

# PANEL PACKET

August 2023



Employment Training Panel



# PANEL NOTICE/AGENDA

## MEETING TIME/PLACE

Friday, August 25, 2023 at 9:30 a.m.

CalEPA, 1001 I Street

NOTE: Room change to Byron Sher Auditorium

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/83667879947>

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**Conference code:** 1185529

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

### Call to Order by Chair

Rebecca Bettencourt

- Roll Call
- Action to Approve August Panel Meeting Agenda
- Action to Approve July 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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### Policy Committee Report

Gretchen Newsom



Panel Date: August 25, 2023

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Review and Action on HWAF Proposals

Kellen Hernandez  
Ryan Swier  
Chris Hoover  
Phil Boyer

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Review and Action on Literacy Proposals

Ryan Swier  
Chris Hoover  
Phil Boyer

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Review and Action on Proposals

Kellen Hernandez  
Ryan Swier  
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, August 21, 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**

Alta Hospitals System, LLC -----	\$437,000
Appfolio, Inc. -----	\$424,166
Browning Contractors, Inc. -----	\$244,720
Butte Glenn Community College District (HWAF) -----	\$749,000
Central California Builders Exchange -----	\$197,074
El Camino Community College District (Literacy) -----	\$490,239
Forward BMH, Inc. -----	\$106,720
Fresno Skilled Nursing & Wellness Centre, LLC dba Healthcare Centre of Fresno -----	\$336,260
Greater San Fernando Valley Chamber of Commerce (HWAF) ----	\$749,808
Herman Weissker, Inc. -----	\$322,000
Kern County Builders' Exchange Incorporated -----	\$197,074
L.A. Downtown Medical Center, LLC (Literacy) -----	\$496,800
Land O' Lakes, Inc. -----	\$497,260
Murrieta Chamber of Commerce (HWAF) -----	\$749,808
National Immigration Forum, Inc. (Literacy) -----	\$475,200
North Point Healthcare & Wellness Center, LP dba Northpointe Healthcare Center -----	\$159,620
NTMA Training Centers of Southern California -----	\$747,840
Peach Home Services dba Goettl Home Services, LLC (Withdrawn) -----	\$230,000
Rivian, LLC -----	\$0
Taylor Farms Pacific, Inc. (Literacy) -----	\$302,220
UDW Resource Center (Literacy) -----	\$113,400
Webcor Construction LP -----	\$98,900
Woodward HRT, Inc. -----	\$427,800
Workforce Development Corporation of Southeast Los Angeles County, Inc. -----	\$749,808

### **San Diego Regional Office**

A.M. Ortega Construction, Inc. -----	\$335,340
A Place Called Home (HWAF) -----	\$96,600
Brothers International Desserts dba Brothers Desserts -----	\$139,840
DPR Construction, Inc. -----	\$119,600
East County Economic Development Council -----	\$118,080
Henry Mayo Newhall Memorial Hospital (HWAF) -----	\$499,100
Next Level Internet, Inc. (Amendment) (Withdrawn) -----	\$0
Sempre Energy dba Southern California Gas Company -----	\$400,200
St. Joseph Health Northern California, LLC (HWAF) -----	\$499,859

### **San Francisco Regional Office**

Envoy, Inc. dba Envoy -----	\$499,790
JVS SoCal (HWAF) -----	\$622,630
KLA – Tencor Corporation dba KLA -----	\$496,800
Lam Research Corporation (Critical Proposal) -----	\$749,800
Lao Family Community Development Inc. (HWAF) -----	\$747,792
Ly Brothers Corporation dba Sugar Bowl Bakery (Literacy) -----	\$192,280
NVIDIA Corporation -----	\$483,000
Norman S. Wright Mechanical Equipment Corporation -----	\$300,150
True Organic Products, Inc. (Literacy) -----	\$208,495
Wellpath Management, Inc. -----	\$483,000

### **Sacramento Regional Office**

Center for Employment Training (Literacy) -----	\$499,464
Chinese Hospital Association (HWAF) -----	\$101,384
Dameron Hospital Association (HWAF) -----	\$499,560
Edwards Medical Training Center, Inc. (HWAF) -----	\$237,134
Gallo Glass Company -----	\$499,790
Hall Ambulance Service, Inc. -----	\$441,600
Kaweah Delta Health Care District Guild dba Kaweah Health (HWAF) -----	\$499,928
La Mejor Inc. (Literacy) -----	\$56,580
Ly Brothers Corporation dba Sugar Bowl Bakery -----	\$300,840
Person Centered Services, Inc. -----	\$108,445
Shasta Builder's Exchange -----	\$462,480
Shirley Ware Education Center (HWAF) -----	\$749,708
Vision Y Compromiso (Literacy) -----	\$142,600

Panel Date: August 25, 2023

**Sacramento Regional Office** (continued)

Workforce Development Board of Contra Costa County

dba WDBCCC (HWAF) ----- \$741,040

## **PROPOSALS APPROVED**

### **BY DELEGATION ORDER FOR 07/11/23 – 08/14/23**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Eurofins SF Analytical Laboratories, Inc. dba Eurofins SFA SN Special Analysis West	08/08/23	\$16,100
Motive Energy Telecommunications Group Inc.	08/09/23	\$69,690
Safety Striping Services, Inc.	08/14/23	\$44,160
<b><u>San Diego Regional Office</u></b>		
EAJ, Inc. dba Certapro Painters	08/09/23	\$46,230
<b><u>Sacramento Regional Office</u></b>		
Asher Biotherapeutics, Inc.	08/07/23	\$73,600
Hi Tech Electronic Manufacturing Corporation	08/11/23	\$18,400
VDX dba VDX Veterinary Diagnostics and Preclinical Research Services	08/07/23	\$41,860
WAYS Home Care & Health Agency LLC dba W.A.Y.S. Home Care & Health Agency, LLC	08/07/23	\$16,445



State of California—Labor and Workforce Development Agency

# Employment Training Panel

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## **SUMMARY OF DELEGATION ORDERS**

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Safety Striping Services, Inc.  
VDX dba VDX Veterinary Diagnostics and Preclinical Research Services  
WAYS Home Care & Health Agency LLC dba W.A.Y.S. Home Care  
& Health Agency, LLC



# M e m o r a n d u m

To: Panel Members

From: Erich Shiners  
Acting Executive Director

Subject: **Directions Meeting Sites**

Date August 25, 2023

The Employment Training Panel will meet on **Friday, August 25, 2023 at 9:30 a.m.**

**California Environmental Protection Agency (Cal/EPA)**  
**Byron Sher Auditorium**  
**1001 I Street, Sacramento, CA 95814**

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

## **Directions to the California Environmental Protection Agency – Byron Sher Auditorium**

### **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 August 25, 2023

From: Erich Shiners  
Active Executive Director

Subject: **Future Meeting Sites**

<b><i>August Panel August 25<sup>th</sup>, 2023</i></b>	<b>In Person – Byron Sher Auditorium 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</b>
<b><i>September Panel September 29<sup>th</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</b>
<b><i>October Panel October 27<sup>th</sup>, 2023</i></b>	<b>In Person – CalEPA Coastal Room 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</b>
<b><i>November Panel – N/A</i></b>	<b><i>No Panel Meeting</i></b>



**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

**Friday, July 21, 2023**

**Panel Members**

Rebecca Bettencourt  
Chair

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**

Erich Shiners  
Acting Executive  
Director

Peter Cooper  
Assistant Director

Jaime Gutierrez  
Chief Deputy Director

Tara Armstrong  
Deputy Director of Technical Branch

**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL  
California Environmental Protection Agency  
1001 I Street, Sierra Room, Second Floor  
Sacramento, California 95814  
Friday, July 21, 2023**

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

Chair Bettencourt called the meeting to order at 9:32 a.m.

**II. ROLL CALL**

Present

Rebecca Bettencourt  
Gretchen Newsom  
Rick Smiles  
Madison Hull  
Michael Hill  
Chris Dombrowski

Not in attendance

Doug Tracy  
Ernesto Morales

Executive Staff

Erich Shiners, Acting Executive Director  
Peter Cooper, Assistant Director  
Jaime Gutierrez, Chief Deputy Director  
Tara Armstrong, Deputy Director of Technical Branch

**III. AGENDA**

The July Agenda was reviewed.

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

Motion carried, 6 to 0.

**IV. MINUTES**

The June Meeting Minutes were reviewed.

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

Motion carried, 6 to 0.

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

Today's meeting presents 42 proposals totaling approximately \$8.1 million. That number includes 6 approved Delegation Orders totaling \$303,365. If all proposals presented today are approved, the remaining contracting capacity for Fiscal Year 23-24 will be \$82.9 million.

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

Today you will see 12 Healthcare Workforce Advancement Fund projects worth \$6,928,390 to train 3,720 workers, leaving \$10 million in this fund. There are 14 Workforce Literacy projects worth \$4,068,740 to support 2,907 trainees. For August Panel, we will have around \$3,489,707 in remaining funds for the last 11 Workforce Literacy projects. That specific amount will likely change slightly. The remainder of the proposals will be coming to the Panel in August at which time we will provide the Panel with an analysis of the projects we are funding so you will have a better overview as we head into the implementation of these contracts.

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

Thanks to all the Stakeholders for their feedback regarding application enhancements and trainee record updates in the Cal-E-Force program. We have added workplace name and job number to the reports and added a filter for them. Also added the employee name as a hyperlink so navigating to a trainee can be done quickly. We are working on an internal panel proposal automation inside of ETP to remove some duplication and be more efficient. Under our Cal-E-Grants we are still working with the California Workforce Development Board to enhance the system. Lastly to increase our security posture, we are having a dedicated network security engineer join our team.

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

Update on Assembly Bill 1766, which passed the Senate unanimously before summer recess and is now waiting for the Governor's signature. Senate Bill 544 the bill to amend Bagley-Keene to allow remote meeting participation without noticing remote location and making open to the public is still alive. The Administration and the author's office are having discussions about further amendments to this bill. It is still alive in the Legislature.

Legal requests that if a proposal is modified orally, that the Panel please state the modification in the motion to approve the proposal.

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

### **Regarding Funding:**

Regarding the ETF collections as well as the expansion funds, in previous Panel meetings we discussed recovering some of the expansion funds, and using those available funds. We have not recovered as much of those funds as we initially thought. The reason for that is that most of our contractors have utilized the funds, which means that we will not be redistributing any of them. We have now received the final numbers for the ETF employment training fund tax collections for last year. They came in at \$130.6 million, which is slightly higher than what we had identified and anticipated. However, ETP's delegated spending authority is for \$125 million

for the State fiscal year 23-24, which means that essentially the numbers will stay the same as those identified in the April Panel meeting (approximately \$92 million in contracting capacity).

Today's Panel which includes Health Care and Literacy projects for approximately \$18.1 million, includes six Delegation Orders with a total of \$303,365. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Executive Director on a continuous flow basis. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 48 projects including one Critical Proposal. These projects also include 11 Healthcare Workforce Advancement Fund projects for \$6.4 million and 14 Workforce Literacy projects for \$4.1 million.

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

There are 201 applications currently in demand and 171 applications are with the Regional Offices in development, with 26 applications under review with the Applications and Assessment Unit and 4 submitted applications pending review. The estimated value of the 201 applications is \$49 million (\$22.7 million for single employers, \$1.6 million for multiple employer contracts, \$76,225 for small business, \$24.4 for apprenticeship proposals, and zero in demand after today for Critical Proposals.) We are currently within our total allocations for this fiscal year 2023-24.

## **X. CONSENT CALENDAR**

Tab 1 (20/20 Plumbing and Heating, Inc.), Tab 3 (BNBuilders, Inc.), Tab 4 (Butte Glenn Community College District), Tab 6 (Green Day Power), Tab 7 (Jewish Vocational and Career Counseling Service dba JVS), Tab 8 (Kern Community College District), and Tab 9 (SOMA AEC, Inc. dba Oxman College) were pulled from the consent calendar.

ACTION: Member Newsom moved and Member Smiles seconded approval of the Consent Calendar without Tab 1 (20/20 Plumbing and Heating, Inc.), Tab 3 (BNBuilders, Inc.), Tab 4 (Butte Glenn Community College District), Tab 6 (Green Day Power), Tab 7 (Jewish Vocational and Career Counseling Service dba JVS), Tab 8 (Kern Community College District), and Tab 9 (SOMA AEC, Inc. dba Oxman College). All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 6 to 0.

## **XI. PRESENTATION**

Presentation given by Dr. Indria Gillespie regarding Evaluation of the SEED 1 initiative.

## **XII. ACTION ON PROPOSALS**

### **HEALTHCARE WORKFORCE ADVANCEMENT CONTRACTS**

#### **Tab No. 10: Kern Community College District**

First time contractor. 6<sup>th</sup> ETP contract, 6<sup>th</sup> within the last five years. Funding requested \$749,000 to train 395 retrainees and 36 job creation trainees. Participating employers are primarily located in an area of high unemployment. They are not asking for a wage modification.



Clarification was requested regarding how the wages being listed to be Bay Area wages vs Tulare County wages.

Mr. Teasdale replied that the application shows all wages because the community colleges are statewide and partner together, if one is unable to use the funding another can.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Kern Community College District in the amount of \$749,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

#### **Tab No. 11: Porterville Adult School**

First time contractor. Funding requested \$749,885 to train 260 retrainees and 115 new hires. Located in areas of high unemployment. Students enrolled in the ETP funding program will not be charged tuition fees or any other cost associated with training, this will be included as a condition of the contract. Porterville Adult School is requesting a wage modification from \$22.66 to \$19 per hour for Job 1, and from \$18.54 to \$18 per hour for Job 2 located in areas of high unemployment.

Clarification was requested regarding the justification for the wage modification request.

Ms. Meeuwsen replied they are allied healthcare workers in the Central Valley and \$19 per hour is the minimum wage.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Porterville Adult School in the amount of \$749,885 with the amendment that the new minimum Job 2 wage is \$19 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

#### **Tab No. 12: SOMA AEC, Inc. dba Oxman College**

17<sup>th</sup> ETP contract, 6<sup>th</sup> in the last five years. Funding requested \$749,340 to train 45 retrainees and 104 job creation trainees, 21 in Job 3 high unemployment job creation trainees. Oxman is requesting a wage modification.

Comment was raised regarding how training statewide was being provided in person when all that is listed is San Francisco area. Clarification is needed regarding the model being employing and how it is being delivered when there is only one campus. I

Mr. Dvorkin responded they have 15 instructors. They may be adjunct, not necessarily full time.

Comment was made that enrollment and success rates are very low. Question was asked about examples of success in the healthcare field. Panel would like to see the benefit and value to the trainee (the student) with the education so that they can progress in their wages and career. This seems to be more like a middleman concept.

Ms. Pugach stated that they work with all these MEC's and this is the same model they use on their other contracts.

Comment was made that the other contracts were for computer based projects and this is medical training, and Oxman is not a medical training facility. The trainees are not coming to Oxman. Where are they going for this training?

Ms. Pugach replied that they train at the facility so at a nursing home or a skilled nursing facility or a hospital.

ACTION: Chair Bettencourt moved and Member Newsom seconded a motion to table the proposal submitted by SOMA AEC, Inc. dba Oxman College until a future meeting. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 13: Visalia Adult School, Visalia Unified School District**

First time contractor. Funding requested \$749,885 to train 260 retrainees in high unemployment areas as well as 115 new hires (unemployed individuals). As a condition of the contract students will not be charged tuition fees or any costs. They are requesting a wage modification for Job 1 of \$19 per hour, and Job 2 for \$18 per hour.

Ms. Meeuwsen clarified that Job 2 is \$19 per hour as well.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Visalia Adult School, Visalia Unified School District in the amount of \$749,885. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 14: Dignity Health**

First time contractor. Funding requested \$450,000 to train 250 trainees in Job 1. Dignity Health has 3 affiliates and 18 locations across California that will be participating.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted Dignity Health in the amount of \$450,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 15: Lodi Memorial Hospital, Inc.**

First time contractor. Funding requested \$498,755 to train 65 retrainees over two job numbers.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Lodi Memorial Hospital, Inc. in the amount of \$498,755. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 16: Pasadena Hospital Association, Ltd.**

Repeat contractor. Funding requested \$496,938 to train 554 retrainees over two job numbers.

Question asked regarding the wage progression for new nurses that have not received licenses starting off as interns for 2 years of instruction at a lower amount. If they receive their license in the first year, do they jump in wages and then get reclassified?

Per Mr. Chan yes, they start off as student nurse interns. After getting their license, they become student nurse residents and after two years the Residency program opens up they can become an RN.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Pasadena Hospital Association, Ltd. in the amount of \$496,938. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 17: Torrance Memorial Medical Hospital**

Withdrawn

**Tab No. 18: Cedar-Sinai Medical Center**

There is a correction to the contract term length section in the 130 (panel proposal), it should not say Hoag Memorial. Repeat contractor. Funding requested \$499,928 to train 247 workers. Training will take place at Cedar Sinai's locations in Los Angeles.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Cedar-Sinai Medical Center in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 19: Hoag Memorial Hospital Presbyterian**

Repeat contractor. Funding requested \$499,928 to train 247 workers.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Hoag Memorial Hospital Presbyterian in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 20: Mission Hospital Regional Medical Center dba Providence Mission Hospital**

Repeat contractor. Funding requested \$499,928 to train 247 workers. Training will take place at Mission Hospital's locations in Mission Vallejo and Laguna Beach.

Clarification was asked regarding the wage progression.

Ms. Grable replied that they have a clinical ladder and it depends on where they are starting at and progressing to, so generally about a year before wages increase.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Mission Hospital Regional Medical Center dba Providence Mission Hospital in the amount of \$499,928. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 21: Pomona Valley Hospital Medical Center**

Repeat contractor. Funding requested \$499,928 to train 247 workers. Training will take place at their main location in Pomona.

Clarification was asked as to why the Union letter numbers do not match those on the application.

Ms. Mendoza replied that when the application was submitted the grant was decreased and the number reflected that. The Union is aware of the change.

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

Motion carried, 6 to 0.

## **WORKFORCE LITERACY CONTRACTS**

### **Tab No. 22: Greater San Fernando Valley Chamber of Commerce**

Repeat contractor. Funding requested \$377,298 to train 270 retrainees. Training will be provided at participating employer locations. Trainees will attain a certificate of completion.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Greater San Fernando Valley Chamber of Commerce in the amount of \$377,298. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

### **Tab No. 23: Hospitality Industry Training and Education Fund**

Repeat contractor. 4<sup>th</sup> ETP contract, 3<sup>rd</sup> in last five years. Funding requested \$141,750 to train 50 retrainees. Union letter attached. Training will be provided at their facility.

Comment was made regarding other contracts and their performance.

Ms. Forman explained that culinary skills must be taught in person and this was not doable during COVID.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Hospitality Industry Training and Education Fund in the amount of \$141,750. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

### **Tab No. 24: International Rescue Committee, Inc.**

First time contractor. Funding requested \$497,475 to train 335 retrainees. Training will be provided at their facilities throughout the State.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by International Rescue Committee, Inc. in the amount of \$497,475. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 25: Kern Community College District**

Repeat contractor. Funding requested \$190,836 to serve 228 retrainees. Training will take place primarily at employer facilities.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Kern Community College District in the amount of \$190,836. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 26: Laborers Training and Retraining Trust Fund for Southern California**

Member Rick Smiles recused himself.

Repeat contractor. 8<sup>th</sup> ETP contract. 8<sup>th</sup> in the last five years. Funding requested \$458,136 to train 446 trainees. Training will take place at their training sites throughout Southern California (main campus in Azusa).

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Laborers Training and Retraining Trust Fund for Southern California in the amount of \$458,136. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 27: The San Francisco Food Bank**

First time contractor. Funding requested \$93,105 to train 45 retrainees. Workers are represented by Office and Professional Employees International Union Local 29. Training will be provided at San Francisco Food Bank facilities.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by The San Francisco Food Bank in the amount of \$93,105. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 28: Economic Development Collaborative-Ventura County**

Repeat contractor. Funding requested \$226,800 to train 200 trainees for Job 1, retraining seasonal workers. 5<sup>th</sup> ETP contract, 3<sup>rd</sup> in last five years.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Economic Development Collaborative-Ventura County in the amount of \$226,800. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 29: Penumbra, Inc.**

Repeat contractor. 4<sup>th</sup> ETP contract, 2<sup>nd</sup> in last five years. Funding requested \$159,360 to train 96 retrainees. Training will take place at their Alameda and Roseville facilities.

Question regarding the use of the higher select assessment process and if those assessed above the 8<sup>th</sup> grade were excluded.

Response by Mr. Garci was that they are not, the assessment is just a tool to collect data.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Penumbra, Inc. in the amount of \$159,360. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 30: Seersoft, Inc. dba California Rehabilitation Specialists**

Repeat contractor. 4<sup>th</sup> ETP contract, 3<sup>rd</sup> in last five years. Funding requested \$136,620 to train 60 trainees in Job 1 retraining medical skills with small business. Training will take place at its headquarters in Granada Hills.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Seersoft, Inc. dba California Rehabilitation Specialists in the amount of \$136,620. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 31: The Bread Project**

First time contractor. Funding requested \$239,540 to train 70 under Job 1, new hire training. Training will be provided at its Berkeley location.

Question regarding if trainees are new hires.

99% new hires stated Mr. Johnson.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by The Bread Project in the amount of \$239,540. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 32: Building Skills Partnership**

Repeat contractor. Funding requested \$124,740 to train 77 trainees. Training will take place at work sites throughout California.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Building Skills Partnership in the amount of \$124,740. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 33: California Manufacturers and Technology Association**

Update to active project section in the 130 (panel proposal) approved ET23-0291 from March Panel meeting, and ET13-0363 from the June Panel meeting. Repeat contractor. Funding requested \$497,880 to train 461 trainees. Training will take place throughout California

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by California Manufacturers and Technology Association in the amount of \$497,880. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 34: Chaffey Community College District, Chaffey College**

Repeat contractor. Funding requested \$467,100 to train 692 trainees. Training will take place at their locations in Rancho Cucamonga, Chino, Fontana, and other work sites throughout California.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Chaffey Community College District, Chaffey College in the amount of \$467,100. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 35:**

Withdrawn



**Tab No. 36: Rightvarsity Technologies, LLC**

Repeat contractor. Funding requested \$458,055 to train 117 trainees. Training will take place at their headquarters in Santa Clara and other work sites throughout California.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Rightvarsity Technologies, LLC in the amount of \$458,055. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**ITEMS PULLED FROM CONSENT CALENDAR**

**Tab No. 1: 20/20 Plumbing and Heating, Inc.**

First time contractor. Funding requested \$193,200 to train 350 retrainees in one job number. Training will take place at headquarters in Riverside and in additional facilities in Orange and San Diego counties. On page 2 of the proposal in the wage range by occupation table, the wage range is not broken down for service technician installers. 20 make between \$22 and \$25 per hour, 238 trainees make between \$25 .01 and \$75 per hour.

Assurance was given that a living wage was given with little fluctuation by Mr. Dainko.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by 20/20 Plumbing and Heating, Inc. in the amount of \$193,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 3: BNB Builders, Inc.**

Member Smiles recused himself.

Repeat contractor, 2nd ETP contract. Funding requested \$97,750 to train 70 trainees over 2 job numbers. BNB is headquartered in Seattle, WA, with three locations in California: San Diego, Orange, and San Mateo counties.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by BNB Builders, Inc. in the amount of \$97,750. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

#### **Tab No. 4: Butte Glenn Community College District**

Repeat contractor. Funding requested \$749,937 to train 535 trainees, including 153 newly employed CNA's. Training will take place at Butte College's training center and participating employers' work sites throughout California.

Question regarding request for hours modification for the CNA's from 200 hours to 260.

Mr. Roughton stated that during COVID this was a common request due to classroom disruption and what we found was that it was successful for passing and retention.

Request was made to keep the 200 hours for consistency within the Health Care contracts that we have. Asked if this reduction is made, do you have other people to train for the dollars or do we need to decrease the amount?

Mr. Roughton replied that the program is oversubscribed.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Butte Glenn Community College District in the amount of \$749,937 with the contract amendment to change the CNA training from 260 hours to 200 hours. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

#### **Tab No. 6: Green Day Power**

First time contractor. Funding requested \$157,155 to train 130 workers, including 45 new employees. Training will take place at Green Power's locations in Sacramento, Fresno, and Riverside counties.

Question was asked as to what the opportunity is to provide or connect the employees with an apprenticeship program to get an electrical license (ET card) and advance themselves so their hours will not be lost.

Ms. Hernandez responded that they do not currently have anything but are developing a model to provide them with opportunities. Ms. Meeuwsen stated she would help with that.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Green Day Power in the amount of \$157,155. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 7: Jewish Vocational and Career Counseling Service dba JVS**

Priority industry and repeat contractor. 9<sup>th</sup> ETP contract, 5<sup>th</sup> in the last five years. Funding requested \$748,638 to train 198 trainees in Job 1 new hire with multiple barriers. Training will take place at their San Francisco headquarters and partnerships with vendors such as San Francisco State University and University of the Pacific.

Question regarding the trainer-to-trainee ratio waiver from 1:15 to 1:20.

Mr. Ruggles stated that the actual ratio tends to be more like 1:13; within every classroom there are 2 instructors to 20-26 participants.

Panel would like to go back to the ratio of 1:15.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Jewish Vocational and Career Counseling Service dba JVS in the amount of \$748,638 with the trainee-to-trainer ratio at 1:15. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 8: Kern Community College District**

Repeat contractor. 9th ETP contract, 9th in the last five years. Funding requested \$593,543 to train 718 retrainees over five job numbers.

Question regarding how they are training the group in Monterey.

Mr. Teasdale explained that the headquarters is in Monterey but there is also virtual training.

ACTION: Member Smiles moved and Member Hill seconded approval of the proposal submitted by Kern Community College District in the amount of \$593,543. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 9: SOMA AEC, Inc. dba Oxman College**

Priority industry and repeat contractor. 18<sup>th</sup> ETP contract, 17<sup>th</sup> in last five years. Funding requested \$749,808 to train 198 trainees over 4 job numbers. Training will be delivered at its approved bureau of private post-secondary education with offices statewide.

Comment about the medical side after reviewing their website and its components. Where are they based in San Francisco area or are they coming into the campus or are they deploying out?

Ms. Pugach responded that they are deploying out.

Comment was made that this is the same model as was given for the other medical contract. Further clarification was requested. Panel is uncomfortable with the model for health care.

Recommendation to table this contract for future.

ACTION: Chair Bettencourt moved and Member Newsom seconded a motion to table the proposal submitted by SOMA AEC, Inc. dba Oxman College in the amount of \$749,340 until a future meeting. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried, 6 to 0.

## **SINGLE EMPLOYER CONTRACTS**

### **Tab No. 37: American Medical Response of Southern California**

Repeat contractor. 4<sup>th</sup> ETP contract, 3<sup>rd</sup> in last five years. Funding requested \$499,905 to train 483 retrainees over 2 job numbers. Training will take place at their Riverside headquarters and additional locations statewide.

Mr. Frenchman made a correction to the wage tables. Job number 1 and Job number 2 should be the same, \$18 per hour. Paramedics should be a different range as well starting at \$20 per hour.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by American Medical Response of Southern California in the amount of \$499,905 with the amendment and corrections to the wage tables so paramedics start at \$20 per hour and Job number 2 matches wages stated in Job number 1. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

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

Repeat contractor. 2<sup>nd</sup> ETP contract, 1<sup>st</sup> in last five years. Funding requested \$176,115 to train 290 retrainees over 3 job numbers. Training will take place at their headquarters in Santa Ana and an additional 11 locations across Imperial, Los Angeles, Orange, Riverside, and San Bernardino counties. Research conducted by staff as requested in prior Panel meeting is included.

Questions asked about customer base and method of staff compensation.

Ms. Koorey stated that their largest lender is now Wells Fargo and a number of credit unions, as well as a national mortgage banker Amera Home Mortgage. The entire staff is on an hourly rate or salary.

ACTION: Member Smiles moved and Member Hull seconded approval of the proposal submitted by Orange Coast Title Company in the amount of \$176,115. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 39: Anheuser-Busch, LLC**

Priority industry and repeat contractor. 2<sup>nd</sup> ETP contract, 1<sup>st</sup> in last five years. Funding requested \$454,480 to train 304 workers under Job 1 priority rate retrainees. Training will take place at their locations in Van Nuys and Fairfield. Local 896 Teamsters Union are involved.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Anheuser Busch, LLC in the amount of \$454,480. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 40: Applied Materials, Inc. (Critical Proposal)**

Member Hill recused himself.

Priority industry and repeat contractor. 8<sup>th</sup> ETP contract, 4<sup>th</sup> in last five years. Funding requested \$749,455 to train 515 trainees under Job 1, priority rate retrainees and 150 under Job 2, job creation retraining. Designated as Critical Proposal by the GoBiz office. Training will take place at its facilities in Santa Clara and Sunnyvale. The company is applying for creating helpful incentives to produce semiconductors, CHIPS act funding to accelerate innovation and accelerate advancement and create good high paying jobs in California.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Applied Materials, Inc. in the amount of \$749,455. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**Tab No. 41:**

**Withdrawn**

**Tab No. 42: Certified Stainless Service, Inc. dba West-Mark**

Repeat contractor. Funding requested \$372,600 to train 250 workers, including 50 new employees and 10 veterans. Training will take place at their locations in Atwater, Bakersfield, and Ceres.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Certified Stainless Service, Inc. dba West-Mark in the amount of \$372,600. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

**Tab No. 43: Chrisp Company**

Member Hull recused herself.

Repeat contractor. Funding requested \$460,575 to train 315 workers, including 45 new employees. Training will take place at the Chrisp locations in Alameda, Fresno, Monterey, San Bernardino, San Joaquin, Sonoma, Ventura, and Yolo counties.

Question regarding how this training is different or changing from the previous contract. Comment to be aware that they need sustainability in training practices going forward. Allowing people being trained to be where they should be without having to rely on ETP funding. It's supposed to go to projects of expansion not to replace current training budgets.

Mr. Chrisp replied that it is a continuation of what they are doing and will help to expand their ability.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Chrisp Company in the amount of \$460,575. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

**MULTIPLE EMPLOYER CONTRACTS (MEC)**

**Tab No. 44: Long Beach Community College District**

First time contractor. Funding requested \$428,455 to train 255 retrainees and 35 job creation retrainees. Located in the City of Long Beach, serving Signal Hill, Lakewood, and Catalina Island with extensive partnerships throughout Southern California.

ACTION: Member Smiles moved and Member Hull seconded approval of the proposal submitted by Long Beach Community College District in the amount of \$428,455. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

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

No comments were made.

**XIV. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA**

No comments were made.

## **XV. MEETING ADJOURNMENT**

Chair Bettencourt asked for motion to adjourn the panel meeting.

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

Motion carried, 6 to 0.

Chair Bettencourt Adjourned the meeting at 1:23 p.m.

## Single Employer Contractor

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

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

These features apply to core program funding.



## Multiple Employer Contractor

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

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

### *Retraining*

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

### *New Hire Training*

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

These features apply to core program funding.

## Delegation Order Process

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



Employment Training Panel

# MEMORANDUM

To: Panel Members August 25, 2023

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

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 8/14/2023-In committee: Referred to APPR suspense file.
- **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 8/14/2023-In committee: Referred to APPR suspense file.

- **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 8/14/2023-In committee: Referred to APPR suspense file.

- **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 8/14/2023-In committee: Referred to APPR suspense file.

- **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 8/14/2023-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-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

Status: On 7/12/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 9. Noes 0.) (July 11). Re-referred to Com. on APPR.

- **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 7/27/2023-Approved by the Governor. Chaptered by Secretary of State – Chapter 133, Statutes of 2023.

## 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 to promote social equity, civil rights, and anti-discrimination through marketing and advertising campaigns. The bill would also make nonsubstantive changes to these provisions.

Status: On 7/13/2023-Read second time and amended. Re-referred to Com. on APPR.

- **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 7/13/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 5. Noes 2.) (July 12). Re-referred to Com. on APPR.

- **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 7/12/2023-July 12 set for first hearing. Placed on APPR. suspense file.

- **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 8/14/2023-Read second time and amended. Re-referred to Com. on APPR.

- **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 7/12/2023-From committee: Do pass and re-refer to Com. on APPR. with recommendation: To consent calendar. (Ayes 15. Noes 0.) (July 11). Re-referred to Com. on APPR.

- **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 7/11/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 6. Noes 1.) (July 11). Re-referred to Com. on APPR.

- **SB-864 Workforce development: workplace rights curriculum.**  
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 7/13/2023-From committee: Do pass and re-refer to Com. on APPR. (Ayes 5. Noes 2.) (July 12). Re-referred to Com. on APPR.





**Training Proposal for:**  
**Brothers International Desserts dba Brothers Desserts**

**Contract Number: ET24-0197**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**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:	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: 120	U.S.:260	Worldwide: 260
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	5%		

**FUNDING DETAIL**

In-Kind Contribution
\$152,000

Total ETP Funding
\$139,840

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm. Skills, Comp. Skills, Cont. Impr. Skills, Hazardous Materials Skills, MFG Skills, OSHA 10/30	95	8-200	0	\$1,472	\$22.66
				Weighted Avg: 64			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Orange County.

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

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

Up to \$2.25 per hour may be used to meet the Post-Retention.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$20.41 - \$25.00	9
	\$25.01 - \$76.00	13
Production Staff	\$20.41 - \$25.00	24
	\$25.01 - \$62.00	28
Technical Staff	\$20.41 - \$25.00	3
	\$25.01 - \$78.00	5
Warehouse Staff	\$20.41 - \$25.00	6
	\$25.01 - \$64.00	2
Managers/Supervisor	\$25.00 - \$87.00	5

**INTRODUCTION**

Founded in 1973 and headquartered in Santa Ana, Brothers International Desserts dba Brothers Desserts (Brothers Desserts) ([www.brothersdesserts.com](http://www.brothersdesserts.com)) is an ice-cream manufacturer. Brothers Desserts has two Safe Quality Food (SQF) certified ice cream plants located in Southern California and Wisconsin. The Company has been making generations of ice cream experiences and have produced classic novelties under various famous brand labels that include: BonBons Brothers Ice Cream, Premium Ice Cream Sandwiches, Classic Spumoni, Schoep's Ice Cream, Natural Choice Organic Fruit Bars, and Absolute Fruit Sorbets. Currently the Company makes over 500 different products that are being sold throughout the country in many restaurants, hotels, airlines, ball parks, club stores, supermarkets, and more. Brothers Desserts' customers are, Kroger, Safeway, and Trader Joes and wholesalers. Training will be provided at the Santa Ana and Irvine locations in California.

## Veterans Program

Although this project does not include a veteran component, the Company welcomes and encourages all veteran applicants to apply for open positions through standard personnel recruitment efforts.

## PROJECT DETAILS

Brothers Desserts is experiencing an accelerated growth and in order to stay competitive in this aggressive market training is required. Out-of-state competition has played a major role in the Company's growth and its workforce is challenged with rapid changing responsibilities. The Company has stringent quality control processes that require significant training; as this training project is implemented it will allow the Company to increase production and position itself to grow its workforce and accept new customer orders. Training provided will help the Company improve efficiency in production to support both anticipated corporate expansion, employee development opportunities, and staff retention. The Company's structured training plans are focused on increasing employees' manufacturing skills in order to improve manufacturing processes, operational procedures, and handle new methods of production process control. This will be Brothers Desserts' first contract with ETP.

### Training Plan

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

**Business Skills:** Training will be offered to Administrative Staff, Technical Staff and Managers/Supervisors and it will focus on Project Management, Customer Service and Communication Skills.

**Commercial Skills:** Training will be offered to Technical Staff and Managers/Supervisors and it will focus on Logistics and Shipping, Electronic Commerce, Distribution systems, Warehousing Control and Tracking, and Inspection and Quality control.

**Computer Skills:** Training will be offered to Administrative Staff, Technical Staff and Managers/Supervisors and it will focus on Enterprise Resource Planning, Project tracking and control, and Microsoft Office.

**Continuous Improvement:** Training will be offered to all occupations and it will focus on Lean Enterprises, 6 Sigma - Green Belt, Lean Safety, Frontline Supervision, and 5 S Training (**Sort**, **Set** in Order **Shine** **Standardize** and **Sustain**) which is a 5 step methodology for creating a more organized and productive workspace.

**Manufacturing Skills:** Training will be offered to Production Staff, Warehouse Staff and Technical Staff and it will focus on Manufacturing Operations, Equipment Maintenance, Good Manufacturing Practices, Food Safety, Sanitation and Cross-Training (Production equipment/skills).

### Certified Safety Training

1. OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom 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.

### **Commitment to Training**

Brothers Desserts annual training budget is \$45,000 and includes onboarding process, orientation, safety training, basic job skills and mandatory job-specific training. The Company is committed to training its employees upon completion of the ETP program to ensure job competency within the Company.

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

#### **➤ Training Infrastructure**

Brothers Desserts' COO will oversee all training aspects of the project including roster collection and tracking hours. There will be a trainer at each of the 2 participating locations. The trainer will take attendance, compile the rosters for the project administration team to enter into the Cal-E-Force system and file by roster number. 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.

### **Alternate Recordkeeping**

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

### **Impact/Outcome**

Upon completion of training, trainees will directly benefit by acquiring new skills, enhancing existing ones, and obtaining a more defined career path for growth within the Company.

### **DEVELOPMENT SERVICES**

Brothers Desserts retained Advanced Training Services in Santa Clarita to assist with development of this proposal at no cost.

### **ADMINISTRATIVE SERVICES**

Brothers Desserts also retained Advanced Training Services to perform administrative services in connection with this proposal for a fee of 12%, 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**

- Project Management
- Customer Service
- Communication Skills

**Commercial Skills**

- Logistics and Shipping
- Electronic Commerce
- Distribution systems
- Warehousing Control and Tracking
- Inspection and Quality Control

**Computer Skills**

- Enterprise Resource Planning
- Project Tracking and Control
- Microsoft Office

**Continuous Improvement Skills**

- Lean Enterprises
- 6 Sigma - Green Belt
- 5S: Sort, Straighten, Shine, Standardize, and Sustain.
- Lean Safety
- Frontline Supervision

**Hazardous Materials Skills**

- Hazardous Materials
- Hazardous Chemical Handling
- Hazardous Waste Handling

**Manufacturing Skills**

- Manufacturing Operations
- Equipment Maintenance
- Good Manufacturing Practices
- Food Safety
- Sanitation
- Cross-Training (Production Equipment/Skills)

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

- OSHA 10

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

- OSHA 30



## Training Proposal for: Central California Builders Exchange

**Contract Number: ET24-0161**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### **PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET HUA SB <100	Industry Sector(s):	MEC (H) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Madera, Merced, San Joaquin, Stanislaus	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> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$184,414</div>	+	<b>Support Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           \$12,660            8%         </div>	=	<b>Total ETP Funding</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$197,074</div>
In-Kind Contribution:	50% of Total ETP Funding Required			\$197,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET HUA	Business Skills, Comm Skills, Computer Skills, Haz. Materials, Hazwoper, OSHA 10/30	215	8-200	0	\$934	\$17.00
				Weighted Avg: 38			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry/HUA): \$17.00 per hour for Fresno, Madera, Merced, San Joaquin 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 participating 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
Business Operations Specialist	\$17.00 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1
Frontline Crew Lead	\$17.00 - \$20.00	7
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Frontline Construction Worker	\$17.00 - \$20.00	121
	\$20.01 - \$25.00	24
	\$25.01 - \$30.00	24
Herbicide and Vegetation Frontline Crew Lead	\$17.00 - \$20.00	7
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Herbicide and Vegetation Frontline Worker	\$17.00 - \$20.00	15
	\$20.01 - \$25.00	3
	\$25.01 - \$30.00	2
Office/Administrative Staff	\$17.00 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1

**INTRODUCTION**

Established in 1903, and headquartered in Fresno, Central California Builders Exchange (CCBE) ([www.cencalbx.com](http://www.cencalbx.com)), is a nonprofit membership association. With over 500 members from large to small businesses across Central California, CCBE's mission is to connect members to projects,

other contractors, owners, and architects enabling them to stay competitive, grow their businesses, and develop professional relationships that improve long-term success in the construction industry. In addition, CCBE is dedicated to both providing and promoting high ethical and professional standards as well as training opportunities, resources, industry education, safety training, and business opportunities needed in order to improve and maintain long-term business success.

CCBE is eligible to contract with ETP as a Trade Association, under Title 22, California Code of Regulations (CCR), Section 4400(j)(3). CCBE is focused on economic growth, supporting, and serving workers and employers in construction, and job creation in rural communities. CCBE has been promoting a collaboration of all different sectors of the industry to work together to increase opportunities for higher wages, improve job skills, and inspire workers to pursue career advancement in construction industry.

Each builder's exchange is an independent non-profit, with their own Board of Directors, accounting, and staff. There are over 20 builders' exchanges in California and they serve the construction industry in their areas so the target employees, employers, and training topics are going to be similar because of the focus on construction. They coordinate services and share best practices under the "Golden State Builders Exchanges network.

### **Veterans Program**

Although there is no Veterans components, CCBE plans to work closely with and market training opportunities to Veterans in the community thru Fresno County Veterans Service Office, Fresno City College, and Clovis Community College Office of Veterans Services.

### **PROJECT DETAILS**

This will be CCBE's second ETP Contract and the second within the last five years. CCBE has experienced a recent increase in employer demand, with an overwhelming response for training due to unlimited opportunities in construction industry in Central Valley, keep job/project locally, provide necessary training to prevent any skills gap, as well as to provide a dedicated training source for participating employers. In addition, the construction industry in the Central Valley is expanding and will continue to do so for the next five years. Expansions include new housing developments, high-speed rail, Indian Gaming Casino expansions, prison and jail expansions, the Fresno Chaffee Zoo expansion, and the revitalization of the Fulton Mall in Fresno. According to CCBE, many of the participating employers are located in a high unemployment area, and CCBE is committed to providing responsive training to improve and increase businesses while lowering the unemployment rate. With the success of its prior ETP Contract and a positive responsive from participating employer, CCBE wishes to continue providing training to meet this demand.

ETP-funded training will provide participating employers the opportunity to sustain competitiveness, grow business, meet customer demand, create new job opportunities, increase wages and retention, remain current with rapidly changing technology, and adapt to the new business environment as well as understand High Roads priorities and green energy. CCBE is focused on providing opportunities to companies in rural communities that do not have necessary resources to provide innovative processes and new technology to the workforce and close skills gaps in construction industry. According to CCBE, this proposal shall not replace, compete with or duplicate in any way already existing approved apprenticeship programs.



## Employer Demand/Training Plan

Training outlined in this proposal is customized, based on employer needs assessments and training objectives. CCBE's mission is to improve the quality of life for low-wage construction workers by increasing their skills and opportunities for career advancement, and provides the skills needed to adapt to cleaner technologies. In addition, participating employers are better prepared to provide information about their commitments to high roads labor and climate practices and allow awarding agencies to identify the "best-in-class" employers. Furthermore, training incentivizing companies to address job quality and equitable job access to remain competitive, which helps California lead the nation in labor standards and implementing climate initiatives.

CCBE conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to training needs. In addition, participating employers are encouraged to complete post-training evaluations. This feedback is shared with trainers and program managers to measure the quality of training and identify how certain modules can be improved to continuously meet employer demands.

