14
Team Leads	\$35.00 - \$80.00	20
<b>Job Number 2 (Job Creation)</b>		
Estimator	\$32.00 - \$70.00	2
Fabricator	\$20.00 - \$25.00	2

	\$25.01 - \$45.00	3
IT	\$32.00 - \$50.00	1
Mechanics/Welding	\$25.00 - \$40.00	3
Painters (Field Worker)	\$25.00 - \$45.00	25
Project Planner	\$25.00 - \$35.00	3
Safety Staff	\$35.00 - \$45.00	1
Support Team	\$20.00 - \$25.00	2
	\$25.01 - \$35.00	1
Team Leads	\$32.00 - \$50.00	2

## **INTRODUCTION**

Founded in 1979 and headquartered in Fremont, Chrisp Company (Chrisp) ([www.chrispco.com](http://www.chrispco.com)) manufactures, fabricates and installs highway-safety equipment including handliners, drill rigs specialty equipment for trucks, bollards, raised-pavement markers, thermoplastic street-marking lines, traffic paint, traffic signs, and highway barriers. The Company installs and repairs all highway-safety markers, signs, and markings as well as creates safety plans for traffic routing during road/highway repair or any type of road/traffic routing. Chrisp services all major state/local roads, highways, and airports by offering services such as painting traffic lines, painting lanes, installing or repairing crosswalks, while also designing, manufacturing, and erecting signage barriers and guardrails. The Company's customers are primarily state/local governments and highway/road departments. ETP-funded training will be conducted at all of its facilities to augment an already established and robust training infrastructure. ETP training will be delivered at the Company's locations in eight counties including Alameda, Fresno, Monterey, San Bernadino, San Joaquin, Sonoma, Ventura, and Yolo. This will be Chrisp's Second ETP Contract and second in the last five years.

### **Union Support**

Painters (Field Workers) are represented by Laborers' Training and Retraining Trust Fund for Northern California. The union has submitted a letter of support for this training project.

### **Veterans**

Although there is no Veterans component in this project, Chrisp actively recruits and hires veterans and values the workforce.

## **PROJECT DETAILS**

While the last contract focused on new equipment and software, this Contract will expand on the training in the previous contract and will include new processes. The Company will continue to train on skip line and limn technology with regard to its manufacturing process, along with training on new thermoplastic extrusion processing. In addition, the Company has added new software, including the development of its own proprietary management software.

Chrisp has experienced a growth in projects over the last few years and is planning on hiring new employees as well as creating new locations in Salinas and Santa Rosa within the next two years. Due to wildfire damage and aged infrastructure, many of the highways in Northern California and the Central Valley are in need of repairs or upgrades. With wildfires destroying or damaging roadways, highway markings, signage, and guardrails, there has been a large demand for Chrisp's



products. With this large amount of projects, the Company is planning on hiring 45 new employees to meet this demand. These new employees would require certification for any new road/field crews, including Traffic Control Flagger, Traffic Control Technician, Traffic Control Supervisors, and Truck Mounted Attenuator Training. These certification will allow the new workers to be portable, enable higher wages, and provides them with transferable skills that broadens their value as employees.

### **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.

Crisp has experience a large amount of growth in projects over the past few years and needs to expand in order to meet this expectation, the Company is planning on adding new locations in Salinas and Santa Rosa within the next two years. The Company will hire 45 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.

### **Temporary to Permanent Hiring**

The Company will train 15 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 3 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**

The following training will be delivered via Class/Lab and E-Learning.

**Business Skills:** This training will be offered to all occupations in topics such as Time Management, Problem Solving, and Communications.

**Commercial Skills:** This training will be offered to Fabricators, Painters (Field Workers), and Estimators in topics such as Propane Tank Training, Skip Line, and Limn Technology.

**Manufacturing Skills:** This training will be offered to Fabricators in topics such as Brake Operation, Lathe Operation, and CNC Operation.

### **Certified Safety Training**

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

## **Commitment to Training**

Chrisp represents the annual budget for training in California is \$345,000 between all locations. Training regularly provided that is not a part of this funding request includes company orientations, mandated and licensing related training, and training for management and executive staff. 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

Chrisp's VP Operations (dedicated administrator), one H.R. Manager, seven Site Coordinators, and one H.R. Assistant will administer the ETP program. The Company has also retained a third-party subcontractor to help with ETP's project administration, systems, and staff. Training will be delivered by in-house trainers who are subject-matter experts and by outside-training vendors as needed.

## **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) (\$ %)
ET22-0226	\$397,670	04/04/2022 – 04/03/2024	280	65	0	\$382,248 (96%)

Based on ETP Systems, 16,652 reimbursable hours have been tracked for potential earnings of \$382,248 (96% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through January 4, 2024.

## **DEVELOPMENT SERVICES**

Chrisp retained Synergy Management Consultants, LLC in Grass Valley to assist with the development of this proposal for a flat fee of \$20,000.

## **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**

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

**Commercial Skills**

- Back Safety
- Boom Operation
- Constricted-Layer Damping (CSD) Training
- Chemical Handling And Materials Safety Data Sheet (MSDS)
- Crystalline Silica Dangers
- Defensive Driving
- Digging/ Trenching Equipment
- Drill Press Safety
- Electronic Logging Device (ELD) Training
- Equipment Training
- Fire Safety
- Forklift Safety
- Hazardous Materials
- Job Hazard Analysis (JHA) Preparation
- Lifting Properly
- Limn Technology
- Nurse Truck Operation
- Product Knowledge
- Propane Tank Training
- Road Painting
- Skip Line
- Tools Operation
- Traffic Control Flagger
- Traffic Control Supervisor
- Traffic Control Technician
- Traffic Routing
- Truck Mounted Attenuator
- Working In Extreme Weather Conditions

**Manufacturing Skills**

- Adhesives
- Brake Operation
- CNC Operation
- Compressor Operation
- Drill Press Operation
- Forklift Operation
- Ladder Safety
- Lathe Operation
- Metal Forming
- Propane Tank Training
- Skills Training
- Thermoplastic Extrusion

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

- OSHA 10

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

- OSHA 30



## Notice of Intent

**Date: 04/29/23**  
**Chrisp Company**  
**Jake Chrisp**  
**43650 Osgood Rd., Fremont CA 94539**

**ETP Contract pending**

**To: Laborers' Training and Retraining Trust Fund for Northern California**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: 05/01/2023**

**CBA Represented Workers: Painters (Field Workers) 105 workers to be trained**

As a proposed Contractor requesting State of California Employment Training Panel funds, the following serves as a Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*Prior to presenting an application for a proposed training project to the panel, the contractor shall notify the appropriate collective bargaining agent which represents workers for whom training is proposed of its intent to apply for Panel funding. The notice of intent shall contain the information regarding the proposed training, the impacted employee population, the name of the collective bargaining agent, and the effective date of the application.*

*Upon receipt of the notice of intent pursuant to subdivision (a), the labor organization representing effected workers shall notify the panel, in writing, of its concurrence with the contractor's proposal. The written notification shall be signed by an authorized representative of the collective bargaining agent and received by the panel prior to further development of the agreement. The labor organization shall have the opportunity to participate in the agreement's development. REFERENCE: Section 10205(e), Unemployment Insurance Code.*

1. Information Regarding the proposed training plan: (Attached / the following is information regarding the training plan) SEE attached Curriculum

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan:

Field Staff

Occupations as listed on curriculum, planned number of workers trained 89

Written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above shall be on Union Local(s) letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

### 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,

A handwritten signature in black ink, appearing to read "Jake Chrisp". The signature is fluid and cursive, with the first name "Jake" and last name "Chrisp" clearly distinguishable.

Jake Chrisp

Chrisp Co.