The core group of employers consist of 8 large companies and 42 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 in Fresno, Madera, Merced, San Joaquin, and Stanislaus Counties. CCBE anticipates 90% of training will be conducted at CCBE's facility; the remainder will be at participating employers.

## 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 promote effective communication, improve business operations, and update industry procedures and guidelines.

**Commercial Skills:** This training will be offered to Business Operations Specialists, Frontline Crew Lead, and Construction Workers, and Herbicide and Vegetation Frontline Crew Lead and Workers in proper procedures and techniques in equipment operation, blueprint reading, forklift training, and health/safety standards. The skills training proposed does not compete, duplicate, or parallel training funded through an apprenticeship program.

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

**Hazardous Materials:** This training will be offered to all occupations except Office/Administrative Staff. Trainees will learn the proper techniques and knowledge for handling chemical and waste cleaning. Trainees will also learn how to report, monitor and protect wildfire and endangered species.

## 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 Business Operations Specialist, Frontline Crew Leads and Construction Workers, and Herbicide and Vegetation Frontline Crew Leads and 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. Training will be provided to Business Operations Specialist, Frontline Crew Leads and Workers, and Herbicide and Vegetation Frontline Crew Leads and Workers and 30 hours for Frontline Supervisors.

### **Impact/Outcome**

Upon completion of training, trainees will have the opportunity to earn industry-recognized certification, which will increase opportunities for wage increases and career advancement.

### **Alternate Recordkeeping**

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

### **Commitment to Training**

Most of the participating employers lack the resources and funding to conduct formal and structured training; whereas, many small rural companies have limited or no training budgets. The majority provide on-the-job training to new employees, safety, procedures and policies, and basic job-specific skills training. For some participating employers, this project will be an opportunity to participate in a formal training program for the first time. ETP funding will enable these companies to provide a larger number of employees with a broader spectrum of skills development, introduce them to new business practices and services to sustain growth, and remain competitive. CCBE will only provide training to participating employers in subjects that are outside of their expertise.

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

#### **➤ Training Infrastructure**

Training is scheduled to begin upon approval and will be delivered by in-house subject matter experts. Outside professional experts may be used if specific technical skills are required and unavailable internally. CCBE has designated three staff members, an Office Manager/Training Coordinator and two additional staff members to oversee ETP training and administrative responsibilities.

### **Marketing and Support Costs**

CCBE has a well-established marketing relationship with local government agencies, nonprofit organizations, A&H Safety and Environmental, and collaborative network of businesses to

promote training opportunities. Staff has built strong relationship with its partners to develop and improve job skills, prepare students for entry-level employment, and provide training opportunities for adult to reenter into the workforce. CCBE utilizes the following avenues to market their training programs: social media, emails, newsletters, local press, Weblink, and meetings with Board of Directors and local employers. CCBE seeks support costs of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Staff recommends 8% support costs.

### **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. The proposed targeted participating employers do not face out-of-state competition; therefore, this project will be funded under Special Employment Training (SET) provisions for frontline workers. Trainees in Job Number 1 are employed in a Priority Industry, and the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90).

#### **➤ HUA**

Additionally, trainees in Job Number 1 work in Fresno, Madera, Merced, San Joaquin and Stanislaus Counties, a High Unemployment Areas (HUA) with the unemployment exceeding the state average by at least 25%. For companies in HUAs, the Panel may modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages.

#### **➤ Wage Modification**

As a Priority Industry, the SET minimum may be reduced from \$30.90 to \$22.66 per hour for trainees in Job Number 1 Fresno, Madera, Merced, San Joaquin and Stanislaus Counties.

CCBE is further requesting a wage modification, reducing the Minimum Wage to \$17.00 per hour for trainees in Job Number 1 (SET-HUA Minimum Wage) in Fresno, Madera, Merced, San Joaquin and Stanislaus Counties.

### **Trainer Qualifications**

Training will be delivered by at least three in-house experts who have at least a minimum of five years of experience and certified in the following areas: environmental, general industry (gas, electrical, energy, manufacturing and servicing, construction and OSHA safety).

### **Tuition Reimbursement**

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

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0352	Multiple	06/28/21 – 06/27/23	\$113,160	TBD

Based on ETP Systems, 4,895 reimbursable have been tracked for potential earnings of \$120,417, which exceeded the maximum 100% of the approved amount. The Contractor projects final earnings of 100% based on training completed through 03/29/23.

**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**

- Bidding and Negotiation Skills
- Business Development
- Communication Skills
- Contracts
- Functional Ergonomics
- LEIN Procedures
- Payroll Compliance
- Problem Solving & Decision Making
- Recordkeeping for Certified Payroll
- Recordkeeping & Documentation
- Social Media Advertising
- Time Management
- Written Safety Program Development

**Commercial Skills**

- Blueprint Reading
- Confined Space
- Operational Techniques
- Equipment Operation
- Fall Protection
- Forklift Training
- Health/Safety Standards
- Risk Assessments

**Computer Skills**

- Microsoft Office Applications (Intermediate/Advanced)
- QuickBooks

**Hazardous Materials Skills**

- Hazardous Communication (HazCom)
- Lead and Asbestos
- Hazardous Waste Management
- Silica and Dust Control
- Emissions and Air Permitting
- H<sub>2</sub>S in Oil and Gas Production
- Herbicide Applicator Training for Vegetation Management and Wildfire Protection
- Oil and Gas Remediation Processes
- Sampling, Monitoring, and Reporting
- Threatened and Endangered Species

**HazWoper**

- Hazmat Regulations and Standards
- Terminology
- Advanced/Basic Hazard and Risk Assessment Techniques
- Use and Inspection of Personal Protective Equipment
- Offensive/Basic Material Control Procedures
- Advanced/Basic Decontamination Procedures
- Refresher Training for Control and Decontamination
- Procedures and Regulatory Updates

**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: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 1 of 13

ALPHABETIZE BY COMPANY NAME

Company: 3D Technology Services

Priority Industry? ☒ Yes ☐ No

Address: 2544 N. Renn Avenue

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

Company: A-C Electric

Priority Industry? ☒ Yes ☐ No

Address: 2560 S. East Avenue

City, State, Zip: Fresno, CA 93706

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 48

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

Company: Agee Construction Corporation

Priority Industry? ☒ Yes ☐ No

Address: 1039 Hoblitt Avenue

City, State, Zip: Clovis, CA 93612

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: 20

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

Company: Alert-O-Lite

Priority Industry? ☒ Yes ☐ No

Address: 2379 S. G Street

City, State, Zip: Fresno, CA 93721

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: 48

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange		CCG No.: ET24-0161
Reference No: 24-0063		Page 2 of 13

Company: American Paving	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 315 N. Thorne Avenue	
City, State, Zip: Fresno, CA 93706	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 75	
Total # of full-time company employees in California: 75	

Company: Builders Concrete	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3664 W. Ashlan Avenue	
City, State, Zip: Fresno, CA 93722	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 65	
Total # of full-time company employees in California: 65	

Company: Calaveras Materials, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2095 E. Central Avenue	
City, State, Zip: Fresno, CA 93725	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 7	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 360	
Total # of full-time company employees in California: 130	

Company: CenCal Services, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3299 S. Cedar Avenue	
City, State, Zip: Fresno, CA 93725	
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: 60	
Total # of full-time company employees in California: 60	



# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 3 of 13

ALPHABETIZE BY COMPANY NAME

Company: Central Sierra Pest Control, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 54566 Road 200

City, State, Zip: North Fork, CA 93643

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

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

Company: Central Valley Iron

Priority Industry? ☒ Yes ☐ No

Address: 4665 E. Hedges Avenue, Suite 101

City, State, Zip: Fresno, CA 93703

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: 31

Total # of full-time company employees in California: 31

Company: Clovis Glass

Priority Industry? ☒ Yes ☐ No

Address: 99 Sunnside Avenue

City, State, Zip: Clovis, CA 93611

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: 14

Total # of full-time company employees in California: 14

Company: CMG Hydroseeding, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 4460 W Shaw Avenue, Suite 146

City, State, Zip: Fresno, CA 93722

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange		CCG No.: ET24-0161
Reference No: 24-0063		Page 4 of 13

Company: D & S Plumbing Heating & Air Conditioning	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4316 W Dudley Avenue	
City, State, Zip: Fresno, CA 93727	
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: 11	
Total # of full-time company employees in California: 11	

Company: Dave Christian Construction Company, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2963 N. Sunnyside Avenue, Suite 108	
City, State, Zip: Fresno, CA 93727	
Collective Bargaining Agreement(s): No	
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: 29	
Total # of full-time company employees in California: 29	

Company: David Knott, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7340 N. Tamera Avenue	
City, State, Zip: Fresno, CA 93711	
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: 12	
Total # of full-time company employees in California: 12	

Company: Dorfmeier Masonry, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4685 E. Hedges Avenue	
City, State, Zip: Fresno, CA 93703	
Collective Bargaining Agreement(s): No	
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: 12	
Total # of full-time company employees in California: 12	

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 5 of 13

ALPHABETIZE BY COMPANY NAME

Company: Durham Construction Company, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 1025 Holland Avenue

City, State, Zip: Clovis, CA 93612

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: 65

Total # of full-time company employees in California: 65

Company: Elite Landscape Construction, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 2972 Larkin Avenue, Suite 102

City, State, Zip: Clovis, CA 93612

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 6

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 31

Total # of full-time company employees in California: 31

Company: FACT Automated Entrances, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 1819 E. Lamona Avenue

City, State, Zip: Fresno, CA 93703

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 19

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

Company: GL Bruno Associates, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 855 M Street, Suite 1010

City, State, Zip: Fresno, CA 93721

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: 22

Total # of full-time company employees in California: 22

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange		CCG No.: ET24-0161
Reference No: 24-0063		Page 6 of 13
<hr/>		
Company: Granite Construction		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2716 Granite Court		
City, State, Zip: Fresno, CA 93706		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 10		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 525		
Total # of full-time company employees in California: 250		
<hr/>		
Company: Graybar Electric		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2626 E. Hamilton Avenue		
City, State, Zip: Fresno, CA 93721		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 9		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 130		
Total # of full-time company employees in California: 130		
<hr/>		
Company: Harris Construction Company, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5286 E. Horne Avenue		
City, State, Zip: Fresno, CA 93724		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 6		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 160		
Total # of full-time company employees in California: 160		
<hr/>		
Company: HBC Enterprises dba Harris Development		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2473 E. Shaw Avenue		
City, State, Zip: Fresno, CA 93710		
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: 16		
Total # of full-time company employees in California: 16		

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 7 of 13

ALPHABETIZE BY COMPANY NAME

Company: HD Matthews Demolition & Excavation

Priority Industry? ☒ Yes ☐ No

Address: PO Box 12483

City, State, Zip: Fresno, CA 93778

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: 11

Total # of full-time company employees in California: 11

Company: Heritage Bomanite

Priority Industry? ☒ Yes ☐ No

Address: 5651 E. Fountain Way

City, State, Zip: Fresno, CA 93727

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: 29

Total # of full-time company employees in California: 29

Company: Industrial & Commercial, LP

Priority Industry? ☒ Yes ☐ No

Address: 413 W. Yosemite Avenue, Suite 105

City, State, Zip: Maderea, CA 93637

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: JI Garcia Construction, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 4717 E. Hedges Avenue

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Contract: 4

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 31

Total # of full-time company employees in California: 31

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange		CCG No.: ET24-0161
Reference No: 24-0063		Page 8 of 13

Company: Johnstone Supply	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5628 Clinton Avenue	
City, State, Zip: Fresno, CA 93727	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 9	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 150	
Total # of full-time company employees in California: 150	

Company: Karsyn Construction, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 697 W. Jacquelyn Avenue	
City, State, Zip: Fresno, CA 93722	
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: 72	
Total # of full-time company employees in California: 72	

Company: Kasco Fab, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4529 Chestnut Avenue	
City, State, Zip: Fresno, CA 93725	
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: 75	
Total # of full-time company employees in California: 75	

Company: Katch Environmental, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4972 E. Pontiac Way	
City, State, Zip: Fresno, CA 93727	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 48	
Total # of full-time company employees in California: 48	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 9 of 13

ALPHABETIZE BY COMPANY NAME

Company: Marco A. Gonzalez dba MAG Engineering

Priority Industry? ☒ Yes ☐ No

Address: 1903 Temperance Avenue

City, State, Zip: Fresno, CA 93727

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: 41

Total # of full-time company employees in California: 41

Company: Mark Wilson Construction, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 5799 E. Clinton Avenue

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 28

Total # of full-time company employees in California: 28

Company: Nations Roof

Priority Industry? ☒ Yes ☐ No

Address: 5463 E. Hedges Avenue

City, State, Zip: Fresno, CA 93727

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: 46

Total # of full-time company employees in California: 46

Company: Overhead Technology, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 1436 Menlo Avenue, Suite B

City, State, Zip: Clovis, CA 93611

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: 23

Total # of full-time company employees in California: 23

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange		CCG No.: ET24-0161
Reference No: 24-0063		Page 10 of 13

Company: Power Design Electric, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 335 N. 5 <sup>th</sup> Avenue	
City, State, Zip: Kingsburg, CA 93631	
Collective Bargaining Agreement(s): No	
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: 35	
Total # of full-time company employees in California: 35	

Company: Quiring General, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5118 E. Clinton Way, Suite 201	
City, State, Zip: Fresno, CA 93727	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 120	
Total # of full-time company employees in California: 120	

Company: Safety Network, Inc./Safety Network Traffic Control Services, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2310 N. Larkin Avenue	
City, State, Zip: Fresno, CA 93727	
Collective Bargaining Agreement(s): No	
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: 60	
Total # of full-time company employees in California: 60	

Company: Soltek Pacific Construction	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1080 Holland Avenue	
City, State, Zip: Clovis, CA 93612	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 160	
Total # of full-time company employees in California: 160	



# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 11 of 13

ALPHABETIZE BY COMPANY NAME

Company: Steve Dovali Construction

Priority Industry? ☒ Yes ☐ No

Address: 8461 E. Olive Avenue

City, State, Zip: Fresno, CA 93727

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 6

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 26

Total # of full-time company employees in California: 26

Company: Strategic Mechanical

Priority Industry? ☒ Yes ☐ No

Address: 4661 E. Commerce Avenue

City, State, Zip: Fresno, CA 93725

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 130

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

Company: SYNlawn of Central California, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 247 Minnewawa Avenue

City, State, Zip: Colvis, CA 93612

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: 85

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

Company: Technicon Engineering Services, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 4539 N. Brawley Avenue, Suite 108

City, State, Zip: Fresno, CA 93722

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 6

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 58

Total # of full-time company employees in California: 58

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange	CCG No.: ET24-0161
Reference No: 24-0063	Page 12 of 13

Company: Tosted Asphalt, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 36024 Kensington Drive	
City, State, Zip: Madera, CA 93636	
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: 12	
Total # of full-time company employees in California: 12	

Company: Westech Systems, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 827 Jefferson Avenue	
City, State, Zip: Clovis, CA 93612	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 8	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: Western Building Materials Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4620 E. Olive Avenue	
City, State, Zip: Fresno, CA 93702	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 80	

Company: Wild Electric, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4626 E. Olive Avenue	
City, State, Zip: Fresno, CA 93702	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 65	
Total # of full-time company employees in California: 65	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Central California Builders Exchange  
Reference No: 24-0063

CCG No.: ET24-0161  
Page 13 of 13

ALPHABETIZE BY COMPANY NAME

Company: Wolf Construction

Priority Industry? ☒ Yes ☐ No

Address: 22 W. Palo Alto Avenue

City, State, Zip: Clovis, CA 93612

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: 76

Total # of full-time company employees in California: 76

Company: WTB, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 7093 W. Belmont Avenue

City, State, Zip: Fresno, CA 93723

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



**Training Proposal for:**  
**East County Economic Development Council**

**Contract Number: ET24-0177**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	MEC (H) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤13%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$110,400		\$7,680 8%		\$118,080

In-Kind Contribution:	50% of Total ETP Funding Required	\$110,400
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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, Comp. Skills, Cont. Impr. Skills, OSHA 10/30	120	8-200	0-10	\$984	\$22.66
				Weighted Avg: 40			

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

**Minimum Wage by County: Job Number 1:** \$22.66 for San Diego County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$20.16 - \$25.00	10
	\$25.01 - \$45.00	10
Logistics Staff	\$20.16 - \$25.00	4
	\$25.01 - \$45.00	6
Manufacturing Staff	\$20.16 - \$25.00	30
	\$25.01 - \$45.00	20
Operations Staff	\$20.16 - \$25.00	10
	\$25.01 - \$45.00	10
Production Staff	\$20.16 - \$25.00	10
	\$25.01 - \$45.00	10

**INTRODUCTION**

East County Economic Development Council (ECEDC) (<https://eastcountyedc.org/>) was founded in 1984 and is an alliance of key representatives from business, community, education, government, and industry leaders in San Diego's East County region. ECEDC which is a center-based organization promotes business activity in the cities of El Cajon, La Mesa, Lemon Grove, Santee, and San Diego's East County unincorporated areas.

ECEDC hosts the Small Business Development Center (SBDC) to serve the small businesses in the area. The SBDC provides services such as Business Plan Assistance, Financial Analysis, and training sessions in customer service and business planning. In addition, ECEDC, understands that a vibrant and resilient small- and medium- sized manufacturing base is critical to the local and state economies. The Company's main priorities are to establish a fluid, skilled workforce pipeline by serving as the advanced manufacturing sector liaison between the industry and education sectors in San Diego. In furtherance of these efforts, the ECEDC serves over 500 local manufacturers through community outreach including quarterly manufacturing mixers and an annual Manufacturing Expo.

Moreover, ECEDC facilitates business collaboration and supports efficient supply chains through Connectory.com, an online database that contains detailed capability profiles of United States industrial and technology companies. ECEDC is also a subcontractor on the California Governor's Office of Planning and Research federal grant to carry out a cybersecurity labor market analysis program as a part of the California Advances Supply Chain Analysis and Diversification Effort to foster supply chain resiliency for defense spending. Through its SBDC, it delivers cybersecurity resources to improve resiliency of small businesses and provides work-based learning opportunities that prepare the cybersecurity workforce for real-world employment.

### **Veterans Program**

Although there is not a dedicated Veterans job number for this project, ECEDC encourages Veterans recruitment to participating employers. ECEDC also partners, attends and sits on committees that serve local veterans for business and workforce needs. Organizations include: Veteran East County Alliance, San Diego Veteran Employment Committee, Vet Powered, San Diego Veteran Coalition and Workshop for Warriors.

In addition, the ECEDC will be participating in a Veteran job fair committee and will build on existing veteran business development.

### **Employer Demand**

ECEDC currently participates in two subcommittees where it gathers information and receives feedback. The Skilled Workforce Development Subcommittee where employers collaborate and educate the workforce community to develop and retain skilled workers; and, the General and Advance Manufacturing Education Subcommittee which focuses on careers in the Manufacturing Sector and identifies work-based learning opportunities.

The core group of employers consist of five small business and one large company, which represents at least 100% of requested funding for this proposal, and have made firm commitments to participate upon Panel approval.

### **PROJECT DETAILS**

ECEDC works closely with employers, education organizations, workforce developers and other community leaders to address workforce demands are taken into account and met through developed training programs.

Employers expressed interest after ETP's Economic Development personnel provided a presentation at ECEDC's annual Manufacturing Expo. ECEDC followed up with members to discuss training needs and conducted evaluations and surveys to ascertain the need for training among employers.

Through these employer engagement, ECEDC identified a great need for up to date and improved skills for manufacturing and production staff to address changes in the workforce in the San Diego area. This project will help employers keep up with evolving processes and meet the required certification needs to stay in business. Upgrading employee's skill sets will not only help participating employers keep pace with the market demands, it will also allow for growth and expansion while remaining competitive with companies out-of-state and overseas.

The curriculum will be based on needs in the manufacturing industry and feedback from participating employers. In addition, a cybersecurity component is included to meet the needs of

employers in this critical area. This cybersecurity training also complements the statewide initiatives and will be provided by ECEDC's internal expert subject matter trainers.

## Training Plan

Customized training for participating employers will be provided at the employers' facilities by participating employer in-house trainers or vendors to be determined. Training will be provided via Class/Lab, Computer-Based Training (CBT), and E-Learning. Initially, training will be provided in the classroom to provide foundational and theoretical knowledge. Once complete, trainees will then perform much training on the manufacturing floor in a laboratory setting style to become proficient in the work processes and equipment operation required for successful employment. While in the laboratory setting style, trainees will be overseen by subject matter experts, experienced in the Company's manufacturing processes.

**Business Skills:** Training will be provided to all occupations and will equip trainees with the skills to effectively and efficiently maintain business operations. Training topics include LEAN Manufacturing and Six Sigma.

**Computer Skills:** Training will be provided to all occupations and will help trainees gain knowledge and awareness in the Cybersecurity area.

**Continuous Improvement:** Training will be provided to all occupations and will focus on warehouse and manufacturing operations. Training topics include, Quality Control, Process Improvement and Manufacturing Processes.

## 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.

## Computer Based Training

Computer-Based Training CBT will be provided to supplement Class/Lab, which is a more convenient means of delivering basic training. Trainees will receive between 0-10 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.

## Alternate Recordkeeping

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

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. Training varies by participating employers, however is job specific and company-wide and includes sexual harassment prevention, safety, legal compliance, product knowledge and on-the job training.

### ➤ Training Infrastructure

This project will be overseen by ECEDC's CEO and HR administrative team. Training will be provided by in-house trainers for each participating company and selected outside vendors. ECEDC will use a project management system (Click Up) which will allow ECEDC to breakdown the project by task, develop a schedule for completion and strategize follow up with trainees to ensure completion.

### Impact/Outcome

At the conclusion of training under this project, ECEDC anticipates the following outcomes as a result of training: meeting industry and customer demands, competent workforce, opportunities for company growth, increase wages, employee advancement and long term career paths.

### Marketing and Support Costs

ECEDC recruits employers through outreach by attending manufacturing and other events. The Company also applies marketing tactics that include mail, email, website, social media posts, employer group events, one on one meetings with potential targeted employers and surveying current ECEDC members.

In addition, ECEDC collaborates with government, community based organizations, partner organizations and businesses to promote the program. These organizations include: Workforce Development Boards, San Diego Workforce Partnership and Americas Job Center of California, Grossmont Union High School District, Grossmont-Cuyamaca Community College District, San Diego-Imperial County Community College Association, Great San Diego Chamber, San Diego Veterans Coalition, San Diego Military Advisory Council, United Way of San Diego and many others.

ECEDC requests 8% support costs for outreach, recruitment of trainees and participating employers. Support costs will be used to assess employer specific job training requirements throughout the term of the project.

### Tuition Reimbursement

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

### PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0163	El Cajon	12/31/2019 - 03/30/2021	\$239,675	\$18,279 (8%)

The ECEDC was unable to perform at 100% due to various reasons. In March 2020, the Company's training and employment practices were significantly impacted by the multiple constraints the COVID-19 pandemic placed on in-person learning, including their manufacturing partner's requirement to comply with nationwide shutdowns. The Company was unable to switch to virtual learning since students needed practical hands-



on machine experience in order to become eligible for certifications. By the time the Company was permitted to begin in-person training, many former students had already gained employment and the Company's ETP contract term had reached its end date. ECEDC is dedicated to a successful project conclusion with its HR administrative staff and has invested in a project management software program to streamline multi-step workflows for all of its participating firms as the economy has resumed its normal operations.

**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**

- LEAN Manufacturing
- Six Sigma

**Computer Skills**

- Cybersecurity

**Continuous Improvement Skills**

- Quality Control
- Forklift Operation and Control
- Process Improvement
- Manufacturing Processes

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

- OSHA 30

**Computer-Based Training**

Trainees may receive any of the following:

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

- OSHA 10 (10 Hrs)

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: East County Economic Development Council

CCG No.: ET24-0177

Reference No: 22-0971

Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Deering Banjo

Priority Industry? ☒ Yes ☐ No

Address: 3733 Kenora Dr.

City, State, Zip: Spring Valley, CA 91977

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 22

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 27

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

Company: GKN Aerospace

Priority Industry? ☒ Yes ☐ No

Address: 1150 W Bradley Ave

City, State, Zip: El Cajon, CA 92020

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: 15,000

Total # of full-time company employees in California: 500

Company: Senior Aerospace Ketema

Priority Industry? ☒ Yes ☐ No

Address: 790 Greenfield Dr.

City, State, Zip: El Cajon, CA 92021

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 250

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

Company: Sunrez Corporation

Priority Industry? ☒ Yes ☐ No

Address: 392 Coogan Way

City, State, Zip: El Cajon, CA 92020

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 8

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 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: East County Economic Development Council		CCG No.: ET24-0177
Reference No: 22-0971		Page 2 of 2
<hr/>		
Company: Toor Knives		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1488 Pioneer Way, Suite #4		
City, State, Zip: El Cajon, CA 92020		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 30		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 31		
Total # of full-time company employees in California: 31		
<hr/>		
Company: Vortex		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9425 Wheatlands Ct.		
City, State, Zip: Santee, CA 92071		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 10		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 25		
Total # of full-time company employees in California: 25		
<hr/>		



Retrainee-Job Creation

**Training Proposal for:**

**Forward BMH, Inc.**

**Contract Number: ET24-0174**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccerelli

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SET SB <100 HUA	Industry Sector(s):	Services (G) Healthcare (62)
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kings	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: 41	U.S.:41	Worldwide: 41
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

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

<b>Total ETP Funding</b>
\$106,720

**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 Medical Skills Training HUA SB <100	Business Skills; Commercial Skills; Computer Skills	38	8-200	0	\$1,840	\$17.00
				Weighted Avg.: 80			
2	Retrainee Priority Rate Job Creation Initiative SET Medical Skills Training HUA SB <100	Business Skills; Commercial Skills; Computer Skills	20	8-200	0	\$1,840	\$17.00
				Weighted Avg.: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour for Fresno and Kings Counties; Job Number 2 (Job Creation / HUA): \$15.50 per hour for Fresno and Kings 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: Retrainee</b>		
Administration Staff	\$17.00 - \$20.00	2
Behavioral Technician	\$17.00 - \$20.00	28
Board Certified Behavioral Analyst	\$30.00 - \$42.50	7
Therapist	\$30.00 - \$32.50	1
<b>Job Number 2: Job Creation</b>		
Administration Staff	\$17.00 - \$20.00	2
Behavioral Technician	\$17.00 - \$20.00	10
Board Certified Behavioral Analyst	\$30.00 - \$42.50	3
Clinical Counselor	\$30.00 - \$32.50	3
Clinical Social Worker	\$30.00 - \$32.50	1
Therapist	\$30.00 - \$32.50	1

## **INTRODUCTION**

Founded in 2017, Forward BMH, Inc. (Forward BMH) ([www.forwardbmh.com](http://www.forwardbmh.com)) is an integrative care provider of behavioral therapy programs for children and youth with an Autism Spectrum Disorder (ASD) diagnosis or disorders with similar features. Forward BMH's services include early intervention, transition services for adolescence and teens, education for parents, sibling sessions, and social skills program for children and youth. These services are offered to support the continuum of needs for families and collaborative support services with consulting physicians, school psychologists, speech language therapists, and marriage & family counselors.

Headquartered in Fresno, the Company has centers in Clovis, Hanford, and Fresno. Services are center-based but they also provide therapy sessions at clients' homes when family circumstances and individual goals dictate a home setting for service provision. All service is evidence-based with Applied Behavioral Analysis (ABA) as the foundation for all its programs. The Company also works with local school districts, related professional services, and other agencies in the Central Valley.

### **Veterans Program**

Although there is no Veteran component in this proposal, Forward BMH employs Veterans through its normal hiring practices.

### **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.

With increased demand in services in the Central Valley and expansion of its business capacity, the Company will hire 20 new employees within the next two years (Job Number 2). Essentially, newly-hired employees have no experience in ABA or the industry. The new employees will be trained on industry practices and services to become proficient. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

In the last ETP proposal Forward BHM reported 80 full-time employees. However, now reports this number included part-time workers. The number of full-time workers at the time was actually 24. At the time this application was submitted, it reported 41 full-time employees. The Company stated that in the last six months, it has overcome several major hurdles that were blocking it from growth including moving from Speech and Occupational Therapy services.

To justify the number of proposed trainees under Job creation, Forward BMH is moving forward with its hiring expansion as a result of increased client-patient demand. The Company reports an increase of 30 part-time hires and a net increase of 7 full-time employees (Executive Director of ABA, two Mental Health Clinicians, one Lead counselor, and three BCBAs). In addition, it anticipates opening another 2 to 3 Adult Residential/Detox substance Abuse Treatment homes in the next two years that will require another 12 to 18 full-time employees.

## **PROJECT DETAILS**

This will be the Company's third ETP-funded proposal and the third within the last five years. The first ETP Contract was a COVID Pilot project that focused on the health and welfare of employees and the reopening of the economy during the COVID-19 pandemic. The second ETP proposal focused on its core, pre-existing services.

In this proposal, training will cover new services such as the Mental Health Division in Psychotherapy and Intensive Outpatient Therapy at its Clovis center which the Company plans to expand at the other centers. The Company is also providing new ABA services to support the Central Valley Regional Center and the State with a crisis intervention hotline to direct and refer support for the region. Other new services include respite care for families of children with special needs, in-home parent training, and group home care that requires oversight by a Board Certified Behavior Analyst (BCBA).

In addition, the Company also invested \$50,000 in hardware and software installed in May 2023. Training is not included in the purchase cost. As such, this investment will require employee training to learn how to properly operate and utilize them to its full potential.

The proposed training will also include new locations in Clovis and Hanford which were not included in prior projects. Training will allow employees to work with individuals with special needs. Many of these individuals are learning the appropriate ways to integrate into the public arena, how to navigate local areas, and relaying their concerns to others. This requires a very specific skill set requiring intensive training so employees are equipped to handle and respond to any given situation.

## Training Plan

Training will be conducted via Class/Lab delivery methods in the following:

**Business Skills:** Training will be offered to all occupations focusing on communication, leadership, project management, team building, and other business-related skills.

**Commercial Skills:** Training will be offered to all occupations in job-specific skills that would lead to exceptional care and services of its clients. Course topics include behavior management, basic needs child care, interventions, and interaction protocols.

**Computer Skills:** Training will be offered to all occupations to improve employees' ability to utilize internal systems/devices and computer software programs.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. The Company's annual training budget is approximately \$250,000 for new hire orientation, State-mandated training, and on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Company's Chief Administrative Officer will oversee the implementation of the project with the assistance of the Chief Executive Officer and the Human Resources team made up of three staff members. They oversaw the administration of the last ETP Contract with successful outcome. An outside administrative consultant has also been retained to assist with project administration and ensure that all training records meet ETP compliance.

Training will be conducted at all Forward BMH's centers and will be provided by in-house subject-matter experts and vendors, as needed. Designated trainers at the centers will secure the rosters and will funnel the training documentation to the headquarters in Fresno. Forward BMH has a training schedule in place and is prepared to commence training upon contract approval.



**Special Employment Training (SET)/High Unemployment Area (HUA)**

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

**➤ Wage Modifications**

Trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Fresno and Kings Counties are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may further modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the pre-retention wages. Approximately 30 Administration Staff and Behavioral Technicians in Job Number 1 requests a wage modification from \$22.66 to \$17.00 and 12 Administrative Staff and Behavioral Technicians in Job Number 2 requests the wage modification from \$18.54 to \$17.00.

**COVID Performance**

Forward BMH has a prior ETP Contract (ET21-0232) under the COVID Pilot Project with a term of December 14, 2020 to December 13, 2022 which earned \$74,000 or 74% of the Contract amount.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0317	Fresno	06/28/21 – 06/27/23	\$150,715	\$150,715 (100%) Estimated*

\*ET21-0317 Final payment was submitted on 7/19/23 and is being processed by ETP Fiscal.

**DEVELOPMENT SERVICES**

Forward BMH retained Propel Consulting Group (PCG) in El Dorado Hills to assist with the development of this proposal for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

Forward BMH also retained PCG 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**

- Budgeting & Finance
- Communicating Across Cultures
- Communication Skills
- Customer Service
- Insurance Payor Audit
- Insurance Reports
- Leadership Skills
- Policy/Advocacy
- Project Management
- Project Proposals
- Report Writing
- Risk Management
- Social Distance Learning
- Team Building

**Commercial Skills**

- Assessment Training
- Auditing
- Basic Needs Child Care
- Behavior Management
- Billing
- Clinical Judgement & Sensitivity
- Clinical Theory
- Conflict Resolution
- Curriculum Development
- Diagnosing
- Environmental Awareness & Safety
- Flexible Prompt Fading
- Identifying Reinforcers
- Interventions Training
- Managing Countertransference
- Naturalistic Teaching
- Objective Note Writing
- Play Skills & Building Rapport
- Preference Assessments
- Reinforcement Schedules
- Respondent Conditioning
- Safety Care
- Scheduling
- Session Notes
- Skill Acquisition

- Teaching Interaction Protocols
- Treatment Plans
- Working in Schools

**Computer Skills**

- Microsoft Office
- Artemis Practice Management
- Best Notes Software
- Mobile Devices
- Simple Practice Software
- Skype
- Windows Certification
- Zoom



Retrainee-Job Creation  
**Training Proposal for:**  
**Herman Weissker, Inc.**  
**Contract Number: ET24-0165**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Job Creation Initiative Priority Rate Priority Rate SET	Industry Sector(s):	Construction (C) Services (61,71,72,81,92)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, Kern, Los Angeles, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No UA Local 250, I.U.O.E Local 12, SoCal Laborers Union, Teamsters Local 986		
Number of Employees in:	CA: 479	U.S.:479	Worldwide: 479
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$337,235

<b>Total ETP Funding</b>
\$322,000

**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 SET	Business Skills; Commercial Skills; Computer Skills; Continuous Impr; HazMat; HazWoper; OSHA 10/30	300	8-200	0-40	\$690	\$30.90
				Weighted Avg: 30			
2	Job Creation Initiative Priority Rate SET	Business Skills; Commercial Skills; Computer Skills; Continuous Impr; HazMat; HazWoper; OSHA 10/30	100	8-200	0-40	\$1,150	\$20.60
				Weighted Avg: 50			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): - \$30.90/Hr;  
Job Number 2 (Job Creation): \$18.78/Hr in Los Angeles and \$18.54/Hr in Tulare, Kern, and Riverside Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Engineer/Analyst/Technician/Estimator	\$28.40 - \$54.58	50
Carpenter/Coordinator/Driver/Duct Layer/Fuser	\$28.40 - \$49.87	113
Foreman/Superintendent	\$28.40 - \$57.67	43
Frontline Manager/Supervisor	\$28.40 - \$68.58	15
Laborer/Lineman/Mechanic/Operator/Pipefitter/Welder	\$28.40 - \$49.87	54
Operations/Support Staff/Warehouse	\$28.40 - \$43.98	25
<b>Job Number 2</b>		
Engineer/Analyst/Technician/Estimator	\$25.50 - \$57.38	15
Carpenter/Coordinator/Driver/Duct Layer/Fuser	\$20.60 - \$33.58	40
Laborer/Lineman/Mechanic/Operator/Pipefitter/Welder	\$20.60 - \$33.58	30
Foreman/Superintendent	\$25.50 - \$41.75	5
Frontline Manager/Supervisor	\$29.00 - \$52.80	2
Operations/Support Staff/Warehouse/Yardman/Dispatch	\$20.60 - \$31.70	8

## **INTRODUCTION**

Herman Weissker, Inc. (Herman Weissker) (<https://hermanweissker.com>), founded in 1959 and headquartered in Riverside, specializes in electrical and gas underground systems installation and provides planning, construction, engineering design and management services for large scale public and private sector companies such as Southern California Edison, SoCal Gas, and Phillips 66. ETP training will be delivered at Herman Weissker's four locations located in Riverside, Bakersfield, Visalia, and Long Beach. This will be Herman Weissker's second ETP training contract and second within the last five years.

### **Union Support**

Foremans, Laborers, Welders, Superintendents, Operators, Drivers, Mechanics, Duct Layers, and Coordinators, are represented by UA Local 250, I.U.O.E Local 12, SoCal Laborers Union, and Teamsters Local 986. The unions have submitted a letter of support for this training project.

## **PROJECT DETAILS**

The construction industry is consolidating and experiencing a significant shift in its need for training due to new technologies, methods of installation and construction plans. Herman Weissker is seeing significant competition and increasing skill gaps compared to its competitors. To remain competitive, Herman Weissker needs to provide cross-functional and hybrid training to its entire workforce, especially members who are deployed to the field. In the construction industry, it is typical to see multiple roles and specialties on the job site to handle specific tasks. Herman Weissker historically provided target training specific to one's occupation and role responsibility in the field and on job sites. However, is now planning to provide extensive and in-depth training so that field workers can perform and execute multiple trades and installations.

This training will help the Company become more efficient and leaner with fewer resources. The ETP training will also offer the opportunity for upward career mobility within the organization and will allow employees to learn multiple trades and new skills that will help lower company cost, improve job completion time, and increase workforce efficiency.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Herman Weissker will hire 100 new employees (Job Number 2) to address the growing demands of the industry. Herman Weissker has also recently secured new contracts that will require a significant increase in employee headcount to support the necessary project timelines. Over the past 2 months, the Company has averaged four new hires per week. The overall company headcount has gone down since the previous proposal as the company did lay off several employees due to an re-alignment of resources but also experienced a larger than expected number of employees who voluntary quit and left the company on their own.

### **Training for Frontline Managers/Supervisors**

The number of Manager/Supervisors listed are those individuals who spend the majority (over 51%) of their time producing product and/or services. These trainees meet the definition of frontline workers.

## Training Plan

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

**Business Skills:** Training will be offered to Estimators, Engineers, Project Managers, and Operations Support Staff. Training will focus on skills to market and develop new projects. This will allow the Company to better serve clients and stay within designated budgets for project planning. Topics include workplace communication skills, account management, and customer service.

**Commercial Skills:** Training will be offered primarily to Estimators, Laborers, Operators, Welders, Pipefitters, Superintendents, and Engineers. Training will focus on developing detailed skills for those that need to understand the scope of the construction project. Topics include concrete sawing, AutoCAD Drafting, Project Management, and work area assessments.

**Computer Skills:** Training will be offered primarily to Engineers, Analysts, and Operation Support Staff. Training will focus on the development of technology skills and using new software and programs. Topics include AutoCAD/Design tools, Spectrum, and Field software for reporting systems.

**Continuous Improvement:** Training will be offered to all trainees. This training will focus on the development and skill enhancement across the organization to help the Company become leaner and more competitive in the construction landscape. Topics include building effective work teams, quality control certifications, and train-the-trainer skills.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, foremans, coordinators, and drivers will receive up to 20 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.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab, which is a more convenient means of delivering basic training. Trainees may receive up to 40 hours of CBT.

## Special Employment Training

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

### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification.

## Commitment to Training

Herman Weissker spends approximately \$103,000 annually on training. Training consists of standard onboarding and job specific responsibilities. This training proposal will allow for more in-depth training that will focus on additional skill development of employees ensuring that employees are thoroughly trained and cross-trained so that they can complete more jobs and different trades independently without needing to outsource that job responsibility.

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 project will be administered and overseen by the Safety Director, and site coordinators. Together they will be responsible for tracking training, collecting rosters, and uploading/tracking data in the ETP Cal E Force system. The Company has also retained the services of a third party administrator to assist with the administration of this project.

## Alternate Recordkeeping

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

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0111	Statewide	07/01/2020– 06/30/2022	\$435,183	\$435,183 (100%)



### **DEVELOPMENT SERVICES**

Herman Weissker retained California Training Administration, Inc. in Rocklin to assist with development of this proposal for a flat fee of \$500.

### **ADMINISTRATIVE SERVICES**

Herman Weissker also retained California Training Administration, Inc. to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Workplace Communications Skills
- Business/Report Writing Skills
- Presentation Skills
- Strategic Seller/Strategic Planning Training
- Customer Service
- Support Skills and Updates
- Budgeting Techniques / Financial Reports
- Accounting & Finance Processes
- Technical Field Support
- System and Workplace Security Awareness
- Account Management
- Client Relationship Management
- Contract Management
- Handling Objections & Closing
- Negotiation Skills

**Commercial Skills**

- Underground Construction Best Practices
- Asphalt Grinding and Paving
- Concrete Sawing
- Inner-Duct Placing
- Installing / Replace Hand-Holes and Pull Boxes
- Installing Conduit
- Vault and Manhole Installation / Repair
- GAS/OIL – Transmission & Distribution Skills
- Earthwork Equipment and Tools
- Pipe Fabrication
- Pipeline Inspection Techniques
- Planning and Design Skills
- AutoCAD Drafting
- Pipe Fabrication
- Planning & Design Techniques
- Project Management
- Traffic Control & Permitting processes (Lane Closures, Detour Plans)
- Construction Skills
- Competent Driver & Equipment Operator (not leading to license or testing)
- Covid Mitigation & safe workplace
- Cranes & Other Hoisting Equipment
- Cross-functional Equipment Training
- Daily Job Hazard Analysis (JHA)
- Elevated Platforms / Aerial Devices

- Equipment Maintenance
- Excavation, Trenching & Shoring
- Fall Protection and Prevention
- Forklift Training / Lift Trucks (non-license based training)
- Hazardous Communications
- Heavy Equipment Operator Training
- Hoisting and Rigging Training
- Job Site Analysis and Mitigation (JSA)
- Lead Awareness / Lead in Construction
- New Employee Job Skills
- Operator Qualification *Veriforce* Certification
- Personal Protective Equipment PPE
- Power Tool Operation
- Proper Lifting of heavy tools and equipment
- Rescue Techniques (Confined Space, Enclosed Space & Trenches)
- Smith System Driver Skills
- Tool & Equipment Handling
- Traffic Control & Flagging Procedures
- Trenching & Shoring Competent Person
- Wildfire Prevention & Mitigation Training
- Work Area Assessment
- Working Near Overhead Power Lines
- Working with Ladders / Portable Ladders

**Computer Skills**

- Field Software or Reporting System
- Intuit Quick Base
- Spectrum
- AutoCAD / Design Tools
- Performance Management – Labor Cost Tracking System
- Sales-Ops Training (Sales Software & Platform Tools)
- Microsoft Programs (Advanced/Intermediate)
- System Upgrades/New Systems Training
- Resource Planning system

**Continuous Improvement Skills**

- Building Effective Work Teams
- Efficiency & Quality Improvements
- High Performance Team Training
- Leadership/Coaching Essentials
- Problem Solving/Process Innovation
- Project Management Skills
- Quality Control Certifications
- Quality Inspection Techniques
- Safety for Office Workers
- Train-the-Trainer Skills

**Hazardous Materials Skills**

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

**HazWoper**

- Spill Prevention, Control and Remediation
- Hazardous Waste Clean-Up

**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**

- Arc Hazard Awareness (.5 hr)
- Asbestos Awareness (0.5 hr)
- Barricading Vehicles (0.5 hr)
- Confined & Enclosed Spaces / Entry (0.5 hr)
- Control of Hazardous Energy (.5 hr)
- Electrical Hazards & Basic Safety (.5 hr)
- Emergency Action Plans (.5 hr)
- Fall Protection (.5 hr)
- Fire Prevention (.5 hr)
- Hazard Communications (.5 hr)
- Hearing Protection (.5 hr)
- Heat Illness Prevention Program (.5 hr)
- Injury Prevention (.5 hr)
- Job Hazard Analysis / Pre Job Tailboards (.5 hr)
- Line of Fire (.5 hr)
- Minimum Approach Distance (.5 hr)
- Personal Protective Equipment (.5 hr)
- Protective Grounding (.5 hr)
- Rigging (.5 hr)
- Rubber Protective Cover (.5 hr)
- Silica Awareness (.5 hr)
- Traffic Control (.5 hr)
- Trench & Shoring Competent Person (.5 hr)
- Veriforce System (40 hrs)

**Continuous Improvement Skills**

- 5 Steps to Problem Solving (.5 hr)
- A Motivators Toolkit 1.0 (.5 hr)
- Act Slim in the Workplace (.5hr)
- Active Listening (0.5 hr)
- Creative Problem Solving (.5 hr)
- Decision Making Excellence (.5 hr)
- Delegate to Save and Develop Others (.5 )
- Effective Delegation 1.0 (.5 hr)
- Golden Shovel (.5 hr)
- The Key to Delegation 1.0 (.5 hr)
- Tools and Knowledge for Successful Plans (.5 hr)

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

- OSHA10: (10 hrs)

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

- OSHA30: (30 hrs)

# Local Union 250

JASON GUERRERO  
President

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

BRANDON MORTORFF  
Assistant Business Manager

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



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

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

**Organizers**  
CRYSTAL LEWIS  
JESSE SANCHEZ  
PETE WOHLGEZOGEN

March 22, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Herman Weissker, Inc. 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: **9 Foreman, 1 Laborer, 2 Welders, and 1 Superintendent**

## Exhibit E

UA Local 250 has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

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

Sincerely,

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

BC/sm  
opeiu537/af-cio





DAVID K. SIKORSKI  
Business Manager

*International Union of Operating Engineers*

Southern California & Southern Nevada

AFL-CIO

212

March 22, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members:

We understand Herman Weissker, 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: 20 Foreman, 14 Operators, 1 Superintendent, 1 Driver, 3 Mechanics and 1 Welder.

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

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

If you have any questions, please contact my office.

Sincerely,

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

DKS:ks





**JON P. PRECIADO**  
Business Manager

**PETER SANTILLAN**  
Secretary-Treasurer

**SERGIO RASCÓN**  
President

**AFFILIATED LOCALS  
SOUTHERN CALIFORNIA**

**BURBANK**  
LOCAL 345

**HOLLYWOOD**  
LOCAL 724

**LONG BEACH**  
LOCAL 1309

**LOS ANGELES**  
LOCAL 300

**ORANGE COUNTY**  
LOCAL 652

**POMONA**  
LOCAL 1414

**RIVERSIDE AND IMPERIAL  
COUNTIES**  
LOCAL 1184

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

**SAN DIEGO**  
LOCAL 89

**VENTURA**  
LOCAL 585

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

**ARIZONA**  
PHOENIX, AZ  
LOCAL 1184

**NEW MEXICO**  
ALBUQUERQUE, NM  
LOCAL 16

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

# **LiUNA!** SOUTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS

*Feel the Power*

March 21, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Herman Weissker, Inc. 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: 145 Laborers, 45 Foreman, 21 Duct Layers, 4 Superintendents, and 2 Coordinators

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

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

Sincerely,

**SOUTHERN CALIFORNIA DISTRICT  
COUNCIL OF LABORERS**

**Jon P. Preciado**  
Business Manager



# TEAMSTERS LOCAL UNION NO. 986

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

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



March 22, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Herman Weissker, Inc. 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:

**5 Foreman, 1 Superintendent, 27 Drivers**

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Griswold".

Chris Griswold  
Secretary Treasurer





**Training Proposal for:**  
**Kern County Builders' Exchange Incorporated**

**Contract Number: ET24-0159**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET HUA SB <100	Industry Sector(s):	MEC (H) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kern, Kings, Tulare	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>
\$184,414		\$12,660 8%		\$197,074

In-Kind Contribution:	50% of Total ETP Funding Required	\$197,800
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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 SET HUA	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Hazwoper, OSHA 10/30	211	8-200	0	\$934	\$17.00
				Weighted Avg: 38			

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

**Minimum Wage by County:** Job Number 1 (SET-HUA): \$17.00 per hour for Fresno, Kern, Kings, and Tulare Counties.

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

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

Although participating 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
Business Operations Specialist	\$17.00 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1
Frontline Crew Lead	\$17.00 - \$20.00	7
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Frontline Construction Worker	\$17.00 - \$20.00	121
	\$20.01 - \$25.00	24
	\$25.01 - \$30.00	24
Herbicide and Vegetation Frontline Crew Lead	\$17.00 - \$20.00	7
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1
Herbicide and Vegetation Frontline Worker	\$17.00 - \$20.00	15
	\$20.01 - \$25.00	3
	\$25.01 - \$30.00	2
Office/Administrative Staff	\$17.00 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$30.00	1

**INTRODUCTION**

Established in 1929, and headquartered in Bakersfield, Kern County Builders' Exchange Incorporated (KCBEX) ([www.kcbex.com](http://www.kcbex.com)) is a non-profit membership organization whose mission is to facilitate the link between, general contractors, architects, sub-contractors, and other related

construction businesses to streamline the bidding process for commercial and public works projects. KCBEX also provides technical assistance to identify contracting opportunities, understand compliance requirements, and utilize government program resources. With over 500 members representing every facet of construction and construction-related services, KCBEX has evolved into an active professional association providing and promoting high ethical and professional standards, quality services, industry education, safety training, political advocacy, networking opportunities, and construction resources in the communities. KCBEX's broad range of services enable members to not only keep pace with the competition but also develop professional relationships that improve their capabilities and long-term success.

KCBEX is eligible to contract with ETP as a Trade Association, under Title 22, California Code of Regulations (CCR), Section 4400(j)(3). KCBEX is focused on economic growth, supporting and serving workers and small businesses in construction, and job creation in rural communities. KCBEX has been promoting a collaboration of all different sectors of the industry to work together. According to KCBEX, this proposal shall not replace, compete with or duplicate in any way already existing approved apprenticeship programs. The objective of this proposal is to increase opportunities for higher wages, improve job skills, and inspire workers to pursue career advancement.

### **Veterans Program**

Although there is no Veterans components, KCBEX plans to work closely with and market training opportunities to Veterans in the community thru Kern Community College District, Veteran Resource Centers, and Kern Patriot Partnership.

### **PROJECT DETAILS**

This will be KCBEX's second ETP Contract and the second within the last five years. KCBEX has experienced a recent increase in employer demand, with an overwhelming response for training given the success of its prior ETP Contract. Therefore, KCBEX wished to continue providing training to meet the increased demand. Currently, construction constitutes 54 percent of the expenditures from the Greenhouse Gas Reduction Fund to California Climate Investments in high-speed rail, public transit system infrastructure, and affordable multi-unit housing in Kern and its surrounding counties. In addition, construction technology and industry requirements are advancing and updating at a rapid pace and new systems are constantly being introduced into the marketplace.

ETP-funded training will provide participating employers the opportunity to sustain competitiveness, grow business, meet customer demand, create new job opportunities, increase wages and retention, remain current with rapidly changing technology, and adapt to the new business environment as well as understand High Roads priorities and green energy. KCBEX is focused on providing opportunities to companies in rural communities that do not have necessary resources to provide innovative processes and new technology to the workforce and close skills gaps in construction industry. The training proposed in this Contract will assist in accomplishing these objectives.

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

The core group of employers consist of two large companies and nine 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 in Fresno, Kern, Kings, and Tulare Counties. KCBEX anticipates 90% of training will be conducted at KCBEX's facility; the remainder will be at participating employers.

Training outlined in this proposal is customized, based on employer needs assessments and training objectives. The proposed training will assist workers in gaining mastery and upward mobility in their fields and provide the skills needed to adapt to cleaner technologies. In addition, participating employers are better prepared to provide information about their commitments to high roads labor and climate practices and allow awarding agencies to identify the “best-in-class” employers. Furthermore, training incentivizing companies to address job quality and equitable job access to remain competitive, which helps California lead the nation in labor standards and implementing climate initiatives.

KCBEX conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to training needs. In addition, participating employers are encouraged to complete post-training evaluations. This feedback is shared with trainers and program managers to measure the quality of training and identify how certain modules can be improved to continuously meet employer demands.

## 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 promote effective communication, improve business operations, and update industry procedures and guidelines.

**Commercial Skills:** This training will be offered to Business Operations Specialists, Frontline Crew Lead, and Construction Workers, and Herbicide and Vegetation Frontline Crew Lead and Workers in proper procedures and techniques in equipment operation, blueprint reading, forklift training, and health/safety standards. The skills training proposed does not compete, duplicate, or parallel training funded through an apprenticeship program.

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

**Hazardous Materials:** This training will be offered to all occupations. Trainees will learn the proper techniques and knowledge for handling chemical and waste cleaning. Trainees will also learn how to report, monitor and protect wildfire and endangered species.

## 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 Business Operations Specialist, Frontline Crew Leads and Construction Workers, and Herbicide and Vegetation Frontline Crew Leads and 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. Training will be provided to Business Operations Specialist, Frontline Crew Leads and Workers, and Herbicide and Vegetation Frontline Crew Leads and Workers and 30 hours for Frontline Supervisors.

### **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 budgets. The majority provide on-the-job training to new employees, safety, procedures and policies, and basic job-specific skills training. For some participating employers, this project will be an opportunity to participate in a formal training program for the first time. ETP funding will enable these companies to provide a larger number of employees with a broader spectrum of skills development, introduce them to new business practices and services to sustain growth, and remain competitive. KCBEX will only provide training to participating employers in subjects that are outside of their expertise.

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

#### **➤ Training Infrastructure**

Training is scheduled to begin upon approval and will be delivered by in-house subject matter experts. Outside professional experts may be used if specific technical skills are required and unavailable internally. KCBEX has designated an Executive Director, a Safety Risk Advisor, and a Development Manager to oversee ETP training and administrative responsibilities.

### **Impact/Outcome**

Upon completion of training, trainees will have the opportunity to earn industry-recognized certification, which will increase opportunities for wage increases and career advancement.

### **Marketing and Support Costs**

KCBEX has a well-established marketing relationship with local government agencies, nonprofit organizations, Kern Community College District, Kern High School District Regional Occupation Center, and collaborative network of businesses to promote training opportunities. Staff has built strong relationship with its partners to develop and improve job skills, prepare students for entry-level employment, and provide training opportunities for adult to reenter into the workforce. KCBEX utilizes the following avenues to market their training programs: social media, emails, newsletters, local press, Facebook, Instagram, LinkedIn, and meetings with local employers. KCBEX seeks support costs of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Staff recommends 8% support costs.



## 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. The proposed targeted participating employers do not face out-of-state competition; therefore, this project will be funded under Special Employment Training (SET) provisions for frontline workers. Trainees in Job Number 1 are employed in a Priority Industry, and the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90).

### ➤ HUA

Additionally, trainees in Job Number 1 work in Fresno, Kern, Kings, and Tulare Counties, a High Unemployment Areas (HUA) with the unemployment exceeding the state average by at least 25%. For companies in HUAs, the Panel may modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

### ➤ 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 from \$30.90 to \$22.66.

KCBEX is further requesting a wage modification, reducing the Minimum Wage by 25% to \$17.00 per hour for trainees in Job Number 1 (SET-HUA Minimum Wage) in Fresno, Kern, Kings, and Tulare Counties.

## Trainer Qualifications

Training will be delivered by at least three in-house expert who have at least a minimum of five years of experience and certified in the following areas: environmental, general industry (gas, electrical, energy, manufacturing and servicing, construction and OSHA safety.

## Tuition Reimbursement

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

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0322	Kern	06/28/21 – 06/27/23	\$108,240	\$108,240 (100%)

## DEVELOPMENT SERVICES

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A



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

Trainees may receive any of the following:

**Business Skills**

- Bidding and Negotiation Skills
- Business Development
- Communication Skills
- Contracts
- Functional Ergonomics
- LEIN Procedures
- Payroll Compliance
- Problem Solving & Decision Making
- Recordkeeping for Certified Payroll
- Recordkeeping & Documentation
- Social Media Advertising
- Time Management
- Written Safety Program Development

**Commercial Skills**

- Blueprint Reading
- Confined Space
- Operational Techniques
- Equipment Operation
- Fall Protection
- Forklift Training
- Health/Safety Standards
- Risk Assessments

**Computer Skills**

- Microsoft Office Applications
- Mobile Device Usage
- QuickBooks

**Hazardous Materials Skills**

- Hazardous Communication (HazCom)
- Lead and Asbestos
- Hazardous Waste Management
- Silica and Dust Control
- Emissions and Air Permitting
- H<sub>2</sub>S in Oil and Gas Production
- Herbicide Applicator Training for Vegetation Management and Wildfire Protection
- Oil and Gas Remediation Processes
- Sampling, Monitoring, and Reporting
- Threatened and Endangered Species

**HazWoper**

- Hazmat Regulations and Standards
- Terminology
- Advanced/Basic Hazard and Risk Assessment Techniques
- Use and Inspection of Personal Protective Equipment
- Offensive/Basic Material Control Procedures
- Advanced/Basic Decontamination Procedures
- Refresher Training for Control and Decontamination
- Procedures and Regulatory Updates

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

- OSHA 10 Hour

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

- OSHA 30 Hour

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Kern County Builders' Exchange Incorporated

CCG No.: ET24-0159

Reference No: 24-0062

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: 3G Rebar, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 6400 Price Way

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: A-C Electric Company

Priority Industry? ☒ Yes ☐ No

Address: P.O. Box 81977

City, State, Zip: Bakersfield, CA 93380

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: 300

Total # of full-time company employees in California: 300

Company: Bronco Electric Inc.

Priority Industry? ☒ Yes ☐ No

Address: 1711 Art Street

City, State, Zip: Bakersfield, CA 93312

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: 30

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

Company: Brown's Construction Services, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 3736 Gilmore Avenue

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): No

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

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 75

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

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 County Builders' Exchange Incorporated

CCG No.: ET24-0159

Reference No: 24-0062

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Company: Burtch Construction

Priority Industry? ☒ Yes ☐ No

Address: 18815 Highway 65

City, State, Zip: Bakersfield, CA 93308

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: 53

Total # of full-time company employees in California: 53

Company: Dobitz Construction, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 9205 Totem Avenue

City, State, Zip: Bakersfield, CA 93312

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

Company: HPS Plumbing Service Inc.

Priority Industry? ☒ Yes ☐ No

Address: 3100 E Belle Terrace

City, State, Zip: Bakersfield, CA 93307

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: 300

Total # of full-time company employees in California: 300

Company: S.A. Camp Pump & Drilling

Priority Industry? ☒ Yes ☐ No

Address: 17876 Zerker Road

City, State, Zip: Bakersfield, CA 93308

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: 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 County Builders' Exchange Incorporated

CCG No.: ET24-0159

Reference No: 24-0062

Page 3 of 3

Company: Sierra Construction & Excavation

Priority Industry? ☒ Yes ☐ No

Address: 12502 Jomani Drive

City, State, Zip: Bakersfield, CA 93312

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

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

Company: Tumblin Company

Priority Industry? ☒ Yes ☐ No

Address: 2901 H Street Suite 15

City, State, Zip: Bakersfield, CA 93301

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Wolf Construction

Priority Industry? ☒ Yes ☐ No

Address: 22 W Palo Alto Avenue, Unit 101

City, State, Zip: Clovis, CA 93612

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4



Retrainee-Job Creation

Training Proposal for:

**KLA - Tencor Corporation dba KLA**

**Contract Number: ET24-0204**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,000	U.S.: 5,000	Worldwide: 14,000
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,500,000

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

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Impr. Skills, HAZMAT, Mfg Skills	300	8-200	0-69	\$1,380	\$29.00
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation	Computer Skills, Cont. Impr. Skills, HAZMAT, Mfg Skills	45	8-200	0-69	\$1,840	\$27.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1(Retrainee):** \$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 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	\$29.00 - \$48.00	50
Technician	\$32.00 - \$48.00	100
Engineers	\$35.00 - \$56.00	150
<b>Job Number 2: Job Creation</b>		
Administrators	\$27.00 - \$47.00	5
Technician	\$30.00 - \$46.00	15
Engineers	\$34.00 - \$53.00	25

**INTRODUCTION**

Founded in 1997 and headquartered in Milpitas, KLA - Tencor Corporation dba KLA (KLA) <https://www.kla.com/> designs, manufactures, and markets process control and yield management solutions to the micro-electronics industry. KLA depends upon the capital expenditure of its customers, which in turn, is driven by the anticipated market demand for semiconductors, products utilizing semiconductors and other electronic components. The Company's products help its customers build smaller, faster, and better performing devices that are used in a variety of electronic products, including mobile phones, personal computers, servers, wearables, automotive devices, electric vehicles, storage devices, networking equipment. The semiconductor capital equipment industry, a primary customer base for KLA, is currently experiencing multiple growth drivers bolstered by the global demand for semiconductors. The Company's other locations include Ann Arbor, Michigan, and various small sales and admin offices throughout the

US and globally with the largest presence in Singapore and Israel. Training will be delivered at KLA headquarters in Milpitas.

Additionally, KLA will benefit from the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, signed into law by President Biden on August 9, 2022, which provides roughly \$280 billion in new funding to reinforce domestic research and the manufacturing of semiconductors in the United States. KLA's customer base includes leading semiconductor manufacturers such as Intel, Taiwan Semiconductor, Samsung, and Micron Technologies.

This will be KLA's eleventh ETP Contract, and its fifth in the last five years. Previous training focused on a mix of computer, quality, and professional/management development courses. In this proposal, KLA will deliver advanced courses in semiconductor system modeling, materials sciences, systems engineering, software design and inspection support systems, and product quality/reliability.

### **Veterans Program**

Even though there is not a separate Veteran's Job Number, KLA 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.

### **PROJECT DETAILS**

KLA now holds a larger role in California's micro-electronics industry due to the global semiconductor shortage and CHIPS Act funding. KLA's future success depends, in part, upon its ability to develop and deliver new products with improved capabilities and relies on a highly trained, skilled, and innovative workforce. Therefore, training is needed for front-line technical employees in materials sciences, engineering innovation, CAD/CAM, AI, and other advanced-technology topics.

The primary focus of the proposed training is to upskill KLA's engineering and technical workforce. All training will be delivered via live instructor lead sessions, including class/lab, e-Learning and CBT. With ETP support, the proposed training will foster an elevated level of innovation, product reliability and knowledge.

### **Retrainee - Job Creation**

In this proposal, KLA has committed to hiring at least 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. 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. KLA is not requesting a lower wage for its newly hired workers.

In 2022, the Company reported that it spent more than \$900 million in R&D (including compensation for engineers), capital investments, equipment, materials, and related costs. These investments are due to the increasing demand for semiconductor-manufacturing tools and equipment. KLA is at the forefront of resolving the global computer chip shortage and the outlook for increased sales of its products and growth in California is promising. According to KLA representatives, the Company places considerable reliance on hiring, upskilling, and retaining qualified technical, and engineering personnel.



## Training Plan

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

**Computer Skills:** Training will be offered to all occupations and will include course topics like Advanced Desktop Productivity Applications, Advanced eBusiness Applications, Advanced Manufacturing Control Systems, and Advanced Manufacturing Lab Applications. KLA's business requires the operation of sophisticated information technology systems, project management software, and network infrastructure.

**Continuous Improvement:** Training will be offered to all occupations and will include courses like Six Sigma/Green Belt, Zero-Defect Manufacturing, Product Knowledge and Market Validation, Continuous Improvement Program and Advanced Product Quality and Reliability Techniques to drive compliance and quality performance and to market sophisticated manufacturing and advanced technological products used to build complex micro-electronic systems and displays throughout the organization.

**Manufacturing Skills:** Training will be offered to Technicians and Engineers on advanced manufacturing topics that include Lithium Surface/Interaction Overview, Physics of Electrode Coating, Nano-scale device physics and technology, and Application Engineering Services. The development, design, and manufacture of KLA products is complex, requiring an elevated degree of technical knowledge from its engineering and technical support employees.

## 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 0-69 hours of CBT.

This training will be provided to all occupations in Computer Skills and Continuous Improvement skills. CBT will allow employees to take courses at their own pace without instructor interaction.

## 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." Generally, it is a minimum of 24 hours, with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, the Technicians and Engineers 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 regulatory agencies. There are various certification entities for the coursework and instructors. In this proposal, the certification entity ISO 9001; 14001; and ISO 27001.

## Commitment to Training

The Company's statewide training expenditure in California for non-ETP related training is in excess of \$1,500,200. KLA currently funds all training in OSHA and FDA-mandated safety regulations; sexual harassment; rudimentary job skills; basic desktop training in Microsoft Word, Excel, and PowerPoint; and executive development programs. The resources provided by ETP will supplement KLA's 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. ETP funds will enhance and will encourage ongoing financial commitment in workforce training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

KLA's Manager, Learning & Knowledge Services (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 a Vice President. Training will be delivered by in-house subject-matter experts and vendors as needed. The Company has also hired a third-party subcontractor to assist with ETP administration. Additionally, there will be several full-time administration training staff within KLA assigned to this project to work with its third-party administrator and with ETP.

#### **Impact/Outcome**

KLA proposed training will be in advanced technologies and delivered to Technicians and Engineers. Advanced technology skills certificates will be issued to employees who successfully complete the following courses: KLA proprietary tools, computer-aided design/computer-aided manufacturing, lab automation and robotics, geometric tolerancing courses, and in six sigma/lean manufacturing. A portion of the training will focus on leading-edge technology trends for electric vehicles, semiconductor manufacturing development, and innovation. Technicians and Engineers will earn advanced accreditations in the calibration, maintenance, and installation of our metrology and inspection product line. Training will provide employees with transferable employment skills that may be utilized among other semiconductor equipment manufacturing companies.

#### **Electronic Recordkeeping/LMS:**

KLA has requested Learning Management System (LMS), SumTotal, developed by Systems, Application, and Products Success Factors Learning to document all ETP training. The system has been in use for ten years and documents the hours and records the actual training hours delivered to an employee for classroom and CBT courses. These recordings are based on training attendance documents completed by the trainer. A standard hour's allocation is assigned to each CBT course and is credited to employees who complete 100% of the course content and pass a post-course quiz with a score of 80% or greater. The LMS has been reviewed and approved by ETP staff and will be used for reporting trainees and their hours under this ETP Contract.

#### **COVID Performance**

Based on ETP systems, the Company's prior projects within the last five years includes ET21-0288 (Covid) with the term of 5/17/21 – 5/16/23. A total of 400 reimbursable hours have been tracked and the Company has earned \$200,000 (100% of the approved amount).

#### **ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0195	\$499,100	12/20/21 - 12/19/23	345	436	\$499,100 (99%)

Based on ETP systems, 26,748.76 reimbursable hours have been tracked for potential earnings of \$498,294.98 (99% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 19, 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 \$ %
ET20-0240	Milpitas	12/01/19 - 11/30/21	\$546,250	\$546,250 (100%)
18CS-0102	Milpitas	11/06/17 - 11/05/19	\$432,000	\$432,000 (100%)

### **DEVELOPMENT SERVICES**

KLA retained Herrera & Company located in Stockton, California to assist with the development of this proposal for a flat fee of \$8,750.

### **ADMINISTRATIVE SERVICES**

Herrera & Company was also retained to perform administrative services in connection with this proposal 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:

**COMPUTER SKILLS**

- Advanced Desktop Productivity Applications
- Advanced eBusiness Applications
- Advanced Manufacturing Control Systems
- Advanced Manufacturing Lab Applications
- Allotrope Data Format Programming
- Blockchain Programming
- Business System Processing
- Instrument Modeling Software
- Integration Software Development
- LabView Software
- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Microsoft FLOW Application Development
- Operating System Programming Language
- Project Management Software Tools
- Proprietary Software and Informatics
- SharePoint On-line Programming
- Software and Infomatics
- Vehicle Information API Development

**CONTINUOUS IMPROVEMENT**

- Advanced Product Quality and Reliability Techniques
- Continuous Improvement Program (CIP)
- Customer Communications and Awareness
- Design for Excellence
- Design Tools and Practices
- Effective Teams
- Facilitation Skills and Mentorship
- Failure Modes and Effects analysis
- Finance and Accounting Skills
- Image Sensor Quality and Communication Protocols
- In-Situ Process Monitoring
- Lab Automation and Robotics
- Leadership and Coaching Skills
- Marketing Promotion and Position
- Problem Solving Tools
- Process Improvement Training
- Product Knowledge and Market Validation
- Product Transfer/Workflow
- Project Management
- Quality Fundamentals/Core Skills

- Six Sigma/Green Belt
- Strategic Sales Negotiation Techniques
- Team Dynamics
- Technical Presentations
- Vehicular Safety Systems (ISO 26262)
- Zero-Defect Manufacturing

**HAZARDOUS MATERIALS (HazMat 1:40 Ratio)**

- Restricting of Hazardous Substances
- Risk Management and Waste Management

**MANUFACTURING SKILLS**

- Advanced Component Inspection and Imaging Systems
- Advanced Driver Assistance Systems (ADAS)
- All-Surface Inspection, Metrology and Review Cluster Systems
- Application Engineering Services
- Assembly, Installation, Maintenance and Calibration for Automated Electrophoresis
- Chemical-Mechanical Linearization Technologies
- E-Beam Wafer Defect Review and Classification Systems
- Electromagnetic Properties, Waves, and Dielectrics
- Factory Automation Tools and Techniques
- Field Service Engineering, Maintenance and Calibration
- Font-End Defect Inspection Systems
- Fourier Transform InfraRed Equipment
- High Productivity Patterned Wafer Inspection Systems
- Instrument Modeling/Integration Software Development
- Lab Automation and Robotics
- Laboratory Incubators, Pumps, Dryers
- Laser Scanning Wafer Defect Inspection Systems
- Lithium Surface/Interaction Overview
- Measurement Sciences Practice and Theory
- Microarray Imaging Microscopes
- Microplate Instrumentation
- Multipart Machine Automation Development
- Multi-Scale Modeling for Nonmaterial Design
- Nano-Scale Device Physics and Technology
- Particle Analysis and Characterization Systems
- Particle and Energy Balance in Global Models
- Photolithography, Microlithography and Optical Lithography
- Physics of Electrode Coating
- Substrate Manufacturing Process Tool Performance
- Super Resolution Broadband Plasma Patterned Systems
- System Data Modeling and Architecture
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills
- Unpattern Wafer Defect Inspection Systems

**Computer-Based Training****COMPUTER SKILLS**

- Advanced Desktop Applications (2 hrs.)
- Customer Relationship Management Systems (1 hr.)
- Management and Manufacturing Control Systems (1 hr.)
- Materials and Logistics Software Development (6 hrs.)
  - Business Intelligence (1 hr.)
  - Freight Forwarding and Customers (1 hr.)
  - Reverse Logistics (1 hr.)
  - Inventory Management (1 hr.)
  - Supply Chain Planning (1 hr.)
  - Warehouse Management (1 hr.)
- Operating System Programming Language (1 hr.)
- Programming Languages (1 hr.)
- Project Management Software Tools (1.5 hrs.)
- Single-Vendor Enterprise Resources Planning (1 hr.)

**CONTINUOUS IMPROVEMENT**

- Business Excellence and Finance (6 hrs.)
  - Financial Statement Analysis (2 hrs.)
  - Working Capital Management (2 hrs.)
  - Financial Risk Management (2 hrs.)
- Customer Communications and Awareness (3 hrs.)
- Effective Teams (4 hrs.)
- Facilitation Skills and Mentorship (1 hr.)
- Finance and Accounting Skills (1 hr.)
- Leadership/Coaching Skills (3 hrs.)
- Manufacturing Procedures and Protocols (12 hrs.)
  - Semiconductor Fundamentals (2 hrs.)
  - Semiconductor Manufacturing Process Flow (2 hrs.)
  - Cleanroom Practices and Contamination Control (2 hrs.)
  - Wafer Processing Equipment (2 hrs.)
  - Lithography and Photo Lithography (2 hrs.)
  - Metrology and Inspection Tools (2 hrs.)
- Manufacturing Quality and Reliability (2.5 hrs.)
- Marketing Promotion and Position (2 hrs.)
- Problem Solving Tools and Techniques (8 hrs.)
  - Critical Thinking (2 hrs.)
  - Decision Making (2 hrs.)
  - Root Cause Analysis (2 hrs.)
  - Six Sigma Introduction (2 hrs.)
- Process and Capability Mapping (1.5 hrs.)
- Process Improvement Training (3 hrs.)
- Product Knowledge and Market Validation (2.5 hrs.)
- Production System Procedure Review (0.5 hr.)
- Quality Fundamentals/Core Skills (1 hr.)
- Quality Management Systems (QMS) Procedures (1 hr.)

- Sales and Negotiation Skills (1 hr.)
- Technical Presentations (1.5 hrs.)



## Training Proposal for:

**Land O'Lakes, Inc.**

**Contract Number: ET24-0163**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

### **PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local Union No. 517		
Number of Employees in:	CA: 780	U.S.: 8,658	Worldwide: 8,947
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$510,067

<b>Total ETP Funding</b>
\$497,260



**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, Continuous Impr., HazMat, Mfg. Skills, OSHA 10/30	470	8-200	0	\$1,058	\$22.66
				Weighted Avg: 46			

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

**Minimum Wage by County:** \$22.66 per hour for Tulare County

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

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

Up to \$1.16 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Accounting	\$39.00 - \$45.00	3
Administrative	\$21.50 - \$25.00	5
	\$25.01 - \$40.00	2
Coordinator	\$30.00 - \$35.00	2
Engineer	\$47.00 - \$79.00	9
Environmental Health Safety	\$55.00 - \$60.00	1
Financial Analyst	\$50.00 - \$55.00	1
Generalist	\$49.00 - \$60.00	3
HR Generalist I	\$22.00 - \$25.00	1
HR Generalist II	\$35.00 - \$45.00	2
Lab Technician	\$25.00 - \$30.00	10
Maintenance	\$28.00 - \$35.00	29
Manager	\$25.00 - \$35.00	12
	\$35.01 - \$50.00	18
	\$50.01 - \$87.10	13
Operations	\$25.00 - \$30.00	1
Operator/Production	\$25.00 - \$35.00	332
Payroll	\$30.00 - \$50.00	2
Scheduling	\$32.00 - \$35.00	1
Planning	\$40.00 - \$45.00	1
Quality Assurance	\$45.00 - \$65.00	4
Sanitation	\$25.00 - \$30.00	4
Shipping & Receiving	\$25.00 - \$30.00	8
Specialist	\$45.00 - \$50.00	2
Supervisor	\$38.00 - \$45.00	3
Transportation	\$45.00 - \$50.00	1

## **INTRODUCTION**

Founded in 1921 and headquartered in Arden Hills, Minnesota, Land O'Lakes, Inc. (Land O'Lakes) ([www.landolakes.com](http://www.landolakes.com)) produces and distributes a wide variety of dairy products including butter, milk powder and pudding. Land O'Lakes provides products to various grocery stores including Costco, Walmart, Sam's Wholesale, and other big box retailers.

This proposal targets employees at the Land O'Lakes location in Tulare. The Tulare plant is the largest single-site milk receiving and processing facility in the U.S. This facility accounts for approximately 30% of California's nonfat dry milk production, one third of the state's butter, and 10% of the state's Cheddar and Monterey Jack cheese. This will be the Company's third ETP Contract, and the third in the last five years.

### **Veterans Program**

Land O'Lakes is not including a separate Veterans component in this proposal. However, the Company currently employs several Veterans in a variety of roles and actively recruits Veterans for various employment opportunities within its organization.

### **Union Support**

Maintenance Staff, Operators/Production and Supervisors are represented by Teamsters Local Union No. 517. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

In order to keep its workforce and production processes up-to-date, Land O'Lakes must remain current on new technology advancements and changes within the food manufacturing industry. Land O'Lakes has identified key areas of training that will put the Company in the best position to meet increasing customer demand and rising industry standards. Training will focus on supply chain planning, good manufacturing processes, the order fulfillment cycle, production innovation and automation, food safety, and product quality.

The Company's most recent ETP project (ET21-0302) was funded under ETP's COVID Pilot program and was comprised of 100 newly hired Job Creation employees only. The project focused primarily on safety protocols and production precautions in response to the COVID-19 pandemic.

This proposal expands the scope of training and is designed to support continued growth through innovative technology, process improvements, and new product offerings. Some curriculum topics are repeated from a previous contract; however, technology advancements, industry standards, and business improvements dictate that subject matter be updated regularly. Also, the majority of the Company's incumbent staff did not participate in the most recent ETP Contract, so there will be no duplication of training.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations. Trainees will learn how to use various software solutions to perform administrative and operational tasks more efficiently.

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

**Hazardous Materials:** Training will be offered to Operations/Production Staff, Engineers, Environmental Health Safety, Shipping/Receiving, Transportation, Maintenance, Sanitation, and Supervisors/Managers. Trainees will learn proper handling of hazardous materials specific to the Land O'Lakes manufacturing process. Training will also cover how to properly identify, label and document hazardous chemicals.

**Manufacturing Skills:** Training will be offered to Operations/Production staff, Engineers, Shipping/Receiving, Maintenance, Sanitation, and Quality Assurance. Training will focus on manufacturing procedures, product inspection, shipping and receiving, sanitation, and food safety processes.

### **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 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. Training will be offered to Engineers, Maintenance, Environmental Health Safety, Managers, Operations, Operator/Production, and Supervisors.

### **High Unemployment Area**

All trainees (Job Number 1) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Tulare County is in an HUA.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. However, the Company is not requesting a wage modification.

### **Alternate Recordkeeping**

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

### **Commitment to Training**

Land O'Lakes has an estimated annual training budget of approximately \$45,000 for its California location. Company-funded training includes new employee onboarding and basic on-the-job training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

Land O'Lakes' Human Resources Manager will oversee project administration. The Training Manager, Plant Director, and additional Human Resources staff will coordinate the scheduling, tracking, and documentation of training. Land O'Lakes has also retained an outside administrative consultant to ensure that all training meets ETP requirements. Training will be delivered by in-house subject matter experts and vendors as needed. Land O'Lakes has a training schedule in place and is prepared to commence training upon contract approval.

**COVID Performance**

Land O'Lakes had a prior ETP Contract (ET21-0302) under the COVID Pilot program, with a term of 05/17/2021 to 05/16/2023. The Company earned \$200,000 (100% of the approved amount).

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0117	Turlock	07/01/20 – 06/30/22	\$649,911	\$649,911 (100%)

**DEVELOPMENT SERVICES**

Training Grants Intelligence, Inc. (TGII) in Redding assisted with development for a flat fee of \$9,998.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Computer Skills**

- Intermediate/Advanced Software Systems
- PLC – Programmable Logic Control
- Microsoft Applications Reporting
- Intermediate Microsoft Office
- SAP
- Equipment Software and Automation
- Server & Hardware Configurations
- New Hardware

**Continuous Improvement Skills**

- Supply Chain Planning
- Order Fulfilment
- Continuous Improvement Techniques
- Team Building
- Change Architect
- Pre-Lean
- Conflict Resolution
- Quality Concepts
- Decision Making
- Problem Solving
- Best Practices
- Communication Skills
- Business Strategies
- Customer Service Skills
- Leadership
- Performance Management
- Sales & Marketing for Growth

**Hazardous Materials Skills**

- Classification of Hazardous Products
- Hazardous Products Identification, Packing, Marking, Labeling, and Documentation
- Compliance with Federal Hazardous Material Regulations
- How to Package the Material, and How to Mark it Properly
- Creating a Security Plan
- Incident Report
- Haz/Com- Safety Data Sheets
- Spill Prevention
- Bloodborne Pathogens/Biohazards
- Small Quantity Generator of Haz/Waste
- Wood Dust
- Pesticides

- Waste Management
- Flammable/Combustible Materials
- Universal Waste
- Personal Protective Equipment
- Respiratory Protection
- Fire Protection

**Manufacturing Skills**

- Operational Excellence
- Mixing, Label Requirements, Wash Station
- Food Safety and Testing
- TPM (Total Productive Manufacturing)
- Rapid Change Over
- Equipment Maintenance
- Environmental Standards
- Equipment Operation
- Research & Development
- Sanitation
- Bagger/Packaging Equipment
- GMP (Good Manufacturing Processes)
- Quality
- Product Inspection training
- Food Safety Processes
- Packaging
- Tools – Hand and Power Tools
- Cross Training
- Assembly Skills
- Warehouse Skills
- Production Skills

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

- OSHA 10
- OSHA 30



## **TEAMSTERS LOCAL UNION No. 517**

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Creamery Employees and Drivers,  
Madera, Fresno, Tulare, and Kings Counties; and  
Public, Professional and Medical Employees,  
Madera, Fresno, Tulare, Kings, Kern and Inyo Counties, California

512 W. Oak Ave. – Visalia, CA 93291

Phone: (559) 627-9993 – Fax: (559) 627-9039

**GREG LANDERS – SECRETARY-TREASURER**

[www.teamsterslocal517.com](http://www.teamsterslocal517.com)

May 11, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Land O Lakes 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: Maintenance, Operators, Supervisors, Production a Qty of 150 employees.

The Teamsters Local Union No. 517 with respective 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.

Respectfully,

Greg Landers  
Secretary Treasurer  
Teamsters Local 517



Retrainee-Job Creation

Training Proposal for:

**Ly Brothers Corporation dba Sugar Bowl Bakery**

**Contract Number: ET24-0169**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Job Creation Initiative Retrainee	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 269	U.S.:509	Worldwide: 509
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$302,662

<b>Total ETP Funding</b>
\$300,840



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Comp. Skills, Cont. Impr. Skills, Hazardous Materials Skills, Mfg. Skills	230	8-200	0	\$1,035	\$24.72
				Weighted Avg: 45			
2	Retrainee Priority Rate Job Creation	Comp. Skills, Cont. Impr. Skills, Hazardous Materials Skills, Mfg. Skills	39	8-200	0	\$1,610	\$20.60
				Weighted Avg: 70			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$24.72 per hour for Alameda County;  
**Job Number 2 (Job Creation):** \$20.60 per hour for Alameda County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$2.10 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Administrative	\$22.45 - \$25.00	10
	\$25.01 - \$50.00	20
Driver	\$22.44 - \$25.00	1
Inventory Control Specialist	\$25.00 - \$30.00	1
Line Lead 1	\$22.50 - \$25.00	10
Machine Operation 1	\$22.23 - \$25.00	37
Machine Operation 2	\$23.00 - \$25.00	33
Maintenance Lead	\$38.77 - \$45.00	5
Maintenance Technician	\$30.57 - \$40.00	12
Manager	\$25.00 - \$65.00	30
Mixer Level 2	\$22.23 - \$25.00	15
Production Work Order Analyst	\$23.00 - \$25.00	5
QA Document Specialist	\$27.37 - \$30.00	2
QA Technician	\$24.00 - \$25.00	5
Regulatory Specialist	\$32.61 - \$35.00	1

Research and Development	\$35.00 - \$50.00	3
Sanitation Lead	\$24.53 - \$25.57	4
Sanitation Staff	\$22.22 - \$25.00	5
Shift Lead 1	\$30.00 - \$35.00	4
Shift Lead 2	\$33.85 - \$36.00	6
Sr. Production Work Order Analyst	\$25.00 - \$30.00	3
Sr. QA Technician	\$27.37 - \$30.00	2
Sr. Warehouse Associate	\$24.62 - \$25.00	2
Sr. Warehouse Coordinator	\$27.65 - \$30.00	1
Sr. Sanitation Lead	\$30.57 - \$35.00	1
Warehouse Associate	\$22.44 - \$25.00	12
<b>Job Number 2 (Job Creation)</b>		
Administrative	\$22.45 - \$25.00	6
Loader	\$18.50 - \$20.00	5
	\$20.01 - \$25.00	4
Machine Operations 1	\$22.23 - \$25.00	6
Manager	\$25.01 - \$30.00	5
Mixer Level 1	\$19.00 - \$20.00	5
	\$20.01 - \$25.00	3
QA Technician	\$24.00 - \$25.00	5

## **INTRODUCTION**

Founded in 1984, and headquartered in Hayward, Ly Brothers Corporation dba Sugar Bowl Bakery (Ly Brothers) ([www.sugarbowlbakery.com](http://www.sugarbowlbakery.com)) develops baked goods including Madeleines, Petite Palmiers and Petite Brownie Bites. Ly Brothers distributes to grocers and supermarket chains (Safeway, Walmart, & Krogers), warehouse clubs (Costco & Sam's Club) and food service institutions. Additionally, its products are sold across the United States with international distribution in Mexico, Australia, Korea, Japan and Taiwan. Training will be delivered at their location in Hayward, California. This is Ly Brothers' fourth ETP Contract and third within the past five years.

### **Veterans Program**

Although there is no Veterans component in this project, Ly Brothers actively recruits and hires veterans and values the workforce.

## **PROJECT DETAILS**

The previous project centered on the training and development of novel products, processes, and software updates. In addition to expanding and growing on the training from the previous contract, staff will receive training on new topics in processes, equipment and software modules. Due to a change in CEO in January of 2023, the Company has formulated and began executing some new long-term strategies, including new investments in a new website, solar panels for the bakeries, and updates to the automation at one of the Company's sites.

In addition to new investments, the Company has added new process changes, ranging from waste reduction to enhanced food safety training. These changes are targeted to not only improve the product that the Company is able to release, but is also done to lessen the Company's environmental impact. With the implementation of these new processes for manufacturing, a large amount of training needs to be completed in order for the Company to maintain its high standards for quality. Furthermore, the Company has recently introduced several new pieces of equipment, namely Wrapping Machines, Palmier Packaging, and Sugar Dusting Equipment. Training will need to be completed to ensure the Company use these machines safely. Another new process includes using an updated module for automation. Ly Brothers has successfully integrated key features from NetSuite into this new module. This new module is able to do many thing that the previous modules were unable to do in terms of increasing productivity and streamlining critical business processes. Another aspect that will be utilized by this new modules is the ability for automating a products lifecycle management, as well as reducing the time it takes for new products to make it to market.

### **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 some of the new changes that have been implemented, the Company has increased the number of work shifts in a day. With the increases in shifts, more employees will be needed. In order to meet this, the Company will hire 39 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

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

**Computer Skills:** Training will be provided to all occupations and will focus on new software that the Company is implementing. Training topics include DSICloud Software-Warehouse, Demand Planning Software, and Concur Software.

**Continuous Improvement:** This training will be provided to all occupations and will focus on skills for employee success. Training topics include Budget Management, Problem Solving Team, and Run Right Processes.

**Hazardous Material Skills:** Training will be provided to Maintenance, Sanitation Staff, Warehouse, Production, and Machine Operations. Training will focus on how to handle hazardous materials. Training topics include HazCom and Hazardous Materials

**Manufacturing Skills:** This training will be provided to all occupations except Administrative, Managers, and Research and Development. Training will focus on new processes the Company is implementing. Training topics will include Equipment Operation and Troubleshooting, Good Manufacturing Practices, and Freezer Utilization Improvement.

### **Commitment to Training**

The annual training budget in California for Ly Brothers is approximately \$40,000. This training budget covers new hire orientation, general safety training and production processes.

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

➤ Training Infrastructure

Ly Brothers has designated its Human Resource Manager to oversee the ETP Contract, with the assistance of managers. In addition to the assigned staff members, Ly Brothers has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.