## **Curriculum**

### **Operations/ Field**

Time Management  
Problem Solving  
Software Training  
First Aid/ CPR/ AED  
Communications  
Coaching  
Logistics  
Leadership Training  
Ergonomics  
Team Building  
New Equipment Training (hardware/ Software)  
Fire Safety  
Safety Practices  
OSHA Slips trips falls/ Electrocution  
Conflict Resolution  
Ladder Safety  
Back Safety  
Lifting Properly

Computer/Tablet operational skills  
JHA Preparation  
CDL training  
ELD Training  
Working in Cold Weather  
Brake Safety  
Lathe Safety  
Compressor Safety  
Propane tank Safety  
Forklift Safety  
OSHA 10



## Laborers' Training and Retraining Trust Fund for Northern California

1001 Westside Drive, San Ramon, CA 94583-4098 • Telephone: (925) 828-2513

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April 29, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that Chrisp Company 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:

Painters (Field Workers) 105 workers to be trained

### 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 or and the Union as a condition of continued support.

Leonard Gonzales  
Executive Director





## RETRAINEE - JOB CREATION

Training Proposal for:

**Long Beach Community College District**

**Contract Number: ET24-0111**

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Entrepreneurial HUA SET SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Transportation Warehousing (48-49) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

### FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$400,760		\$27,695 8%		\$428,455

In-Kind Contribution:	50% of Total ETP Funding Required	\$435,292
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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	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills, Green/Clean Skills; HAZMAT; Literacy Skills; Mfg. Skills; OSHA 10/30	20	8-200	0	\$1,112	\$22.66
				Weighted Avg.: 52			
2	Retrainee Priority Rate	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills, Green/Clean Skills; HAZMAT; Literacy Skills; Mfg. Skills; OSHA 10/30	200	8-200	0	\$1,377	\$22.66
				Weighted Avg.: 56			
3	Retrainee Priority Rate HUA	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills, Green/Clean Skills; HAZMAT; Literacy Skills; Mfg. Skills; OSHA 10/30	35	8-200	0	\$1,377	\$17.00
				Weighted Avg.: 56			
4	Retrainee Job Creation Initiative Priority Rate	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills, Green/Clean Skills; HAZMAT; Literacy Skills; Mfg. Skills; OSHA 10/30	30	8-200	0	\$1,377	\$18.54
				Weighted Avg.: 56			
5	Retrainee Job Creation Initiative Priority Rate HUA	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills, Green/Clean Skills; HAZMAT; Literacy Skills; Mfg. Skills; OSHA 10/30	6	8-200	0	\$1,377	\$17.00
				Weighted Avg.: 56			

6	Retrainee Priority Rate SB <100 SET Entrepreneurial	Business Skills, Commercial Skills; Computer Skills, Cont. Imp. Skills,	24	8-200	0	\$1,377	\$0.00
				Weighted Avg.: 56			

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

**Minimum Wage by County:**

**Job Numbers 1 & 2:** \$24.72 per hour for Alameda County; \$22.66 per hour for Los Angeles, Orange, Riverside, San Bernardino, Kern, Fresno, and Monterey Counties

**Job Numbers 3 (HUA):** \$18.54 per hour for Alameda County; \$17.00 for Los Angeles, Orange, Riverside, San Bernardino, Kern, Fresno, and Monterey Counties

**Job Numbers 4 (Job Creation):** \$20.60 per hour for Alameda County; \$18.78 per hour for Los Angeles; \$18.54 for Orange, Riverside, San Bernardino, Kern, Fresno, and Monterey Counties

**Job Numbers 5 (Job Creation HUA):** \$17.00 per hour for Alameda, Orange, Riverside, San Bernardino, Kern, Fresno, and Monterey Counties

**Job Numbers 6 (Entrepreneurial):** No wage requirement per ETP guideline.

**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 to meet the Post-Retention Wage of up to \$2.50 in Job Numbers 1 and 2; and up to \$1.54 in Job Number 4. No health benefits will be added in Job Numbers 3 and 5 (HUA).

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2</b>		
Administrative Staff	\$20.16 - \$25.00	10
	\$25.01 - \$75.00	10
Logistics Staff	\$20.16 - \$25.00	5
	\$25.01 - \$96.00	20
Marketing Staff	\$22.50 - \$25.00	12
	\$25.01 - \$84.00	14
Production Staff	\$20.16 - \$25.00	25
	\$25.01 - \$82.00	16
Technical Staff	\$20.16 - \$25.00	15
	\$25.01 - \$78.88	20
Warehouse Staff	\$20.16 - \$25.00	18
	\$25.01 - \$62.00	20
Manager/Supervisor	\$26.00 - \$98.00	35
<b>Job Numbers 3 &amp; 5 (HUA)</b>		
Administrative Staff	\$17.00 - \$20.15	12
Production Staff	\$17.00 - \$20.15	15
Warehouse Staff	\$17.00 - \$20.15	14

<b>Job Numbers 4 (Job Creation)</b>		
Administrative Staff	\$17.00 - \$22.00	10
Production Staff	\$17.00 - \$22.00	10
Warehouse Staff	\$17.00 - \$22.00	10
<b>Job Number 6 (Entrepreneurial)</b>		
Small Business Owners	N/A	24

## **INTRODUCTION**

Established in 1927, Long Beach Community College District (LBCCD) ([www.lbcc.edu](http://www.lbcc.edu)) is a two-year community college that encompasses state-of-the-art, technology-rich learning environments, a broad range of academic and career technical instructional programs, strong community partnerships, and economic and workforce development initiatives that prepare students to be successful in the 21st century. LBCCD serves people from a variety of geographical areas but primarily serves a diverse population in Long Beach, Signal Hill, Lakewood, and Catalina Island.

LBCCD provides program offerings that lead to associate degrees and certificate programs in the areas of Career and Technical Education, Language Arts and Communication, Social Sciences and the Arts, and Health, Science, and Mathematics. Additionally, LBCCD offers industry-specific programs such as Advanced Transportation Technology for technical skills training related to alternative fuels and Port of Long Beach's Maritime Center of Excellence for training in the supply chain. LBCCD is eligible for ETP funding as a training agency under the Unemployment Insurance Code section 10205(c)(2).

### **Veterans**

Although there is no Veterans component in this proposal, participating employers actively hire Veterans and may be included in the proposed trainee population.

## **PROJECT DETAILS**

### **Employer Demand**

This will be LBCCD's first ETP Contract. Since the pandemic, the market has significantly changed for many employers impacting both their productivity and profitability. As customers have become more demanding, their workforce is facing challenges because they are not capable of the heightened requirements to do their jobs, and leaders are not attuned to the new employee realities. Employers need to upskill their workforce by training employees in new innovations and processes to meet customer demands, improve competitive advantages, and maintain their market shares. The ETP funds will assist employers in retraining their workers, especially for those facing strong out-of-state competition.

LBCCD has developed its core curriculum with input from current and potential employers and through local trade associations and economic development agencies as well as collaboration with the Small Business Development Center (SBDC) Network and the U.S. Small Business Administration (SBA). Its staff works closely with employers for a comprehensive training needs assessments and customized training plan to identify critical needs and ensure training is consistent with the employer's strategic plan and goals.

LBCCD submitted a core group of participating employers representing over 100% of the requested funding. The core group consists of 100% Panel-recognized priority industries and over 30% small businesses. Participating employers qualify as priority industries in manufacturing, aerospace, agriculture, logistics, and other companies facing out-of-state competition.

### **Green/Clean Operations**

There are participating employers in the core group that uses green technology in their operations. Green technology addresses changes in California which includes energy usage and efficiency, waste reduction, water use and conservation, greenhouse gas emissions, and carbon footprint reduction.

Rich's Products is shifting operations to alternative energy and is committed to reducing carbon emissions by 25% and food waste by 50% in the next two years. Mission Foods have installed solar cells to decrease energy usage and reconfigured their oven to improve efficiency and reduce carbon emission impact. It is also committed to reducing plastics usage by 50% and reducing water usage by 40% in the next two years.

### **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 date-of-hire for trainees will be within the three months period before contract approval or within the term of contract.

Participating employers will hire 36 new employees in Job Numbers 4 and 5. To maintain their market share and remain competitive, participating employers are expanding existing business capacity by adding newly-hired employees in Production, Warehouse, and Administration.