### **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 \$ %
ET21-0126	Hayward	08/03/2020- 08/02/2022	\$330,625	\$311,254 (94%)
ET19-0154	Hayward	08/06/2018- 11/3/2020	\$253,760	\$253,760 (100%)

### **DEVELOPMENT SERVICES**

Ly Brothers retained Training Grants Intelligence Inc. in Redding to assist with development of this proposal for a flat fee of \$9,933.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Computer Skills**

- Concur Software
- Demand Planning Software
- DSICloud Software-Warehouse
- Electronic Data Interchange Software
- Financial Planning Software
- Intermediate/Advanced Microsoft Office
- Maintenance Management Software
- Oracle NetSuite
- Software Skills-Data Entry/Keyboarding/Interface

**Continuous Improvement Skills**

- Problem Solving Team
- Budget Management
- Product Knowledge
- Customer Service
- Sales/Marketing
- Lean Six Sigma/Kaizen Initiatives/Event
- Time Management
- Decision Making
- Leadership Skills
- Quality Control
- Project Management
- Safety Stand Downs
- Run Right Processes
- Business Plans Annual Operation Planning/Budgeting
- Conflict Resolution
- Decision Making
- Communication
- Quality
- Best Practices

**Hazardous Materials Skills**

- HazCom
- Hazardous Materials

**Manufacturing Skills**

- Production Operations: Food Processing, Packaging
- Equipment Operation and Troubleshooting
- Reliability Processes
- Equipment Maintenance
- Preventive Maintenance
- Assembly Procedures

- Inventory Control
- Warehousing
- Hazard Analysis and Critical Control Point
- Good Manufacturing Practices
- Quality Systems Assurance: Testing, Inspection, Lab Equipment
- Cross-Training Equipment and Processes
- Environmental Sustainability/Energy Conservation
- Maintenance Skills Training
- Safety
- Food Safety
- Operator Skills Training
- Maintenance
- Operating Equipment
- Inspecting Product/Defects
- Equipment Troubleshooting
- Software Troubleshooting
- Breakdown of Equipment
- Scheduling/Maintenance
- Wrapping Machine
- Palmier Packaging
- Sugar Dusting Equipment
- Waste Reduction
- Freezer Utilization Improvement

**Next Level Internet, Inc. (Amendment)**

**WITHDRAWN**



Retrainee-Job Creation

**Training Proposal for:**

**North Point Healthcare & Wellness Center, LP dba  
Northpointe Healthcare Center**

**Contract Number: ET24-0158**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA SET Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	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>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$215,500

<b>Total ETP Funding</b>
\$159,620



## **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 Priority Rate SET Medical Skills Training	Computer Skills Business Skills Medical Skills (Didactic) Medical Skills (Preceptor) Continuous Improvement Skills	67	8-200	0	\$920	\$30.90
				Weighted Avg: 40			
2	Retrainee Priority Rate SET HUA Medical Skills Training	Computer Skills Business Skills Medical Skills (Didactic) Medical Skills (Preceptor) Continuous Improvement Skills	38	8-200	0	\$1,610	\$18.50
				Weighted Avg: 70			
3	Retrainee Job Creation Priority Rate SET HUA Medical Skills Training	Computer Skills Business Skills Medical Skills (Didactic) Medical Skills (Preceptor) Continuous Improvement Skills	40	8-200	0	\$920	\$18.50
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage.

### **Minimum Wage by County:**

Job Number 1 (SET/Priority Industry): \$30.90 per hour in Fresno County.

Job Number 2 (SET/HUA): \$18.50 per hour in Fresno County.

Job Number 3 (SET/HUA/Job Creation): \$18.50 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

\$2.29 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>		
Medical Staff (Therapists, Dieticians, Respiratory Specialists)	\$30.00 - \$60.00	20
Registered Nurse	\$35.00 - \$55.00	8
Team Leads	\$28.61 - \$40.00	6
Certified Nursing Assistants	\$28.61 - \$33.00	3

Licensed Vocational Nurses	\$28.61 - \$45.00	25
Support Staff (Accountants, Human Resources Staff, Maintenance Staff, Housekeeping Staff)	\$28.61 - \$35.00	5
<b>Job Number 2</b>		
Licensed Vocational Nurses	\$21.00 - \$25.00	3
	\$25.01 - 28.39	2
Certified Nursing Assistants	\$18.50 - \$20.00	12
	\$20.01 - \$25.00	6
	\$25.01 - \$26.00	2
Support Staff (Accountants, Human Resources Staff, Maintenance Staff, Housekeeping Staff)	\$18.00 - \$20.00	6
	\$20.01 - \$25.00	5
	\$25.01 - \$26.00	2
<b>Job Number 3</b>		
Certified Nursing Assistants	\$18.50 - \$20.00	15
	\$20.01 - \$25.00	5
Licensed Vocational Nurses	\$25.01 - \$40.00	9
Registered Nurses	\$35.00 - \$50.00	9
Medical Staff (Therapists, Dieticians, Respiratory Specialists, Vocational Therapists)	\$28.00 - \$45.00	2

## **INTRODUCTION**

Located in Fresno, and founded in 2014, North Point Healthcare & Wellness Center, LP dba Northpointe Healthcare Center (North Point) (<https://www.northpointhc.com/>) is a skilled nursing facility (SNF) that provides comprehensive healthcare services to patients, including post-acute care, rehabilitative services, nursing, and skilled nursing services, with the goal of creating full-service healthcare options for patients leaving a hospital environment thru returning to home. The Company's facility is located in a high unemployment area.

A common group of investors holds a majority investment (approximately 60%) of North Point and other Wellness Centers throughout California. Although there is a common ownership association with the Centers, each facility has a separate CEAN and operates independently. In addition to Fresno Skilled Nursing & Wellness Centre, LLC dba Healthcare Centre of Fresno \$336,260 included in the August Agenda for Panel consideration, Kings Healthcare & Wellness Center (ET23-0322) \$499,560; Alhambra Healthcare & Wellness Centre, LP \$393,185; Santa Ana Healthcare & Wellness Centre, LP \$377,200; Anaheim Point Healthcare & Wellness Center, LP dba Windsor Gardens Healthcare \$251,390 were approved in the prior fiscal year (22/23) and considered a separate contractor for ETP funding purposes.

## **Veterans Program**

North Point has assembled a marketing campaign aimed at attracting and giving preference to Veterans. The Company has partnered with "Hire a Vet, Troops to Trades," which is a local organization that aids in placing local veterans. A large military and ex-military demographic exists

in the Central California market. North point would like to hire and train those members of the military.

### **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.

There have been a significant number of growing of Medicaid and Medicare patients discharged to Post-acute providers, Skilled Nursing Facilities or In-Patient Rehabilitation settings, as well as the level of acuity they enter the facility. The growing geriatric patient number has grown on average 125%, however the number of facilities has not increased with demand, which has had a significant impact on North Point. The area is challenged and continues to be challenged by a shortage of medical professionals and the SNFs, PACs and IRFs continue to be dependent upon training, and specifically developing CNAs and supporting that training effort through the LVN ranks.

To meet the workforce demand, the Company will hire 40 new employees (Job Number 3). North Point has hired 28 new employees in the last 6 months and plans to hire an additional 30 employees in the next 12 months. The company has utilized an aggressive recruiting plan and will continue the plan into the future.

### **PROJECT DETAILS**

This will be North Point's first ETP Contract. Since the Affordable Care Act went into effect, the challenges for SNFs and post-acute care facilities has been dynamic. Post-acute providers (PAC) such as North Point play an essential role in ensuring that patients receive the care they need to heal and have a smooth transition back to a community-based setting, typically after being discharged from a hospital. The industry faces competing needs; improving patient experience (including quality and satisfaction), improving the health of populations and reducing the per capita cost of health care. For many areas of the country, specifically Fresno County where North Point is located, the aging population plays a significant role in the need for change. The Medicare and Medicaid cost models, along with consumers becoming responsible for a growing percentage of cost of healthcare, long term care and in some cases skilled nursing, an even greater emphasis is put on SNFs and PACs to create value for all customers along the value stream and supply chain. Companies such as North Point hold an important role in creating quality of care, efficiency of care and cost mitigation.

The cost modeling issue in this region has been in flux. Recently, there has been a movement to create preferred provider networks to cope with the increased demands for quality, efficiency, reduced costs and stability. North Point needs to ramp up on the 5-Star ratings program, which includes a host of competency skill training for all medical job classifications, along with tactical upgrades with enhanced and expanded Electronic Medical Records software and procedures that align with the area's hospitals. The end result of this partnership is a 20% increase in patient volume within the next 12-18 months that will cumulate to 40-50% over the next 3 years. These provider partnerships are highly predicated on acquiring and maintaining the continued curriculum necessary for the 5-Star rating.

Furthermore, the Electronic Medical Records protocol continues to be an important change, with an ever-increasing expansion to accommodate increased compliance and accuracy aligned with efficiency that now include billing, CRM and medications modules.

ETP will augment current training processes and will allow the company to train unskilled or semiskilled new hires and prepare them for a career in healthcare. This will include all foundational training and advanced training in both Clinical and Didactic medical skills, as well as administrative, patient care and medical record documentation.

## Training Plan

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

**Medical Skills (Preceptor & Didactic):** This training will be offered to CNAS, LVNS, 17 RNs, and other Medical Staff, and will include medical skills training within the Didactic or Clinical Preceptor areas based on needs and job functions. Training includes Basic Life Support, Psychotropic Medication Management, Resident Emergency Response, Patient Safety, Cardiac Conditions, Intravenous Therapy, and Infection Control.

**Business Skills:** This training will be offered to all occupations and will include Client Relations, Communication, Employee Engagement and Appointment Scheduling.

**Computer Skills:** This training will be offered to all occupations and will include Electronic Medical Records Applications Skills, Patient Services Billing Software, Clinical Key Performance Indicators, and Point Click Care (PCC) Software.

**Continuous Improvement:** This training will be offered to all occupations and will include Problem Solving, Communication with Teams, Remedial Math, and Quality Standards in Healthcare.

## Special Employment Training

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

### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for Job Number 1.

All trainees in Jobs 1 thru 3 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by <25%>. The Company's sole location in Fresno is in an HUA.

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

Approximately 78 trainees in Job Numbers 2 and 3, including Certified Nursing Assistants, Registered Nurses, Dietitians, Therapists, Respiratory Specialists, Vocational Therapists, Licensed Vocational Nurses, Accountants, Housekeeping Staff, Human Resources Staff, and Maintenance Staff, will need the wage modification.

## **Full-Time Work Week**

Full-Time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if said work week is customary for the industry or occupation.

North Point is requesting a decrease in the full-time employment hours from 35 hours per week to 32 hours per week. The Company considers employees full-time and eligible for medical benefits at 32 hours per week. This request is consistent with industry standards.

## **Temporary to Permanent Hiring**

The Company will train 15 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 3). 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 2 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

## **Commitment to Training**

North Point’s annual training budget per year is \$243,850. The subject matter of this training will consist of Business Skills, Computer Skills, Continuous Improvement Skills, and Medical Skills including Didactic and Preceptor Skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under

### **➤ Training Infrastructure**

North Point plans to use a subcontractor to assist with facilitating administration of the contract. The plan includes monthly progress meetings with subcontractor to go over progress, issues, and compliance. Administration will be handled by the Company’s Human Resources Coordinator, Lead Administrator, Human Resources Assistant, and two staff members from Synergy Consultants.

Instructors are also assigned to the training sessions. Training will be delivered by external vendors, as well as internally. Internal staff who will deliver training include the Nursing Director, Staff Developer, Instructor, Vice President of Operations, Administrator and Infection Control Nurse. The Human Resources Coordinator will be responsible for collecting rosters. The Coordinator will also ensure training is being completed on a daily basis, reporting back to Human Resources Assistant.

North Point has a proven track record for training and trains on average of 7,500 hours per year. The training schedule of courses are planned in advance and scheduled on a weekly basis.

## **Impact/Outcome**

Certifications will be awarded upon completion of the training program for 5 star patient care, CNA and Clinical and Didactic medical skills training. The training completions in coordination with Community College courses can lead to becoming a Licensed Vocational Nurse.

## **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$11,000.

## **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**

Premier Pharmacy Services in Baldwin Park has been retained to provide training for a fee of \$7,500.

Core Analytics Laboratory in Van Nuys has been retained to provide training for a fee of \$7,500.

Ramat Durable Medical Equipment in Los Angeles has been retained to provide training for a fee of \$5,000.

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Communication
- Coaching for Team Leads
- Client Relations
- Employee Engagement
- Billing process
- Appointment Scheduling

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- Point Click Care Electronic Tablet for Bedside Charting
- Point Click Care Electronic Medical Records CRM (Customer Relationship Management)
- Point Click Care
- Clinical Key Performance Indicators

#### **Continuous Improvement Skills**

- Communication with Teams
- Problem solving
- ESL
- Remedial Math
- Quality Standards in Healthcare

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

- Administration of Antimicrobial Agent (ABT)
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management

- Urinary Management (Foley Catheter, Input/Output)
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Lab Electrolyte Imbalance
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (Colostomy Care, Urinary Catheter Care)
- Covid Protocols

**Medical Skills (Preceptor)**

- Advanced Assessment Skills
- Advanced Clinical Skills
- Infection Control
- Patient Safety
- Clinical Certification Skills
- Patient Assessment and Care
- Intravenous Therapy
- Feeding Tube, Insert, Removal
- Feed Tube Site Care
- Hemovac/Pnuemovac
- Neurovascular Conditions
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (Colostomy Care)
- Functional Mobility and Ambulation
- Bowel and Bladder Training of Patients
- Identification of Skin Impairments and Prevention
- Identification of Patient Change in Condition
- Monitoring of Cardiovascular changes such as Vital Signs, Endurance, Level of Consciousness
- Breathing Patterns and Respiratory Function
- Positioning of Patients for Correct Body Alignment





**Training Proposal for:**  
**NTMA Training Centers of Southern California**

**Contract Number: ET24-0160**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Manufacturing (33)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego	Repeat Contractor:	<input 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>
\$699,200		\$48,640 8%		\$747,840

In-Kind Contribution:	50% of Total ETP Funding Required	\$851,897
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Manufacturing Skills	380	8-200	0	\$1,968	\$22.66
				Weighted Avg: 85			

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

**Minimum Wage by County:** \$22.66 per hour for Los Angeles County, \$21.57 per hour for Orange, Riverside San Bernardino and San Diego Counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
CNC Machine Operator	\$20.16- \$25.00	40
	\$25.01- \$35.00	40
Inspector	\$20.16- \$25.57	80
Programmer	\$20.16- \$25.00	40
	\$25.01- \$32.38	40
Machine Set-Up Operator	\$20.16-\$25.00	30
	\$25.01- \$35.00	30
Engineer	\$20.16- \$25.00	40
	\$25.01-\$35.00	40

**INTRODUCTION**

NTMA Training Centers of Southern California (NTMA) ([www.trainingcenters.org](http://www.trainingcenters.org)) was founded in 1968 and is located in Santa Fe Springs. NTMA trains for the tooling, machining and manufacturing industries in Southern California. NTMA prepares and updates employees with skill sets that can be utilized in careers related to machining, tooling, metal-working and manufacturing industries. NTMA serves small- and medium-sized machine shop employer that design and manufacture special tools, machines, dies, jigs, fixtures, gauges and precision-machined parts. These employers need skilled workers with the most up to date skills to remain competitive due to continuing advanced technological changes in the metal industry. This is NTMA's thirty ninth ETP Contract, and the fourth in the last five years.

## **Veterans Program**

Although NTMA is not including a separate Veterans' Job Number, its participating employers do actively recruit veterans for training.

## **Union Support**

Although none of the core group of employers are represented by a union, should NTMA recruit a new employer represented by a union, the employer will be required to obtain a letter of support before the employer can start training.

## **PROJECT DETAILS**

### **Employer Demand**

Due to the high manufacturing demand in California, coupled with steady technological advancements in the industry, there is an ongoing shortage of trained machine and tooling workers. NTMA reports that training is necessary to support employers who are seeing a significant number of workers retiring from the industry, further depleting the pool of trained machinists. Participating Employers need higher skilled workers in order to maintain employment levels and compete for ongoing and additional businesses. In order to operate complex machinery efficiently, trainees will need intensive training hours both theoretical and practical to help keep up with the strains felt throughout the sector. Additionally, NTMA recently invested approximately \$326,000 in equipment such as (2) axis simulators, (2) milling machines, (2) CNC mini mills and (1) tilting rotary table. ETP-funded training will provide participating employers the opportunity to grow their business, sustain their competitiveness while upgrade the skills of their workforce and meet customer demand.

The core group of employers consists of approximately 26 large companies and 80 small businesses, which represents over 100% of requested funding for this proposal. The proposed training will be offered to employers in Los Angeles, Orange, Riverside, San Bernardino and San Diego Counties.

NTMA's proposed curriculum is derived from national industry standards, with additional input from its trustees, local chapter members, local shop owners and instructional staff. Participating employers review curriculum content prior to training. In addition, NTMA host two Advisory Board meetings yearly to discuss and review training needs, while considering improving the quality, technique and progressive methods to meet industry demands. Feedback is used to gauge the effectiveness and capture different training ideas, how to help the industry to overcome hurdles and burdens that require immediate attention.

### **Training Plan**

NTMA anticipates 98% of the proposed training will be conducted at NTMA's training facility located in Santa Fe Springs; the remainder 2% will be at employer worksites. Training will be provided via Class/Lab, and E-Learning in the following:

**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.

**Manufacturing Skills:** This training will be offered all occupations. Training is designed to improve product quality and upgrade production skills as well as enhancing manufacturing processes.

## **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.

The targeted participating employers generally do not provide formal training to their production employees. Instead, training is typically limited to informal, on-the-job training. Some workers who will participate in the proposed training have attended brief seminars for limited Computer and Manufacturing skills. However, the proposed Curriculum will provide workers in-depth training in the most proficient use of computerized machine tools and manufacturing equipment

### **➤ Training Infrastructure**

NTMA has designated the Executive Director to oversee the project along with 8 staff members dedicated to this ETP project who will assist with scheduling training and all aspects of the program administration. NTMA's staff has successfully administered NTMA's prior ETP projects and are very knowledgeable of ETP's administrative processes. Training is scheduled to begin upon Panel approval.

## **Impact/Outcome**

NTMA offers certificate programs such as Certificates in Inspection, Computer Numerical Control (CNC) Machining, Advanced CNC Machining, Mastercam, and Advanced Mastercam. Upon completion of training, trainees will receive NTMA's certificate, which often lead to new job opportunities, increase wages and career advancement.

## **Marketing and Support Costs**

NTMA is requesting and staff recommends 8% support costs for program marketing and training-related activities including the recruitment of participating employers and assessment of employer-specific job requirements for retrainees. Support activities include the recruitment of participants, intake assessments, job readiness development, and job search/placement assistance. Staff recommends the 8% 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).

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

- BPPE licensure valid until January 21, 2020 (BPPE's representative stated on July 19, 2023 that they are still processing NTMA's application and do not have an estimated time of completion. In addition, "Provided that a complete renewal application is received by the Bureau prior to the expiration of the approval, a valid approval to operate shall continue until the Bureau has acted upon the renewal application");
- Approval for WIOA funding under the I-TRAIN program; and
- Successful past performance with ETP (see Prior Project table)

**Tuition Reimbursement**

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

**ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0307	\$597,600	05/31/2022-05/30/2024	205	158	37	\$619,624.80 (100%)

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0335	Statewide	06/01/2020-05/31/2022	\$748,279	\$635,709.70 (85%)
ET19-0305	Statewide	11/03/2018-01/31/2021	\$1,700,244	\$1,799,244 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

Trainees may receive any of the following:

**Computer Skills****Mastercam**

- Mathematical principles and applications
- CNC programming system
- 2D wire frame construction
- Basic 2-D programming
- Defining tool paths
- Introduction to 3D programming
- Models and tooling
- Basics of surface construction
- Surface shading and dialogs
- Multi-surface machining

**Mastercam Advanced**

- Review of basic programming
- 3D tool paths
- Multi-axis machining
- 3D toolpath editing
- 3D toolpath planning
- Engraving artworks
- Creating part geometry for lathes
- Lathe programming
- Mill-turn toolpaths
- File conversion
- Post processor customization

**Manufacturing Skills****CNC Machining**

- Types of equipment
- Mathematical principles and applications
- Lathes
- Mills
- Specifications
- Cutting tools
- Programming
- Setup and operation
- Tool paths
- Meeting tolerances
- Meeting quality standards
- Shop practice

**CNC Machining Advanced**

- CNC programming system
- Types of machines

- Setup procedures
- Defining tool paths
- Models and tooling
- Basics of surface construction
- Surface shading and dialogs
- Multi-surface machining
- Solid construction
- Application of tool paths to solid models
- Tool paths in solid machining

**Inspection**

- Coordinate measuring equipment
- Mathematics for inspection
- Blueprints
- Geometric dimension and tolerancing
- Datums and datum surfaces
- Coordinate measuring machine setup and operation
- Inspection records and requirements
- Parts, assemblies and setup techniques required using CMM inspection
- methods

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: ACE AIR MANUFACTURING

Priority Industry? ☒ Yes ☐ No

Address: 1430 W. 135<sup>TH</sup> STREET

City, State, Zip: GARDENA

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 16

Total # of full-time company employees in California: 16

Company: ACROMIL, LLC

Priority Industry? ☒ Yes ☐ No

Address: 18421 RAILROAD ST

City, State, Zip: CITY OF INDUSTRY, CA 91748

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: 166

Total # of full-time company employees in California: 166

Company: AERODYNE PRECISION MACHINING

Priority Industry? ☒ Yes ☐ No

Address: 5471 ARGOSY AVE

City, State, Zip: HUNTINGTON BEACH, CA 92649

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: AEROFIT LLC

Priority Industry? ☒ Yes ☐ No

Address: 1425 S ACACIA AVE

City, State, Zip: FULLERTON, CA 92831

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: 300

Total # of full-time company employees in California: 300



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: ARANDA TOOLING, INC

Priority Industry? ☒ Yes ☐ No

Address: 13950 YORBA AVE

City, State, Zip: CHINO, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 6

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 150

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

Company: B & E MANUFACTURING CO INC

Priority Industry? ☒ Yes ☐ No

Address: 12151 MONARCH STREET

City, State, Zip: GARDEN GROVE, CA 92841

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 13

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 12000

Total # of full-time company employees in California: 1000

Company: BAL SEAL ENGINEERING CO

Priority Industry? ☒ Yes ☐ No

Address: 19650 PAULING

City, State, Zip: FOOTHILL RANCH, CA 92610

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 576

Total # of full-time company employees in California: 368

Company: BEDARD MACHINE INC

Priority Industry? ☒ Yes ☐ No

Address: 141 VIKING AVE

City, State, Zip: BREA, CA 92821

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: 18

Total # of full-time company employees in California: 18

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: BLUE-WHITE INDUSTRIES

Priority Industry? ☒ Yes ☐ No

Address: 5300 BUSINESS DR

City, State, Zip: HUNTINGTON BEACH, CA 92649

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 116

Company: BRAVO DESIGN & FABRICATION LLC

Priority Industry? ☒ Yes ☐ No

Address: 2435 STROZIER AVE

City, State, Zip: SOUTH EL MONTE, CA 91733

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: 8

Total # of full-time company employees in California: 8

Company: BRISTOL INDUSTRIES

Priority Industry? ☒ Yes ☐ No

Address: 630 E LAMBERT ROAD

City, State, Zip: BREA, CA 92821

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: 378

Total # of full-time company employees in California: 378

Company: BROTHERS MACHINE SHOP CORP

Priority Industry? ☒ Yes ☐ No

Address: 6451 CLARA STREET

City, State, Zip: BELL GARDENS, CA 90201

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 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: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: CACO PACIFIC CORP

Priority Industry? ☒ Yes ☐ No

Address: 813 N CUMMINGS RD

City, State, Zip: COVINA, CA 91724

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: 83

Total # of full-time company employees in California: 83

Company: CALROD ENGINEERING

Priority Industry? ☒ Yes ☐ No

Address: 3010 RED HILL AVE

City, State, Zip: COSTA MESA, CA 92626

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

Company: CAMBRO MANUFACTURING COMPANY

Priority Industry? ☒ Yes ☐ No

Address: 5801 SKYLAB RD

City, State, Zip: HUNTINGTON BEACH, CA 92647

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 1150

Total # of full-time company employees in California: 725

Company: CARLSON ENGINEERING

Priority Industry? ☒ Yes ☐ No

Address: 425 W. ALLEN AVE, SUITE 109

City, State, Zip: SAN DIMAS, CA 91773

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: 28

Total # of full-time company employees in California: 28

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: CHROME HEARTS FACTORY LLC

Priority Industry? ☒ Yes ☐ No

Address: 915 N MANSFIELD AVE

City, State, Zip: HOLLYWOOD, CA 90038

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: 759

Total # of full-time company employees in California: 550

Company: COMPOSITES HORIZONS, INC

Priority Industry? ☒ Yes ☐ No

Address: 1471 INDUSTRIAL PARK ST

City, State, Zip: COVINA, CA 91722

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 113

Total # of full-time company employees in California: 113

Company: CR LAURENCE

Priority Industry? ☒ Yes ☐ No

Address: 2200 3 55<sup>TH</sup> ST

City, State, Zip: VERNON, CA 90058

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: 500

Total # of full-time company employees in California: 500

Company: CURRIE ENTERPRISES

Priority Industry? ☒ Yes ☐ No

Address: 382 N SMITH AVE

City, State, Zip: CORONA, CA 92880

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 65

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: CUSTOM MFG LLC

Priority Industry? ☒ Yes ☐ No

Address: 12946 LOS NIETOS RD

City, State, Zip: SANTA FE SPRINGS, CA 90670

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: DECUIR MACHINE

Priority Industry? ☒ Yes ☐ No

Address: 25520 FRAMPTON AVE

City, State, Zip: HARBOR CITY, CA 90710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 43

Total # of full-time company employees in California: 43

Company: DELAFIELD CORPORATION

Priority Industry? ☒ Yes ☐ No

Address: 1520 FLOWER AVE

City, State, Zip: DUARTE, CA 91010

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 89

Company: DESCO INDUSTRIES INC

Priority Industry? ☒ Yes ☐ No

Address: 3651 WALNUT AVE

City, State, Zip: CHINO, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 100

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: DIAL PRECISION

Priority Industry? ☒ Yes ☐ No

Address: 17235 DARWIN AVE

City, State, Zip: HESPERIA, CA 92345

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 17

Total # of full-time company employees in California: 17

Company: DICKSON TESTING CO., INC.

Priority Industry? ☒ Yes ☐ No

Address: 11126 PALMER AVE

City, State, Zip: SOUTH GATE, CA 90280

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: 93

Total # of full-time company employees in California: 93

Company: DUECK DEFENSE, INC

Priority Industry? ☒ Yes ☐ No

Address: 350 E ORANGETHORPE AVE

City, State, Zip: PLACENTIA, CA 92870

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: ELITE LIGHTING

Priority Industry? ☒ Yes ☐ No

Address: 5424 E SLAUSON AVE

City, State, Zip: COMMERCE, CA 90040

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: 236

Total # of full-time company employees in California: 236

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: ENGINEERED MACHINING SOLUTIONS, LLC

Priority Industry? ☒ Yes ☐ No

Address: 200 W. GROVE AVE

City, State, Zip: ORANGE, CA 92865

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 28

Total # of full-time company employees in California: 28

Company: EXTREME PRECISION

Priority Industry? ☒ Yes ☐ No

Address: 23266 ARROYO VISTA

City, State, Zip: RANCHO SANTA MARGARITA, CA 92688

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: 20

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

Company: FABRICAST INC

Priority Industry? ☒ Yes ☐ No

Address: 2511 SEAMAN AVE

City, State, Zip: SO. EL MONTE, CA 91733

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

Company: FRONTIER TECHNOLOGIES

Priority Industry? ☒ Yes ☐ No

Address: 800 W. 16<sup>TH</sup> STREET

City, State, Zip: LONG BEACH, CA 90813

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 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: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: GBF ENTERPRISES

Priority Industry? ☒ Yes ☐ No

Address: 2709 HALLADAY ST

City, State, Zip: SANTA ANA, CA 92705

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: 22

Total # of full-time company employees in California: 22

Company: GENERAL FORMING CORP

Priority Industry? ☒ Yes ☐ No

Address: 2413 MORETON STREET

City, State, Zip: TORRANCE, CA 90505

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: GERSTNER PRECISION

Priority Industry? ☒ Yes ☐ No

Address: 31883 CORYDON RD #110

City, State, Zip: LAKE ELSINORE, CA 92530

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: 4

Total # of full-time company employees in California: 4

Company: H & H MACHINING ENGINEERING DESIGN

Priority Industry? ☒ Yes ☐ No

Address: 15154 DOWNEY AVE, SUITE B

City, State, Zip: PARAMOUNT, CA 90723

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: 4

Total # of full-time company employees in California: 4



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: HANSEN ENGINEERING CO

Priority Industry? ☒ Yes ☐ No

Address: 24050 FRAMPTON AVE

City, State, Zip: HARBOR CITY, CA 90710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 41

Total # of full-time company employees in California: 41

Company: HOLLAND'S CUSTOM CABINETS, INC

Priority Industry? ☒ Yes ☐ No

Address: 14511 OLDE HIGHWAY 80

City, State, Zip: EL CAJON, CA 92021

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 51

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

Company: HOWMET GLOBAL FASTENING SYSTEMS, INC

Priority Industry? ☒ Yes ☐ No

Address: 801 S PLACENTIA AVE

City, State, Zip: FULLERTON, CA 92831

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: 10000

Total # of full-time company employees in California: 3000

Company: HYDRAFLOW

Priority Industry? ☒ Yes ☐ No

Address: 1881 W MALVERN AVE

City, State, Zip: FULLERTON, CA 92833

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 245

Total # of full-time company employees in California: 245

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: HYDRONAMIC ENGINEERING CORP

Priority Industry? ☒ Yes ☐ No

Address: 186 VIKING AVE

City, State, Zip: BREA, CA 92821

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

Company: INFINITY SYSTEMS, INC

Priority Industry? ☒ Yes ☐ No

Address: 22715 LA PALMA AVE

City, State, Zip: YORBA LINDA, CA 92887

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: INTERNATIONAL AERO ENGINEERING, LLC

Priority Industry? ☒ Yes ☐ No

Address: 9058 ROSECRANS AVE

City, State, Zip: BELLFLOWER, CA 90706

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: 14

Total # of full-time company employees in California: 14

Company: JACO ENGINEERING

Priority Industry? ☒ Yes ☐ No

Address: 879 S EAST STREET

City, State, Zip: ANAHEIM, CA 92805

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 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: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: KAP MFG

Priority Industry? ☒ Yes ☐ No

Address: 1308 E WAKEHAM AVE

City, State, Zip: SANTA ANA, CA 92705

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 43

Total # of full-time company employees in California: 43

Company: KING COMPONENTS

Priority Industry? ☒ Yes ☐ No

Address: 12842 JOY ST

City, State, Zip: GARDEN GROVE, CA 92840

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: 30

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

Company: KL COATINGS, INC

Priority Industry? ☒ Yes ☐ No

Address: 16463 PHOEBE AVE

City, State, Zip: LA MIRADA, CA 90638

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: LASER TECH

Priority Industry? ☒ Yes ☐ No

Address: 7400 JURUPA AVE

City, State, Zip: RIVERSIDE, CA 92504

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 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: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: LOUTECH

Priority Industry? ☒ Yes ☐ No

Address: 13810 MOUNTAIN AVENUE

City, State, Zip: CHINO, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 47

Total # of full-time company employees in California: 47

Company: M&B ASSEMBLY CORPORATION

Priority Industry? ☒ Yes ☐ No

Address: 15926 S FIGUEROA ST

City, State, Zip: GARDENA, CA 90248

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

Company: MACHINING LOGISTICS, INC

Priority Industry? ☒ Yes ☐ No

Address: 6640 VIEW PARK CT

City, State, Zip: RIVERSIDE, CA 92503

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: MARVIN ENGINEERING

Priority Industry? ☒ Yes ☐ No

Address: 261 W BEACH AVE

City, State, Zip: INGLEWOOD, CA 90302

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 815

Total # of full-time company employees in California: 815

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: MASIMO CORPORATION

Priority Industry? ☒ Yes ☐ No

Address: 52 DISCOVERY

City, State, Zip: IRVINE, CA 92618

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: 2146

Total # of full-time company employees in California: 995

Company: MASTER RESEARCH & MFG INC

Priority Industry? ☒ Yes ☐ No

Address: 13528 PUMICE ST

City, State, Zip: NORWALK, CA 90650

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 50

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

Company: MOLD VISION, INC

Priority Industry? ☒ Yes ☐ No

Address: 18351 PASADENA ST

City, State, Zip: LAKE ELSINORE, CA 92530

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: MOOG, INC

Priority Industry? ☒ Yes ☐ No

Address: 20263 S WESTERN AVE

City, State, Zip: TORRANCE, CA 90501

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: 1300

Total # of full-time company employees in California: 850

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: PANKL AEROSPACE SYSTEMS

Priority Industry? ☒ Yes ☐ No

Address: 16615 EDWARDS ROAD

City, State, Zip: CERRITOS, CA 90703

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: 63

Total # of full-time company employees in California: 63

Company: PARKER HANNIFIN

Priority Industry? ☒ Yes ☐ No

Address: 14300 ALTON PARKWAY

City, State, Zip: IRVINE, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 53570

Total # of full-time company employees in California: 2580

Company: PROFESSIONAL BEARING SERVICE, INC

Priority Industry? ☒ Yes ☐ No

Address: 3831 CATALINA #1

City, State, Zip: LOS ALAMITOS, CA 90720

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: RCM EXPORTATION, INC

Priority Industry ☒ Yes ☐ No

Address: 2772 MARTIN LUTHER KING JR BLVD

City, State, Zip: LYNWOOD, CA 90262

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: RJ ENTERPRISES

Priority Industry? ☒ Yes ☐ No

Address: 149 E 162<sup>ND</sup> ST

City, State, Zip: GARDENA, CA 90248

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 13

Total # of full-time company employees in California: 13

Company: SAINT GOBAIN PERFORMANCE PLASTICS

Priority Industry? ☒ Yes ☐ No

Address: 7301 ORANGEWOOD AVE

City, State, Zip: GARDEN GROVE, CA 92841

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: 67000

Total # of full-time company employees in California: 400

Company: SNAP-ON LOGISTIC COMPANY

Priority Industry? ☒ Yes ☐ No

Address: 19220 SAN JOSE AVE

City, State, Zip: CITY OF INDUSTRY, CA 91748

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 40000

Total # of full-time company employees in California: 300

Company: SOUTH ALLIANCE INDUSTRIAL MACHINE INC

Priority Industry? ☒ Yes ☐ No

Address: 2423 TROY AVE

City, State, Zip: SO. EL MONTE, CA 91733

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: SPACE EXPLORATION TECHNOLOGIES

Priority Industry? ☒ Yes ☐ No

Address: 1 ROCKET RD

City, State, Zip: HAWTHORNE, CA 90250

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 7

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 7000

Total # of full-time company employees in California: 5500

Company: STAAR SURGICAL

Priority Industry? ☒ Yes ☐ No

Address: 1911 WALKER AVE

City, State, Zip: MONROVIA, CA 91016

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 11

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 742

Total # of full-time company employees in California: 425

Company: TEMECULA PRECISION FABRICATION INC

Priority Industry? ☒ Yes ☐ No

Address: 42201 SARAH WAY

City, State, Zip: TEMECULA, CA 92590

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: TFC MANUFACTURING

Priority Industry? ☒ Yes ☐ No

Address: 4001 WATSON PLAZA DRIVE

City, State, Zip: GARDEN GROVE, CA 92841

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 191

Total # of full-time company employees in California: 191



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: VESCIO MANUFACTURING

Priority Industry? ☒ Yes ☐ No

Address: 14002 ANSON AVE

City, State, Zip: SANTA FE SPRINGS, CA 90670

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: 116

Total # of full-time company employees in California: 88

Company: VOTAW PRECISION TECHNOLOGIES

Priority Industry? ☒ Yes ☐ No

Address: 13153 LAKELAND RD

City, State, Zip: SANTA FE SPRINGS, CA 90670

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: 131

Total # of full-time company employees in California: 131

Company: V-TECH MACHINING SOLUTIONS, INC

Priority Industry? ☒ Yes ☐ No

Address: 1608 E WILSHIRE AVE

City, State, Zip: SANTA ANA, CA 92705

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: WEST COAST AEROSPACE, INC

Priority Industry? ☒ Yes ☐ No

Address: 24224 BROAD ST

City, State, Zip: CARSON, CA 90745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 88

Total # of full-time company employees in California: 88

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: NTMA Training Centers of Southern California

CCG No.: ET24-0160

Reference No: 24-0049

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ALPHABETIZE BY COMPANY NAME

Company: WOLFE INDUSTRIES, INC

Priority Industry? ☒ Yes ☐ No

Address: 14420 MARQUARDT AVE

City, State, Zip: SANTA FE SPRINGS, CA 90670

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: 72

Total # of full-time company employees in California: 72



**Critical Proposal for:**

**Rivian, LLC**

**Contract Number: ET23-0347**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**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, Orange, San Bernardino, San Diego, San Francisco, Santa Clara, Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 4,436	U.S.:13,949	Worldwide: 14,283	
<u>Turnover Rate:</u>	6%			
<u>Managers/Supervisors:</u> (% of total trainees)	2%			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$616,000

<b>Total ETP Funding</b>
\$248,400

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Commercial Skills, Computer Skills	100	8-200	0	\$2,484	\$27.15
				Weighted Avg: 108			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$24.72 per hour for Santa Clara and San Francisco counties; \$22.66 per hour for Los Angeles, Orange, San Bernardino, San Diego, and Yolo counties.

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

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

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
Field Service Technician	\$27.15 - \$34.23	3
Field Service Technician II	\$31.73 - \$39.27	8
Field Service Technician III	\$33.04 - \$42.70	40
Field Service Technician IV	\$40.65 - \$52.74	35
Senior Field Service Technician	\$45.75 - \$59.41	14

**CRITICAL PROPOSAL**

Rivian, LLC (Rivian) is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development. ETP funding will help the Company expand its training capacity, and support the growth of Rivian’s workforce and electric vehicle customer base in California.

**INTRODUCTION**

Rivian ([www.rivian.com](http://www.rivian.com)) is an electric vehicle manufacturer and automotive technology company. Originally founded in 2009 and headquartered in Irvine, Rivian’s line of vehicles includes the R1T (pickup truck), R1S (SUV), and EDV (electric delivery van). The Company also provides energy charging solutions and all associated service and support for its vehicles. Rivian has over 100 locations in the United States, including more than 20 locations in California. This proposal targets Rivian’s Field Service Technicians throughout California and all training will take place at the Company’s Costa Mesa Service Center. This will be Rivian’s first ETP contract.

## **Veterans Program**

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

## **Green/Clean Operations**

Rivian is an electric vehicle manufacturer with a company-wide sustainability strategy and commitment to net-zero carbon emissions by 2040.

## **PROJECT DETAILS**

As more people purchase Rivian vehicles and more organizations utilize the Company's fleet vehicle technology, Rivian will continue to increase its number of Service Centers. This growth requires skilled technicians at each location with the ability to perform highly technical maintenance and repair work.

The training outlined in this proposal is a newly-created 12-week program designed specifically for Field Service Technician training to be delivered at Rivian's Costa Mesa Service Center. Field Service Technicians from across the state will develop the skills needed to be certified in Rivian's specialized tooling process. In addition to unique vehicle equipment, the training will also include the use of vehicle lifts, tool boxes, PTZ (pan, tilt, zoom) cameras, switch boards, high voltage technology, and ADAS (advanced driver assistance system) calibration machinery. This Class/Lab training will include simulated, hands-on instruction via the use of dedicated training vehicles (R1T, R1S, and EDV) at the training site.

This training will be provided to a combination of existing service technicians and technicians hired into newly-created positions. The Company anticipates trainees will complete at least two to four full days of training per week, and all trainees are expected to receive between 192 to 384 total hours of training over a 12-week period, depending on the employee's level of experience and command of the subject matter. For this proposal, the estimated average is 108 hours per trainee, with the ETP standard retraining cap of 200 hours per trainee. Any training delivered above 200 hours per trainee will be at the Company's expense.

The proposed training has been designed to equip employees with the requisite knowledge and skills to work on Rivian vehicles in the safest and most efficient manner. Once the Field Service Technicians have completed training, they will be aptly prepared to deploy their expertise at their respective Rivian Service Center locations in California.

## **Training Plan**

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

**Commercial Skills:** Training will be offered to all Field Service Technician trainees. Training will focus on industry-specific skills related to the complex service and maintenance of Rivian's exclusive line electric vehicles. Trainees will receive in-depth instruction involving high/low voltage, vehicle suspension systems, thermal systems, and ADAS technology.

**Computer Skills:** Training will be offered to all Field Service Technician trainees. Training will cover various aspects of fault detection, and firmware diagnostics testing and troubleshooting.

**Commitment to Training**

Rivian has an estimated annual training budget of approximately \$250,000 for its California facilities. Company-funded training includes new employee onboarding, basic on-the-job skills, and industry compliance 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

Rivian's Director of Service Learning & Development will oversee project administration. Service Center instructors and program managers will coordinate the scheduling, tracking, and documentation of training. Training will be delivered by in-house subject matter experts and vendors as needed. All training will take place at Rivian's Costa Mesa Service Center. The Company has a training schedule in place and is prepared to commence training upon contract approval.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

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

Trainees may receive any of the following:

**Commercial Skills**

- **High Voltage Architecture & Diagnosis**
  - Ohms Law
  - PPE/Safety
  - ESS Fuses
  - Isolation
  - Pre-Charge
  - Equipotential Grounding
  - R1/EDV HV Layout
  - Glove Safety Check
  - HV Depower Procedure
  - Insulation Check on Vehicle(s)
  - Pilot Lab
  - Proximity Lab
  - HV Fuse Lab
  - Vehicle Diagnosis
- **Advanced Driver Assistance Systems (ADAS) Calibration**
  - R1/EDV Calibration Training
  - Camera and Radar Calibration - Including Surround View Cameras
  - Manual and Tru-Point Calibration Procedures
  - Vehicle Pre-Conditioning and Use of the Tru-Point Machine
  - High Level EDV Topics
- **Introduction to Electric Delivery Van (EDV) Overview**
  - Mechanical and Electrical Aspects of the EDV
  - General EDV Walkthrough – Front, Mid and Rear Sections
  - Component Location, Controllers, Low Voltage Batteries
  - View of Underside of Vehicle – Main Pack, Electrical and Electronic Locations
  - Front Drive Assembly, Front Suspension, Leaf Spring and Power Steering Rack
  - Service Bay Access for Brake Fluid, Coolant and AC Service Ports
  - Vehicle Access Software Logic
  - ADAS Components and Locations
  - Firemen Loop Location
  - Jack Points
  - Jacking Methods for Tire Rotation
  - Closures, Rear Door, Removal, Installation and Latch Adjustment
  - Driver Certification
- **Vehicle Dynamics: Suspension Systems**
  - Air Suspension System
  - Hydraulic System
  - Suspension Structure
  - Electrical Architecture

- **Low Voltage Diagnostics & Wire Repair**
  - Conductivity of Materials - Electrical Conductor or Insulator
  - Basic Electrical Variables
  - Ohms and Watts Laws
  - Circuit Types and Properties
  - Electrostatic Discharge (ESD)
  - Testing Electrical Components
  - AC and DC Voltage
  - Wiring Harness Repair
- **Thermal Systems**

### **Computer Skills**

- **Fault and Firmware Diagnostics**
  - Leveraging RiDE Diagnostics Software Tool
  - Creating and Using Work Orders via ServiceOS Platform
  - ADAS Calibration Machine – Use of Digital Tools





Retrainee-Job Creation  
**Training Proposal for:**  
**Webcor Construction L.P.**  
**Contract Number: ET24-0156**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction (C) Construction (23)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Los Angeles, San Diego, San Francisco, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Northern California Laborers' Joint Apprenticeship Training Committee, Carpenters 46 Northern California Counties Conference Board		
Number of Employees in:	CA: 1,201	U.S.: 1,201	Worldwide: 2,074
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A%		

**FUNDING DETAIL**

In-Kind Contribution
\$181,250

Total ETP Funding
\$98,900

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills Comm'l Skills Computer Skills Continuous Impr. OSHA 10/30	215	8-200	0	\$460	\$30.90
				Weighted Avg: 20			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:**

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

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Construction/Field Staff	\$28.40-\$30.89	10
	\$30.90-\$79.00	157
Support Staff	\$32.00-\$57.00	48

**INTRODUCTION**

Founded in 1971, Webcor Construction L.P. (Webcor) ([www.webcor.com](http://www.webcor.com)), is a subsidiary of Obayashi, USA. Webcor is headquartered in San Francisco with locations in Alameda, Los Angeles, San Diego, San Francisco, and San Jose. Employees in all locations will participate in the proposed training.

Webcor is recognized as a leading national commercial contractor and construction manager with a focus on flagship structures, infrastructure projects, luxury residential buildings, luxury hotels, as well as healthcare and higher education campuses. Webcor's diverse and complex collection of construction projects include: The Salesforce Tower, The San Francisco Museum of Modern Art expansion, The Stanford University Graduate School of Business, and The San Francisco Public Utilities Commission Headquarters. This is Webcor's first ETP Contract.

## **Veterans Program**

Although there is no Veteran component in this proposal, Webcor is firmly committed to the hiring and development of Veterans. The Company currently employs a total of 15 employees in California who self-identify as Veterans. Also, Webcor works with Concrete Preservation Institute to help identify and recruit Veterans on an ongoing basis. Furthermore, qualified Veteran candidates are encouraged to apply for positions through the standard company hiring procedures.

## **Union Support**

Construction/Field Staff are represented by Northern California Laborers' Joint Apprenticeship Training Committee, and Carpenters 46 Northern California Counties Conference Board. Union letters of support have been submitted for this training project.

## **PROJECT DETAILS**

The rapid and evolving integration of digital technologies into the Construction industry demands an optimized workforce equipped with the essential skills and knowledge. Webcor acknowledges that the proficiency of its workforce is paramount to the success of its business. As a result, the Company is enforcing streamlined processes, systems, and software to enhance efficiency and productivity.

Webcor is implementing the mobile version of Microsoft Power Business Intelligence (BI). Power BI is an interactive data visualization software product that allows a collection of software services, applications, and connectors that work together to turn unrelated sources of data into coherent and pertinent information. Webcor will utilize the mobile app to not only view the reports and dashboards, but also to create reports that will help the field staff to have the most up-to-date information and data to apply at any given jobsite for increased efficiency and effectiveness. The Company has also invested in collaborative project delivery methods, including Autodesk Construction Cloud and Design-Build Professional (DBIA). This is new software that combines various construction products into one unified solution. This will allow the Company to manage its construction jobs with one simple interface to manage the design, planning, and building all in one place.

The Company has developed a comprehensive training program designed to provide trainees with the essential competencies to proficiently utilize and implement the new systems, technologies, and processes. When utilized optimally, the new technology and software will accelerate the retrieval of information, reduce the need for rework, and improve the timely completion of tasks.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations. Consequently, this will allow trainees to acquire the necessary knowledge and proficiency to effectively carry out their job responsibilities within the Webcor environment. This in turn, will result in enhanced and consistent client service through the utilization of Business/Technical Writing Skills, Finance and Accounting Skills, and Proposal/Contract Skills.

**Commercial Skills:** Training will be offered to Construction/Field Staff workers to better perform their specific expertise in designing and building structures for its diverse client base. Training will

focus on Advanced Safety Skills, Construction Equipment Skills, Construction Process Management Skills, and Virtual Design and Construction Skills.

**Computer Skills:** Training will be offered to all occupations. Training will focus on Construction Software Skills, Data Center/Document Management Skills, and Webcor Proprietary System Skills.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on Process Improvement Skills, Team Building/Performance Skills, and Time Management Skills.

### **Certified Safety Training**

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

### **Special Employment Training**

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

#### **➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). Webcor requests this modification for trainees in Job Number 1.

### **Commitment to Training**

Webcor currently invests \$950,000 annually for training at all of its facilities. The ETP funding will enable Webcor to introduce and implement new processes and technologies, thereby securing a competitive advantage while concurrently upskilling employees.

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

#### **➤ Training Infrastructure**

Webcor has assigned its Senior Manager of Learning and Development to oversee the administration and implementation of this project. The Company maintains a coordinator at each location and approximately 20 internal subject matter experts and/or instructors who will be responsible for managing the scheduling, delivery, and documentation of training for the California facilities. An outside consultant has been retained to assist in the project administration and ensure that all training records meet ETP compliance. Webcor has a training schedule in place and is prepared to commence training upon contract approval. Training will be provided by in-house subject matter experts and vendors as needed.

**Electronic Recordkeeping/LMS**

Staff has reviewed and approved Webcor's use of a Learning Management System (LMS) for recordkeeping.

**Green/Clean Operations**

The Company is currently expanding its Leadership in Energy and Environmental Design (LEED), Green build capacity internally. As the need for sustainable building is growing so rapidly, Webcor has determined that it must increase its internal capabilities to enable expanded support to its customers.

**DEVELOPMENT SERVICES**

Webcor has retained Training Funding Partners in Huntington Beach to assist with the development of this proposal for a flat fee of \$6,923

**ADMINISTRATIVE SERVICES**

Training Funding Partners 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/Technical Writing
- Communication
- Finance/Accounting
- Proposal/Contract
- Sales/Marketing
- Presentation
- Train the Trainer

**Commercial Skills**

- Advanced Safety
- Construction Contracting
- Construction Equipment
- Construction Process Management
- Mechanical/Electrical/Plumbing
- Preconstruction/Scheduling
- Project Engineering
- Virtual Design and Construction

**Computer Skills**

- Construction Safety Software
- Data Center/Document Management
- Intermediate/Advanced Microsoft Office
- Webcor Proprietary System

**Continuous Improvement Skills**

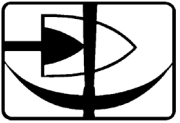
- Business Management
- Change Management
- Leadership/Coaching
- Performance Management
- Process Improvement
- Team Building/Performance
- Time Management

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

- OSHA 10

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

- OSHA 30



**Northern California Laborers' Joint Apprenticeship Training Committee**  
**1001 Westside Drive, San Ramon, CA 94583-4098 Telephone: (925) 828-2513**

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June 26, 2023

Employment Training Panel 1100 J Street  
Sacramento, CA 95814

**RE: LETTER OF SUPPORT**

Webcor's Application for Proposed Training Project  
State of California Employment Training Panel

Dear Panel Members:

We understand that Webcor Construction, LP dba Webcor is requesting ETP funding. The proposed training plan for the 84 non-apprenticed Construction/Field Staff has our support. The apprenticed positions will receive training from our Joint Apprenticeship Training Council, separate from this project.

The Union with respective Local(s) has received from Webcor a Notice of Intent to train Collective Bargaining Agreement (CBA) represented workers. In accordance with ETP regulation § 4404, such Notice of Intent contained information regarding the proposed training, the impacted employee population, the labor organization's opportunity to participate in the agreement's development, and the effective date of Webcor's 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 in the referenced Notice of Intent, confirms the Union's concurrence with Webcor's proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided that are outside of the specifics of the training plan approved by the Employment Training Panel are between Webcor and the Union as a condition of continued support.

Sincerely,

Hugo de la Torre  
Director of Apprenticeship  
Northern California District Council of Laborers J.A.T.C.

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# CARPENTERS

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46 Northern California Counties Conference Board

**CHRIS PEDROZA**

Executive Director

June 29, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

**RE: LETTER OF SUPPORT**

Webcor's Application for Proposed Training Project  
State of California Employment Training Panel

Dear Panel Members:

We understand that Webcor Construction, LP dba Webcor is requesting ETP funding. The proposed training plan for the 83 non-apprenticed Construction/Field Staff has our support. The apprenticed positions will receive training from our Joint Apprenticeship Training Council, separate from this project.

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

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

Sincerely,



Chris Pedroza  
Executive Director





**Training Proposal for:**  
**Workforce Development Corporation**  
**of Southeast Los Angeles County, Inc.**

**Contract Number: ET24-0162**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Transportation and Warehousing (48-49) Construction (23)  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>
\$701,040		\$48,768 8%		\$749,808

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,032,782
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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, Continuous Impr., HazMat, HazWoper, Job Readiness, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	508	8-200	0	\$1,476	\$22.66
				Weighted Avg: 60			

**\*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 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/Office Staff	\$20.16 - \$25.00	41
	\$25.01 - \$27.83	10
Construction Laborer	\$20.16 - \$25.00	6
	\$25.01 - \$35.69	3
Engineer	\$37.10 - \$64.98	7
Engineering Support	\$23.64 - \$25.00	13
	\$25.01 - \$38.00	30
Glazier	\$20.94 - \$25.00	1
	\$25.01 - \$31.02	2
Machinist	\$47.00 - \$72.00	68
Maintenance Repairer	\$20.16 - \$25.00	25
	\$25.01 - \$30.07	17
Material Handler	\$20.16 - \$25.00	9
	\$25.01 - \$30.47	7
Production Staff	\$20.16 - \$25.00	85
	\$25.01 - \$29.08	72
Production Support Staff	\$24.00 - \$25.00	12
	\$25.01 - \$44.00	30
Owner/Chief Executive (Small Business Only)	N/A	5
Supervisor/Manager	\$22.92 - \$25.00	8
	\$25.01 - \$51.22	32
Warehouse Staff	\$20.16 - \$22.59	25

## **INTRODUCTION**

Workforce Development Corporation of Southeast Los Angeles County, Inc. (SELACO) ([www.selacowdb.com](http://www.selacowdb.com)) was formed in 1983. SELACO specializes in providing customized business solutions to foster the economic progression of employers and the upskilling of individuals through workforce education and training. SELACO provides services to businesses mainly located in the Southeast Los Angeles and Orange County areas. SELACO works collaboratively with employers, economic development agencies, and labor organizations to address the challenges of business growth and employee retention.

The proposed training will be provided primarily to manufacturing and logistics employers; however, companies from additional business sectors facing out-of-state competition are also expected to participate. The core group of participating employers represents more than 80% of the requested funding amount, and approximately 55% are small businesses. Training will be provided statewide; however, most of the training is expected to take place in Los Angeles and Orange Counties. This will be SELACO's twenty-first ETP Contract; and the sixth in the last five years.

### **Veterans Program**

Although SELACO is not including a separate Job Number for Veterans, its participating employers regularly employ Veterans through normal hiring practices.

### **Apprenticeship**

There are numerous apprenticeship programs throughout the state for Machinists and Glaziers. These apprenticeship programs often run 24-48 months, as compared to courses and training hours specific to Machinists and Glaziers in the proposed curriculum. The proposed training is intended for journey-level Machinists, and training for Glaziers herein does not duplicate apprentice training. Therefore, training in this proposal for Machinists and Glaziers will not displace apprenticeship training programs.

## **PROJECT DETAILS**

Employers throughout California continue to recover from the lasting effects of the COVID-19 pandemic. Many companies experienced high turnover rates and are now working to upskill new labor pools requiring an extensive amount of training. Employers have indicated that training will be an essential part of their short and long-term survival plans. SELACO's business improvement and training initiatives are developed through extensive collaboration and discussions with advisory committees, focus groups and employers. SELACO relies on industry data and market trend analysis to identify key factors affecting businesses. The proposed training offers vital business recovery and growth solutions designed to increase workforce knowledge, performance skills, and upward mobility, along with improving company stability and profits.

Some core employers may have participated in at least one of SELACO's previous Contracts. Further, several topics from the proposed Curriculum are repeated from prior ETP Contracts. However, no trainees that participated in prior ETP projects will receive duplicative training in this proposed Contract.

### **Training Plan**

Training will be customized to meet the specific needs of participating employers and will be delivered via Class/Lab and E-Learning. Approximately 95% of the proposed training will be delivered at employer worksites and the remaining 5% will be provided in a center-based setting.

**Business Skills:** Training will be offered to all occupations to teach workers how to communicate more effectively with internal and external customers and provide better customer service. Training will also include project management, financial principals, and resource management.

**Commercial Skills:** Training will be offered to Construction Laborers, Engineers, and Supervisors. Training will cover construction fundamentals and industry-specific construction management skills.

**Computer Skills:** Training will be offered to all occupations to enhance their use of innovative software solutions, including database technology, logistics software, and business applications.

**Continuous Improvement:** Training will be offered to all occupations to enhance problem solving and decision-making skills. These courses will enable skilled workers to improve efficiencies that lead to lower operating costs, reduced waste, and higher profit margins.

**Job Readiness Skills:** Training will be offered to Production and Office Staff who may require more focused instruction in skills designed to improve the workplace success of individuals newly entering the labor force.

**Literacy Skills:** Training will be offered to Production Staff to help workers overcome language barriers that impede productivity and teamwork.

**Management Skills:** Training will be offered to Managers/Supervisors to enhance their ability to communicate, lead, motivate and plan.

**Manufacturing Skills:** Training will be offered to Production Staff, Machinists, Maintenance Repairers, Production Control, and Engineers. Courses will include Programmable Logic Control, Kaizen Methods, Machine/Power Tool usage and Manufacturing Resource Planning. This training is designed to improve production efficiency, product quality and safety.

### **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 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 frontline Supervisors, Production Staff, Glaziers, Shipping/Receiving, and Construction Laborers. OSHA 30 training will be provided to Managers/Supervisors and Engineers to ensure a safe work environment.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER): This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
3. Hazardous Materials (HAZMAT): This training is also 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, Machinists, Maintenance Repairers, Engineers, Supervisors, Materials Handlers, and Shipping/Receiving 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. In this proposal, certification is by the certified trainers.

### **Trainer Qualifications**

SELACO utilizes a combination of its own highly skilled trainers and outside training vendors. All trainers are experienced course instructors.

### **Alternate Recordkeeping**

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

### **Marketing and Support Costs**

SELACO maintains numerous relationships with business, labor, and economic development agencies to advertise and market its program. SELACO also promotes programs through its work with community organizations (e.g., Society of Manufacturing Engineers, Professionals in Human Resources Association, American Production and Inventory Control Society, Aerospace and Defense Forums and Trade Shows, Small Business Development Centers, various Chambers of Commerce, and other industry sector partnerships).

SELACO is requesting and staff recommends 8% Support Costs to assist with recruitment and training assessments.

### **Tuition Reimbursement**

Trainees 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 provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

SELACO’s Deputy Director will oversee administration of this project. SELACO has four staff members in its Business Services Department dedicated to marketing, employer recruitment, scheduling, and ETP administration. Training will be delivered by in-house trainers and vendors as needed.

**ACTIVE PROJECTS**

The following table summarizes performance by SELACO under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0132	\$599,625	08/29/22 – 08/28/24	426	389	TBD	\$483,185 (81%)

Based on ETP Systems, 479 trainees have been enrolled and 19,642 reimbursable hours have been tracked for potential earnings of \$483,185 (81% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 2023.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0333	Statewide	06/28/21 – 06/27/23	\$511,803	\$492,522 (96%)
ET20-0129	Statewide	08/26/19 – 11/23/21	\$749,786	\$710,146 (95%)
ET19-0268	Statewide	10/01/18 – 09/30/20	\$611,507	\$611,507 (100%)
ET17-0284	Statewide	10/31/16 – 10/30/18	\$949,278	\$923,424 (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:

**Business Skills**

- Project Management
- Scheduling, Budgeting, and Cost Controls
- Managing Resources
- Quality Control
- Time Management
- PERT/Critical Path Charts
- Multicultural Organizations
- Change Management
- Communication Skills
- Customer Service
- Increasing Customer Satisfaction
- Goal Setting
- Planning for Results/Decision Making
- Inventory Control
- Negotiation Techniques
- Increasing Productivity and Quality
- Finance Principals
- Sales Skills

**Commercial Skills**

- Estimating and Budgeting
- Surveying
- Land Analysis
- Entitlement Documentation
- Blueprint Reading for Building Trades
- Fundamentals of Construction
  - Estimating
  - Bidding
  - Project Management
  - Spreadsheets
- Construction Management
- Project Planning and Control
- Risk Management

**Computer Skills**

- Word Processing, Intermediate and Advanced
- Data Processing, Intermediate and Advanced
- Spreadsheets, Intermediate and Advanced
- QuickBooks, Adobe, Visual Basics, Crystal Reports
- Databases
- Search Engines
- Pivot Tables

- Content Control, Editing
- Queries and Reports
- Cyber Security Issues
- Social Media Marketing
- Address Books, Group Mailings
- Help Desk Support
- Logistics Software
- Project Management Software
- Computer Aided Design
- Enterprise Resource Planning (ERP)
- Manufacturing Resource Planning (MRP)
- Computer Skills for Construction Trades
- MS Office (Intermediate & Advanced)

### **Continuous Improvement Skills**

- Lean Manufacturing/Operations
- 5-S Work Area Organization
- Six Sigma
- Problem Solving
- Flow Charts, Process Analysis, Cause and Effect
- Decision Making
- Managing Interactions
- Standard Work and Standard Operations
- Takt Times and Cycle Times
- Setup Time Reduction
- Operation Tools and Kaizen
- Supply Chain Elements and Management
- Costs and Analyses
- Manufacturing Resource Planning
- Scheduling and Planning
- Purchasing and Inventory
- Capacity Management
- Time Management
- Basic Logistics Practices
- Logistics Documentation and Terminology
- Terms of Sale
- Import/Export Process Flow
- Frontline Leadership
- ISO9000-9001/AS9100
  - Quality Management Processes
  - Resource Management Processes
  - Needs Assessment
  - Document Control
  - Communication
  - Monitoring and Measurement
  - Data Analysis
  - Planning
- Applying 5S to Safety



- Workplace Assessment for Safety
- Ergonomics
- Fire Safety
- Industry Specific Safety

**Hazardous Materials Skills**

- Hazardous Materials for Logistics and Goods Transportation
- Environmental Management of Hazardous Materials and Industrial Waste
- Blood Borne Pathogens
- Hazard Communication
- Fall Hazards
- Electrical Safety
- Emergency Action Plans
- Fire Prevention
- Protective Equipment
- Hazardous Materials

**HazWoper**

- HAZWOPER Skills

**Job Readiness Skills**

- Soft Skills
- Job Retention Skills
- Interpersonal Skills
- Responsibility
- Listening Skills
- Empathy
- Work Ethics
- Work under Pressure
- Flexibility
- Adaptability
- Decisiveness
- Critical Thinking

**Literacy Skills**

- SMART Goals
- Work Flow and Occupations
- Effective Listening Skills
- Basics of Problem Solving
- Communication Skills
- Reading, Writing, and Speaking English
- English Pronunciation
- Work Related Vocabulary and Terminology

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

- The Lead/Supervisor Role
- Motivating Employees
- Coach and Counseling

- Planning and Controlling
- Decision Making and Communication Skills
- Understanding Work Group Dynamics
- Change Management
- Teambuilding
- Leadership Principles
- Cost Control
- Time Management

**Manufacturing Skills**

- Programmable Logic Control
- Manufacturing Resource Planning
- Blueprint Reading
- Gauges and Calibration
- Shop Math
- Tolerances and Variance Calculations
- GD&T
- Data Collection and Tolerances
- Operation of Tools and Kaizen Methods
- Elementary Chemical Knowledge
- Types of Materials - Fire Prevention
- Material Handling - Lifting Devices
- Walking/Working Surfaces
- Machinery and Machine Guarding
- Proper Usage of Hand Tools, Power Tools
- Welding, Cutting and Brazing
- Electrical
- Toxic and Hazardous Materials
- Equipment Maintenance

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

- OSHA 10
- OSHA 30

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Workforce Development Corporation of Southeast Los Angeles County, Inc. (SELACO) CCG No.: ET24-0162

Reference No: 24-0122

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: 360 Behavioral Health

Priority Industry? ☒ Yes ☐ No

Address: 9201 Oakdale Ave Suite 101

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 156

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 305

Total # of full-time company employees in California: 305

Company: A-Tech Consulting

Priority Industry? ☒ Yes ☐ No

Address: 1640 N Batavia St

City, State, Zip: Orange, CA 92867

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: 72

Total # of full-time company employees in California: 72

Company: Ambrose Construction

Priority Industry? ☒ Yes ☐ No

Address: 14422 Pioneer Blvd

City, State, Zip: Norwalk, CA 90650

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 4

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Bay Cities Packaging

Priority Industry? ☒ Yes ☐ No

Address: 5138 Industry Ave

City, State, Zip: Pico Rivera, CA 90660

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: 242

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Workforce Development Corporation of Southeast Los Angeles County, Inc. (SELACO) CCG No.: ET24-0162

Reference No: 24-0122

Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Dekra-Lite Industries, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 3433 W Harvard St

City, State, Zip: Santa Ana, CA 92704

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: 60

Total # of full-time company employees in California: 60

Company: DHX

Priority Industry? ☒ Yes ☐ No

Address: 19201 S Susana Rd

City, State, Zip: Compton, CA 90221

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: 189

Total # of full-time company employees in California: 189

Company: Mission Microwave Technologies

Priority Industry? ☒ Yes ☐ No

Address: 6060 Phyllis Dr

City, State, Zip: Cypress, CA 90630

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: 70

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

Company: Mitsubishi Chemical Group

Priority Industry? ☒ Yes ☐ No

Address: 1822 Reynolds Ave

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 20

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 370

Total # of full-time company employees in California: 310

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Workforce Development Corporation of Southeast Los Angeles County, Inc. (SELACO) CCG No.: ET24-0162

Reference No: 24-0122

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: NicoNat

Priority Industry? ☒ Yes ☐ No

Address: 2624 Yates Ave

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

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

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 25

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

Company: Paramount Pipeline LLC

Priority Industry? ☒ Yes ☐ No

Address: 14700 Downey Ave Suite 100

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 9

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

Company: World Energy

Priority Industry? ☒ Yes ☐ No

Address: 14700 Downey Ave

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 19

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 150

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



## Healthcare Workforce Advancement Fund (HWAF)

### Training Proposal for:

### Butte Glenn Community College District

**Contract Number: ET24-0189**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccerelli

#### **PROJECT PROFILE**

Contract Attributes:	HWAF (Alt / Gen) Retrainee Priority Rate Job Creation Initiative Medical Skills Training	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 General Teamsters Professional, Health Care & Public Employees Local. 137		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤0%		

#### **FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$700,350		\$48,650 8%		\$749,000

In-Kind Contribution:	50% of Total ETP Funding Required	\$593,719
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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 Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	175	8-400	0	\$4,280	\$18.54
				Weighted Avg.: 174			

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

**Minimum Wage by County:** Job Number 1: \$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.

**CBA Wages:** For those trainees covered by a CBA, Contract post retention wages will be no less than the CBA wage and the Contract Post Retention wage.

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

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

Participating employers may use health benefits up to \$1.54 to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Certified Nurse Assistant	\$17.00 - \$20.00	90
	\$20.01 - \$25.00	60
	\$25.01 - \$26.00	24

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Butte Glenn 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**

Founded in 1968, Butte Glenn Community College District (Butte College) ([www.butte.edu](http://www.butte.edu)) is a two-year community college that provides academic instruction and workforce training. Its 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.

Headquartered in Oroville, Butte College is eligible for ETP funding as a training agency. Its Contract Education Unit will be spearheading this proposed ETP project. This unit has been handling customized, job-specific training for businesses and workers and has been managing its ETP projects. This will be Butte College's 10<sup>th</sup> ETP Contract and the seventh within the last five years.

## **Veterans Program**

Although there is no Veterans component in this proposal, Butte College actively works with and markets training opportunities to veterans in the community. 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 174 new employees to fill in positions for Certified Nurse Assistants (CNA). These employers are expanding business capacity by adding newly-hired employees to an existing function 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 CNAs employed by Seneca Healthcare District are represented by the General Teamsters Professional, Health Care, and Public Employees Local 137. The union has submitted a letter of support for this training project. Butte College understands ETP funded training may not commence for any additional participating employers with trainees covered by a collective bargaining until respective union support letters have been provided to ETP.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

Butte College has 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 and community health providers. The Contract end term date will be no longer than March 30, 2027, therefore, Butte College 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. Butte College has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, Butte College understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

According to the Bureau of Labor Statistics, about 220,200 openings for nursing assistants are projected each year from 2021 to 2031. Increasing median age in Butte College's service area has driven the need for hospitals and healthcare facilities to increase the number of CNAs in their workforce. Butte College has committed to train 174 newly-hired individuals for completion of the required training and be certified. Trainees will be hired as full-time employees and will be paid wages while in training.

### **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 proposed training at Butte College will contribute to all of the above HWAF workforce strategies. Participating employers are committed to hiring individuals as CNAs to diversify their workforce particularly from the underserved and underrepresented populations. The proposed CNA training will improve the skills and profitability needs of participating employers while benefiting the local communities economically, socially, and environmentally. Currently, hospital administrators and training managers are implementing “learn and earn” plans for new employees and retrainees especially for entry-level worker trainees. CNA certification and associated licensing results in a more qualified employee contributing to the organization’s reputation and standing. In turn, the employee becomes more competitive with transferable skills in a growing industry.

Participating employers are committed to providing training which helps employees progress in their careers. Upon successful completion of the CNA training, trainees will receive a wage increase of \$1 and 3% increase upon passing of the Nursing Assistant Training Program certification exam. For trainees represented by a union, wage progression will be based on their collective bargaining agreement.

### **Licenses and Certifications**

CNAs will receive the required licensing and certifications such as Basic Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support.

### **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. Butte College has specified the following results it intends to achieve as a result of training funded by the HWAF:

- Build and create innovative and accessible opportunities to recruit, train, hire, and retain CNAs;
- Support pathways to quality jobs and build ladders of career advancement opportunity for entry-level workers in healthcare and human service work settings;
- Train workers for jobs critical to California economy and the growing demands of healthcare workers;
- Increase economic mobility across health and direct care service sectors to increase inclusivity and diversity in higher paid jobs to achieve equity and wage advancement out of poverty;
- Meet the unique regional & community health & social service needs; and
- Leverage a broad coalition of partners in workforce training & community planning.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Butte College has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract term may be up to four years. Butte College 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 CNAs to improve communication skills, conflict resolution, and job relations.

**Computer Skills:** Training will be offered to CNAs to provide trainees the skills to become more proficient in healthcare systems such as Electronic Medical Record and Medical Software applications.

**Continuous Improvement:** Training will be offered to CNAs to improve daily processes focusing on preventative maintenance and safety fundamentals.

**Medical Skills (Didactic):** CNAs will receive Didactic training (classroom) in nursing skills to ensure competency and understand medical processes. Training will promote knowledge of healthcare practices and techniques and treatment plan development and implementation. Training includes patient care skills, basic life support, long term care, and emergency procedures.

**Medical Skills (Preceptor):** CNAs will also participate in a Clinical with Preceptor training where they will receive hands-on training with a Nurse Educator. Trainees will receive essential training to ensure they have critical hands-on skills prior to being assigned their own patients.

## Marketing and Support Costs

To identify specific training needs of the business community, Butte College continuously markets training programs in a variety of ways including flyers, emails, telephone calls, trade shows, advertisements, social media, networking, and through its website. It has strong community partnerships with Engage GMI, Butte County Office of Education, Glenn County Office of Education, and other local entities in creating relevant training programs for the community.

Butte College also holds regular meetings with clients and communications with Upskill California Collaborative. Assessments are also conducted with participating employers including employer surveys, employee interviews, employee engagement, focus groups, and from course evaluation results.

Butte College 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 recruitment of highly-specialized trainers. Without this additional funding, Butte College would not be able to dedicate the time and effort necessary to sustain a successful ETP project.

## 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.

## ➤ Training Infrastructure

Butte College's Director and Program Manager will oversee the implementation and administration of this project. There will be two dedicated full-time staff members who will manage the administration of the project (i.e. review rosters, enroll trainees, and upload training hours into the ETP Online system). As a repeat ETP Contractor, Butte College has established a robust system for administering its contracts.

## Trainer Qualifications

Training will be provided by Butte College's instructors who are qualified to deliver training and hold degrees and/or credentials to certify their knowledge and teaching abilities. These instructors will also travel outside of Butte areas (counties) to provide training statewide. Training will also be provided by nurse educators employed by participating employers. Training vendors and/or other community colleges may be utilized if participating employers require a highly-specialized skills training that are not available at Butte College.

## 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.

## COVID Performance

Butte College has a prior ETP Contract (ET21-0241) under the COVID Pilot Project with a term of December 14, 2020 to December 13, 2022 which earned \$200,000 or 100% of the Contract amount.

## **ACTIVE ALTERNATIVE FUND OR CORE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
*ET24-0136	\$749,937	07/24/23 - 07/23/25	535	0	0	\$0 (0%)
**ET22-0199 (CCCF)	\$1,661,551	12/20/21 - 03/30/24	1,538	0	0	\$1,306,945 (79%)

\*ET24-0136: Butte College has an active ETP Contract under core funding recently approved at the Panel Meeting on July 21, 2023.

\*\*ET22-0199: Butte College has an active ETP Contract under the California Community College Funds. Of an estimated 1,583 trainees, 1,588 have been enrolled and 1,588 have received the minimum hours of training. Based on the ETP System, 53,800 reimbursable hours have been tracked for potential earnings of \$1,306,945 (79% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

**PRIOR ALTERNATIVE FUND OR CORE PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0287	Statewide	03/02/20 - 03/01/22	\$749,791	\$680,702 (91%)
ET19-0425	Statewide	02/01/19 - 01/31/21	\$749,868	\$749,868 (100%)
ET18-0118	Statewide	08/01/17 - 07/31/19	\$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**

- Communication Skills
- Conflict Management
- Emotional Intelligence
- Human Performance
- Job Instruction
- Job Relations

**Computer Skills**

- Electronic Medical Record
- Medical Software Skills

**Continuous Improvement Skills**

- Problem Solving
- Preventative Maintenance
- Safety Fundamentals

**Medical Skills (Didactic)**

- Advanced Cardiac Life Support
- Basic Life Support
- Body Mechanics
- COVID19 Care & Prevention
- Death & Dying
- Emergency Procedures
- Introduction to Preceptorship
- Long Term Care
- Medical Technology Systems
- Nursing Assistant Skills
- Nutrition
- Observation & Charting
- Patient/Resident Abuse
- Patient Care Skills
- Patients' Rights
- Pediatric Advanced Life Support
- Phlebotomy
- Rehabilitative Nursing
- Prevention & Management of Catastrophe & Unusual Occurrences
- Vital Signs

**Medical Skills (Preceptor)**

- Advanced Cardiac Life Support
- Basic Life Support
- Body Mechanics

- COVID19 Care & Prevention
- Death & Dying
- Emergency Procedures
- Long Term Care
- Medical Technology Systems
- Nursing Assistant Skills
- Nutrition
- Observation & Charting
- Patient/Resident Abuse
- Patient Care Skills
- Pediatric Advanced Life Support
- Phlebotomy
- Rehabilitative Nursing
- Prevention & Management of Catastrophe & Unusual Occurrences
- Vital Signs

## 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.: ET24-0189
Reference No: 22-0935	Page 1 of 1

ALPHABETIZE BY COMPANY NAME

Company: Enloe Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1531 Esplanade	
City, State, Zip: Chico, CA, 95926	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 880	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3,000	
Total # of full-time company employees in California: 3,000	
Company: Oroville Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2767 Olive Hwy.	
City, State, Zip: Oroville, CA, 95966	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 176	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,000	
Total # of full-time company employees in California: 2,000	
Company: Orchard Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 240 Spruce St.	
City, State, Zip: Gridley, CA, 95948	
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: 500	
Total # of full-time company employees in California: 500	
Company: Seneca Healthcare District	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 130 Brentwood Dr.	
City, State, Zip: Chester, CA 96020	
Collective Bargaining Agreement(s): Yes - Teamsters Local 137	
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: 115	
Total # of full-time company employees in California: 115	

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# General Teamsters Professional, Health Care

## and Public Employees

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# LOCAL 137

RUSS BUTLER  
SECRETARY/ TREASURER

May 22, 2023

To Whom It May Concern:

General Teamsters Local 137 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,



Heather McFall  
Business Agent  
General Teamsters Local 137.  
530-243-0232

SISKIYOU • TEHAMA • SHASTA • TRINITY • BUTTE • YUBA • PLUMAS • SUTTER  
COLUSA • GLENN • LASSEN • MODOC • SIERRA • HUMBOLDT • DEL NORTE COUNTIES, CALIFORNIA  
Affiliated with the International Brotherhood of Teamsters and Teamsters Joint Council #7





Notice of Intent

Date: 7/14/2023

Butte-Glenn Community College District  
Skyway Center 2480 Notre Dame Blvd.  
Chico, CA 95928  
(530)892-3054

ETP Reference#22-0935 / ETP Application#APP-20213468

To: General Teamsters Local 137  
(Attn: Russ Butler Secretary/Treasurer and/or Heather McFall Business Agent)

RE: Notice of Intent

Projected Effective Date of ETP Contract: August 25, 2023

CBA Represented Workers: Professional, Health Care and Public Employees (Certified Nursing Assistants employed in Seneca Healthcare District at Seneca Hospital in Chester, CA)

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: Butte College – The Training Place will support Seneca Healthcare District's internal CNA training plan for Job Creation in the District, with funding per ETP qualifications and requirements. Additional Training for up to one cohort of 1-15 trainees/quarter and supplementer upskilling of supervisors and retrainees shall be made available up to the maximum hours approved by ETP for no more than four years from date of contract approval. Primary topics include CNA General Skills (Medical Skills Didactic).

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: [Certified Nursing Assistants \(estimate 10 new positions created/year\)](#).

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: See signed union support letter attached.

## 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,

Alastair I. Roughton

PM (ETP Subcontractor)

[roughthonala@butte.edu](mailto:roughthonala@butte.edu)

Butte College – The Training Place



**BP 7100      Commitment to Diversity, Equity, Inclusion, and Anti-racism**

References:      Education Code Sections 87100 et seq.; Title 5, Sections 53000 et seq.

Adopted:      November 12, 2008

Last Revised:      February 14, 2018; May 2022

Last Reviewed:

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The District is committed to employing qualified administrators, faculty, and staff members who are dedicated to student success and committed to a diverse, equitable, inclusive, and anti-racist campus culture. The Board recognizes that diversity, equity, inclusion, and anti-racism in the academic environment fosters cultural awareness, promotes mutual understanding and respect, and provides suitable role models for all students and employees. The Board is strongly committed to hiring and staff development processes that support the goals of equal opportunity and diversity, equity, and inclusion in the college's student success plan and student diversity plan, as well as the college's equal opportunity policies, provide equal consideration for all qualified candidates, and create an anti-racist academic and employment environment.

See Administrative Procedure 7100



## Healthcare Workforce Advancement Fund

### Training Proposal for:

## Greater San Fernando Valley Chamber of Commerce

**Contract Number: ET24-0202**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt / Gen) Retrainee Priority Rate Medical Skills Training	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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No National Union of Healthcare Workers; California Nurses Association		
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	\$715,000
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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., Job Readiness, Literacy Skills, MS-Didactic, MS-Preceptor	381	8-400	0	\$1,968	\$22.66
				Weighted Avg: 80			

**\*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.

**CBA Wages:** For those trainees covered by a CBA, Contract post-retention wages will be no less than the CBA wage and the Contract Post-Retention wage.

**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.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Behavioral Health	\$20.16 - \$25.00	5
	\$25.01 - \$35.00	45
Certified Nurse Assistant	\$20.16 - \$25.00	5
	\$25.01 - \$35.00	40
Community Healthcare Worker	\$20.16 - \$25.00	10
Emergency Medical Technician	\$20.16 - \$25.00	35
Licensed Vocational Nurse	\$20.16 - \$25.00	60
Medical Assistant	\$20.16 - \$25.00	5
	\$25.01 - \$35.00	40
Registered Nurse	\$25.00 - \$60.00	75
Technician/Therapist	\$20.16 - \$25.00	6
	\$25.01 - \$45.00	55

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

Greater San Fernando Valley Chamber of Commerce 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 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 provides a comprehensive array of business services and programs targeted to help small, large, women-owned, entrepreneurial, veteran, and minority-owned businesses in the following industries: manufacturing, exporting, aviation, healthcare, education, technology, distribution and warehousing, engineering, food processing, and pharmaceutical industries. This will be The Chamber's ninth ETP Contract, and the ninth in the last five years.

### **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.

### **Union Support**

The following occupations are represented by a union:

Occupation Titles	Union
Registered Nurse	California Nurses Association
Licensed Vocational Nurse, Medical Assistant, Technician/Therapist	National Union of Healthcare Workers

In accordance with ETP Collective Bargaining Agreement Regulation 4404, Keck Medicine of USC has provided ETP with a copy of Notice of Intent. Keck Medicine of USC understands the Union Letter of Support must be received by ETP; therefore, The Chamber 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**

Southern California has some of the highest needs for health and human service workers in entry to midlevel positions, including Medical Assistants, Social Workers, Nurses, Certified Nursing Assistants, and Medical Technicians. According to the California Employment Development Department's projection data, Los Angeles County has some of the fastest-growing positions for personal care aides through 2028.

For workers currently in entry-level positions (EMTs, CNAs, and Medical Assistants), many of whom are women, persons of color, and immigrants, there is an ongoing need for structured support to build strategic career pathways that lead to wage progression out of poverty and into earning livable wages. Career progression challenges are even greater for formally incarcerated women and workers in rural areas of the state. The proposed training is designed to reduce barriers to valuable employment resources and establish sustainable system-wide career paths

for entry-level healthcare workers. Many participating providers support underserved populations that may require remedial training and resources, including a suite of literacy skills, life skills, medical math, ESL, and medical terminology.

The Chamber has provided a list of planned participating employers (100B) eligible under HWAF as non-profit and public employers. The Contract end term date will be no longer than March 30, 2027, therefore, The Chamber has committed to market and recruit multiple additional eligible employers to participate in HWAF training.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. The Chamber has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, The Chamber understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

Training will be provided statewide to accommodate participating employers that have employees based in locations outside the Chamber's primary focus area of the San Fernando Valley region and neighboring cities/counties across Southern California. Training will take place at participating employer locations consisting primarily of large and small community health and treatment centers.

Training will be customized based on employer needs assessments and training objectives. Training will be delivered by in-house subject matter experts and outside training vendors on a case-by-case basis. Outside training vendors may include UEI College, Gurnick Academy of Medical Arts, National Career College, and Aberdeen College. The Chamber's training coordinator is working with each partner on providing on-site training to participating employers, where the need arises. This expanded network of training partners, as well as established coalitions with other chambers enables The Chamber to serve participating employers in additional regions of the state, including rural-based employers.

### **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 Chamber's proposed training is in alignment with the HWAF workforce development strategies. This training will support pathways to quality jobs and build ladders for career advancement opportunities for workers in healthcare and human service social work settings. The training is designed to expand opportunities for participating employers and individuals in populations that have been difficult to serve under The Chamber's typical ETP Contracts.

The focus of this training is to improve equity and economic mobility across health and direct care service sectors, with an emphasis on inclusion and diversity in advancing entry-level workers into higher paying positions with established wage progression.

Participating employers are committed to providing training that helps employees progress in their careers. Given the labor shortages these employers are facing, the opportunity for employees to promote within their respective organizations enhances retention. All occupations in this proposal are meant to bridge to other training programs within the allied healthcare sector. For example, CNAs can bridge to LVNs. These programs are intended to form ladder-type career paths.

The Chamber reports that wage progression will vary by employer. Although the wage progression may not occur immediately following the post-training retention period, it is a goal and commitment of participating employers. Wage progression will occur based on various occupation factors, including collective bargaining agreements, where applicable.

### **Licenses and Certifications**

Many of the course offerings in the proposed curriculum will lead to certifications. The most common certifications will be Basic Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support. Most of the occupations in this proposal will have the opportunity to receive BLS certification.

Occupations for which training will count toward certifications include Emergency Medical Technician, Medical Assistant, LVN, RN, and Technician/Therapist. Examples of classes include Emergency Procedures, Body Mechanics, Patient Assessment, and others listed in the Clinical Preceptor training component.

### **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. The Chamber has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

This project is designed to create a pathway for high road jobs that will support job access, career advancement, and livable wages in the healthcare arena, particularly for women and people from underserved and underrepresented populations. The combined expected outcome is shared prosperity and growth for healthcare workers and employers alike.

### **Contract Term Length**

Contract terms may be up to four (4) years. The Chamber 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 communication skills, customer service, time management, quality standards and strategic planning.

**Computer Skills:** Training will be offered to all occupations in the skills to become more proficient in healthcare software solutions in the areas of care planning, electronic medical records administration, patient billing, file management and database administration.



**Continuous Improvement:** Training will be offered to all occupations and will focus on health and human service process improvements. Training modules will equip workers with skills necessary to improve patient care planning, problem solving, documentation skills, leadership skills, and case management.

**Job Readiness Skills:** Training will be offered to CNAs, Community Healthcare Workers, EMTs and Medical Assistants who may require more focused instruction in skills designed to improve the workplace success of individuals newly entering the labor force.

**Literacy Skills:** Training will be provided to all occupations in the skills necessary to establish a basic comprehension of healthcare related language, math, and terminology. This training will help workers overcome language barriers that impede productivity and teamwork.

**Medical Skills (Didactic):** Training will be provided to all Nurses, CNAs, Community Healthcare Workers, EMTs, Medical Assistants, and Technicians/Therapists in advanced treatment care modules to ensure competency. Training will help develop a better understanding of clinical processes in various patient care settings. Some training modules will be provided in conjunction with Clinical Preceptor training to enhance the learning environment.

**Medical Skills (Preceptor):** Training will be provided to all RNs and LVNs. Therapists and Technicians may also receive training on select Medical Skills topics based on their respective job duties. This training will address deficiencies in specific skills to ensure that employees are competent in advanced medical procedures. Training will focus on the latest techniques and methodologies for providing safe and effective patient care.

### **Alternate Recordkeeping**

Staff has reviewed and approved The Chamber'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.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. The majority of participating employers provide some level of on-the-job training to new employees and off-site seminar training. ETP funding will enable companies to provide employees with a broader spectrum of skills development. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

The Chamber's CEO will oversee this project. The Chamber's Training Coordinator and two dedicated staff members will assist with administrative duties including the scheduling of training, trainee enrollment, collecting and reviewing attendance rosters, and training documentation. The Chamber has also retained the services of a third party administrative subcontractor.