### **SET Entrepreneurial**

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. Under SET Entrepreneurial (Job Number 6), training will be provided to the owner(s) of a business with 1 to 9 full-time employees. The owner may be one or more individuals, each of whom must have at least a 20% financial investment in the business and a direct full-time involvement in its day-to-day operations. The spouse of an owner also qualifies if he or she has direct full-time involvement in the day-to-day operations. The business must retain the same number of employees for at least 90 days after training as had been employed at the start of training.

LBCCD offers programs to support and train small businesses. Its Goldman Sachs 10,000 Small Businesses program is for small businesses that links learning to action. Through this program, participants will gain practical skills in topics such as negotiation, marketing, and employee management that can immediately be put into action. LBCCD provides the tools and professional support to help these small businesses to develop a strategic and customized growth plan that will take their business to the next level.

In addition, the Los Angeles Regional SBDC Network is hosted by LBCCD as part of the nationwide SBDC program, the largest economic development program of the SBA focusing on strategic and customized growth plans for small businesses. Participants in Job Number 6 will be from a broad spectrum of industries, some of which may be ETP priorities, including food service, transportation, retail, medical, construction, logistics, and services.

## Training Plan

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

**Business Skills:** Training will be offered to all occupations which will enable them to better oversee their company resources with improved efficiency. Training in communication, customer service, budgeting, and project management will help trainees to interact more effectively with both internal and external customers.

**Commercial Skills:** Training will be offered to all occupations in supply chain management, warehousing control and tracking, quality systems, inventory management, and logistics and shipping. Training will provide the trainees with the ability to better utilize the processes needed for their work.

**Computer Skills:** Training will be offered to all occupations. Demands of a high-performance workplace is for more computer skills training from the production floor to the office environment. This training will cover various topics such as ERP systems which will involve all levels of the organization. Another focus of this training is the requirements of data security which means that many trainees must receive cyber security training.

**Continuous Improvement:** Training will be offered to all occupations to improve companies' ability to meet customers' expectations while reducing waste and improving the quality of service and/or products.

**Green/Clean Skills:** Training will be offered to all occupations who work for companies that implement green/clean technologies. Training will include alternative energy, alternative fuel, and solar systems.

**Hazardous Materials:** Training will be offered to all occupations that handle hazardous materials with an emphasis on safe practices and handling processes at the participating employer's location.

**Literacy Skills:** Training will be offered to trainees who are not proficient in English. Training will help employers meet the ongoing need to improve written and verbal communication skills for individuals for whom English is their second language.

**Manufacturing Skills:** Training will be offered to occupations who work in production in manufacturing processes, equipment operations, assembly methods and techniques, and cross-training to increase employee efficiency and work flexibility

### Certified Safety Training

**OSHA 10/30:** This certified training is a series of courses "bundled" by industry sector and occupation consisting of 10 or 30 hours of classroom training. 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.

### Marketing and Support Costs

LBCCD has an extensive client database of past and current companies that have expressed their training needs. It works closely with local chambers, trade associations, and economic

development agencies that represent or work directly with individual organizations. These organizations work with LBCCD to ensure a proper training plan that meets industry needs.

Marketing of its training programs is done in a variety of ways including flyers, emails, and through its website. Training vendors hired in this project will also market its training programs to potential participating employers. LBCCD requests, and staff supports, 8% support costs for continued employer recruitment, employer outreach, and assessment of employer-specific job training requirements.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to the training of participating employers. Participating employers will continue to provide new hire, safety, and specialized training to staff alongside the ETP-funded training. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

LBCCD's Director will oversee the implementation and administration of this project along with two full-time staff members (Education Program Coordinator and Administrative Assistant). They will be responsible for employer recruitment, needs assessment, training schedule, and project administration. An outside administrative consultant will be assisting with the project administration to ensure that all training records meet ETP compliance.

Approximately 5% of training will be center-based and 95% at employers' sites. Training will be provided by instructors who have practical and professional experience in their respective fields, college degrees, teaching experience, and/or demonstrated 10+ years of industry work experience and possession of related teaching credentials, licenses, or certificates.

### **Alternate Recordkeeping**

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

### **High Unemployment Area**

Trainees in Job Numbers 3 and 5 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. Participating employers in these Job Numbers are located in designated HUAs in Fresno, Kern, and Riverside Counties.

#### **➤ Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% from \$22.66 to \$17.00 for Job Number 3 and from \$18.54 to \$17.00 for Job Number 5 if post-retention wages exceed the pre-retention wages. Approximately 41 Administrative, Production, and Warehouse staff will need the wage modification.

### **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**

LBCCD retained Kirkpatrick Enterprises International (KEI) in Valencia to assist with the development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

KEI will assist LBCCD in project administration at no cost.

**TRAINING VENDORS**

KEI has been retained to provide training in Business Skills, Continuous Improvement Skills, Commercial skills, Computer Skills and Manufacturing Skills for a fee of up to \$150,000. 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**

- Budgeting
- Change Management
- Communications Skills
- Customer Service
- Customer Retention
- Marketing
- Negotiation Skills
- Project Management
- Scheduling and Budgeting
- Time Management
- Employee Management (For Small Business Owners)

**Commercial Skills**

- Data Accuracy
- Distribution Systems
- E-Commerce
- Inspection and Quality Control
- Inventory Management
- Logistics and Shipping
- Documentation/Paperwork Requirements
- Point of Sale (POS) Transactions
- Project Tracking
- Standard Work Procedures
- Quality Systems
- Supply Chain Management
- Transaction Control
- Transport Loading/Unloading
- Warehousing Control and Tracking

**Computer Skills**

- Adobe
- CAD/CAM (Computer-Aided Manufacturing) Software
- CNC (Computerized Numerical Control) Applications
- CNC Programming
- CMM (Computer/Coordinate Measuring Machine)
- Crystal Reports
- Cyber Security
- ERP Systems
- Logistics Software
- Microsoft (MS) Office Suite (Small Business Only)
- MS Office Suite (Advanced & Intermediate)
- QuickBooks

- Project Planning Software
- Project Tracking
- Search Engines
- Visual Basics
- Warehouse & Inventory Systems

**Continuous Improvement Skills**

- D1-9000 Advanced Quality Systems
- ISO 9000 and ISO 14400
- Aerospace Certifications
- Aerospace and Defense Tracking
- Cycle Time Reduction
- Distribution Requirements Planning (DRP)
- Enterprise Resource Planning (ERP)
- Lean Enterprises
- Leadership Skills for Frontline Workers
- Manufacturing Resource Planning (ERP)
- Process Analysis
- Production Operations and Workflow
- Single Minute Exchange of Die (SMED)
- Teamwork and Problem Solving
- Six Sigma (Green Belt)
- Statistical Process Control

**Green/Clean Skills**

- Alternative Energy
- Alternative Fuel
- Green Technologies
- Solar Systems

**Hazardous Materials Skills**

- Hazardous Material Handling
- Hazardous Chemical Cleaning
- Hazardous Waste Handling

**Literacy Skills**

- Vocational English as a Second Language (VESL)
- Workplace Terminology
- Written Communications

**Manufacturing Skills**

- Assembly Methods and Techniques
- Bakery Controls and Systems
- Cross-Training (Production Equipment/Skills)
- Equipment Operation and Maintenance
- Food Safety
- Good Manufacturing Practices
- Manufacturing Processes and Operations

- Product Handling
- Sanitation

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

- OSHA 10

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

- OSHA 30

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Long Beach Community College District	CCG No.: ET24-0111
Reference No: 24-0052	Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Brothers Desserts	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3400 W. Segerstrom Ave.	
City, State, Zip: Santa Ana, CA 92704	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 135	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 245	
Total # of full-time company employees in California: 245	
Company: C&H Letterpress	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3400 W. Castor St.	
City, State, Zip: Santa Ana, CA 92704	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 17	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 57	
Total # of full-time company employees in California: 57	
Company: Coast Packing Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3275 E. Vernon Ave	
City, State, Zip: Vernon, CA 90058	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 37	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 122	
Total # of full-time company employees in California: 122	
Company: Crest Coating	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1361 S. Allec St.	
City, State, Zip: Anaheim, CA 92805	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 18	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 86	
Total # of full-time company employees in California: 86	