## Marketing and Support Costs

The Chamber has established relationships with various Chambers of Commerce, the Valley Industry & Commerce Association, The Valley Economic Alliance, and a collaborative network of businesses including hospitals and colleges. The Chamber utilizes flyers, websites, and email communication to promote training opportunities, government-assisted programs, and various networking events. The Chamber has three employees dedicated to marketing, recruiting, assessment, scheduling, and training. The Chamber requests 8% support costs to fund extensive marketing efforts to recruit additional participating employers and conduct assessment activities.

## Trainer Qualifications

The Chamber ensures that training will be provided by experienced healthcare industry instructors who are qualified to deliver the specialized medical skills training outlined in the proposed Curriculum.

## 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. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
*ET24-0107	\$746,610	07/24/23 – 07/23/25	607	0	\$0
*ET24-0103 (Literacy)	\$377,298	07/24/23 – 07/23/25	274	0	\$0
**ET23-0170	\$599,428	10/31/22 – 10/30/24	554	TBD	\$521,028 (87%)

\*ET24-0107: The Chamber has an active ETP Contract under core funding. This Contract was approved at the July 21, 2023 Panel Meeting. To date, no trainees have been enrolled and no hours have been tracked.

\*ET24-0103: The Chamber has an active ETP Contract under the Literacy Program. This Contract was approved at the July 21, 2023 Panel Meeting. To date, no trainees have been enrolled and no hours have been tracked.

\*\*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 December 2023.

**PRIOR ALTERNATIVE FUND OR CORE 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 \$ %
*ET22-0132	Statewide	10/01/21 – 09/30/23	\$599,428	\$599,256 (99%)
ET21-0118	Statewide	07/01/20 – 06/30/22	\$599,440	\$597,878 (99%)
ET20-0112	Statewide	08/05/19 – 08/04/21	\$749,300	\$749,300 (100%)
ET18-0136	Statewide	10/30/17 – 10/29/19	\$603,464	\$580,886 (96%)

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

**COVID Performance**

The Chamber had a prior ETP Contract (ET21-0242) under the COVID Pilot program, with a term of 12/14/2020 to 12/13/2022. The Chamber earned \$200,000 (100% of the approved amount).

**DEVELOPMENT SERVICES**

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

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Processes and Etiquette
- Communication Skills
- Customer Service
- Effective Meeting Skills
- Effective Report/Business Writing
- Goal Setting
- Interpersonal Skills
- Managing Change
- Meeting Quality Standards for Service
- Overcoming Obstacles
- Performance Management Skills
- Project Management
- Strategic Planning
- Time Management

**Computer Skills**

- Care Planning Order Entry
- Computer Literacy
- Computer/Internet Applications
- Data Analysis and Reporting
- Database Administration
- Electronic Medical Records Application
- Data and File Management
- Microsoft Office Suite (Intermediate/Advanced)
- Patient Billing and Accounts Receivable Tracking
- QuickBooks and Accounting Software
- Recordkeeping
- Retrieving Data

**Continuous Improvement Skills**

- Care Planning
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Clinical Outcomes in Routine Evaluation Measures
- Coaching Skills
- Conflict Resolution
- CORE Measures
- Creative Problem Solving and Innovative Solutions
- Crisis Prevention Intervention
- Critical Thinking
- Culturally Appropriate Care
- Decision Making

- Documentation Skills
- Home Care
- Leadership Skills
- Lean/Six Sigma
- Learning Theories and Learning Style
- Motivating Others
- Organization and Time Management Skills
- Organizational Roles and Personality Styles
- Organizing and Setting Goals for Workflow
- Patient and Family Centered Care Skills
- Performance, Quality Improvement and Procedure Skills
- Preceptor Skills (Train-the-Trainer)
- Problem Solving
- Process Improvement
- Process Mapping
- Quality Control
- Resiliency Training
- Service Excellence
- Setup Time Reduction
- Standard Operating Procedures
- Statistical Process Control
- Team Building
- Utilization Review

**Job Readiness Skills**

- Communication
- Interviewing
- Life Skills
- Personal Hygiene
- Professionalism

**Literacy Skills**

- English as a Second Language
- Medical Math
- Medical Terminology
- Technology Skills

**Medical Skills (Didactic)**

- Acute Psychiatric Care
- Administrative Assisting
- Anatomy and Physiology
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support
- Behavioral Health Treatment
- Body Mechanics
- Care of the Neurosurgical Patient
- Care Process Skills
- Central Lines Management

- Certified Nursing Assistant Skills
- Chest Tube Care and Management
- Code Blue Response and Procedures
- Communicable Diseases
- Communication
- Coping Skills
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Diagnostic Imaging
- Disinfecting Equipment and Supplies
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Electrocardiograms
- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter)
- Ethics and Legal Responsibilities
- Evidence Based Practices
- Examinations
- First Aid
- Gastrointestinal Assessment and Management
- Gerontology
- Growth and Development
- Hemodynamic Monitoring
- HIPPA and Patient Privacy
- Infection Control
- Injections
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring and Ventriculostomy
- Intravenous (IV) Insertion and Therapy
- Kinetic Therapy
- Lab Safety and Guidelines
- Lab Testing
- Medical Abbreviations
- Medical Billing and Coding
- Medical Documentation
- Medical Insurance
- Medical Office Scribe
- Medical Office Simulation Software
- Medical Presentations
- Medical Records
- Medical/Surgical Nursing Skills
- Medication Administration and Management
- Moderate Sedation
- New Graduate Nurse Program Skills
- Nurse Assistant Roles and Responsibilities
- Nursing Diagnosis Skills
- Nursing Fundamentals

- Nursing Process
- Nutrition
- Office Surgeries
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (Acute and Chronic)
- Palliative Care
- Patient Assessment and Care
- Patient Education
- Patient Fall Prevention
- Patient Rights
- Patient Safety
- Patient Scheduling
- Pediatric Advanced Life Support (PALS)
- Pediatrics
- Peri-Operative Nursing Skills
- Pharmacology
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychology-Mental Health Nursing
- Psychotropic Medications
- Rapid Response Skills
- Rehabilitation Nursing
- Renal Assessment and Management
- Respiratory Assessment and Care
- Responsibility
- Restraints
- Safety Leadership
- Surgical Care Skills
- Technical Knowledge and Skills
- Telecommunications
- Telemetry Care Skills
- Terminology
- Therapeutic Communication
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Understanding Patient Needs
- Universal Precautions and Infection Control
- Ventilator and Tracheotomy Care
- Vital Signs
- Wound and Skin Care
- Written Communication

**Community Healthcare Worker**

- Accessing Healthcare and Social Services Systems

- Delivering Services as Part of Medical Home Team
- Educating Social Services Providers on Community and Population Needs
- Engaging in Health Prevention and Promotion Activities
- Evaluation and Research
- Gathering Information for Medical Providers
- HIPAA & Patient Privacy
- Home Visiting
- Liability, Legal and Ethical Issues
- Managing Chronic Conditions, Including Training on Lifestyle Strategies, Risk Factors, Self-Monitoring and Medications
- Mental Health
- Motivational Interviewing and Public Speaking
- Practicing Cultural Competency
- Safety
- Social Determinants of Health
- Stigma and Community Prejudices
- Supporting Family Members and Caregivers
- Teaching Concepts of Disease Prevention and Health Promotion to Patients
- The Pathophysiology (Disease Processes) of Different Diseases
- Translating, Interpreting and Facilitating Client-Provider Communications
- Trauma-Informed Care
- Understanding How the CHW's Work Aligns with Health Systems Goals
- Utilizing Technology, Including Mobile Applications and Electronic Health Records
- Working with Clinicians

**Medical Skills (Preceptor)**

- Acute Myocardial Infarction
- Acute Psychiatric Care
- Administrative Assisting
- Advanced and Electronic Fetal Monitoring
- Advanced Cardiac Life Support
- Anatomy and Physiology
- Antepartum, Labor, Delivery and Postpartum Skills
- Arterial Blood Gas Interpretation
- Basic Anatomy and Terminology
- Basic Life Support
- Behavioral Health Nursing Skills
- Behavioral Health/Psychiatric Acute Care Services Unit
- Body Mechanics
- Burn Center Unit Training
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Burn Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Care of Trauma Patient



- Central Lines Management
- Chest Tube Care and Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Diagnostic Imaging
- Dysrhythmia Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Electrocardiograms
- Electroconvulsive Therapy Skills
- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Department Training
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter)
- Examinations
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Geriatric Nursing Skills
- Gerontology/Working with Aged Patients
- Growth and Development
- Healthcare Provider BLS/CPR
- Hemodynamic Monitoring
- Hospice Nursing Skills
- Infection Control
- Injections
- Intensive Care Unit/Critical Care Unit Training
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Therapy
- Intro to Phlebotomy
- Kinetic Therapy
- Labor, Delivery, & Postpartum Nursing Skills
- Long Term Care Unit
- Management of Renal and Liver Transplant Surgical Patients
- Maternity
- Medical Documentation
- Medical Office Simulation Software
- Medical/Surgical Nursing Skills
- Medical/Surgical Unit Training
- Medication Management
- Moderate Sedation
- Moving Patients
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Training
- Neonatal Nursing Skills

- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- New Graduate Nursing Skills
- Nursing Diagnosis Skills
- Nursing Fundamentals
- Nursing Process Skills
- Nutrition
- OB Trauma
- Obstetrics Unit Training
- Office Surgeries
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (Acute and Chronic)
- Palliative Care
- Patient Assessment and Care
- Patient Education
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Pediatric Services Unit
- Pediatrics
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Post-Neurological Injury Nursing Skills
- Post-Orthopedic Surgery Nursing Skills
- Post-Trauma Injury Nursing Skills
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychiatry Patient
- Psychology – Mental Health Nursing
- Psychotropic Medications
- Rapid Response Skills
- Rehabilitation Nursing
- Rehabilitation Services Unit Training
- Renal Assessment and Management
- Respiratory Assessment and Care
- Restraints
- Special Care Unit Training
- Surgical Nursing Skills
- Surgical Services Unit Training
- Technical Knowledge and Skills
- Telecommunications
- Telemetry Nursing Skills
- Telemetry Unit Training
- Therapeutic Communication
- Total Parenteral Nutrition
- Transfer Techniques
- Transplant Surgical Patient

- Trauma Nursing Skills
- Triage Nursing Skills
- Universal Precautions and Infection Control
- Ventilator and Tracheotomy Care
- Vital Signs
- Wound and Skin Care

# 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.: ET24-0202
Reference No: 22-0987	Page 1 of 1

ALPHABETIZE BY COMPANY NAME

Company: Keck Medicine of USC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1510 San Pablo St., 6th Floor	
City, State, Zip: Los Angeles, CA 90033	
Collective Bargaining Agreement(s): National Union of Healthcare Workers; California Nurses Association	
Estimated # of employees to be retrained under this Contract: 215	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 9,025	
Total # of full-time company employees in California: 8,838	
Company: San Fernando Valley Community Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 732 Mott Street	
City, State, Zip: San Fernando, CA 91340	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 83	
Total # of full-time company employees in California: 83	
Company: San Fernando Valley Community Mental Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16360 Roscoe Blvd., 2nd Floor	
City, State, Zip: Van Nuys, CA 91406	
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: 393	
Total # of full-time company employees in California: 393	
Company: Tarzana Treatment Centers, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18646 Oxnard Street	
City, State, Zip: Tarzana, CA 91356	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 175	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 950	
Total # of full-time company employees in California: 950	

Date: May 1, 2023

ETP (Employment Training Panel) Proposed Contractor: Keck Medicine of USC  
Ronald Walker, Employee and Labor Relations, Interim Associate Administrator Associate - ETP Reference  
Number; 22-0987

To:

Michael Torres, Labor Representative  
[mtorres@nuhw.org](mailto:mtorres@nuhw.org)  
National Union of Healthcare Workers (NUHW)

Francisco Cendejas, Hospital Division Director  
[fcendejas@nuhw.org](mailto:fcendejas@nuhw.org)  
National Union of Healthcare Workers (NUHW)

**Re: Notice of Intent**

Projected Effective Date of ETP Proposed Contract: June 9, 2023

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:  
Keck Medicine of USC's goal is to continue to enhance our employees' knowledge and skillset, ultimately providing our patients with high excellence in patient care practices while maintaining the quality of service that our patients and partners know and deserve. To continue to provide such a service



to an underserved population, and as we continue to grow and expand, successful continuance and revitalization of our training program is essential.

Through additional funds, Keck Medical Center of USC can significantly expand and improve the current training curriculum and continue improving the quality of training by enhancing the tools and employment experience for our employees. Keck Medical Center of USC would have the ability and opportunity to do a true needs assessment. The needs assessment would allow us to see where our employees need to enhance their skills; to see where they can improve and what they desire to learn more of. Relevant training will keep our employees engaged in their role and tasks, improving their performance and service to patients.

Training funds would provide our Learning and Organizational Development and Nursing Education teams' opportunities to update learning materials, topics, and methods so the information provided is relevant and continues to meet all regulations and standards mandated in health care at correctional facilities. Maintaining standard procedures and policies are consistent across facilities is imperative in managing the success and of the company. Consistency through standard procedures creates quality control, in turn, it creates efficiency in service. Clear procedures also help keep employees safe across counties and states while also sustaining the quality of services our employees provide.

2. Occupations & approximate number of full-time employees planned covered under the Collective Bargaining Agreement (CBA) or otherwise represented by the Union as specified in the proposed training plan:

NUHW Represented Workers from Article 1- Recognition:

Included. All full-time, regular part-time, and per diem service, maintenance, technical, and skilled maintenance Employees employed by Keck at its facility located at 1500 San Pablo Street, Los Angeles, California, including those fulltime, regular part-time, and per diem service, maintenance, technical, and skilled maintenance Employees employed by Keck in the Outpatient Surgery Center, Central Sterile Processing Department, and the Clinical Laboratory, at its facility located at 1516 San Pablo Street, Los Angeles, California.

Included. All full-time, regular part-time, and per diem, service, maintenance and technical Employees employed by and working for Norris at its facility located at 1441 Eastlake Avenue, Los Angeles, California, including those full-time, regular part-time, and per diem, service, maintenance and technical Employees employed by and working for Norris in the Breast Imaging Department, Materials Management Department, Pharmacy Department, and Clinical Laboratory at its facility located at 1516 San Pablo Street, Los Angeles, California and those LVNs and the assistant –patient care Employees employed by and working for Norris in the Urology Department at its facility located at 1516 San Pablo Street, Los Angeles, California.



Included. All full-time and regular part-time technical Employees and other nonprofessional Employees in the classifications of office coordinators; scheduling coordinators and health information clerks, employed by Keck in the Radiology 2 Department at 1500 San Pablo Street, Los Angeles, California. Included. All full-time and regular part-time, technical and non-professional Employees employed by Norris in the Women's Specialty Services located at 1516 San Pablo Street, Los Angeles, California.

Included. All full-time and regular part-time, technical and non-professional Employees, including Surgery, Same Day Surgery and PACU department secretaries employed by Keck at its facility located at 1500 San Pablo Street, Los Angeles, California.

Included. All full-time, part-time, and per diem technical Employees and other nonprofessional Employees in the classifications of medical assistants, patient access representatives, licensed vocational nurses (LVNs), and licensed practical nurses (LPNs) employed by the Employer at its Center for Advanced Lung Diseases and Cystic Fibrosis at its facility currently located at 1510 San Pablo Street, Los Angeles, California.

Included. All full-time, regular part-time, and per diem service, maintenance, technical, and skilled maintenance Employees employed by the Hospital at its facility located at 1500 San Pablo Street, Los Angeles, California, including those full-time, regular part-time, and per diem service, maintenance, technical, and skilled maintenance Employees employed by the Hospital in the Environmental Services Department at its facilities located at 1450, 1516, 1510 and 1520 San Pablo Street and 1441 Eastlake Avenue, Los Angeles, California.

Included. All full-time, regular part-time, and per diem food service Employees including cooks, nutrition assistants, grill cooks, food service workers/cashiers, and utility/trayline Employees at Keck, 1500 San Pablo Avenue, Los Angeles, CA.

Included. All full-time, regular part-time, and per diem Assistant QA/PI/QMs and Assistant AQ/PR/QMs employed by the Employer in the Social Services Department at 1500 San Pablo Street, Los Angeles, California and 1441 Eastlake Ave, Los Angeles CA 90033.

Included. All full-time, regular part-time, and per diem service, technical, and other nonprofessional Employees, consisting of Assistant-Medical (CMA), LVN/LPN, Representative-Patient Access, Coordinator-New Patient, and Tech-Polysomnography, employed by the Employer in the Sleep Center (Sleep Disorder Clinic and Sleep Lab), currently located at 1500 San Pablo Street, Los Angeles, CA 90033.

Approximate number of full-time employees: 1,025.

To move forward we ask for your written concurrence with Keck Medicine of USC's proposal (in the form of a Union Support Letter) as specified and on Union Local(s) letterhead containing the following exhibit language to ensure the proposed Keck Medicine of USC's adherence with ETP Regulations:



**Exhibit E**

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining Agreement/Union 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,

Ron Walker  
Interim Associate Administrator of ERLR  
Keck Medicine of USC





## Curriculum

Class/Lab/E-Learning Hours

Range of hours: 8-200

Trainees may receive any of the following:

### MEDICAL SKILLS TRAINING

<ul style="list-style-type: none"> <li>▪ Basic Life Support (BLS)</li> <li>▪ Behavioral Health</li> <li>▪ Birth and Beyond Training</li> <li>▪ Care of Psychiatric Patients in Medical Setting</li> <li>▪ Care of the Cardiac Patient</li> <li>▪ Care of the Stroke Patient</li> <li>▪ Code Blue Response &amp; Procedures</li> <li>▪ Critical Care Nursing Skills</li> <li>▪ Decontamination Procedures</li> <li>▪ Diabetes Care &amp; Mgmt.</li> <li>▪ Dialysis: Peritoneal &amp; CRRT</li> <li>▪ Dysrhythmia Recognition &amp; Interpretation</li> <li>▪ EKG &amp; Cardiac Monitoring</li> <li>▪ Electronic Fetal Monitoring</li> <li>▪ Emergency Department Nursing Skills</li> <li>▪ Equipment Skills</li> <li>▪ Evidence Based Practices</li> <li>▪ Gastrointestinal Assessment and Management</li> <li>▪ Infection Control</li> <li>▪ Intravenous (IV) Insertion &amp; Therapy</li> <li>▪ Kinetic Therapy</li> <li>▪ Labor, Delivery and Postpartum</li> <li>▪ Medical/Surgical Nursing Skills</li> <li>▪ Medication Administration &amp; Management</li> <li>▪ NIH Scale- Neurological Assessment</li> <li>▪ Nursing Process Skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oncology Nursing Skills</li> <li>▪ Orthopedic Nursing Skill</li> <li>▪ Patient and Family Education</li> <li>▪ Patient Assessment &amp; Care</li> <li>▪ Pediatric Advanced Life Support (PALS)</li> <li>▪ Pre- and Post-Operative Care</li> <li>▪ Rapid Response Skills</li> <li>▪ Regulatory Update (Joint Commission, CMS, MERP, CDPH, Stroke etc.)</li> <li>▪ Renal Assessment &amp; Management</li> <li>▪ Respiratory Assessment &amp; Care</li> <li>▪ Restraints</li> <li>▪ Safe Patient Handling Skills</li> <li>▪ Total Parenteral Nutrition (TPN)</li> <li>▪ Transfer Techniques</li> <li>▪ Trauma Nursing Skills</li> <li>▪ Triage Nursing Skills</li> <li>▪ Ventilator and Tracheotomy Care</li> <li>▪ Wound &amp; Skin Care</li> <li>▪ Care of the Cardiac Patient</li> <li>▪ EKG &amp; Cardiac Monitoring</li> <li>▪ Dysrhythmia Interpretation</li> <li>▪ Telemetry Nursing Skills</li> <li>▪ Fundamental Nursing Skills</li> <li>▪ Critical Care Nursing Skills</li> <li>▪ Patient Assessment &amp; Care</li> <li>▪ Dialysis: Continuous Renal Replacement Therapy</li> <li>▪ Clinical Respiratory Protocol Training</li> </ul>
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### COMPUTER SKILLS

Computer Programs & Systems	Electronic Medical Records Application and Order Entry Skills	Online Resources and Application Skills
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### CONTINUOUS IMPROVEMENT



<ul style="list-style-type: none"> <li>• Case Management/Discharge Planning</li> <li>• Communications Skills</li> <li>• Conflict Resolution Skills</li> <li>• Crisis Prevention Intervention (CPI)</li> <li>• Critical Thinking Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Culturally Appropriate Care</li> <li>• Documentation Skills</li> <li>• Frontline Leadership Skills</li> <li>• Organizational Culture</li> <li>• Performance and Quality Improvement Procedure Skills</li> </ul>
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## PRECEPTOR SKILLS FOR CLINICIANS

<ul style="list-style-type: none"> <li>• Team Building Skills</li> <li>• Patient Rights</li> <li>• Clinical Reasoning</li> <li>• Charge Nurse Training</li> </ul>	<ul style="list-style-type: none"> <li>• HIPPA/Confidentiality</li> <li>• Unit Specific Performance and Quality Improvement Skills</li> <li>• Performance and Quality Improvement Skills</li> <li>• Procedure Skills</li> </ul>
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Date: May 1, 2023

ETP (Employment Training Panel) Proposed Contractor: Keck Medicine of USC  
Ronald Walker, Employee and Labor Relations, Interim Associate Administrator Associate - ETP Reference  
Number; 22-0987

To:

Miguel De La Rosa, Labor Representative  
[Mdelarosa@calnurses.org](mailto:Mdelarosa@calnurses.org)  
California Nurses Association (CNA)

Arin Rainone-Moakley, Lead Labor Representative  
[Arainone@calnurses.org](mailto:Arainone@calnurses.org)  
CHEU/CAN/NNU

**Re: Notice of Intent**

Projected Effective Date of ETP Contract: June 9, 2023

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:  
Keck Medicine of USC's goal is to continue to enhance our employees' knowledge and skillset, ultimately providing our patients with high excellence in patient care practices while maintaining the quality of service that our patients and partners know and deserve. To continue to provide such a service



to an underserved population, and as we continue to grow and expand, successful continuance and revitalization of our training program is essential.

Through additional funds, Keck Medical Center of USC can significantly expand and improve the current training curriculum and continue improving the quality of training by enhancing the tools and employment experience for our employees. Keck Medical Center of USC would have the ability and opportunity to do a true needs assessment. The needs assessment would allow us to see where our employees need to enhance their skills; to see where they can improve and what they desire to learn more of. Relevant training will keep our employees engaged in their role and tasks, improving their performance and service to patients.

Training funds would provide our Learning and Organizational Development and Nursing Education teams' opportunities to update learning materials, topics, and methods so the information provided is relevant and continues to meet all regulations and standards mandated in health care at correctional facilities. Maintaining standard procedures and policies are consistent across facilities is imperative in managing the success and of the company. Consistency through standard procedures creates quality control, in turn, it creates efficiency in service. Clear procedures also help keep employees safe across counties and states while also sustaining the quality of services our employees provide.

2. Occupations & approximate number of full-time employees planned covered under the Collective Bargaining Agreement (CBA) or otherwise represented by the Union as specified in the proposed training plan:

CNA Represented Workers: All Full Time, Part Time, and Per Diem Registered Nurses, including those who serve as Relief Charge Nurses, employed by the employer at its hospital facilities at 1500 San Pablo Street, Los Angeles, California, and at the Outpatient Surgery Center (also known as the Surgery Center), located on the ground floor of the HC4 at 1450 San Pablo Street, Los Angeles, California, and at its hospital facility located at 1441 Eastlake Avenue, Los Angeles, California and all Full Time, Regular Part Time, and Per Diem Organ Transplant Hospital Clinic Coordinator Registered Nurses and Organ Transplant Nurses Practitioners. Approximate number of full-time employees: 1,360.

To move forward we ask for your written concurrence with Keck Medicine of USC's proposal (in the form of a Union Support Letter) as specified and on Union Local(s) letterhead containing the following exhibit language to ensure the proposed Keck Medicine of USC's adherence with ETP Regulations:

## **Exhibit E**

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining Agreement/Union 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,

Ron Walker  
Interim Associate Administrator of ERLR  
Keck Medicine of USC



## Curriculum

Class/Lab/E-Learning Hours

Range of hours: 8-200

Trainees may receive any of the following:

### MEDICAL SKILLS TRAINING

<ul style="list-style-type: none"> <li>▪ Basic Life Support (BLS)</li> <li>▪ Behavioral Health</li> <li>▪ Birth and Beyond Training</li> <li>▪ Care of Psychiatric Patients in Medical Setting</li> <li>▪ Care of the Cardiac Patient</li> <li>▪ Care of the Stroke Patient</li> <li>▪ Code Blue Response &amp; Procedures</li> <li>▪ Critical Care Nursing Skills</li> <li>▪ Decontamination Procedures</li> <li>▪ Diabetes Care &amp; Mgmt.</li> <li>▪ Dialysis: Peritoneal &amp; CRRT</li> <li>▪ Dysrhythmia Recognition &amp; Interpretation</li> <li>▪ EKG &amp; Cardiac Monitoring</li> <li>▪ Electronic Fetal Monitoring</li> <li>▪ Emergency Department Nursing Skills</li> <li>▪ Equipment Skills</li> <li>▪ Evidence Based Practices</li> <li>▪ Gastrointestinal Assessment and Management</li> <li>▪ Infection Control</li> <li>▪ Intravenous (IV) Insertion &amp; Therapy</li> <li>▪ Kinetic Therapy</li> <li>▪ Labor, Delivery and Postpartum</li> <li>▪ Medical/Surgical Nursing Skills</li> <li>▪ Medication Administration &amp; Management</li> <li>▪ NIH Scale- Neurological Assessment</li> <li>▪ Nursing Process Skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oncology Nursing Skills</li> <li>▪ Orthopedic Nursing Skill</li> <li>▪ Patient and Family Education</li> <li>▪ Patient Assessment &amp; Care</li> <li>▪ Pediatric Advanced Life Support (PALS)</li> <li>▪ Pre- and Post-Operative Care</li> <li>▪ Rapid Response Skills</li> <li>▪ Regulatory Update (Joint Commission, CMS, MERP, CDPH, Stroke etc.)</li> <li>▪ Renal Assessment &amp; Management</li> <li>▪ Respiratory Assessment &amp; Care</li> <li>▪ Restraints</li> <li>▪ Safe Patient Handling Skills</li> <li>▪ Total Parenteral Nutrition (TPN)</li> <li>▪ Transfer Techniques</li> <li>▪ Trauma Nursing Skills</li> <li>▪ Triage Nursing Skills</li> <li>▪ Ventilator and Tracheotomy Care</li> <li>▪ Wound &amp; Skin Care</li> <li>▪ Care of the Cardiac Patient</li> <li>▪ EKG &amp; Cardiac Monitoring</li> <li>▪ Dysrhythmia Interpretation</li> <li>▪ Telemetry Nursing Skills</li> <li>▪ Fundamental Nursing Skills</li> <li>▪ Critical Care Nursing Skills</li> <li>▪ Patient Assessment &amp; Care</li> <li>▪ Dialysis: Continuous Renal Replacement Therapy</li> <li>▪ Clinical Respiratory Protocol Training</li> </ul>
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### COMPUTER SKILLS

Computer Programs & Systems	Electronic Medical Records Application and Order Entry Skills	Online Resources and Application Skills
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### CONTINUOUS IMPROVEMENT



<ul style="list-style-type: none"><li>• Case Management/Discharge Planning</li><li>• Communications Skills</li><li>• Conflict Resolution Skills</li><li>• Crisis Prevention Intervention (CPI)</li><li>• Critical Thinking Skills</li></ul>	<ul style="list-style-type: none"><li>• Culturally Appropriate Care</li><li>• Documentation Skills</li><li>• Frontline Leadership Skills</li><li>• Organizational Culture</li><li>• Performance and Quality Improvement Procedure Skills</li></ul>
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## PRECEPTOR SKILLS FOR CLINICIANS

<ul style="list-style-type: none"><li>• Team Building Skills</li><li>• Patient Rights</li><li>• Clinical Reasoning</li><li>• Charge Nurse Training</li></ul>	<ul style="list-style-type: none"><li>• HIPPA/Confidentiality</li><li>• Unit Specific Performance and Quality Improvement Skills</li><li>• Performance and Quality Improvement Skills</li><li>• Procedure Skills</li></ul>
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## Healthcare Workforce Advancement Fund

### Training Proposal for:

### Murrieta Chamber of Commerce

**Contract Number: ET24-0203**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

#### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt / Gen) Retrainee Priority Rate Medical Skills Training	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>
\$701,040		\$48,768 8%		\$749,808

In-Kind Contribution:	50% of Total ETP Funding Required	\$757,208
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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., Literacy Skills, MS-Didactic, MS-Preceptor	381	8-400	0	\$1,968	\$22.66
				Weighted Avg: 80			

**\*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.

**CBA Wages:** For those trainees covered by a CBA, Contract post-retention wages will be no less than the CBA wage and the Contract Post Retention wage.

**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.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Behavioral Health	\$20.16 - \$25.00	5
	\$25.01 - \$35.00	45
Certified Nurse Assistant	\$20.16 - \$25.00	5
	\$25.01 - \$35.00	40
Community Healthcare Worker	\$20.16 - \$25.00	10
Emergency Medical Technician	\$20.16 - \$25.00	35
	\$25.01 - \$35.00	5
Licensed Vocational Nurse	\$20.16 - \$25.00	70
Medical Assistant	\$20.16 - \$25.00	40
	\$25.01 - \$35.00	55
Registered Nurse	\$30.00 - \$70.00	10
Technician/Therapist	\$20.16 - \$25.00	6
	\$25.01 - \$35.00	55

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Murrieta Chamber of Commerce 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 HWAF guidelines to expend \$25 million in general fund dollars as an Alternative Funding Source program.

## **INTRODUCTION**

Located in Murrieta and founded in 1915, the Murrieta Chamber of Commerce (The Chamber) (<https://www.murrietachamber.org>) is a nonprofit membership organization that creates and fosters a sustainable business environment in the Murrieta area through networking, promotion, and advocacy to help businesses to grow and achieve objectives through education, mentorship, and training.

The Chamber has existing partnerships with the city of Murrieta, surrounding cities and counties, and other chambers to form the Southwest California Legislative Council. The Chamber also works with the Southwest Cluster of the Riverside County manufacturers and exporters association. This will be The Chamber's eighth ETP Contract, and seventh within the last five years.

### **Veterans Program**

The Chamber has a Military Affairs committee and works closely with local organizations that focus on Veteran needs and job placement assistance, education, and training. Although this proposal does not include a separate Veterans component, many of the participating employers actively employ veterans.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

The Chamber has provided a list of planned participating employers (100B) eligible under HWAF as non-profit and public employers. The Contract end term date will be no longer than March 30, 2027, therefore, The Chamber has committed to market and recruit multiple additional eligible employers to participate in HWAF training.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. The Chamber has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, The Chamber understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

The ongoing shortage of skilled and entry-level health and human service workers has created many challenges for healthcare providers to fill and maintain positions with qualified workers. For workers in entry-level positions (EMTs, CNAs, Medical Assistants), many of whom are in underserved populations, there is a need to build strategic career pathways that lead to wage progression out of poverty and into earning livable wages. The career progression challenges are even greater for formally incarcerated women and workers in rural areas of the state. This project aims to reduce barriers to employment and establish sustainable career paths for healthcare professionals across various levels of patient care.

Training will primary focus on the Murrieta region and surrounding cities/counties in Southern California. However, the Murrieta Chamber has developed relationships and the infrastructure to support fellow chambers outside the region that may have lesser resources; therefore, this proposal includes a statewide reach. Training will take place at participating employer locations consisting of large and small healthcare providers and treatment centers.

## **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 Chamber’s proposed training is in alignment with the HWAF workforce development strategies. The training is designed to meet unique regional and community healthcare service needs through a broad coalition of employment partners with the requisite resources to assist various underserved segments of society. This training will support pathways to quality jobs and build ladders for career advancement opportunities for workers in healthcare and human service social work settings.

The Chamber reports that wage progression will vary by employer. Although the wage progression may not occur immediately following the post-training retention period, it is a goal and commitment of participating employers. Wage progression will occur based on various occupation factors, including collective bargaining agreements, where applicable.

### **Licenses and Certifications**

Many of the course offerings in the proposed curriculum will lead to certifications. The most common certifications will be Basic Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support. Most of the occupations in this proposal will have the opportunity to receive BLS certification.

Occupations for which training will count toward certifications include Emergency Medical Technician, Medical Assistant, LVN, RN, and Technician/Therapist. Examples of classes include Emergency Procedures, Body Mechanics, Patient Assessment, and others listed in the Clinical Preceptor training component.

### **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. The Chamber has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

HWAF funding will allow The Chamber to better leverage its relationships with coalition partners and healthcare providers in recruiting and retaining healthcare and behavioral health workers to address the ongoing labor shortages in the region.

The training is designed to create a sustained pathway to healthcare jobs that support equitable access to resources, career advancement, and livable wages, particularly for women and people from underserved and underrepresented populations. The vision of the project is to equip healthcare workers, including entry-level participants with the requisite skills to develop their careers and achieve the level of professional growth that promotes job satisfaction and high retention.

## Contract Term Length

Contract terms may be up to four (4) years. The Chamber 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 occupations to improve customer service, communication skills, time management, strategic planning, and quality standards.

**Computer Skills:** Training will be offered to all occupations in the skills to become more proficient in healthcare software solutions in the areas of care planning, file management, patient billing, electronic medical records administration, and database administration.

**Continuous Improvement:** Training will be offered to all occupations and will focus on health and human service process improvements. Training modules will equip workers with skills necessary to improve patient care planning, problem solving, documentation skills, leadership skills, and case management.

**Literacy Skills:** Training will be provided to all occupations in the skills necessary to establish a basic comprehension of healthcare related language, math, and terminology. This training will help workers overcome language barriers that impede productivity and teamwork.

**Medical Skills (Didactic):** Training will be provided to all nurses, CNAs, Community Healthcare Workers, EMTs, Medical Assistants, and Technicians/Therapists in advanced treatment care modules to ensure competency. Training will help develop a better understanding of clinical processes in various patient care settings. Some training modules will be provided in conjunction with Clinical Preceptor training to enhance the learning environment.

**Medical Skills (Preceptor):** Training will be provided to all RNs and LVNs. Therapists and Technicians may also receive training on select Medical Skills topics based on their respective job duties. This training will address deficiencies in specific skills to ensure that employees are competent in advanced medical procedures. Training will focus on the latest techniques and methodologies for providing safe and effective patient care.

## Alternate Recordkeeping

Staff has reviewed and approved The Chamber'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.

## Commitment to Training

ETP funds will not displace the existing financial commitment to training. Participating employers provide basic on the job training and basic skills development to ensure that employees can perform their respective job duties. This training proposal will allow for in-depth training that will

build upon and enhance core skills. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Chamber's President will oversee project administration. Two additional members of the business relations team will assist with training coordination and documentation. The Chamber has also retained a third party administrative subcontractor.

### Marketing and Support Costs

The Chamber markets through its website, including live presentations at monthly meetings, sending out flyers, and advertising on social media to the community and its members. The Chamber also works with community partners and employer organizations to promote training opportunities. The Chamber requests 8% support costs to fund extensive marketing efforts to recruit additional participating employers and conduct assessment activities.

### Trainer Qualifications

The Chamber confirms that training will be provided by experienced healthcare industry instructors who are qualified to deliver the specialized medical skills training outlined in the proposed Curriculum.

### **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) (\$ %)
*ET23-0343	\$586,710	06/12/23 – 06/11/25	530	0	0	\$0
**ET22-0285	\$599,428	03/28/22 – 03/27/24	554	381	344	\$489,435 (82%)

\*ET23-0343: The Chamber has an active ETP Contract under core funding. This contract was recently approved at the June 9, 2023 Panel Meeting. To date, no trainees have been enrolled and no hours have been tracked.

\*\*ET22-0285: The Chamber has an active ETP Contract under core funding. Of an estimated 554 trainees, 481 have been enrolled and 381 have received the minimum hours of training. Based on ETP Systems, 19,898 reimbursable hours have been tracked for potential earnings of \$489,435 (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.

**PRIOR ALTERNATIVE FUND OR CORE 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 \$ %
ET21-0231	Multiple Counties	12/14/20 – 12/13/22	\$398,840	\$398,840 (100%)
ET20-0170	Multiple Counties	11/04/19 – 11/03/21	\$749,040	\$742,735 (99%)
ET19-0285	Multiple Counties	10/29/18 – 10/28/20	\$948,169	\$948,169 (100%)

**COVID Performance**

The Chamber had a prior ETP Contract (ET21-0233) under the COVID Pilot program, with a term of 12/14/2020 to 12/13/2022. The Chamber earned \$200,000 (100% of the approved amount).

**DEVELOPMENT SERVICES**

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

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Processes and Etiquette
- Communication Skills
- Customer Service
- Effective Meeting Skills
- Effective Report/Business Writing
- Goal Setting
- Interpersonal Skills
- Managing Change
- Meeting Quality Standards for Service
- Overcoming Obstacles
- Performance Management skills
- Project Management
- Strategic Planning
- Time Management

**Computer Skills**

- Care Planning Order Entry
- Computer/Internet Applications
- Data Analysis and Reporting
- Database Administration
- Electronic Medical Records Application
- Data and File Management
- Microsoft Office Suite (Intermediate/Advanced)
- Patient Billing and Accounts Receivable Tracking
- Recordkeeping
- Retrieving Data

**Continuous Improvement Skills**

- Care Planning
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Clinical Outcomes in Routine Evaluation Measures
- Coaching Skills
- Conflict Resolution
- CORE Measures
- Creative Problem Solving and Innovative Solutions
- Crisis Prevention Intervention
- Critical Thinking
- Culturally Appropriate Care
- Decision Making
- Documentation Skills
- Home Care

- Leadership Skills
- Lean Six Sigma
- Learning Theories and Learning Style
- Motivating Others
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Performance, Quality Improvement and Procedure Skills
- Preceptor Skills (Train-the-Trainer)
- Problem Solving
- Quality Control
- Resiliency Training
- Service Excellence
- Standard Operating Procedures
- Team Building
- Utilization Review

**Literacy Skills**

- English as a Second Language
- Medical Math
- Medical Terminology
- Technology Skills

**Medical Skills (Didactic)**

- Acute Psychiatric Care
- Administrative Assisting
- Anatomy and Physiology
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support
- Behavioral Health Treatment
- Body Mechanics
- Care of the Neurosurgical Patient
- Care Process Skills
- Central Lines Management
- Certified Nursing Assistant Skills
- Chest Tube Care and Management
- Code Blue Response and Procedures
- Communicable Diseases
- Communication
- Coping Skills
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Diagnostic Imaging
- Disinfecting Equipment and Supplies
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Electrocardiograms



- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter)
- Ethics and Legal Responsibilities
- Evidence Based Practices
- Examinations
- First Aid
- Gastrointestinal Assessment and Management
- Gerontology
- Growth and Development
- Hemodynamic Monitoring
- HIPPA and Patient Privacy
- Infection Control
- Injections
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring and Ventriculostomy
- Intravenous (IV) Insertion and Therapy
- Kinetic Therapy
- Lab Safety and Guidelines
- Lab Testing
- Medical Abbreviations
- Medical Billing and Coding
- Medical Documentation
- Medical Insurance
- Medical Office Scribe
- Medical Office Simulation Software
- Medical Presentations
- Medical Records
- Medical/Surgical Nursing Skills
- Medication Administration and Management
- Moderate Sedation
- New Graduate Nurse Program Skills
- Nurse Assistant Roles and Responsibilities
- Nursing Diagnosis Skills
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (Acute and Chronic)
- Palliative Care
- Patient Assessment and Care
- Patient Education
- Patient Fall Prevention
- Patient Rights
- Patient Safety
- Patient Scheduling
- Pediatric Advanced Life Support (PALS)

- Pediatrics
- Peri-Operative Nursing Skills
- Pharmacology
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychology-Mental Health Nursing
- Psychotropic Medications
- Rapid Response Skills
- Rehabilitation Nursing
- Renal Assessment and Management
- Respiratory Assessment and Care
- Responsibility
- Restraints
- Safety Leadership
- Surgical Care Skills
- Technical Knowledge and Skills
- Telecommunications
- Telemetry Care Skills
- Terminology
- Therapeutic Communication
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Understanding Patient Needs
- Universal Precautions and Infection Control
- Ventilator and Tracheotomy Care
- Vital Signs
- Wound and Skin Care
- Written Communication

**Community Healthcare Worker**

- Accessing Healthcare and Social Services Systems
- Delivering Services as Part of Medical Home Team
- Educating Social Services Providers on Community and Population Needs
- Engaging in Health Prevention and Promotion Activities
- Evaluation and Research
- Gathering Information for Medical Providers
- HIPAA & Patient Privacy
- Home Visiting
- Liability, Legal and Ethical Issues
- Managing Chronic Conditions, Including Training on Lifestyle Strategies, Risk Factors, Self-Monitoring and Medications
- Mental Health
- Motivational Interviewing and Public Speaking
- Practicing Cultural Competency
- Safety
- Social Determinants of Health

- Stigma and Community Prejudices
- Supporting Family Members and Caregivers
- Teaching Concepts of Disease Prevention and Health Promotion to Patients
- The Pathophysiology (Disease Processes) of Different Diseases
- Translating, Interpreting and Facilitating Client-Provider Communications
- Trauma-Informed Care
- Understanding How the CHW's Work Aligns with Health Systems Goals
- Utilizing Technology, Including Mobile Applications and Electronic Health Records
- Working with Clinicians

**Medical Skills (Preceptor)**

- Acute Myocardial Infarction
- Acute Psychiatric Care
- Advanced and Electronic Fetal Monitoring
- Advanced Cardiac Life Support
- Antepartum, Labor, Delivery and Postpartum Skills
- Arterial Blood Gas Interpretation
- Basic Life Support
- Behavioral Health Nursing Skills
- Behavioral Health/Psychiatric Acute Care Services Unit
- Body Mechanics
- Burn Center Unit Training
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Burn Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Care of Trauma Patient
- Central Lines Management
- Chest Tube Care and Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Diagnostic Imaging
- Dysrhythmia Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Electrocardiograms
- Electroconvulsive Therapy Skills
- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Department Training
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter)
- Examinations

- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Geriatric Nursing Skills
- Gerontology/Working with Aged Patients
- Hemodynamic Monitoring
- Hospice Nursing Skills
- Infection Control
- Injections
- Intensive Care Unit/Critical Care Unit Training
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Therapy
- Kinetic Therapy
- Labor, Delivery, & Postpartum Nursing Skills
- Long Term Care Unit
- Management of Renal and Liver Transplant Surgical Patients
- Medical/Surgical Nursing Skills
- Medical/Surgical Unit Training
- Medication Administration and Management
- Moderate Sedation
- Moving Patients
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Training
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- Neonatal/Infant Pain Scale
- New Graduate Nursing Skills
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Obstetrics Unit Training
- Office Surgeries
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (Acute and Chronic)
- Palliative Care
- Patient Assessment and Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Pediatric Services Unit
- Pediatrics
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Post-Neurological Injury Nursing Skills
- Post-Orthopedic Surgery Nursing Skills
- Post-Trauma Injury Nursing Skills
- Pre and Post-Operative Care

- Psychiatric Nursing Skills
- Psychiatry Patient
- Psychology – Mental Health Nursing
- Psychotropic Medications
- Rapid Response Skills
- Rehabilitation Nursing
- Rehabilitation Services Unit Training
- Renal Assessment and Management
- Respiratory Assessment and Care
- Restraints
- Special Care Unit Training
- Surgical Nursing Skills
- Surgical Services Unit Training
- Telemetry Nursing Skills
- Telemetry Unit Training
- Total Parenteral Nutrition
- Transfer Techniques
- Transplant Surgical Patient
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Vital Signs
- Wound and Skin Care

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET24-0203

Reference No: 22-0995

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ALPHABETIZE BY COMPANY NAME

Company: Kaiser Permanente

Priority Industry? ☒ Yes ☐ No

Address: 28150 Keller Ave.