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Long Beach Community College District	CCG No.: ET24-0111
Reference No: 24-0052	Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Egge Machine Shop	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11707 Slauson Ave.	
City, State, Zip: Santa Fe Springs, CA 92700	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 16	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: Harvest Fresh Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3305 E. Vernon Ave.	
City, State, Zip: Vernon, CA 90058	
Collective Bargaining Agreement(s): No	
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: 85	
Total # of full-time company employees in California: 85	
Company: Mission Foods – Fresno Plant	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2849 E. Edgar Ave.	
City, State, Zip: Fresno, CA 94545	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 62	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 27,000	
Total # of full-time company employees in California: 2,200	
Company: Mission Foods – Hayward Plant	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 23415 Cabot Blvd.	
City, State, Zip: Hayward, CA 94545	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 27,000	
Total # of full-time company employees in California: 2,200	

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Long Beach Community College District	CCG No.: ET24-0111
Reference No: 24-0052	Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Rich's Products	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 22417 S. Vermont Ave.	
City, State, Zip: Torrance CA 90507	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 87	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3,700	
Total # of full-time company employees in California: 650	
Company: Synear USA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9601 Canoga Ave.	
City, State, Zip: Chatsworth, CA 91311	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,500	
Total # of full-time company employees in California: 255	
Company: The Gilbert Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2849 Fisus St.	
City, State, Zip: Pomona, CA 91766	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 135	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 782	
Total # of full-time company employees in California: 425	



**Training Proposal for:**

**Anderson & Howard Electric, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET23-0335**

**Approval Date:** June 15, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Priority Rate SET Retrainee	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego, Orange, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No IBEW Local 11; IBEW Local 441			
Number of Employees in:	CA: 230	U.S.: 235	Worldwide: 235	
<u>Turnover Rate:</u>	18%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

**\$60,480**

**Total ETP Funding**

**\$12,650**

<b>Occupations to be Trained:</b>	Project Manager, Assistant Project Manager, Foreman, Journeyman Electricians
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat PL-Comm. Skills	22	8-200	0	\$575.00	\$32.00
				Weighted Avg: 25			

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

**Minimum Wage by County:** Job Number 1(SET): \$30.90 Modified State Average Wage.

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Project Managers	\$54.00 – \$92.00	2
Assistant Project Managers	\$32.00 – \$56.00	2
Foreman (Non-Supervisors)	\$50.00 – \$59.00	10
Journeyman Electricians	\$42.00 – \$51.00	8

**OVERVIEW**

<b>Year Company Founded:</b>	1967	<b>Company Headquarters:</b> <input type="checkbox"/> Single location Irvine, CA (Orange County)
<b>Total Number of Facility locations in California</b>	3	
<b>Facility location(s) Cities &amp; (Counties) where training will occur</b>	<ul style="list-style-type: none"> <li>Irvine (Orange County)</li> <li>El Cajon (San Diego County)</li> <li>Ventura (Ventura County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Founded in 1967, Howard &amp; Anderson Electric, Inc. (A&amp;H) <a href="http://www.aandh.com">www.aandh.com</a>, is a general contractor specializing in electrical and low voltage installation and maintenance services.</li> </ul>	



	<ul style="list-style-type: none"> <li>Services offered by the company include design, construction and operation of lighting systems, electrical distribution systems, emergency power/UPS/generator/inverters, fire life safety systems, security systems, energy services and data communication, and other miscellaneous electrical systems necessary for the successful operation and function of commercial real estate or major development projects.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Customers include the commercial real estate industry, higher education, technology companies, the industrial sector and healthcare industry.</li> <li>Among the Company's well-known clients are Orange Coast College, California State University (San Bernardino), Lake Forest Civic Center, Chapman University Center for Science &amp; Engineering, and Schoolfirst Federal Credit Union Headquarters.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Technological advancements in the electrical construction industry continuously evolve and develop new processes and code regulations to cater the ever-changing market. The Company must train new and existing staff on these new code regulations, regularly upgraded equipment requirements, and techniques in order to meet industry needs.</li> <li>A&amp;H focuses on training for all occupations with an emphasis on field foremen (non-supervisors) and journeyman electricians. The Company's main goals are to maintain competitiveness and fulfill the demands of new projects, by providing the required training based on project specifications and requirements.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>New internal processes will be put in place to track the training and certifications. The Company has implemented a new software in the past year that will require training for all field and back office personnel.</li> <li>Foreman and Journeyman Electricians occupations will receive training to obtain certification including: fall protection, lighting controls installation, scaffold protection, aerial operator, and Fiber Optic Fusion Splicing.</li> <li>All occupations will receive training for manufacturer certifications, including programming and installation/testing. They will also undergo risk mitigation through compliance with enterprise resource system (ERP) system training, which covers daily reports, operational excellence, project management, and LEAN construction.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☒ Productive Lab

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>HazMat</b>	

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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<b>Productive Laboratory</b>	<b>Justification:</b> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	<b>5 PL Hours per-trainee</b> - PL will be provided to Foreman (non-supervisors) and Journeyman Electrician occupations.
	<b>Occupations Receiving PL Training:</b> Foreman and Journeyman Electricians
The PL instructor must be dedicated to training, at a ratio of 1:2.	
<b>Ratio Higher than 1:1</b>	Production and production process requires a team of workers.

### Alternate Recordkeeping

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

### Training Infrastructure & Administrative Plan

- Trainers:**

A&H will have dedicated staff to develop and present internal training, which includes experienced trainers and subject matter experts.

☒ In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, and Continuous Improvement Skills.

☒ Vendor – Types of Training by vendor: HAZMAT.

- Administration:**

The operations administrator will oversee project administration, maintaining training documents and uploading training hours in to the system.

☒ In-house

☐ Subcontractor

<ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>The project will be overseen by superintendents who will assist in coordinating training based on staff needs after assessment and collect rosters. The operations administrator will enter all data in to ETP's website. A&amp;H is ready to begin training upon approval of this project.</p>	

### 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>The Company implemented a new cloud-based ERP by Construction Industry Solutions which will manage all documents, contracts, budgets, and time reporting on company jobs.</li> <li>A&amp;H also implemented the use of remote test stations to map out three-dimensional layouts for their electrical work on a project</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>Due to the dynamic nature and the technological advancements in the electrical construction industry, this proposal aims to address emerging code regulations, evolving equipment requirements, and cutting-edge techniques to effectively meet industry's ever-changing needs.</li> <li>Employees will continue training in the recently implemented construction software programs to keep up with technological advances. Trainees will not receive duplicate training.</li> </ul>
<b>Need for Funding over Earned Amount:</b>	The Company has appointed a new administrator to oversee roster collection, ensure completeness and maintain records. Additionally, the Company has implemented a compliance plan to ensure a successful outcome. New internal processes will be introduced to track the training and certifications. Furthermore, this project has also been right-sized to the amount earned on the previous project.

### PRIOR PROJECTS

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0346	Irvine, San Diego, Ventura	5/6/20 – 5/5/22	\$74,520	\$12,239 (17%)

Low performance was attributed to the failure to obtain rosters on a timely basis and not maintaining adequate records for the project. The prior administrator resigned unexpectedly leaving the Company unable to recreate the records. The Company has also adopted a plan to stay in compliance and ensure a successful outcome.

**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	TBD	TBD	TBD

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

Trainees may receive any of the following:

**Business Skills**

- Profit & Loss
- Balance Sheets
- Cash Flow
- Marketing
- Sales
- Operations
- Accounting
- Project Management
- Leadership
- Crew Structure
- Accountability
- Reporting
- Meetings

**Commercial Skills**

- Lighting Installation
- Lighting Controls Installation & Programming
- Network Cabling Installation
- Trimble Total Station
- Fiberoptic Fusion Splicing
- DAS Install & Programming
- Sound Masking Setup
- Fire Alarm Installation & Programming
- Aerial Operator
- ArcFlash
- Scaffold Protection
- Fall Protection
- MSDS (Material Safety Data Sheet)
- PPE (Personal Protective Equipment)
- LEAN Construction

**Computer Skills**

- Microsoft 360
- Bluebeam
- Navis
- Revit
- Outlook
- Mobile Technology
- COINS (Construction Industry Solutions)

**Continuous Improvement Skills**

- Agile
- Operational Excellence
- ISO
- Change Management

**Hazardous Materials Skills**

- MSDS (Material Safety Data Sheet)
- PPE (Personal Protective Equipment)

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

Trainees may receive any of the following:

**Commercial Skills**

- Lighting Installation
- Lighting Controls Installation & Programming
- Network Cabling Installation
- Trimble Total Station
- Fiberoptic Fusion Splicing
- DAS Install & Programming
- Sound Masking Setup
- Fire Alarm Installation & Programming
- Aerial Operator
- Scaffold Protection



# IBEW Local Union Number 11

INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS, AFL-CIO

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JOEL BARTON – BUSINESS MANAGER / FINANCIAL SECRETARY

February 06, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Anderson & Howard 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: 18 electrician trainees

## Exhibit E

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

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

Sincerely,

A handwritten signature in black ink that reads "Joel Barton".

Joel Barton  
IBEW Local 11 Business Manager  
JB/ia opeiu #537/afl-cio



# IBEW ORANGE COUNTY

## LOCAL UNION 441

309 N. Rampart St., Suite M, Orange, CA 92868  
(714) 939-3131 • [www.ibewoc.com](http://www.ibewoc.com)

**Neal H. Lauzon**  
Business Manager

March 31, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

**Re: Anderson & Howard – Application for Funding**

To Whom It May Concern:

IBEW Local Union 441 represents workers employed by union contractor Anderson & Howard at locations throughout Orange County. As workforce training improves upon the skills of the workers we represent, we support Anderson & Howard's application for funding from the Employment Training Panel.

Exhibit E

IBEW Local 441 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 for 18 Electrician Trainees.

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.

Feel free to contact our office with any questions.

Sincerely,

Neal H. Lauzon  
Business Manager

:nhl/kc  
OPEIU #537/AFL-CIO, CLC





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Ectron Corporation**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0330**

**Approval Date:** June 8, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** J. Lima

**PROJECT PROFILE**

Contract Attributes:	SB <100 Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 15	U.S.: 15	Worldwide: 15	
<u>Turnover Rate:</u>	13%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

\$26,449

**Total ETP Funding**

\$15,525

<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>	President, Head of Engineering, Test Engineer, Product Technician, Sales Manager, Test Technician, Finance Manager, Compliance Manager, QA Technician + Stock Room, Production Manager, Purchasing Manager, Assembly Technician, Test 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 Priority	Business Skills Computer Skills Mfg. Skills	11	8-200	0	\$1,035	\$22.66
				Weighted Avg: 45			
2	Job Creation SB<100 Priority	Business Skills Computer Skills Mfg. Skills	4	8-200	0	\$1,035	\$18.54
				Weighted Avg: 45			

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

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in San Diego

Job Number 2 (Job Creation): \$18.54 per hour in San Diego

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$2.24 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Test Technician	\$20.16 - \$27.00	1
Compliance Manager	\$22.00 - \$25.00	1
Finance Manager	\$24.00 - \$30.00	1
Sales Manager	\$25.00 - \$38.00	1
Product Technician	\$25.00 - \$35.00	1
Test Engineer	\$35.00 - \$45.00	1

Head of Engineering	\$65.00 - \$80.00	1
President	\$70.00 - \$100.00	1
QA Technician + Stock Room	\$20.16- \$25.00	1
Purchasing Manager	\$20.16- \$25.00	1
Production Manager	\$20.16- \$25.00	1
<b>Job Number 2</b>		
Assembly Technician	\$16.30 - \$19.00	2
Test Technician	\$19.00 - \$21.00	2

## **OVERVIEW**

<b>Year Company Founded:</b>	1964	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i> <b>San Diego, CA</b>
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<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Ectron Corporation (Ectron)(<a href="http://www.ectron.com">www.ectron.com</a>) provides public sector customers and private sector companies working within the Industrial, Military/Defense, Pharmaceutical and Manufacturing industries with ruggedized, reliable computing systems and metrology instrumentation designed to provide highly accurate data.</li> <li>The Company also offers complex PCB design, testing and assembly services (including through-hole parts) and works in Industrial IoT (IIoT) by providing First Mile Solutions to the Cloud using Edge Computing with AI/ML capability including solutions covering the entire manufacturing value chain from first sensor touch points to the Cloud.</li> <li>Other areas of expertise include but are not limited to: Embedded computers, HMI computers, Edge computers, Thermocouple Simulator Calibrator, Amplifiers, Signal Conditioners, Power Supply Cards, Engineering Design Services, PCB Assembly Services, Smart Factory Data Analytics Platform as a Service</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Manufacturers in small, medium and large capacities such as Hilscher, Balluff, Kontron, Xilinx, Arrow, Emerson, Continental, Honeywell, Pfizer Hospira, U.S. Air Force, Lockheed Martin, NASA, Xcel Systems Inc., U.S. Navy, CESMII, and CMTC.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Ectron is modernizing its facilities and equipment to stay competitive. It has begun steps to update computers, equipment, and software such as a fully automated Surface Mount Technology (SMT) Line and Enterprise Resource Planning (ERP) system.</li> </ul>

	<ul style="list-style-type: none"> <li>The Company's goal within the year is to become ISO 9001 certified to be competitive with its customer base and continue business growth.</li> </ul>
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### Training Plan:

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>Current employees will need to be trained on the new upgraded and modernized systems within SMT-Line and the ERP to ensure a streamline transition to newer process flow throughout the company.</li> <li>In order to become ISO 9001 certified trainees must be trained on the new ERP system (Globalshop) and ISO compliance. Some trainees will need to be trained on the SMT-Line, and another trainee will have to be trained to lead the ISO 9001 effort.</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

Manufacturing Skills	Continuous Improvement	Computer Skills
<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function	

### 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>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Computer Skills, Manufacturing Skills, Business Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Computer Skills, Manufacturing Skills, Business Skills</li> </ul> </li> </ul>
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- **Administration:**

The President and Chief Operating Officer will be in charge of administrative tasks associated with the ETP training plan.

☒ In-house

☐ Subcontractor

- **Project Oversight:**

The President will be responsible for overseeing the project. A detailed training plan is in place and the Company is ready to begin training upon approval.

## **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	TBD	TBD	TBD

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

Trainees may receive any of the following:

**Business Skills**

- Sales Training including HubSpot Training

**Computer Skills**

- Manufacturing Resource Planning: GlobalShop ERP System training
- Computer-Assisted Design and Computer-Aided Manufacturing (CAD/CAM)
- Computer Networking
- Computer Programming (including Python)

**Manufacturing Skills**

- ISO-9001 Training
- SMT Line Training (Surface Mount Technology)



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Horizon Oxygen and Medical Equipment, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0387**

**Approval Date:** June 2, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Pacerelli

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SET	Industry Sector(s):	Services (G)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 270	U.S.: 270	Worldwide: 270
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

**\$85,000**

**Total ETP Funding**

**\$74,400**

<b>Occupations to be Trained:</b>	Patient Service Technician/Dispatch
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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 SET	Business Skills Comm Skills Computer Skills Continuous Impr.	6	8-200	0	\$900	\$41.20
				Weighted Avg: 45			
2	Retrainee SET Job Creation	Business Skills Comm Skills Computer Skills Continuous Impr.	50	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

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

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

Job Number 2 (SET/Job Creation): \$18.54 per hour for Orange County

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$1.54 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Patient Service Technician/Dispatch	\$38.70 - \$45.00	6
<b>JOB NUMBER 2</b>		
Patient Service Technician/Dispatch	\$17.00 - \$23.00	50

**OVERVIEW**

<b>Parent Company</b>		Horizon Oxygen and Medical Equipment, Inc.
<b>Year Company Founded:</b>	2004	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Orange, CA
<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>Orange (Orange County)</li> </ul>