City, State, Zip: Murrieta, CA 92563

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 223,735

Total # of full-time company employees in California: 164,347

Company: Loma Linda University Medical Center Murrieta

Priority Industry? ☒ Yes ☐ No

Address: 28062 Baxter Ave.

City, State, Zip: Murrieta, CA 92563

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

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

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

Company: Michelle's Place

Priority Industry? ☒ Yes ☐ No

Address: 41669 Winchester Ave., Ste. 101

City, State, Zip: Temecula, CA 92590

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 2

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Rady Children's Hospital - San Diego

Priority Industry? ☒ Yes ☐ No

Address: 3020 Children's Way

City, State, Zip: San Diego, CA 91223

Collective Bargaining Agreement(s): N/A

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

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 5,400

Total # of full-time company employees in California: 5,400



## Healthcare Workforce Advancement Fund

Training Proposal for:

**JVS SoCal**

**Contract Number: ET24-0200**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** R. Jackson

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt / Gen) Medical Skills Training Multiple Barriers New Hire Priority Rate	Industry Sector(s):	MEC (H) 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		
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>
\$568,100		\$54,530 12%		\$622,630

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	Contract Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Medical Skills Training Multiple Barriers Priority Rate	MS-Didactic, MS-Preceptor, Job Readiness Skills	95	8-260	0	\$6,554	\$18.78
				Weighted Avg: 260			

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

**Minimum Wage by County:** \$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 \$1.78 per hour of health benefits may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Certified Nurse Assistant	\$17.00-\$20.00	60
	\$20.01-\$25.00	25
	\$25.01-30.00	10

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

JVS SoCal (JVS) 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**

JVS ([www.jvs-socal.org](http://www.jvs-socal.org)) was founded in 1931 as a non-sectarian, not-for-profit organization with a mission to build better lives, one job at a time, by empowering individuals to achieve dignity and economic independence through sustainable employment. This will be JVS SoCal's ninth ETP Contract, the sixth in the last five years.

As a general vocational and career development service agency, JVS meets the employment and training needs of individuals with disabilities, public assistance recipients, dislocated workers, immigrants and refugees, working poor, formerly incarcerated, at-risk and probation-involved youth, housing insecure and individuals with economic, social and psychological barriers to employment. JVS serves over 30,000 individuals annually in the Greater Los Angeles area.

### **Veterans**

Although there is no Veterans component in the proposed training, Veterans may be included in the proposed training population. JVS has the resources that can facilitate opportunities to potential Veteran applicants that are presented through this proposal. JVS provides services to



Veterans, reservists and spouses in career coaching, transferable skills assessments, case management, job readiness workshops, access to vocational training, job placement, job retention and linkages to supportive services.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

Current labor market information highlights the magnitude of health-related employment opportunities. JVS reports that information from the Employment Development Department's Labor Market Information Division projects growth in healthcare jobs of up to 61,090 opening for Nurses, a 15% increase between 2018 and 2028, much faster than the average for all occupations. This increase is expected to result in about 2 million new jobs over the decade. Employment projections from 2018 to 2028 for Los Angeles show 61,090 openings for nursing, psychiatric and home health aides. Factors contributing to this increase include a growing and aging population and the emergence of new technologies and pharmaceutical products. JVS further represents, that there are critical local shortages of healthcare professionals that have been exacerbated by the Covid pandemic.

The proposed curriculum meets expectations of an estimated 38 engaged partners including professional health associations such as the Southern California Association of Healthcare Development and the Hospital Association of Southern California. Many partners are also employers of JVS's graduates within non-profit/ public entity sector with active job announcements graduates will be directed to apply for these open positions by JVS.

JVS has a long demonstrated history of recruiting employers to hire its graduates. Employers in healthcare have been partners for as many as 10 years and new employer partners are recruited regularly, to ensure there are enough hiring opportunities for the program graduates. The annual placement rate of its average 48-60 graduates from its Healthworks Program of approximately 80% of its graduates.

JVS has committed to market and recruit multiple additional eligible non-profit/ public entity employers to participate in HWAF training. JVS has reported all New Hire placement employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, understands ETP reimbursement can only be earned if placement and retention occurs with HWAF eligible employers.

JVS understands any funding secured for paid internships or stipends may not be used and reported as employment placements for ETP purposes-Furthermore, JVS understand it may not hire trainees as training agencies may not train its own employees.

### **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 New Hires proposed to be trained fall within barrier populations and the proposed training plan meets aforementioned “high road” goals. The proposed training will support training for an estimated 95 candidates earning Certified Nursing Assistant Certificates and placement into full-time jobs in the Non-profit/ public entity sector pursuant HWAF funding requirements.

This training targets systematically disadvantaged groups including the unemployed so they can enter a career ladder in healthcare. More than 60% of HealthWorks trainees are women and more than 70% are persons of color. The HealthWorks curriculum and training approach were created in partnership with employer partners and industry training experts. That foundation has guided the growth and evolution of the HealthWorks program. The no-cost training program offered by JVS markets to low- to moderate-income individuals for whom formal education beyond high school is either not an option or not a preference. According to JVS, the healthcare industry has significant career paths that can foster long-term employment success and financial stability and contribute to an equitable economy. JVS states steady employment close to home builds stronger, more resilient communities with greater economic stability as a path out of poverty.

It is anticipated those enrolled will and start at entry-level positions, by earning certification in Certified Nursing Assistants (CNAs), receive digital literacy skills necessary for this career pathway and advance in wage progression to a livable wage. Many CNA's go on to become Licensed Nurses or enter other specialized health care professions with additional training offered or otherwise supported by employers, or independently pursued, after gaining entry into healthcare positions.

After successfully completing the training, participants will be allowed to test for Certification issued by the California Department of Health making them eligible for immediate hire. According to JVS, producing qualified care providers helps to meet regional demands for qualified CNA's and improves healthcare services in the communities being served.

The HealthWorks training program focuses on essential skills that are highly regarded by employers as key to customer service success, and its expert-led clinical/technical training hours prepare trainees for success in their entry-level careers. The curriculum enhancements of digital literacy, disability sensitivity and dementia sensitivity add further skillsets that allow trainees to stand out among their peers who have not completed the HealthWorks training program. These additional skills, paired with the commitment of trainees to new careers and continued engagement of the JVS team position the students for achievement and further career growth.

Concerning wage progression, JVS represents shortages of CNAs throughout California have been the driver of wages for CNA's. JVS's staff's expectation is that after a trainee maximizing the wage range (1-2 years as CNA) offered by employers, the population will either seek additional specialized certifications or have acquired on the job skills to better compete in the field with other employers including those beyond the nonprofit and public based settings. Given the wages are typically better in clinical and hospital settings, the natural migration pattern of the workforce is to move into clinical and hospital job opportunities for which this entry level job makes them more competitive as licensed CNA's. Considering the population is unemployed at the time of enrollment, this opportunity is considered a significant way step forward for participants. This career path can also include movement into management positions.

JVS SoCal also tracks wage progression through its CRM Salesforce comparing cohort to cohort and has seen an increase in the average starting wages annually from 2019- 2023.

## **Licenses and Certifications**

An estimated 95 trainees will obtain certification awarded by California Department of Public Health following training requirements and successful testing. Certified Nursing Assistant is represented to be the entry level certificate for entering the professional medical services nursing related career. Many CNA professionals advance into Nursing or other specialized healthcare jobs over time.

## **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. JVS has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The intended outcomes include:

- This program will provide 95 certified CNA's to meet the healthcare needs in Los Angeles and surrounding area, meeting the critical growing demand for CNA's in the healthcare field.
- The target population will include Veterans, communities of color, the working poor, women, people with disabilities, transition-aged youth, the LGBTQ community, the precariously housed, immigrants/refugees, and those unemployed at enrollment. These participants will be recruited, trained, placed in CNA jobs and provided retention services.
- This program will provide an opportunity for health care workers to begin their ladder of career advancement in the healthcare field through CNA training that provides an easier transition to Licensed Vocational Nurse (LVN) and eventually Registered Nurse (RN).

This program will provide an opportunity to gain entry-level healthcare employment for underserved, diverse and communities with high poverty rates in jobs that have wage progression out of poverty while simultaneously improving the ability of communities served to hire new qualified CNA's to meet healthcare needs.

## **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

JVS has agreed to be a liaison in having participating employers upload into Cal E-force the hiring organizations ETP Certification statements for the non-profit/public entity employers. JVS further agrees to assist in the collection of wage data upon ETP's fiscal request given these employers are not standard employers. JVS has also provided ETP with a copy of its DEI policy (attached).

## **Contract Term Length**

Contract terms may be up to four (4) years, JVS 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 and Preceptor):** Training will be offered to CNAs to improve safety of patients and staff by using certified approaches in healthcare delivery settings. For Medical Skills Preceptor will be delivered up to 25% total training hours using a 1:1 trainer to trainee ratio.

**Job Readiness:** Training will be offered to CNAs to prepare them to secure a long-term full-time career and adjust to the demands of the job in the healthcare field.

### **Alternate Recordkeeping**

ETP Staff has reviewed and approved the Company'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.

### **Fulltime Employment & Retention Modification**

Retention may be satisfied by employment of at least 24 hours a week (Medical Skills Guidelines). JVS will confirm company policy reflects use of health benefits at appropriate hour levels ranging 24-35 and only use health benefits when needed and when applicable.

The panel may modify the retention period for these trainees, making it satisfied by employment of at least 90 days out of 120 consecutive days with up to three employers. JVS requests this modification.

### **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 foundations, and private funding will continue to support programs at JVS. There is no overlapping of funding s 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.

### **Marketing and Support Costs**

JVS conducts targeted outreach and recruiting for its training programs. Marketing and outreach efforts include advertising within JVS's community and non-profit partners, sharing program input opportunities with Los Angeles Healthcare Advisory Board and Los Angeles Chamber of Commerce. Additionally JVS markets to government agencies such as the local Workforce Investment Boards Employment Development Department and other human-service agencies, and by utilizing platforms like Craigslist to reach a wide audience.

JVS is constantly recruiting employers and makes direct contact with employers referred through its partners, and it recruits through employer associations and web sites. JVS requests and staff supports, 12% support costs to assist with the effective implementation of this project, which will require on-going recruitment, assessment and oversight.

#### **➤ Training Infrastructure**

JVS has identified 2 internal staff; HealthWorks Program Trainer and the Healthcare Program Coordinator to oversee administration. These in-house training experts deliver essential skills, aging and disability sensitivity and digital literacy, and vendors Los Angeles Skills Academy

and Annenberg School of Nursing. The vendor delivers California Department of Public Health required Nursing Assistant Training Assessment Program curriculum.

### **Trainer Qualifications**

Medical Skills Training is provided by staff at Los Angeles Skills Academy which was started in 2020. The instructor has over 15 years of instructor experience and reportedly has a long history of graduated trainees that went on to successfully work in health care occupations.

Job Readiness Skills will be delivered by internal staff competent in the skills being delivered and supervised by a team member with over fifteen years of classroom facilitation and training experience.

### **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.

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

- Approval for WIOA funding under the I-TRAIN program
- Successful past performance with ETP (see Prior Project table)

### **COVID Performance**

JVS has a prior ETP Contract under the COVID Pilot project (ET21-0255) with a term of 03/01/21 to 02/28/23. Of an estimated 100 trainees, 50 were placed. Based on the ETP System, 200 reimbursable hours have been tracked for earnings of \$90,000 (45% of approved amount).

### **ACTIVE PROJECTS**

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0275	\$598,950	03/28/22 – 03/27/24	198	TBD	\$554,519 (93%)

Of an estimated 198 trainees, 160 have been enrolled and 147 have received the minimum hours of training. Based on ETP Systems, 21,996 reimbursable hours have been tracked for potential earnings of \$554,519 (93% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0103	Statewide	7/01/19- 12/27/21	\$748,638	\$670,347 (89%)
ET18-0172	Statewide	4/23/18- 4/22/20	\$949,742	\$949,742 (100%)
ET17-0264	Statewide	10/01/16- 9/30/18	\$949,960	\$949,960 (100%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Los Angeles Skill Academy of Santa Fe Springs will deliver Medical Skills training for estimated amount of \$384,150.

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:

**Job Readiness Skills**

- Career Planning & Assessment
- Resume Building
- Interviewing Skills
- Workplace Etiquette
- Presentation/Appearance
- Personal Financial Records & Planning
- Customer Service/Bed Side Manners
- Basic Computer Literacy
- Online and Social Media Etiquette

**Medical Skills Didactic**

- Certified Nurse Assistant/Home Health Aide
- Patient Rights
- Communication Skills
- Safe Environment
- Body Mechanics
- Principles of Asepsis
- Weights and Measures
- Resident Care Skills
- Vital Signs
- Nutrition
- Emergency Procedures
- Long Term Care Resident
- Rehabilitative/Restorative Care
- Observation & Charting
- Death and Dying
- Patient Care

**Medical Skills Preceptor (1:1 Trainer to trainee ratio)**

- Certified Nurse Assistant/Home Health Aide
- Patient Rights
- Communication Skills
- Safe Environment
- Body Mechanics
- Principles of Asepsis
- Weights and Measures
- Resident Care Skills
- Vital Signs
- Nutrition
- Emergency Procedures
- Long Term Care Resident
- Rehabilitative/Restorative Care

- Observation & Charting
- Death and Dying
- Patient Care



## JVS SoCal Agency Diversity, Equity and Inclusion Committee Overview

JVS SoCal's 2017-2022 Strategic Plan called for increasing the diversity of personnel throughout JVS SoCal from the Board through the program teams, to enhance our connection to and reflection of the individuals and communities we serve. The Diversity, Equity and Inclusion committee of the Board and its charter statement were created in 2019. The 2022-2024 Strategic Reset upholds the commitment to JVS SoCal service delivery and Board of Directors guidance occurring through a DEI lens. This activity is led by the DEI Committee.

**The Diversity, Equity and Inclusion (DEI) committee of the JVS SoCal Board of Directors** consists of the Chair of the DEI committee, the Chairman of the Board or their designee, three to five board members and two JVS SoCal program directors who are Leaders of Color. The committee meets bi-monthly (six times per year). Its responsibilities are to:

- Enhance the diversity of the Board and agency's membership
- Monitor the composition of the Board's and Agency Leadership's diversity in the following areas: workforce development experience, community representation, age, gender, race and ethnicity.

The committee's charter states that the JVS SoCal DEI committee will guide and support the Board of Directors in its efforts to enhance the diversity of its membership and to monitor the integration of program implementation through a DEI lens. The DEI committee will monitor efforts to increase the Board's composition in workforce development experience/knowledge, age, gender and gender identity, race, and ethnicity.

The committee is guided by the *"Why diversity, equity, and inclusion matter for nonprofits"* document offered by the National Council of Nonprofits (<https://www.councilofnonprofits.org/tools-resources/why-diversity-equity-and-inclusion-matter-nonprofits>), including:

- How can your nonprofit open its board recruitment and staff hiring pipeline to talented candidates from among underrepresented groups?
- How transparent is your organization about the steps it is taking to become more diverse and encourage inclusive practices? How does your organization communicate to the public that it values diversity, strives for equity, and that its practices are inclusive?
- Are organizational values published on the nonprofit's website or otherwise shared publicly so that someone interested in a paid or volunteer position can read them?
- How is your organization recognizing and affirming the diversity that already exists in the workplace or among the organization's clientele/stakeholders?
- How effectively is your nonprofit reaching out to diverse groups in your community?
- Does your nonprofit create opportunities to listen to the voices directly from community, grassroots, or young leaders in low-income, under-served and/or marginalized populations within its community?
- As a nonprofit leader, ponder how your identity(ies) influences your perspectives.
- How will your nonprofit assess the progress you are making towards your goals of diversity, inclusion, and equity? What will success look like? Feel like?
- Has your board of directors discussed how inequities in the community or unequal access to resources in the community impact the mission of the organization?

Under the leadership of the DEI committee:

- Term limits for the Board of Directors were confirmed and implemented
- JVS SoCal began working with AABLI (African American Board Leadership Institute) in 2018 and participated in the LA Board Match event in 2019 to jumpstart our board's diversity expansion.

## JVS SoCal Agency Diversity, Equity and Inclusion Committee Overview

From this, we recruited African American and Hispanic individuals with varied career backgrounds and a passion for workforce development.

- In 2020, one third of the Board of Directors were BIPOC individuals, a 100% growth over 2018.
- In November 2022, the Nominating Committee committed to the financial investment to partner with Board Recruitment firms that place BIPOC emerging leaders from all industries on boards of directors. As of January 2023, 26% of the board members are women; 15% of the board members are BIPOC individuals.
- 2022-Four of the ten JVS SoCal board committees are chaired by women; this is an increase from 2018, where three of the nine committees were chaired by women.
- Executive leadership, program directors and customer-serving employees received training from an industry leader, TransCanWork, on becoming a Transgender-Inclusive workplace. JVS SoCal earned certification as a Transgender-Inclusive workplace.
  - Transgender Inclusivity training continued in 2022 with an agencywide SOGIE training
- The DEI Subcommittee is the only committee of the Board that is on the agenda for every Executive Committee and Governing Board meeting, to provide updates on progress towards goal
- The Board's Nominating Committee is revisiting its guidelines and the composition of its slate to identify areas for improved diversity
  - In Nov. 2022, The Nominating Chair committed to the financial investment to partner with board recruitment firms that help place BIPOC emerging leaders from all industries on Boards of Directors
  - All new Board Members are nominated through a nomination form completed by the nominator and the nominee.\*
    - Members of the DEI Committee are on the Nominating Committee
- 2023 DEI Goals:
  - Increase DEI committee membership & Board membership
  - Incorporate DEI Lens on strategic initiatives
  - Develop additional website content bring external/internal visibility and attracting potential donors



## Healthcare Workforce Advancement Fund (HWAF)

Training Proposal for:

**Lao Family Community Development Inc.**

**Contract Number: ET24-0201**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** R. Jackson

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt / Gen) Medical Skills Training New Hire Priority Rate	Industry Sector(s):	MEC (H) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Contra Costa, Sacramento	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)	≤0%		

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$682,272		\$65,520 12%		\$747,792

In-Kind Contribution:	50% of Total ETP Funding Required	\$375,000
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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	New Hire	Medical Skills Didactic, Medical Skill Preceptor, Job Readiness, Literacy Skills	144	8-400	0	\$5,193	\$20.60
				Weighted Avg: 206			

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

**Minimum Wage by County:** Job Number 1: \$20.60 Alameda, \$19.66 Contra Costa; and \$18.54 Sacramento 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
Certified Nurse Assistant	\$20.60 - \$25.00	144

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

Lao Family Community Development Inc., 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**

Lao Family Community Development Inc. (LFCD) ([www.lfcd.org](http://www.lfcd.org)), was founded in 1980 and is headquartered in Oakland. LFCD is a first time MEC training agency applicant and has a long demonstrated history of recruiting employers to hire its graduates. It continuously markets to employers in healthcare, computer/technical services, and general office services.

**Veterans Program**

Although this proposal doesn't include a Veteran's Job Number, LFCD continues to serve veterans and participates in veteran-outreach activities (internally) to recruit applicants.

**HWAF PROJECT DETAILS****Employer Demand / Need & Trainee Population**

The Bay Area's population is projected to increase by 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 and services.

Current labor market information highlights the magnitude of health-related employment opportunities. LFCD 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. Statewide LFCD represents policy research group California Competes estimated 13,000 CNA's are needed each year to meet the growing demand. LFCD further reports there are critical local shortages of healthcare professionals that have been exacerbated by the COVID pandemic.

The proposed training program aims to meet employer needs. LFCD further represents the curriculum meets expectations of California Association of Healthcare Facilities (CAHF). CAHF is a partner professional health association and anticipated placement conduit for graduates that are expected to be hired by the organization's 14 non-profit/ public entity employer members. Many of CAHF's non-profit members have active job announcements for which graduates may apply.

The Contract end term date will be no longer than March 30, 2027, therefore, LFCD has committed to market and recruit multiple additional eligible non-profit/ public entity employers to participate in HWAF training. LFCD has reported all New Hire placement employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, understands ETP reimbursement can only be earned if placement and retention occurs with HWAF eligible employers. Union support letters will be provided in the event trainees are hired into union represented non-profit positions.

LFCD understands any funding secured for paid internships or stipends may not be used and reported as employment placements for ETP purposes. Furthermore, LFCD understands it may not hire trainees as training agencies may not train its own employees.

### **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.

New Hires proposed to be trained are reported to have multiple barriers. Specifically, LFCD represents all participants it serves fall within ETP's population criteria and that the proposed training plan meets aforementioned "high road" goals. The proposed training will support training for an estimated 144 candidates earning Certified Nursing Assistant Certificates and placement into full-time jobs in the Non-profit/ public entity sector pursuant to HWAF funding requirements.

LFCD further represents the training will satisfy the HWAF workforce strategies specified in the Panel HWAF Guidelines by providing Certified Nursing Assistant (CNA) employment with a career path that leads to wage progression into earning livable wages. This training targets systematically disadvantaged immigrants, refugees and/or English language learners without high school diplomas who are unemployed so they can enter a career ladder in healthcare. It is anticipated those enrolled will start at entry-level positions, gain better English proficiency, obtain CNA certification, receive digital literacy skills necessary for this career pathway and advance in wage progression to a livable wage. Many CNA's go on to become Licensed Nurses or enter other

specialized health care professionals with additional training offered or otherwise supported by employers, or independently pursued after gaining entry into healthcare positions.

After successfully completing the training, participants will be allowed to test for Certification issued by the California Department of Health making them eligible for immediate hire. According to LFCD, producing qualified care providers helps to meet regional demands for qualified CNA's and improves healthcare services in the communities being served.

Concerning wage progression, LFCD represents shortages of Certified Nursing Assistants (CNAs) throughout California have been the driver of wages for CNA's. LFCD's expectation is that after a trainee maximizes the wage range (1-2 years as CNA) offered by nonprofit employers the population will either seek additional specialized certifications or have acquired on the job skills to better compete in the field with other employers. Given the wages are typically better in private hospitals and all the placements in this program are non-profits, the natural migration pattern of the workforce has been to later move into private healthcare job opportunities for which this entry level job makes them more competitive as licensed CNA's. Considering the population is unemployed at the time of enrollment, this opportunity is considered a significant way step forward for participants.

### **Licenses and Certifications**

- Certified Nursing Assistant

LFCD represents an estimated 144 trainees will obtain certification awarded by California Department of Public Health following training requirements and successful testing. Certified Nursing Assistant is represented to be the entry-level certificate for entering the professional medical services nursing related career. Many CNA professionals advance into Nursing or other specialized healthcare jobs over time.

### **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. LFCD has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The intended outcomes include:

- This program will provide 144 certified CNA's to meet the healthcare needs in Alameda, Contra Costa and Sacramento Counties meeting the critical growing demand for CNA's in the healthcare field.
- The target population includes immigrants, refugees, English language learners and those unemployed at enrollment. These participants will be recruited, trained, placed in CNA jobs and provided retention services.
- This program will provide an opportunity for health care workers to begin their ladder of career advancement in the healthcare field through CNA training that provides an easier transition to Licensed Vocational Nurse (LVN) and eventually Registered Nurse (RN).
- This program will provide an opportunity to gain entry-level healthcare employment for underserved, diverse and poverty-stricken communities in jobs that have wage progression and help them out of poverty while simultaneously improving the ability of communities served to hire new qualified CNA's to meet healthcare needs.

## **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

LFCD has provided ETP with a copy of its DEI policy (attached).

## **Contract Term Length**

Contract terms may be up to four (4) years. LFCD expects to complete all training and retention by March 30, 2027.

## **Curriculum Development**

Curriculum is developed by trained educators based on direct input from LFCD non-profit/ public entity employer partners who hire its graduates. LFCD is constantly adjusting programs in response to this input. Evaluations are also conducted following each training class.

## **Training Plan**

LFCD proposes to provide the following training via Class/Lab, E-Learning delivery methods including:

**Literacy Skills:** this training will be offered to Certified Nursing Assistants to prepare them to perform as professionals and improve business English and math to meet the expectations of the job.

**Medical Skills (Didactic and Preceptor):** this training will be offered to Certified Nurse Assistants to improve safety of patients and staff by using certified approaches in healthcare delivery settings.

**Job Readiness:** this training will be offered to Certified Nursing Assistants to prepare them to secure a long-term full-time career and adjust to the demands of the job in the healthcare field.

## **Tuition Reimbursement**

LFCD 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.

## **Full time Employment & Retention Modification**

Retention may be satisfied by employment of 24-35 hours a week (Medical Skills Guidelines). The placements company policy for full-time will be the determining Full-Time determinant of placement eligibility.

The panel may modify the retention period for these trainees, making it satisfied by employment of at least 90 days out of 120 consecutive days with up to three employers. LFCD requests and staff recommends this modification.

## **Commitment to Training**

ETP funds will not displace the existing financial commitment to training from the participating employers or other funding sources. LFCD reports WIOA funding and all funds received from a variety of sources including foundations and private funding will continue to support programs at LFCD. LFCD represents 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.

### **Marketing and Support Costs**

LFCD conducts targeted outreach and recruiting for its training programs. Marketing and outreach efforts include advertising within LFCD's 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.

LFCD works closely with community-based organizations and non-profits throughout California. For example, LFCD has developed partnerships to support local program delivery with groups including EDD, Workforce Development Boards, CalOES Victims Services, DHA's CalWORKs Subsidized Employment (SE) Program; SETA's Workforce Innovation Opportunity Act (WIOA) OJT/SE Program; SETA's Refugee Employment Services Program, Sacramento Area Summer Youth Program, PHI's health and wellbeing programs, and COVID-19 vaccination clinics. LFCD is a certified authorized Office of Refugee Resettlement and Placement agency for the US State Department with resettling and supporting over 2,400 refugees since 2017.

LFCD is constantly recruiting employers. LFCD makes direct contact with employers referred through its partners, and it recruits through employer associations and web sites. LFCD requests 12% support costs to assist with the effective implementation of this project, which will require ongoing recruitment, assessment and oversight. Staff recommends the 12% support costs.

#### **➤ Training Infrastructure**

LFCD has identified 3 internal staff, Case Manager, Site Manager, and Resource Manager, to oversee administration. Additionally, training will be provided by one in-house training expert delivering Literacy and Job Readiness Skills training and one vendor, TSQ, represented to be delivering California Department of Public Health required Nursing Assistant Training Assessment Program curriculum.

### **Trainer Qualifications**

Medical Skills Training is provided by staff at TSQ Academy which was started in 1994. The instructor has over 19 years of instructor experience and reportedly has a long history of graduated trainees that went on to successfully work in health care occupations.

LFCD represents the other types of training (Literacy Skills and Job Readiness) will be delivered by journey-level staff competent in the skills being delivered.

### **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).

LFCD is eligible as a WIOA grant administrator per ETP regulations. LFCD serves a broad spectrum of the community, but is primarily focused on the most vulnerable populations including immigrants, people of color, youth and the unemployed.



## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

TSQ Nursing Academy of Sacramento has been retained to provide Medical Skills Didactic/ Preceptor training for a fee of \$559,890. 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:

**Job Readiness Skills**

- Job Search
- Resume Writing
- Online Applications
- Interview Techniques
- Communication
- Employer and Employee Rights
- Work Attire
- Employer Expectations
- Budgeting
- Credit Repair
- Banking
- Money Management
- Financial Coaching

**Literacy Skills**

- Medical Terminology
- Listening and Speaking Business English Skills
- Comprehension of Medical Terms

**Medical Skills (Didactic)**

- Patient's Right
- Interpersonal Skills
- Prevention and Management of Catastrophe and Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis
- Infection Control
- Weights and Measures
- Patient Care Skills
- Patient Care Procedures
- Vital Signs
- Nutrition
- Emergency Procedures
- Long-Term Care Patient
- Rehabilitative Nursing
- Death and Dying
- Anti-Abuse

**Medical Skills (Preceptor)**

- Patient's Rights
- Prevention and Management of Catastrophe and Unusual Occurrences
- Body Mechanics
- Medical and Surgical Asepsis

- Infection Control
- Weights and Measures
- Patient Care Skills
- Patient Care Procedures
- Vital Signs
- Nutrition
- Emergency Procedures
- Long-Term Care Patient
- Rehabilitative Nursing
- Death and Dying
- Anti-Abuse



## Introduction

Lao Family Community Development, Inc. (LFCD) maintains a written Cultural Competency and Diversity Plan (CCDP) that describes how the linguistic and cultural needs of our participants, staffing, and all of our stakeholders are met. We reflect this in our attitudes, our organizational structures, our policies, and our dedication to the superior service we offer.

It is our policy to effectively provide services to participants of all cultures, age, races, gender, sexual orientation, socio economic status, languages, ethnic backgrounds, spiritual beliefs and religions in a manner that recognizes, values, affirms, and respects the worth of the individuals and protects and preserves the dignity of each person. Our CCDP addresses how we receive and respond to the diversity of our community as well as how our knowledge, skills, and behaviors will enable personnel to work effectively cross-culturally by understanding, appreciating, and respecting differences and similarities in beliefs, values, and practices within and between cultures.

## Purpose

- To ensure LFCD staff will have a greater awareness/ knowledge and then be able to successfully respond to the diversity of our stakeholders (including, but not limited to, areas such as: spiritual beliefs, holidays, dietary preferences, clothing, attitudes towards impairments, and language)
- The enhanced knowledge, skills and behaviors from the implementation of this CCDP will enable LFCD staff to work more effectively cross-culturally by understanding, appreciating, and respecting differences and similarities in beliefs, values, and practices within and between cultures.
- To treat individuals, participants, employees and all other stakeholders with respect, compassion, and love.
- To maintain and achieve the continuous satisfaction of individuals receiving services and all of our additional stakeholders.
- To recruit and retain highly skilled and talented employees that reflect the participants we serve
- To provide a positive and dynamic work environment that is committed to maximizing the potential of persons served and employees while supporting them and having an awareness of and sensitivity to their beliefs and culture.

## Policy

LFCD committed to the elimination of barriers that restrict the employment opportunities available to women, minorities, the disabled, and individuals representative of the geographic regions served by the agency. LFCD adheres to the equal employment opportunity policy and non discrimination practices. We recognize that equal employment opportunity requires affirmative steps to ensure the full utilization of people of all backgrounds who possess the best available skills.

LFCD is an equal opportunities employer. We are committed to not discriminate against any employee or job applicant because of race, color, religion, national origin, sex, physical or mental disability, or age.



## **Cultural Competency and Diversity Plan**

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Our commitment to equal employment opportunity extends to all job applicants and employees and to all aspects of employment, including recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, tuition assistance, and termination.

### **Commitment to Continuous Quality Improvement**

The Cultural Competency and Diversity plan will be reviewed annually for relevance and updates as needed. An annual survey will be conducted to gather input from participants, employees, and other stakeholders on how well LFCD is implementing a culturally competent and diverse dynamic. The survey results and the annual review will identify areas of improvement and will be set forth as a plan of action with a goal to improve the quality of service programs and to facilitate organizational decision making.

### **Dissemination of Plan**

A copy of this document will be given to every employee upon hire. It will also be available on the organization's intranet.

### **Grievances**

Any grievances or complaints should be directed to the Director of Operations. Any employee acting in a manner contrary to the plan will be counseled and/or disciplined according to the disciplinary policy and procedures.

### **Monitoring**

Annual Equal Opportunity Employer reports will be used to monitor the plan. This report analyzes the workforce by race, national origin, gender, and EEO category. Accomplishments and shortcomings will be noted and corrective actions recommended to the CEO. Lao Family will prepare to submit its first report in the fall of 2021. Appeals and grievances are monitored by both the CEO and Director of Operations throughout the year.

### **Training**

Cultural Competency and Diversity Plan are foundations set to facilitate the process of creating a diverse business perspective. Lao Family is committed to the training and education in diversity and cultural competency by direct education internally and will seek the assistance of external community resources to provide our personnel a well-rounded approach to diversity education. We will educate our personnel in terms of culture, age, gender expression and identification, sexual orientation, spiritual beliefs, and socioeconomic status, with inclusion of an address on language. Training will focus on the cultures and spiritual beliefs of our region, and the views of health, wellness, disability and its causes, and the influence of culture on the choice of service outcomes and methods. Such training will be offered at least once a year.

Training is based upon the following learning techniques:

- Assessment and awareness of personal biases, values and expectations
- Content on general culture-specific attributes (family structures, language use for various groups, and recipients with a wide variety of physical and linguistic disabilities).



## Healthcare Workforce Advancement Fund (HWAF)

Training Proposal for:

**Edwards Medical Training Center, Inc.**

**Contract Number: ET24-0194**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### **PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Medical Skills Training New Hire	Industry Sector(s):	MEC (H)  Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤0%	

### **FUNDING DETAIL**

<b>Program Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$217,350</div>	+	<b>Support Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           \$19,784            Job Number 1: 8%            Job Number 2: 12%         </div>	=	<b>Total ETP Funding</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$237,134</div>
In-Kind Contribution:	50% of Total ETP Funding Required			\$252,000

**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	Continuous Impr, Job Readiness Skills, Medical Skills-Didactic, Medical Skills-Preceptor	10	8-400	0	\$4,305	\$24.72
				Weighted Avg: 175			
2	New Hire Priority Rate Medical Skills Training	Continuous Impr, Job Readiness Skills, Medical Skills-Didactic, Medical Skills-Preceptor	44	8-400	0	\$4,411	\$20.60
				Weighted Avg: 175			

**\*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 (New Hire): \$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

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
Job Number 1 (Retrainee)		
Medical Assistant	\$22.66 - \$25.00	10
Job Number 2 (New Hire)		
Medical Assistant	\$18.54 - \$20.00	14
	\$20.60 - \$25.00	30

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Edwards Medical Training Center, Inc. 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 2018, Edwards Medical Training Center, Inc. (Edwards) ([www.edwardmedical.com](http://www.edwardmedical.com)) is a private, post-secondary vocation school. The college provides training for Medical Assistant, Certified Nursing Assistant, Licensed Vocational Nurse, and Home Health Aid in the San Francisco Bay Area and throughout California. For this Contract, training will be for the Bureau of Private Postsecondary Education (BPPE) approved Medical Assistant Program at the schools location in San Jose. This is Edwards' first ETP Contract.

## **Veterans Program**

Edwards actively recruits for Veterans through mail and social media marketing, Veteran events and job fairs, grassroots organizations, and partnering organization networks and employers.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

Edwards has provided a list of planned participating employers (100B) eligible under HWAF as non-profit and public employers. The Contract end term date will be no longer than March 30, 2027, therefore, Edwards has committed to market and recruit multiple additional eligible employers to participate in HWAF training.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. Edwards has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, Edwards 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. Edwards 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 medical skill needs and current Medicare and California Department of Public Health (CDPH) requirements for long-term care facilities.

According to Plan Bay Area 2040, the Bay Area's population is projected to increase by 30% by 2040 with a 137% growth in the 65 and over age group. The demographic shift will significantly increase the demand for healthcare professionals in the short-term and long-term for the Bay Area.

Per Employment Development Department's (EDD) Labor Market Information Division, projections show 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. This will result in a projected total of over 300,000 healthcare jobs.

There are currently many Medical Assistant (MA) openings throughout California, especially in the Bay Area. The healthcare workforce gap is likely to widen without extra intervention effort. Unfortunately, many new hires and dislocated workers do not have the training and required licenses or certifications to fill available positions. Therefore, there is an immediate need to train new hires and upskill the incumbent healthcare staff to assist hospitals and allied health care employers to hire knowledgeable and qualified Medical Assistants. In regards to worker population, women make up a critical mass of the allied healthcare workforce. Approximately 89% of medical assistants in the United States are women.

Although Edwards will offer training in the Bay Area, it will focus on meeting the healthcare needs of Santa Clara County.

### **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.

Edwards assists participating employers to improve and maintain quality patient care. Training will help enhance staff proficiency in clinical skills and patient interaction skills which prepares the candidates to be successful in obtaining the needed certification or licensing and leads to customer satisfaction and returning business.

Training to upskill current allied healthcare staff will provide opportunities for career advancement, higher paying wages, and the opportunity for women to not remain stagnant in the same healthcare occupation. Training for new hire trainees will allow the replacement of newly promoted employees. In addition, newly gained competencies can be raised to professional mastery level by integrating job rotations and upskilling to the next occupation level. For example, a Medical Assistant can upskill to a Health Information Management or can continue upskilling to become a Registered Nurse. In turn, the now-capable incumbent worker can supervise and mentor the new hires as they gain competency

The training will also improve quality of care and patient outcomes. Consequently, training can lead to successful business expansion and economic growth for the employers. As more are trained and placed to join the workforce, the unemployment rate goes down which increases the tax revenues.

Edwards reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as the new hires and retainees receive upskill training and additional certifications that lead to wage progression.

### **Licenses and Certifications**

Upon completing the selected program, New Hire Medical Assistants will receive a certificate of completion from Edwards. For Retirees (incumbent workers) upskill training will lead to higher paying jobs in the medical field.

### **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. Edwards has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

Training will help to enhance staff proficiency in vital clinical skills and in-patient interaction skills which can lead to increased patient satisfaction and returning business. Each participating employer is evaluated annually by Medicare. Training will help support the efforts of each participating employer to reach a higher Medicare rating. Medicare ratings are based on health inspection, staffing, and quality measures. Training will also help employers fill their staffing needs and help meet patient-to-licensed staff ratios. The combination of upskilling existing workers and adding entry-level trainees will scale up the overall workforce capabilities of the employer organization.

## **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Edwards has provided ETP with a copy of its DEI policy (attached).

## **Contract Term Length**

Contract terms may be up to four years. Edwards expects to complete all training and retention by February 26, 2027.

## **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 all occupations on training topics that include Communication Skills, Critical Thinking Skills, and Problem Analysis and Problem Solving.

**Job Readiness Skills:** Training will be offered to all occupations on training topics that include Interview Skills and Resume Writing.

**Medical Skills:** Training will be offered to all occupations on course topics like Wound Management, Respiratory Care, Infection Control, 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**

Edwards 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 varies depending on the medical program offered.

### **➤ Training Infrastructure**

The CEO will oversee the ETP Contract and will be working with school staff to schedule and train. A project manager, administrative assistant, and employer engagement manager will help collect and upload the training rosters to Cal E-Force. Training will be delivered by highly-qualified instructors with industry expertise. Classroom/laboratory training will be provided by in-house subject-matter experts.

## **Marketing and Support Costs**

Edwards' marketing program recruits participating employers by conducting needs surveys, trainee knowledge checks along with post training survey and lessons-learned sessions. For recruiting New Hires, Edwards markets to prospective trainees through flyers, E-mails,

advertising, social media, grassroots organizations, and partner organizations including EDD. The Support Costs will be used for staffing, training materials and supplies, research, training equipment, books, advertisement, training space, administrative cost, and other direct project expenses.

Edwards is requesting the standard 8% support costs for Job Number 1 and 12% support costs for Job Number 2 for outreach, recruitment and schedule coordination for this project. 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).

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

- BPPE licensure valid until December 15, 2024 for Medical Assistant.

### **DEVELOPMENT SERVICES**

Edwards retained Rightvarsity Technologies, LLC in San Jose to assist with development of this proposal for a flat fee of \$23,000.

### **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**

- Knowledge of Insurance Policies
- Medicare/Medicaid
- Communicating with Vendors/Lab
- Custom Ordering
- Fees Presentation
- Reception
- Scheduling Appointments
- Informing Patients of Prescription
- Checking in Prescriptions
- Corresponding with Customers via Email

**Job Readiness Skills**

- Resume writing
- Interview skills
- Life Skills

**Medical Skills (Didactic)**

- Overview of Optical Structures
- Writing Medication Lab Order
- Completed Medication Verification
- Proper Medication Use
- Initial Patient Assessment
- Case History
- Troubleshooting to Correct Patients Problems with Prescriptions
- Medical Terminology
- Basic Human Anatomy
- HIPAA
- International Coding of Diseases
- Current Procedural Terminology
- Healthcare Coding Systems

**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
- Training of Patients Breathing Patterns and Respiratory Function
- Care of Clients with Diabetes
- Care of Clients with Hypertension
- Clinical Skills Review
- Conduct Range of Motion Exercises with Patient

- COVID-19
- Dementia Care
- Feeding Tube (Insertion, Intermittent, and Continuous)
- Functional Mobility and Ambulation
- Identification of Skin Impairments and Prevention
- Immunizations
- Incontinence Management (Colostomy Care)
- Infection Control
- Medication Management
- Monitoring of Cardiovascular Changes
- Nursing Assistant Skills
- Pain Management
- Patient Assessment and Care
- Patient Care of Foot and Hand
- Patient Safety
- Positioning of Patients for Correct Body Alignment
- Preceptor Skills (Train-the-Trainer)
- Preventing and Identifying Complications Related to Tube Feeding
- 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
- 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: Edwards Medical Training Center, Inc.	CCG No.: ET24-0194
Reference No: 22-0996	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Evergreen Medical Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: E. Capitol Expressway		
City, State, Zip: San Jose, CA 95122		
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: 63		
Total # of full-time company employees in California: 63		
Company: Good Samaritan Hospital		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2425 Samaritan Dr		
City, State, Zip: San Jose, CA 95124		
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: 2,200		
Total # of full-time company employees in California: 2,200		
Company: O'Connor Hospital		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2015 Forest Ave		
City, State, Zip: San Jose, CA 95129		
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: 428		
Total # of full-time company employees in California: 428		
Company: Regional Medical Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2225 N. Jackson Ave		
City, State, Zip: San Jose, CA 95116		
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: 1,670		
Total # of full-time company employees in California: 1,670		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Edwards Medical Training Center, Inc.		CCG No.: ET24-0194
Reference No: 22-0996		Page 2 of 2

Company: Valley House Rehab. Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 991 Clyde Ave	
City, State, Zip: Santa Clara, CA 95054	
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: 763	
Total # of full-time company employees in California: 763	

Company: Valley Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 761 East Santa Clara St	
City, State, Zip: San Jose, CA 95112	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 36	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 4,637	
Total # of full-time company employees in California: 4,637	

Company: White Blossom Care Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1990 Fruitdale Ave	
City, State, Zip: San Jose, CA 95128	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 8	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 200	



## OUR DIVERSITY, EQUITY AND INCLUSION POLICY STATEMENT

Edward Medical Training Center is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our human capital 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 not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Edward Medical Training Center's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives. <sup>v</sup>
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All employees of Edward Medical Training Center 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. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

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.