<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Horizon Oxygen and Medical Equipment, Inc. (Horizon) (<a href="https://www.horizonoxygen.com">https://www.horizonoxygen.com</a>) is a privately-owned company that delivers and installs durable medical equipment (DME) for hospice care. Horizon's DME products includes oxygen and respiratory equipment (i.e. oxygen portable systems, concentrators, nebulizers, oxygen conserving devices, Bi-Paps, C-Paps, cough assists, compressors, gastric suctions, and suction/aspirators); ambulatory and bathroom aids; wheelchairs; electric beds, rails, and lifts; and accessories.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Hospice Patients</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>As a DME supplier, Horizon plays a pivotal role in introducing hospice care to patients and their families, making their first experience in hospice as comprehensive as possible. This requires thorough employee training to ensure that Horizon effectively supports and guides the families throughout the process.</li> <li>According to the U.S. Bureau of Labor Statistics, the need for hospice workers are expected to grow 25% from 2021 to 2023, much faster than the average for all occupations. The atrophy in the hospice workforce has constrained clinical capacity which means that more hospice patients and families are going without care.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>Horizon has developed a "First In, Last Out" training program which will provide trainees the critical skills needed to effectively respond to each unique patient experience and ensure that hospice patients will have the comfort and dignity in supporting their end-of-life care.</li> <li>The proposed training will ensure trainees are well-versed in proper documentation, equipment set-up, order and routing software, and equipment management process and procedures including troubleshooting, repairs, and inspection.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

☒ Class/lab

☒ E-Learning

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer 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	60 Hours (Job Number 2)
Newly-hired trainees will require a weighted average of 60 training hours in equipment management such as set-up and use, cleaning procedures, transportation, storage, and how to educate patients in using the equipment. This will allow trainees to acquire the required level of competency to work independently and meet the quality standards of hospice care.	

### 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>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>Horizon's Human Resources Manager 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> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b> <p>Horizon's Human Resources Manager will oversee the project and training implementation. Training will be conducted by experienced in-house trainers and vendors as needed. An outside administrative consultant has been retained to assist with project administration and ensure that all training records meet ETP compliance. Horizon has a detailed training schedule in place, and is prepared to commence upon contract approval.</p> </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 Earned Funds
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Customer Communications and Follow-up
- Procurement Skills (Decision Making, Negotiation, Problem Solving)

**Commercial Skills**

- Equipment Management Process and Procedures
- ISO Standards – Quality Management Procedures
- Performance and Inspection Procedures
- Troubleshooting and Repairs on Medical Equipment
- Troubleshooting Networked Equipment

**Computer Skills**

- Cybersecurity (Antimalware, Firewalls, Patches)
- Accounting Software Application
- CE-IT Live Information Security Manual (ISM)
- Microsoft Office (Advanced & Intermediate)

**Continuous Improvement Skills**

- Organizational Skills (time management, prioritization, project tracking)
- Risk Assessment and Planning



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Shaw Diversified Services, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0386**

**Approval Date:** May 31, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Pacerelli

**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:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 295	U.S.: 20,247	Worldwide: 21,145
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

**In-Kind Contribution**

\$85,000

**Total ETP Funding**

\$66,240

<b>Occupations to be Trained:</b>	Production Staff, Quality Staff, Engineer, Manager/Supervisor
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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 Impr. Mfg. Skills HazMat HAZWOPER	150	8-200	0-1	\$368	\$22.66
				Weighted Avg: 16			
2	Retrainee Priority Job Creation	Business Skills Computer Skills Continuous Impr. Mfg. Skills HazMat HAZWOPER	12	8-200	0-1	\$920	\$18.54
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Orange and Los Angeles Counties  
 Job Number 2 (Job Creation): \$18.54 per hour for Orange County and \$18.78 per hour for Los Angeles County  
**Health Benefits: Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$1.54 per hour in Job Number 2

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Production Staff	\$20.16 - \$25.00	101
	\$25.01 - \$41.35	25
Quality Staff	\$20.16 - \$25.00	2
	\$25.01 - \$26.00	1
Engineer	\$31.73 - \$72.60	5
Manager/Supervisor	\$31.73 - \$63.46	16
<b>JOB NUMBER 2</b>		
Production Staff	\$17.00 - \$25.00	7
Quality Staff	\$18.27 - \$25.00	2
Engineer	\$31.73 - \$31.73	1
Manager/Supervisor	\$31.73 - \$31.73	2

**OVERVIEW**

<b>Parent Company</b>		Shaw Industries, Inc.
<b>Year Company Founded:</b>	1967	<b>Company Headquarters:</b> <input type="checkbox"/> <i>Single location</i> Dalton, GA
<b>Facility Locations Outside CA</b>		<ul style="list-style-type: none"> <li>• Cartersville, GA</li> <li>• Oklahoma, OK</li> <li>• Decatur, TN</li> </ul>
<b>Total Number of Facility locations in California</b>		<b>2</b>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>• Santa Fe Springs (Los Angeles County)</li> <li>• Cypress (Orange County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Shaw Diversified Services, Inc. (Shaw) is a flooring company that manufactures carpets and rugs for residential and commercial applications.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Retail, Hospitals, and Private Sectors</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• To remain competitive, Shaw must improve its operational efficiencies and strategic competencies while maintaining a functional and diverse line of products.</li> <li>• Shaw recently invested \$6K in new software and technology at the California facilities to improve workers' technical skills.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Staff need training so the Company can improve its product reliability processes, introduce new technology, and implement quality improvement programs such as Q-Millennium and Discover Excellence.</li> <li>• By training its staff, the Company can also increase workforce skills in the areas of manufacturing processes, equipment operation, quality control, six sigma, and frontline leadership.</li> <li>• Shaw aims to boost employees' product knowledge in its new and enhanced products to help maximize its company sales and revenue.</li> </ul>
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	<ul style="list-style-type: none"> <li>Shaw invested in new software and technology, which requires employee training to be implemented fully. Training on the products is not included in the purchase price.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

☒ Class/lab      ☒ E-Learning      ☒ CBT

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>Manufacturing Skills</b>	<b>HAZMAT</b>	<b>HazWoper</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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### 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>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, HAZMAT, HazWoper</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <p>Human Resources Manager and Human Resources Trainer</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Project Oversight:</b> <p>Shaw's Human Resources Manager will oversee the project and training implementation with the assistance of the Human Resources Trainer. Shaw has a detailed training schedule in place and is prepared to commence upon contract approval. Training will be conducted by a dedicated in-house trainer, subject matter experts, and vendors as needed. The trainers have extensive experience in the industry as well as specific Shaw processes and possession of industry certifications.</p> </li> </ul>



## Repeat Contract

<ul style="list-style-type: none"> <li><b>Number Of Contracts in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li><b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>Prior contract focused on Shaw Talent Strategy, Programmable Logic Controllers (PLC), Quality System, and Procurement System designed to improve productivity and employee efficiency.</li> <li>Training was provided at the Santa Fe Springs location only.</li> </ul>
<ul style="list-style-type: none"> <li><b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>Training will focus on Shaw's new software and technology.</li> <li>Training will include employees at the Cypress location. This location did not participate in the prior contract.</li> <li>There are course topics similar to those in the prior contracts; however, they have been updated so there will be no duplication of training.</li> </ul>

## PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0008	Santa Fe Springs	07/03/2017 - 07/02/2019	\$188,190	\$66,780 (35%)

\*18CS-0008: The low completion rate was due to the downturn shift in the industry during the contract term and the Company needing to refocus on sustaining and growing the business. Since then, Shaw's production and sales significantly increased especially during the pandemic when the home improvement market trends soared. From its prior ETP Contract, Shaw has gained valuable experience and a clear understanding of ETP requirements which helped in the development of an adequate and manageable training plan. The new proposal is right-sized to its prior earnings.

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Conflict Management
- Enhanced Product Knowledge
- Effective Communication
- Auditor Training

**Computer Skills**

- Microsoft 365 Office (Advanced & Intermediate)
- Internal Systems - ShopFlex, G-Link, PeopleSoft

**Continuous Improvement Skills**

- Shaw Management System (SMS)
- Discover Excellence Quality Improvement
- Q-Millennium Quality Improvement
- Six Sigma
- Frontline Leadership

**Hazardous Materials Skills**

- Hazardous Communication
- Hazardous Waste
- Chemical Right To Know

**HazWoper**

- Hazardous Waste Operations & Emergency Response
- Asbestos
- Personal Protective Equipment (PPE)
- Bloodborne Pathogens

**Manufacturing Skills**

- Cross-Training in Production Processes & Procedure
- Demonstration of Skills Tool (DOStool) Program
- Manufacturing Processes
- Equipment Operation
- Quality Control & Inspection
- Machine Guarding
- Powered Industrial Truck (PIT)

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Hazardous Materials Skills**

- Hazardous Communication (25 mins.)

#### **HazWoper**

- Personal Protective Equipment (PPE) (15 mins.)
- Bloodborne Pathogens (2 mins.)

#### **Manufacturing Skills**

- Machine Guarding (10 mins.)
- Powered Industrial Truck (PIT) (10 mins.)



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**SSEC, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0388**

**Approval Date:** June 15, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Waste Management (56)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Placer	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers' Training and Retraining Trust Fund for Northern California		
Number of Employees in:	CA: 43	U.S.: 43	Worldwide: 43
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$101,605

**Total ETP Funding**

\$66,930

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Administrative Staff, Estimators, Journeyworker Drivers, Journeyworker Laborers, Owner, Project Managers

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100	Business Skills Comm Skills Continuous Impr. HazMat OSHA 10/30	39	8-200	0-31	\$1,150	\$22.75
				Weighted Avg: 50			
2	Retrainee SB<100 Job Creation	Business Skills Comm Skills Continuous Impr. HazMat OSHA 10/30	12	8-200	0-31	\$1,840	\$22.75
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$22.75 - \$34.63	3
Estimators	\$31.25 - \$40.87	2
Journeyworker Drivers	\$28.00 - \$35.25	10
Journeyworker Laborers	\$23.00 - \$28.25	20
Owner	N/A	2
Project Managers	\$55.53 - \$73.08	2
<b>Job Number 2 (Job Creation)</b>		
Administrative Staff	\$22.75 - \$30.00	1
Estimators	\$31.25 - \$40.87	1

Journeyworker Drivers	\$28.00 - \$35.25	2
Journeyworker Laborers	\$23.00 - \$28.25	6
Project Managers	\$55.53 - \$73.08	2

## **OVERVIEW**

<b>Year Company Founded:</b>	2017	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>Newcastle, Placer County</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Erosion control</li> <li>Hydroseeding</li> <li>Post wildfire cleanup</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>General Contractors</li> <li>CalTrans, Water Resources, PG&amp;E, Army Corp of Engineers</li> <li>Cities and Counties</li> </ul>
<b>Union</b>	<ul style="list-style-type: none"> <li>The Journeyworker occupations, Journeyworker Laborers and Journeyworker Drivers, are represented by Laborers' Training and Retraining Trust Fund for Northern California. The union has submitted a letter of support for this training project.</li> </ul>
<b>RESPOND</b>	<ul style="list-style-type: none"> <li>Under its Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) pilot program, the Panel funds training for economic recovery from natural disasters, such as wildfire. Wildfire is impacting several key industry sectors (e.g. agriculture) and could lead to loss of jobs. SSEC, Inc. (SSEC) will be training workers on clearing wildfire debris as well as erosion control and hydroseeding.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>SSEC is experiencing an increase in PG&amp;E projects which require certifications including Golden Shovel and ISNetwork.</li> <li>The Company is obtaining new equipment and technology such as high-capacity cameras and drones.</li> <li>Environmental impacts and challenges are present during prevention of or cleanup from wildfires and flooding projects.</li> <li>Each emergency response is different so the Company must continuously prepare for the expectations and challenges crews may face.</li> </ul>
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**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>• All trainees who work with PG&amp;E contracts are required to have Golden Shovel, ISNetwork, and Occupational Qualifications tasks training and certifications. Training will provide the in-depth knowledge they need to accurately perform tasks.</li> <li>• All occupations except for Administrative Staff will receive training on environmental challenges so they can work proficiently in areas that include erosion, wildlife displacement/replacement, and reestablishing healthy vegetation.</li> <li>• Trainees will also receive training on wind and solar farms for larger corporations. Training will provide trainees knowledge on how to grade and repair land where turbines once stood.</li> <li>• Estimators and Project Managers will receive training on using drones for taking three dimensional images of an area prior to commencing work. Trainees will be able to operate the drone and properly read images so they know the challenges and needs of the area without exposing crews to potentially hazardous situations.</li> <li>• All occupations will be trained on Environmental Regulations and challenges clients are faced with so they know how to arrange teams and respond appropriately.</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>Continuous Improvement</b>
<b>Hazardous Materials</b>		

<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30
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<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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**Training Hours**

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 hours for Job Number 1, and 80 hours for Job Number 2
For Job Number 1, SSEC will provide 50 hours of training to Estimators, Project Managers, and Journeyworker Laborers due to new equipment, software and required certifications needed to contract with vendors such as PG&E. For Job Number 2, SSEC will provide 80 hours of training to Job Creation	

trainees on equipment, job specific duties, and quality control to insure trainees are well-informed on processes and environmentally conscious while performing tasks.

### Alternate Recordkeeping

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

### Veterans Program

<b>Number of Veterans</b>	The Company does not track how many employees are Veterans.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement, Hazardous Materials</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: OSHA 10, OSHA 30</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Administration:</b> <p>Carrazo LLP, Innovative Tax Solutions</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><b>Project Oversight:</b> <p>SSEC represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Training is both job specific and companywide, and includes safety, legal compliance, product knowledge, and on-the-job training. Training will be delivered at SSEC'S Newcastle location. The Company's annual training budget is approximately \$101,605 annually and includes new hire orientation and safety training.</p> <p>SSEC's Payroll Manager and Controller will oversee the Contract along with the General Manager and Vice President who will coordinate training and gather rosters. In addition to the assigned staff members, the Company has also retained the services of a third party administrator with extensive ETP experience to assist with administration.</p> </li> </ul>

### SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Carrazo LLP, Innovative Tax Solutions	Sacramento	\$6,693
Administrative	Carrazo LLP, Innovative Tax Solutions	Sacramento	Not to exceed 13% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined



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

Trainees may receive any of the following:

**Business Skills**

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

**Commercial Skills**

- Bonds
- Blue Print Reading
- Building Systems
- Change Order Negotiations
- Concrete Forming
- Confined Space
- Construction Overview
- Contract Documents and Construction Law

- Contractual Risk Transfer
- Crisis Management
- Drones
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Estimating
- Foreman's Advantage
- Forklift/ Telescopic Forklift
- High-Density Cameras
- Hydroseeder
- Straw Blower
- Skid Steer
- Tractors
- Rugged Terrain Vehicle (RTV)/ Utility Task Vehicle (UTV)
- Gas Powered Hand Tools
- Tow Trailer Hookup Procedures
- How to Complete a Work Authorization
- Insurance 101
- Leadership in Energy and Environmental Design (LEED) Training
- Lien Law and Remedies
- Lock Out/Tag Out
- Managing Subcontractors
- Personal Protection Equipment
- Planning and Scheduling
- Product Knowledge
- Rigging and Signaling
- Traffic Control
- Unit Cost Tracking
- Work Order Processing

#### **Continuous Improvement Skills**

- 5S
- Cross Training
- Coaching Procedures
- Communication Skills
- Change Management
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Leadership
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Supervisor Skills

- Team Building
- Time Management
- Visual Controls

**Hazardous Materials Skills**

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

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

- OSHA 10

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

- OSHA 30

**Computer-Based Training**

Trainees may receive any of the following:

**Commercial Skills**

- Back Safety Basics & Update - 30 Min

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

- Caught In or Between – 30 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocution – 1 hour
- Excavations – 30 minutes
- Falls – 1.5 hours
- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 1 hour
- Materials Handling, Storage, Use and Disposal – 30 minutes
- Personal Protective and Lifesaving Equipment – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 1 hour
- Tools – Hand and Power – 30 minutes

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

- Asbestos Awareness: 30 minutes
- Asbestos for Supervisors: 2 hours
- Caught-in or Between – 1.5 hours
- Confined Spaces – 30 minutes
- Cranes, Derricks, Hoists, Elevators and Conveyors – 30 minutes
- Electrical Safety – 2 hours
- Ergonomics – 30 minutes
- Excavations – 30 minutes
- Fall Prevention 1.5 hours

- Fire Protection and Prevention – 30 minutes
- Foundations for Safety Leadership – 2.5 hours
- Hand and Power Tool Safety 1 Hour
- Hazard Communication – 30 minutes
- Hazardous Materials – 30 minutes
- Health Hazards in Construction – 2 hours
- Introduction to OSHA – 1 hour
- Lead Awareness: 30 minutes
- Lead Exposure – 30 minutes
- Managing Safety and Health – 2 hours
- Materials Handling, Use and Disposal – 30 minutes
- Motor Vehicles – 30 minutes
- Personal Protective Equipment – 2 hours
- Rollover Protective Structures, Signs, Signals and Barricades – 30 minutes
- Safety and Health Programs – 30 minutes
- Scaffolds – 30 minutes
- Silica Exposure – 30 minutes
- Stairways and Ladders – 1 hour
- Steel Erection – 30 minutes
- Struck-by- 1 hour
- Welding and Cutting – 30 minutes



## Laborers' Training and Retraining Trust Fund for Northern California

1001 Westside Drive, San Ramon, CA 94583-4098 • Telephone: (925) 828-2513

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May 5, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand SSEC., 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: 33 Current Employees and potentially up to 10 new hires (over the next 2 years) in Journeyman.

### 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,

Leonard Gonzales  
Executive Director



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Werner Systems, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET23-0336**

**Approval Date:** June 2, 2023

**Panel Meeting of:** July 21, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	SB <100 Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 72	U.S.: 72	Worldwide: 72
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$69,051

**Total ETP Funding**

\$67,620

<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>	Engineers, Administrative Staff, Supervisors/Managers, Production Staff

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	SB<100 Retrainee Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills OSHA 10/30	71	8-200	0	\$920	\$22.66
				Weighted Avg: 40			
2	SB<100 Job Creation Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills OSHA 10/30	2	8-200	0	\$1,150	\$18.54
				Weighted Avg: 50			

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

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Engineers	\$20.16 - \$30.00	3
Administrative Staff	\$20.16 - \$30.00	2
Supervisors/Managers	\$20.16 - \$35.00	15
Production Staff	\$20.16 - \$30.00	51
<b>Job Number 2</b>		
Production Staff	\$16.04 - \$30.00	2

**OVERVIEW**

<b>Year Company Founded:</b>	1981	<b>Company Headquarters:</b> <input type="checkbox"/> Single location
<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>• Tustin (Orange County) (2)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Founded in 1981 and headquartered in Tustin, CA, Werner Systems, Inc. (Werner Systems) (<a href="http://www.woodbridgeglass.com">www.woodbridgeglass.com</a>) is a vertically integrated Contract Glazing Company specializing in design, engineering, and fabrication of windows, frames and other exterior structures for medium and high-rise buildings. The Company's projects include the use of some of the most complex and complicated projects involving glass, stone, aluminum, steel and photovoltaics.</li> <li>• Werner Systems has been instrumental in the engineering of some of the most significant and visible icon structures throughout Southern California.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Architects</li> <li>• Designers</li> <li>• General Contractors</li> <li>• Glazing Consultants</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Werner Systems has a continual need to provide training for all their employees to stay current with industry standards and updated processes and provide professional development opportunities.</li> <li>• High demand for services and increased quality in the window design industry requires the Company to improve efficiency. The Company has invested in more sophisticated manufacturing equipment and software programs for its engineering department to improve project drawing methods and increase accuracy in the fabrication facility.</li> <li>• Customer demand and industry trends have also created an opportunity for Werner Systems to compete in new markets for advanced design projects and more complicated processes.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• Manufacturing Skills will be provided to Production and Engineering Staff on various equipment to include forklifts, material handling and fabrication of window/panels. Training will also allow employees to</li> </ul>
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	<p>remain current with industry standards and processes.</p> <ul style="list-style-type: none"> <li>• Continuous improvement training will be implemented in order to foster company and individual growth and compete in today's business environment. Training will improve customer and employee service as an end result.</li> <li>• The Company will prioritize cross-training to increase employee adaptability and ensure a continuous, effective business operation.</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

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	<b>Justification:</b>
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	10 PL Hours per-trainee for Job 1 (51 Retraitees) & Job 2 (2 Job Creation)
	<b>Occupations Receiving PL Training:</b> Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	40 hours for Job Number 1 & 50 hours for Job Number 2.
<p>New employees will need product knowledge training that will also include productive lab training on various machinery and equipment utilized during production. Due to the size and complexity of the equipment, this training cannot be replicated in a class/lab context. Training will also include the JobBoss ERP system which helps the company lower costs and simplify manufacturing. The Company's security and compliance, two essential factors in its success, will be enhanced through implementation and training.</p>	

## Alternate Recordkeeping

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

## Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills and Continuous Improvement Skills.</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: OSHA 10/30</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>Werner Systems will contract with an administrative subcontractor to assist with project administration. There will be 5-6 In-house subject-matter experts, Supervisors, and Managers delivering training.</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b> <p>The Company's Human Resource Manager will oversee the overall administration and implementation (coordinating &amp; scheduling) of training. Training will be conducted at both locations.</p> </li> </ul>

## Repeat Contract

<ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>	1
<ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul>	<ul style="list-style-type: none"> <li>• The COVID era introduced new needs, demands, and procedures. Furthermore, the Company is currently working on a hospital project for the first time in many years, which calls for different trainings than the past contract.</li> <li>• The Company introduced a new Office 365 software and trainees received training on new application processes which is still ongoing.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>• The new training will include OSHPD (Office of Statewide Health Planning and Development) training which is specialized training related to hospital construction.</li> <li>• The company will build upon previous trainings and incorporate specialized trainings related to hospitals that will support future hospital projects.</li> </ul>

**PRIOR PROJECTS**

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0250	Tustin	9/14/2018 – 9/13/2020	\$73,008	\$71,593 ( 98% )

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$ 1,900
Administrative	Training Funding Source	Seal Beach, CA	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Accounting/Auditing
- Coaching
- Communication
- Credit & Collection Skills
- Customer Relations
- Goal Setting
- Inventory Control
- Leadership
- Product Knowledge
- Project Management
- Time Management
- Business Writing

**Computer Skills**

- 3D CAD
- Adobe
- Auto CAD Office 365
- Blue Beam
- Inventor
- Mas 500
- MS Project
- Report Generation
- JobBoss ERP system

**Continuous Improvement Skills**

- Change Management
- Hazard Analysis and Critical Control Points (HACCP)
- Profit Improvement
- Process/Quality Improvement

**Manufacturing Skills**

- Equipment Operations/Maintenance
- Green Building Techniques
- Inspection Techniques
- Inventory Control-Cycle Counting
- Leadership Energy Environmental Design (LEED)
- Manufacturing Techniques
- Production/Manufacturing Techniques
- Quality Control
- Shop Drawings- CAD Drawings
- Warehouse Procedures (Shipping, Receiving, Order picking/packing)
- Identification of Symbols and Isometric Drawings

- Identifying Glass Types
- Mock Up's Product Knowledge
- Tool Identification
- OSHPD (Office of Statewide Health Planning and Development)

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

- OSHA 10

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

- OSHA 30

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Equipment Operations/Maintenance
- Fab./ Assembly of windows, panels
- Glass Handling and Glass Storage
- Materials Handling and Storage
- Production Shop Operational Procedures