## Healthcare Workforce Advancement Fund (HWAF)

Training Proposal for:

**Shirley Ware Education Center**

**Contract Number: ET24-0191**

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

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Services (G) 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Healthcare Workers West Service Employees International Union, CLC		
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		\$48,668 8%		\$749,708
In-Kind Contribution	50% of Total ETP Funding Required			\$1,672,760

**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 (Didactic)	92	8-400	0	\$8,149	\$29.81
				Weighted Avg: 381			

**\*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.

**CBA Wages:** For those trainees covered by a CBA, Contract post retention wages will be no less than the CBA wage and the Contract Post Retention wage.

**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>		
Licensed Vocational Nurse	\$29.81 - \$45.26	31
Respiratory Therapist	\$46.42 - \$52.04	31
Surgical Technician	\$31.83 - \$44.77	30

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Shirley Ware Education Center 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 1998 by the Service Employees International Union (SEIU), Shirley Ware Education Center (SWEC), located in Oakland, is a nonprofit organization that provides education and training opportunities to community members and healthcare workers.

It will partner with its sister agency, the SEIU United Healthcare Workers West & Joint Employer Education Fund (Education Fund) to execute this project. The Education Fund is Taft-Hartley education benefit fund whose services are negotiated into collective bargaining agreements between employers and unions and is funded by employer contributions. It was established in conjunction with Kaiser Permanente and other healthcare employers. SWEC has been integrated into the work of the Education Fund and will pay that organization to provide training in this project. Both organizations share oversight boards and an Executive Director. SWEC also has WIOA funding approval to train eligible recipients. This will be SWEC's fourth ETP contract and the fourth in the last five years.

The Education Fund offers career advancement services including counseling and a variety of programs designed to help healthcare workers succeed in their current positions and move into a higher skilled job. Its services to workers include community college and general education courses, preparation for college or training programs, and courses to strengthen critical job skills.

### **Veterans Program**

For ease of administering the Contract, Veterans will be included in Job Number 1.

### **Union Support**

Licensed Vocational Nurses, Respiratory Care Professionals, Surgical Technicians, and Medical Coders are represented by United Healthcare Workers West Service Employees International Union, CLC. The union has submitted a letter of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Demand / Need & Trainee Population**

SWEC has provided a list of planned participating employers (100B) eligible under HWAF as non-profit and public employers. The Contract end term date will be no longer than March 30, 2027, therefore, SWEC has committed to market and recruit multiple additional eligible employers to participate in HWAF training.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. SWEC has reported all participating employers will only be HWAF eligible non-profit and public employers in accordance with ETP HWAF Guidelines. Therefore, SWEC understands ETP reimbursement can only be earned if retention occurs with HWAF eligible employers.

SWEC's workforce development practices are rooted in employers and their unions working together to help communities lift up the workers in their regions. In the late 1990s, many Northern CA employers began experiencing difficulty recruiting staff into entry-level healthcare positions. A group of long-term care employers, in response to Union complaints about understaffing, asked the Union to assist with the recruitment of Certified Nurse Assistants (CNAs). The Union responded with a plan to recruit, train, and support people from low-income communities in Oakland to become CNAs. Since that time, SWEC has taken this labor-management model of workforce development and grown it statewide by continuing to help employers meet their workforce demands by training up entry level workers into jobs that needed filled.

The medical industry is deeply affected by a lack of Respiratory Therapist, Licensed Vocational Nurses (LVN) and Surgical Technicians. Currently, according to EDD, between now and 2028 the state will need 27.9% more Respiratory Therapists, 15.1% more LVNs and 13.3% more Surgical Technicians. Lack of staffing can lead to the hospital temporarily hiring a traveling Surgical Technician at a Registered Nurse wage to keep up with staff shortages but that can sometimes lead to issues since the traveling Surgical Technician is not at the hospital long enough to become familiar with the hospital and the surgical team. Other important issues that arise from staff shortages is the hospital cancelling surgeries, delays in scheduling patients, and added workload on current staff.

### **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.

SWEC values its workforce and its diversity and understands many entry level workers face challenges due to growing up in households with fewer resources. Trainees come from families where further education was not an option, and they lack higher levels of literacy, English, and computer skills. SWEC is further committed to equity and inclusion through expanding opportunities for career advancement to develop a diverse talent pipeline that reflects the needs of the community. Almost 70% of SWEC trainees are people of color and 80% are women. The organizational structure, based on a formal partnership with major health care employers, and the union, prioritizes connecting learners from social economic backgrounds to career advancement opportunities for in-demand, high quality jobs.

Internal training helps employers meet the increasing demand for healthcare workers across California. In the past, health clinics and hospitals hired outside of their communities because the workforce in the community did not have the opportunity to attend schooling beyond high school due to access to schools, family responsibilities, and financial restraints. Having well-trained employees is a best way to ensure customer satisfaction and ensure that unionized facilities remain viable.

A career counselor is available to help employees explore their options and create an education plan. In addition, managers, supervisors, and union representatives are trained to encourage workers to apply for classes. Extended on-the-job mentoring is offered during and after the training to ensure competency levels are met. The higher skilled health care careers are currently in great demand by employers, so job placement is achievable. Training builds skills leading to state-certified licenses, and financial support for employees who want to advance into a higher skill and wage positions with their current employer.

SWEC helps current workers in entry-level healthcare positions who need career advancement and wage progression the opportunity to move out of low-income positions. SWEC understands education beyond high school is critical to advancing beyond low-wage jobs. By providing pathways to higher level careers in the healthcare industry, SWEC helps lift up community members. Graduates buy houses, pay into the taxes used to support local infrastructure, and support the economic stability of their communities. SWEC reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

Trainees receive extensive training so that when they are placed on the job, they will have developed the skills needed to perform successfully in their new positions. Respectively, SWEC creates promotion ladders for employees by assisting employers with upskilling their current workforce into better long-term careers. Graduates who move on to new roles earn on average 36% higher wages in family sustaining union jobs.

### **Licenses and Certifications**

Trainees will take the appropriate certification exams set by the governing bodies and organizations. Upon completion of the training and successfully passing the certification exams, trainees may receive one of the following: Certified Ophthalmic Certification, Department of Labor Certification, the American Registry of Radiologic Technologists Magnetic Resonance Imaging

Certification or the American Registry of Radiologic Technologists Computed Tomography Certification.

### **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. SWEC has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The proposed funding will help healthcare workers gain the skills they need to be eligible to take on higher level positions within their current workplaces and communities. For this Contract, current healthcare workers will be provided a training opportunity to advance their careers by becoming a licensed Respiratory Therapist, Licensed Vocational Nurse (LVN) or Surgical Technician. The career advancement will also help the employers meet industry needs.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

SWEC has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. SWEC expects to complete all training and retention by March 30, 2027.

### **Training Plan**

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

**Medical Skills (Didactic):** Training will be offered to all occupations on training topics that include License Vocational Nurse: Career Path Success and Family Health Nursing; for Respiratory Therapist: Research Capstone and Microbiology; and Surgical Technician: Anatomy and Physiology 1 and Human Growth and Development.

Most of the training programs in this application have more than 400 classroom hours and include hundreds of hours of on-the-job training. The robust courses are developed to ensure not just work knowledge, but also an understanding the day-to-day career requirements.

### **Alternate Recordkeeping**

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

### **Tuition Reimbursement**

SWEC 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.

### **Other Resources**

SWEC received \$500,000 from the California Workforce Development Board.

## 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. ETP funded training in this project will deepen the commitment to training and allow SWEC and the Education Fund to one day be able to fund the training program from its own trust fund.

### ➤ Training Infrastructure

This project will be overseen by SWEC's Program Administrator who will work closely with 10 statewide staff and employers to schedule and coordinate training. SWEC has also retained a subcontractor who is very familiar with ETP Contract requirements.

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 processes, ensuring competency, and improving quality of care.

## Marketing and Support Costs

SWEC requests 8% support costs to perform outreach and recruitment for the program through websites, mailers, informational sessions, and employer engagement. There are 10 full time staff who will assist with marketing, recruitment, and needs assessments. Staff recommends the support costs.

## Trainer Qualifications

The curriculum for the trainees is a combination of state-approved standards blended with community specific needs to ensure trainees can pass statewide industry standards certification exams and meet the needs of the community. Training will be provided by trainers from the Education Fund and external subject matter experts.

## 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) (\$ %)
ET22-0197 (Expansion)	\$584,400	12/20/2021 – 12/19/2023	120	0	0	\$352,665 (60%)*
ET22-0265 (Core)	\$580,800	3/28/2022 – 3/27/2024	192	0	0	\$94,759 (16%)**

\*SWEC has an active contract with ETP under the Expansion Fund. Of an estimated 120 trainees, 91 have been enrolled and 91 have received the minimum hours of training. Based on ETP Systems, 14,336 reimbursable hours have been tracked for potential earnings of \$352,665 (60% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023

\*\*SWEC's second active contract with ETP under the Core Funds of an estimated 192 trainees, 74 have been enrolled and 66 have received the minimum hours of training. Based on ETP

Systems, 3,852 reimbursable hours have been tracked for potential earnings of \$94,759 (16% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2024.

### **PRIOR ALTERNATIVE FUND OR CORE PROJECTS**

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

#### **COVID Performance**

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0142 (COVID)	Statewide	7/27/2020– 7/26/2022	\$173,790	\$138,283 (85%)

### **DEVELOPMENT SERVICES**

SWEC retained California Labor Federation in Sacramento and Strategy Workplace Communications in Alameda to assist with development of this proposal at no fee.

### **ADMINISTRATIVE SERVICES**

SWEC will use Strategy Workplace Communications in Alameda to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

San Joaquin Valley College (SJVC) in Rancho Cordova has been retained to provide Commercial Skills training for a fee yet to be determined.

Pacific College in Costa Mesa, Ontario, and Cerritos has been retained to provide Commercial Skills training for a fee yet to be determined.

Silicon Valley Surgi-Tech Institute (SVSTI) in Milpitas has been retained to provide Commercial Skills training for a fee yet to be determined.

Altamont Healthcare in Stockton has been retained to provide Commercial Skills training for a fee yet to be determined.

Concorde Career College in San Bernardino, Garden Grove, North Hollywood, and San Diego has been retained to provide Commercial Skills training for a fee yet to be determined

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:

**Medical Skills (Didactic)**

License Vocational Nurse (LVN):

- Basic Foundations in Nursing & Nursing Practice
- Career Path Success
- Clinical Practice I
- Clinical Practice II
- Clinical Practice III
- Clinical Practice IV
- Clinical Practice V
- Family Health Nursing
- Introduction to Medical-Surgical Nursing
- Medical-Surgical Nursing I
- Medical-Surgical Nursing II
- Personal & Vocational Concepts
- Transitions to Practice

Respiratory Therapist

- Management Principles for the Healthcare Professional
- Establishing Best Practices in Quality Improvement of Healthcare
- Research and Evidence-Based Practice in Healthcare
- Healthcare Finance
- Research Capstone
- Protocol-Based Critical Care
- Education Principles for Healthcare Professionals
- Advanced Respiratory Practice for the Critical Care Patient
- Writing for Research
- Cross-Cultural Communication
- Group Dynamics
- Introduction to Statistics
- Human Anatomy and Physiology
- Introduction to General Chemistry
- Microbiology
- Introduction to Respiratory Care
- Fundamentals of Respiratory Care
- Respiratory Care Pathophysiology
- Pharmacology
- Ventilatory Principles of Respiratory Care
- Critical Care Principles of Respiratory Care
- Neonatal and Pediatric Respiratory Care
- Specialized Respiratory Care
- Advanced Respiratory Care
- Clinical Laboratory Practice
- Clinical Practice Rotation



## Surgical Technician:

- Anatomy & Physiology I
- Anatomy & Physiology I VLab
- Anatomy & Physiology II
- Anatomy & Physiology II VLab
- Elements of Human Communication
- Foundations for Health Professions
- Human Growth and Development
- Surgical Procedures I
- Surgical Procedures II
- Surgical Technology Clinical I
- Surgical Technology Clinical II
- Surgical Technology Clinical Review I
- Surgical Technology Clinical Review II
- Surgical Technology Lab I
- Surgical Technology Lab II
- Surgical Technology Lab III
- Surgical Technology Lab IV
- Surgical Technology Lab V
- Surgical Technology Lab VI
- Surgical Technology Theory I
- Surgical Technology Theory I
- Surgical Technology Theory I Laboratory
- Surgical Technology Theory II
- Surgical Technology Theory II Laboratory
- Surgical Technology Theory III
- Surgical Technology Theory IV

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center	CCG No.: ET24-0191
Reference No: 22-1023	Page 1 of 11

ALPHABETIZE BY COMPANY NAME

Company: Arroyo Grande Community Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 345 S Halcyon Rd	
City, State, Zip: Arroyo Grande, CA 93420	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 400	
Total # of full-time company employees in California: 400	
Company: Bakersfield Memorial Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 420 34 <sup>th</sup> St	
City, State, Zip: Bakersfield, CA 93301	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 990	
Total # of full-time company employees in California: 990	
Company: Bruceville Terrace	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 8151 Bruceville Rd	
City, State, Zip: Sacramento, CA 95823	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 7	
Total # of full-time company employees in California: 7	
Company: California Hospital Med Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1401 S Grand Ave	
City, State, Zip: Los Angeles, CA 90015	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1700	
Total # of full-time company employees in California: 1700	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 2 of 11
<hr/>		
Company: Community Hospital San Bernardino		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1805 Medical Center Dr		
City, State, Zip: San Bernardino, CA 92411		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1350		
Total # of full-time company employees in California: 1350		
<hr/>		
Company: Dignity Health Med Foundation		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 185 Berry Street, Suite 200		
City, State, Zip: San Francisco, CA 94107		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 5		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 60000		
Total # of full-time company employees in California: 2800		
<hr/>		
Company: Dignity Health Med Group Bakersfield		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3737 San Dimas Street		
City, State, Zip: Bakersfield, CA 93301		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 2		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 201		
Total # of full-time company employees in California: 201		
<hr/>		
Company: Dignity Health Med Group Image		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 695 Oak Grove Ave STE 310		
City, State, Zip: Menlo Park, CA 94025		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 863		
Total # of full-time company employees in California: 863		
<hr/>		

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 3 of 11
Company: Dignity Health Med Group Inland Empire		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4240 Highland Ave		
City, State, Zip: Highland, CA 92346		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 480		
Total # of full-time company employees in California: 480		
Company: Dignity Health Med Group N State		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1755 Court Street		
City, State, Zip: Redding, CA 96001		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 222		
Total # of full-time company employees in California: 222		
Company: Dignity Health Med Group Northridge		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18460 Roscoe Blvd		
City, State, Zip: Northridge, CA 91325		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		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: Dignity Health Medical Group Region		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 185 Berry St #300		
City, State, Zip: San Francisco, CA 94107		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 5		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 55000		
Total # of full-time company employees in California: 55000		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 4 of 11
<hr/>		
Company: Dignity Health Med Group Santa Cruz		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2018 Mission St		
City, State, Zip: Santa Cruz, CA 95060		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 350		
Total # of full-time company employees in California: 350		
<hr/>		
Company: Dignity Health Med Group Sequoia		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 170 Alameda de las Pulgas		
City, State, Zip: Redwood City, CA 94062		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 2		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 105		
Total # of full-time company employees in California: 98		
<hr/>		
Company: Dignity Health Med Group Sierra		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 280 Sierra College Dr Ste 105 & 120		
City, State, Zip: Grass Valley, CA 95945		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 3		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: 220		
<hr/>		
Company: Dignity Health Med Group SF		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 585 and 595 Buckingham Way		
City, State, Zip: San Francisco, CA 94132		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 5		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 823		
Total # of full-time company employees in California: 823		

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 5 of 11

Company: Dignity Health Med Group Stockton	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3132 W March Ln Ste 5	
City, State, Zip: Stockton, CA 95219	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 55000	
Total # of full-time company employees in California: 55000	

Company: Dignity Health Med Group Ventura	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 168 N Brent St Ste 502	
City, State, Zip: Ventura, CA 93003	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 2	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 80	

Company: Dominican Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1555 Soquel Dr	
City, State, Zip: Santa Cruz, CA 95065	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 71	
Total # of full-time company employees in California: 71	

Company: Dominican Oaks	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3400 Paul Sweet Rd	
City, State, Zip: Santa Cruz, CA 95065	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 13	
Total # of full-time company employees in California: 13	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 6 of 11

Company: French Hospital Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1911 Johnson Ave	
City, State, Zip: San Luis Obispo, CA 93401	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 500	
Total # of full-time company employees in California: 500	

Company: Glendale Memorial Hospital and Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1420 S Central Ave	
City, State, Zip: Glendale, CA 91204	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 75	
Total # of full-time company employees in California: 75	

Company: Marian Regional Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1400 E Church St	
City, State, Zip: Santa Maria, CA 93454	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 25	
Total # of full-time company employees in California: 25	

Company: Mark Twain Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 768 Mountain Ranch Rd	
City, State, Zip: San Andreas, CA 95249	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	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	

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 7 of 11

Company: Medical McMahon Terrace	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3865 J St	
City, State, Zip: Sacramento, CA 95816	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 31	
Total # of full-time company employees in California: 31	

Company: Mercy General Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4001 J St	
City, State, Zip: Sacramento, CA 95819	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1950	
Total # of full-time company employees in California: 1950	

Company: Mercy Healthcare Sac Regional	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4001 J St	
City, State, Zip: Sacramento, CA 95819	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1950	
Total # of full-time company employees in California: 1950	

Company: Mercy Hospital Folsom	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1650 Creekside Dr	
City, State, Zip: Folsom, CA 95630	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 800	
Total # of full-time company employees in California: 800	



# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 8 of 11

Company: Mercy Medical Center Merced	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 333 Mercy Ave	
City, State, Zip: Merced, CA 95340	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 25	
Total # of full-time company employees in California: 25	

Company: Mercy Medical Center Redding	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2175 Rosaline Ave	
City, State, Zip: Redding, CA 96001	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 250	
Total # of full-time company employees in California: 250	

Company: Mercy San Juan Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6501 Coyle Ave	
City, State, Zip: Carmichael, CA 95608	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2480	
Total # of full-time company employees in California: 2480	

Company: Methodist Hospital Sacramento	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7500 Hospital Dr	
City, State, Zip: Sacramento, CA 95823	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1264	
Total # of full-time company employees in California: 1264	

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 9 of 11
Company: Northridge Hospital Med Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18300 Roscoe Blvd		
City, State, Zip: Northridge, CA 91325		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 98		
Total # of full-time company employees in California: 98		
Company: Saint Francis Memorial Hospital		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 900 Hyde St		
City, State, Zip: San Francisco, CA 94109		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1000		
Total # of full-time company employees in California: 1000		
Company: Sequoia Hospital		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 170 Alameda de las Pulgas		
City, State, Zip: Redwood City, CA 94062		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 230		
Total # of full-time company employees in California: 230		
Company: St Bernardine Medical Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2101 N Waterman Ave		
City, State, Zip: San Bernardino, CA 92404		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1788		
Total # of full-time company employees in California: 1788		

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 10 of 11

Company: St John's Hospital Camarillo	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2309 Antonio Ave	
City, State, Zip: Camarillo, CA 93010	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 228	
Total # of full-time company employees in California: 228	

Company: St John's Regional Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1600 N Rose Ave	
City, State, Zip: Oxnard, CA 93030	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 438	
Total # of full-time company employees in California: 438	

Company: St Joseph's Behavioral Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2510 N California St	
City, State, Zip: Stockton, CA 95204	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 77	
Total # of full-time company employees in California: 77	

Company: St Joseph's Medical Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1800 N California St	
City, State, Zip: Stockton, CA 95204	
Collective Bargaining Agreement(s): SEIU-UHW	
Estimated # of employees to be retrained under this Contract: 1	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 498	
Total # of full-time company employees in California: 498	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shirley Ware Education Center		CCG No.: ET24-0191
Reference No: 22-1023		Page 11 of 11
<hr/>		
Company: St Mary's Medical Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 450 Stanyan St		
City, State, Zip: San Francisco, CA 94117		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2000		
Total # of full-time company employees in California: 2000		
<hr/>		
Company: The Permanente Medical Group, Inc		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1950 Franklin Street, 16 <sup>th</sup> Floor		
City, State, Zip: Fairfield, CA 94612		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 55		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 20,651		
Total # of full-time company employees in California: 20,651		
<hr/>		
Company: Woodland Clinic Medical Group		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2330 W Covell Blvd		
City, State, Zip: Davis, CA 95616		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 13		
Total # of full-time company employees in California: 13		
<hr/>		
Company: Woodland Healthcare Center		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14966 Terreno De Flores Ln		
City, State, Zip: Los Gatos, CA 95032		
Collective Bargaining Agreement(s): SEIU-UHW		
Estimated # of employees to be retrained under this Contract: 1		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 720		
Total # of full-time company employees in California: 720		

Date: 4/24/2023

From: SEIU UHW-West

Dave Regan, President  
dregan@seiu-uhw.org

RE: Notice of Intent

ETP Reference: 22-1023

Projected Effective Date of ETP Contract/Revision: 6/1/2023

CBA Represented Workers: Healthcare Workers

Dear ETP Panel Members:

We understand the Shirley Ware Education Center is requesting \$1M in ETP funding to help pay for the training of our affiliates. We support the proposed training plan for 110 workers. We believe that Healthcare Workforce Advancement Fund program will help the union and employer meet the increase in need for well-trained healthcare workers in CA.

SEIU-UHW has received this 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. We have reviewed the application and approved of its goal to train 30 Licensed Vocational Nurses, 30 Respiratory Care Professionals, 30 Surgical Technicians and 20 Medical Coders over a four-year period.

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,



President

SEIU-UHW West



UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

Dave Regan - President  
Stan Lyles - Vice President

560 Thomas L. Berkley Way  
Oakland, CA 94612  
510-251-1250  
FAX 510-763-2680

5480 Ferguson Drive  
Los Angeles, CA 90022  
323-734-8399  
FAX 323-721-3538

[www.SEIU-UHW.org](http://www.SEIU-UHW.org)

## EQUAL EMPLOYMENT OPPORTUNITY

The Education Fund, in recognition of the responsibility to our employees and to the community in which we operate, reaffirms its equal employment opportunity policy of complying with all federal, state, and local equal employment opportunity/non-discrimination laws relating to the following protected categories: race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), gender identity, gender expression, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition, military or veteran status, marital status, domestic partner status, sexual orientation, genetic information, or other grounds protected under applicable local, state, or federal laws, regulations, and/or executive order except as allowed by law.

This policy governs all aspects of employment, including action relating to recruitment, hiring, and promotion of all job classifications, and decisions about all personnel actions (such as assignments, compensation, benefits, transfers, Education Fund-sponsored training, social and recreational programs, return from layoffs, references, and terminations), without regard to protected status.

The Education Fund also makes reasonable accommodations for qualified applicants and employees with disabilities unless doing so creates an undue hardship, in accordance with all legal requirements. Any applicant or employee who requires an accommodation to perform the essential functions of the job should contact the Director of Human Resources to request an accommodation. The Education Fund will work with the individual to attempt to identify a reasonable accommodation that will not impose an undue hardship on the Education Fund. Any employee who believes he or she has been subjected to any form of unlawful discrimination is encouraged and expected immediately to notify the Director of Human Resources.

## ANTI-HARASSMENT AND ANTI-BULLYING

### PURPOSE AND COVERAGE

The Education Fund believes in respecting the dignity of every employee and expects every employee to show respect for all of our colleagues, participants, clients, visitors, and vendors. Respectful, professional conduct furthers the Education Fund's mission, promotes productivity, minimizes disputes, and enhances our reputation. Accordingly, this policy forbids any unwelcome conduct that is based on Race, Color, Religion (includes religious dress and grooming practices), Sex/gender (includes pregnancy, childbirth, breastfeeding and/or related medical conditions), Gender identity, gender expression, Sexual orientation, marital status, medical Condition (genetic characteristics, cancer or a record or history of cancer), military or veteran status, national origin (includes language use and possession of a driver's license issued to persons unable to provide their presence in the United State is authorized under federal law), ancestry, disability (mental and physical including HIV/AIDS, cancer, and genetic characteristics), genetic information, request for family care leave, request for leave for an employee's own serious health condition, request for Pregnancy Disability Leave, Retaliation for reporting patient abuse in tax-supported institutions, age (over 40), or other grounds protected under applicable local, state, and federal laws, regulations, and/or executive order except as allowed by law. The Education Fund is thus committed to providing a work environment that is free of unlawful discrimination, including harassment that is based on any legally protected status. The Education Fund will not tolerate any form of harassment that violates this policy.

This policy forbids any employee, contractor, manager, supervisor, officer, director, vendor, client, or agent of the Education Fund to harass any Education Fund employee, applicant, or contractor. Harassment is defined as verbal, physical, or visual conduct that creates an intimidating, offensive, or hostile working environment or that interferes with an employee's work performance. Under California law, such conduct constitutes harassment when (1) submission to the conduct is made either an explicit or implicit condition of employment; (2) submission or rejection of the conduct is used as the basis for an employment decision; (3) the conduct sufficiently offends, humiliates, distresses, or intrudes upon the person, so as to disrupt their emotional tranquility in the workplace, affects the person's ability to perform the job as usual (i.e., makes it more difficult to do the job), or otherwise interferes with and undermines the person's sense of well-being. Under federal law, such conduct constitutes harassment when (1) results in a tangible job detriment, or (2) is severe or pervasive. Prohibited conduct includes any discriminatory employment action and any unwelcome conduct that is inflicted on someone because of that individual's protected status. Among the types of unwelcome conduct prohibited by this policy are epithets, slurs, negative stereotyping, intimidating acts, and the circulation or posting of written or graphic materials that show hostility toward individuals because of their protected status. The Education Fund prohibits that conduct in the workplace, even if the conduct does not constitute unlawful harassment.

Bullying is abusive conduct which is defined as "conduct of an employer or employee in the workplace, with malice, that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests." Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating. Abusive conduct may also include the gratuitous sabotage or undermining of a person's work performance. There is no requirement that the abusive conduct be linked to a protected category, but the conduct must be objectively abusive, and what a "reasonable person" would find offensive.



## Healthcare Workforce Advancement Fund (HWAF)

Training Proposal for:

### Workforce Development Board of Contra Costa County dba WDBCCC

**Contract Number: ET24-0190**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

#### PROJECT PROFILE

Contract Attributes:	HWAF (Alt / Gen) Retrainee Priority Rate Medical Skills Training New Hire	Industry Sector(s):	MEC (H) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Contra Costa	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 Healthcare Workers-West; United EMS Workers- Local 4911		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤0%		

#### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$690,000		\$51,040 8% and 12%		\$741,040

In-Kind Contribution:	50% of Total ETP Funding Required	\$860,000
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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	Medical Skills-Didactic	100	8-400	0	\$6,150	\$23.59
				Weighted Avg: 250			
2	New Hire Priority Rate Medical Skills Training	Medical Skills-Didactic, Job Readiness Skills	20	8-400	0	\$6,302	\$19.66
				Weighted Avg: 250			

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

**Minimum Wage by County:** Job Number 1: \$23.59 per hour in Contra Costa County and \$24.72 per hour in Alameda County; Job Number 2: \$19.66 per hour in Contra Costa County and \$20.60 per hour in Alameda County.

**CBA Wages:** For trainees covered by a CBA, Contract post retention wages will be no less than the CBA wage and the Contract Post Retention Wage.

**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 \$1.72 in Job Number 1 and \$1.60 in Job Number 2 in 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>		
CNA	\$23.00-\$25.00	8
Community Health Worker	\$23.00-\$25.00	10
Dental Assistant	\$23.00-\$25.00	8
	\$25.01-\$26.00	2
EKG/ECG	\$23.00-\$25.00	5
EMT	\$23.00-\$25.00	25
Medical Assistant	\$23.00-\$25.00	8
	\$25.01-\$26.00	2
Paramedic	\$24.00-\$25.00	5
	\$25.01-\$28.00	15
Phlebotomist	\$23.00-\$25.00	5
	\$25.01-\$26.00	1
Surgical Technologist	\$23.00-\$25.00	5
	\$25.01-\$26.00	1
<b>Job Number 2 (New Hire)</b>		
EMT	\$19.00-\$20.00	10
	\$20.01-\$22.00	5
Surgical Technologist	\$22.00-\$25.00	5

## **HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Workforce Development Board of Contra Costa County dba WDBCCC 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 1994 and located in Concord, the Workforce Development Board of Contra Costa County dba WDBCCC (WDBCCC) ([www.wdbccc.com](http://www.wdbccc.com)) is a public/private partnership that provides local and regional workforce development services and training to the unemployed for the community, participating employers and youth. WDBCCC serves Contra Costa and Alameda Counties and training will be delivered at participating employers' sites as well as at a training facility in Richmond. This will be WDBCCC's second ETP Project and second on the last five years.

#### **Veterans Program**

WDBCCC recruits Veterans through its advertisements and mailing lists.

#### **Union Support**

Medical Assistant, Dental Assistant, Community Health Worker, CNA, EMT, Surgical Technician, and Phlebotomist are represented by Service Employees International Union- United Healthcare Workers-West. EMT and Paramedic are represented by United EMS Workers- Local 4911. The unions have submitted a letter of support for this training project.

### **HWAFF PROJECT DETAILS**

#### **Employer Demand / Need & Trainee Population**

WDBCCC has provided a list of planned participating employers (100B) eligible under HWAFF as non-profit and public employers. These employers qualify as non-profit healthcare priority industry hospitals and community health providers. The Contract end term date will be no longer than March 30, 2027, therefore, WDBCCC has committed to market and recruit multiple additional eligible employers to participate in HWAFF training.

The list of Retrainee participating employers submitted are self-identified as not-for-profit health care providers. WDBCCC has reported all participating employers will only be HWAFF eligible non-profit and public employers in accordance with ETP HWAFF Guidelines. Therefore, WDBCCC understands ETP reimbursement can only be earned if retention occurs with HWAFF eligible employers.

WDBCCC facilitates job training and services to expose underserved populations to careers in high-growth, sustainable industries such as healthcare. For this project, WDBCCC has partnered with the Bay Area Health Workforce Partnership, who increase equity and diversify in the pool of qualified health workers and secure jobs to meet regional demands. It is collaborative partners with the four Workforce Development Boards in the East Bay.

Project partners include the Alameda Consortium of Clinics and Mt. Diablo and Castro Valley Adult schools, who provide healthcare training and certificate programs for their employer partners such

as Lifelong Medical Services, Asian Health Services, West Oakland Health and La Clinica de la Raza. The Alameda County, Oakland, Contra Costa and Richmond Workforce Board and their respective one-stop center operators provide a vast array of services and resources to provide underserved populations with access to quality careers, while simultaneously helping regional employers fill their positions and build a sustainable local and diverse talent pipeline.

WDBCCC will be concentrating its recruitment in Richmond and Oakland and a number of other underserved areas in Contra Costa and Alameda County. WDBCCC has learned in previous training programs, and specifically in its latest program involving the training of EMT's in Alameda and Contra Costa, that recruitment from underserved communities is most successful when coordinated with partner Community Based Organizations (CBO). The CBOs are connected directly to underserved areas and work with the target populations.

WDBCCC has identified a high demand for and low supply of qualified workers competing for allied health positions. Currently, there is a high vacancy rate in entry-level positions for medical assistants, community health workers, dental assistants, Phlebotomists, EMT's and other allied health positions. Health providers are requesting cultural competence and more diversity in these allied health positions. These occupations are first line caregivers for the clients of health providers in the Bay Area. Participating employers are interested in new hires as well as upscaling existing employees.

Despite training efforts, in the past two years, vacancy rates in entry-level health workforce jobs have only increased. Data is provided directly from Employers and local LMI data from Alameda and Contra Costa Counties. Bay Area Health Workforce Partnership consists of almost all the major health providers in the Bay Area that have come together to increase local hiring and are committed to racial equity and increased cultural competence within their organizations. In addition, over the past five years, the delivery of health care has transformed away from direct care at the clinic or hospital and to increased home care, telehealth and first line care by allied health participants. Due to high retirements caused by age and the pandemic and the changing delivery of health care, healthcare providers have vacancies in every allied health position that is included in this proposal.

The proposed initiative emphasizes the need for critical supplemental academic and general support services like transportation and childcare assistance for the target population, which includes people of color from underserved communities, as well as justice-involved, English language learners, veterans, immigrants/refugees, housing insecure, and people with disabilities. This also includes leveraging outside funding sources to provide critical financial support to participants in new-hire programs, who would not be getting wages from the employer during training

### **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 primary population of trainees are from underserved communities in Alameda and Contra Costa Counties. The participating employers are interested in cultural competence where the workforce represents the community they are serving. The training proposal will be upscaling the workforce from entry level jobs to higher more secure jobs on a career pathway that has been recommended by employer partners. The new hire training will be based from recruitment by community-based organizations closest with community participants. The proposed training program includes full wrap around services and offer additional economic and social services to insure the underserved population is well qualified and ready to work at a high level of competency.

Employer partners, specifically public health safety net clinics as part of the Alameda Health Consortium have partnered to build new career pathways for incumbent training. One program provides upscaling for medical assistants to new levels of medical assistant level two's as well as panel navigators. The difference in medical assistant levels will be the addition of added phlebotomy training and the ability to provide diagnostic tests such as EKG's. With higher level training, Medical Assistants will train to become Panel Navigators which will give them the expertise to assist patients with their total care plan and specifically those patients with chronic diseases that need assistance through the health plan. At each level, the Employers will provide at least a 10% wage increase.

As employees move higher through career paths, new hires will fill the vacancies created and then enter into their own additional career path training.

Dental Assistant training is offering major dividends currently because of the shortages in their occupations. Just like Medical Assistants, Dental Assistants' scope of practice continues to increase and as they take on new responsibilities their wages are increased. With additional training Dental Assistants can become Registered Dental Assistants, a higher level of pay.

EMT's will have the opportunity to become Paramedics and the wage increases are well above 10%.

Certified Nurse Assistants (CNA) and Community Health Workers will have the opportunity to train as Medical Assistants with well over a 10% wage increase.

In surgical tech classifications, there are additional levels of expertise gained by experience and at each level there is at least a 10 % wage increase.

### **Licenses and Certifications**

Most of the training proposed results in certifications. Community Health Workers, Medical Assistants, Dental Assistants, Phlebotomists and EMT's all have earned certifications. The upscaling of Medical Assistants to higher level MA's and to Panel Navigators do not have additional certifications.

### **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. WDBCCC has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

As stated previously, incumbent training will provide additional skills and career pathways within health organizations. It will allow entry level allied health workers, for the most part who have come from surrounding communities and who are already part of target populations and

underrepresented communities to increase their job skills to higher income and more secure jobs. New hire training will fill vacancies that already exist and fill the positions of the employees that are training for higher positions. New hires will be recruited through partnerships with community-based organizations with the aim of targeting community participants of target populations from the communities served specifically by public health safety net clinics. The employers will commit to preceptorships in advance of training to insure that a connection is built early between the employer and the trainee. Almost all the proposed health care training is certified with transferable certifications. The plan is to train at least 120 community participants in incumbent upscaling as well as new hire training to backfill and fill already open vacancies.

The project's main projected outcome is to achieve racial equity and income mobility. Participating employers have partnered creating new career paths as mentioned i.e., medical assistants level two and panel navigators that will be copied by other employers as the delivery of health care continues to change. This guarantees employment and each level along the career path carries at least a 10% increase in pay. WDBCCD recognizes the connections as do the Employers between good sustainable jobs with higher income along with career paths and the health of the communities.

### **Contract Term Length**

Contract terms may be up to four (4) years. WDBCCC expects to complete all training and retention by March 30, 2027.

### **Training Plan**

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

**Job Readiness Skills:** Training will be offered to EMT and Surgical Technologists and focus on how to gain and maintain employment. Training topics include Interviewing Skills, Business Etiquette, Resume Development and Time Management.

**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 Terminology, Clinical Reporting and Charting, Pediatric and Geriatric Patients, and Surgical Technology.

### **Tuition Reimbursement**

WDBCCC 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**

WDBCCC's Program Manager, who has experience with ETP, will oversee all aspects of this training program. The program manager and a team of three associates will schedule training, collect rosters and enter them into the ETP system. The team will also check rosters for

compliance. The Board has identified Alameda County Consortium of Clinics, Castro Valley Adult Education, and Mt. Diablo Adult Education to provide Medical Skills- Didactic training.

### **Marketing and Support Costs**

WDBCCC marketing includes recruiting costs, tracking students and follow up to ensure retention with employer partners. The Board recruits through job fairs, high schools and adult education programs, trade shows, and thru community based organizations. The Board also partners with employers along with regulatory agencies to develop and approve curriculum. WDBCCC 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.

WDBCCC 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. Staff recommends the support costs.

### **Trainer Qualifications**

WDBCCC will utilize trainers from Alameda County Consortium, of Clinics, Castro Valley Adult Education, and Mt. Diablo Adult Education who are certified-medical instructors with highly-skilled knowledge in all procedures of the medical industry.

### **PRIOR ALTERNATIVE FUND OR CORE 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 \$ %
ET20-0162	Concord	6/30/2020- 6/29/2022	\$220,230	\$180,377 (82%)

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

Alameda County Consortium of Clinics, Castro Valley Adult Education, and Mt. Diablo Adult Education has been retained to provide Medical Skills training for a cost of \$500,000. 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:

**Job Readiness Skills**

- Communication Skills & Public Speaking
- Conflict Resolution
- Critical Thinking
- Financial Literacy
- Goal Setting
- Interpersonal Skills
- Interview Skills
- Resume Development
- Time Management
- Workplace Behaviors
- Workplace Success
- Overcoming Obstacles
- Managing Change
- Business Etiquette

**Medical Skills (Didactic)**

- Medical Terminology
- Patient Rights and HIPPA
- Reporting Suspected Abuse
- Communication and Interpersonal Skills
- Understanding Patient Needs
- Conflict Resolution
- Using Restraints
- Patient Safety
- Facility Safety
- Body Mechanics
- Moving Patients
- Transporting Patients
- Medical and surgical asepsis
- Infection Control
- COVID Prevention and Monitoring
- Donning and Removing PPE
- Weights and Measures
- Bathing
- Patient hygiene
- Resident Care Procedures
- Clinical Reporting and Charting
- Measuring Vital Signs
- Nutrition
- Emergency Procedures
- Rehabilitation/Restorative Care Patient

- Death and Dying
- Introduction to Dental Assisting
- Basic Dental Assisting
- Dental Materials
- Dental Restorative Procedures
- Dental Specialties
- Anatomy and Physiology
- Patient Assessment (Medical and Trauma)
- Cardiovascular and Respiratory Medical Emergencies
- Pharmacology
- Traumatic Injuries
- Obstetrical Emergencies
- Pediatric and Geriatric Patients
- Disasters and Hazardous Materials
- Sterile Technique
- Routine Laboratory Testing / Diagnostic Testing
- Administrative (Front Office) Processes
- Basic Sciences
- Phlebotomy
- Patient Navigation
- Surgical Skills
- Surgical Technology
- Surgical Procedures
- Job Readiness
- Roles in Public Health
- Access to Various Health Insurance Programs
- Affordable Housing Resources
- Disability Benefits (SSI, IHSS)
- Analyzing Health Information Data
- Behavioral Health
- Transitional Support
- Care Coordination
- Patient Coaching/Health Promotion
- Health Literacy
- Infectious Diseases
- Infection Control
- Trauma and Supporting the Recovery of Survivors
- Proper Patient Preparation and Administration of EKG
- EKG, 12 Lead Placement, Patient Positioning, and Trouble Shooting
- Basics of How to Obtain Vital Signs
- Assessment of Emergencies Related to Cardiac Testing
- Discussions on Dysrhythmias and Abnormal Strips and Protocol to Follow
- Review Stress Testing and Holter Monitoring Devices
- Guidance on Maintaining Equipment and Safety Compliance



## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Workforce Development Board of Contra Costa County	CCG No.: ET24-0190
Reference No: 22-1007	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Axis Community Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5925 West Las Positas Blvd., Suite 100	
City, State, Zip: Pleasanton, CA 94588	
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: 98	
Total # of full-time company employees in California: 98	
Company: Asian Health Services	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 101 8th Street, Suite 100	
City, State, Zip: Oakland, CA 94607	
Collective Bargaining Agreement(s): No	
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: 462	
Total # of full-time company employees in California: 462	
Company: Bay Area Community Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 40910 Fremont Boulevard,	
City, State, Zip: Fremont, CA 94538	
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: 618	
Total # of full-time company employees in California: 618	
Company: Lifelong Medical Services	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2344 6th Street,	
City, State, Zip: Berkeley, CA 94710	
Collective Bargaining Agreement(s): SEIU-UHW	
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: 851	
Total # of full-time company employees in California:	

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Workforce Development Board of Contra Costa County	CCG No.: ET24-0190
Reference No: 22-1007	Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: La Clinica De La Raza	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1450 Fruitvale Avenue 3rd Floor,	
City, State, Zip: Oakland, CA 94601	
Collective Bargaining Agreement(s): SEIU-UHW	
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: 924	
Total # of full-time company employees in California: 924	
Company: Native American Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2920 International Blvd,	
City, State, Zip: Oakland, CA 94601	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 55	
Total # of full-time company employees in California: 55	
Company: Tiburcio Vasquez Health Center	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 33255 Ninth Street,	
City, State, Zip: Union City, CA 94587	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 287	
Total # of full-time company employees in California: 287	
Company: West Oakland Health	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 700 Adeline St,	
City, State, Zip: Oakland, CA 94607	
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: 146	
Total # of full-time company employees in California: 146	



UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

Dave Regan - President  
Stan Lyles - Vice President

560 Thomas L. Berkley Way  
Oakland, CA 94612  
510-251-1250  
FAX 510-763-2680

5480 Ferguson Drive  
Los Angeles, CA 90022  
323-734-8399  
FAX 323-721-3538

[www.SEIU-UHW.org](http://www.SEIU-UHW.org)

March 17, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that Lifelong Medical Services, La Clinica, the Alameda Health Consortium and Kaiser Permanente are in partnership with Earn and Learn and the East Bay Workforce Development Boards are requesting ETP funding. The proposed training plan for the specified members has our support. We estimate about 200 trainees from the following occupations will be participating in this project:

Medical Assistants  
Dental Assistants  
Community Health Workers,  
Certified Nurse Assistants  
EMT's  
Surgical Techs  
Phlebotomist

The Union with respective Local in SEIU, UHW 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,

*Nancy Barrett*

Nancy Barrett  
Regional Field Coordinator  
SEIU-UHW, West

NB: rzn

Cc: Nancy Barrett, Kevin Nore



March 17, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that American Medical Response, Lifelong Medical Services, La Clinica, the Alameda Health Consortium and Kaiser Permanente are in partnership with The Contra Costa County Workforce Development Board and the other East Bay Workforce Development Boards are requesting ETP funding. The proposed training plan for the specified members has our support. We estimate about 200 EMT and Paramedic Trainees will be participating in this project.

United EMS Workers has received a Notice of Intent to train our 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  
Executive Director  
United EMS Workers, Local 4911



## Healthcare Workforce Advancement Fund (HWAFF)

Retainee

### Training Proposal for: A Place Called Home

**Contract Number: ET24-0183**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

#### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds)	Industry Sector(s):	Services (G)
	Priority Rate		Healthcare (62)
	Retrainee		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	SB <100		
	Medical Skills Training		
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 73	U.S.: 73	Worldwide: 73
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

#### **FUNDING DETAIL**

In-Kind Contribution
\$551,698

Total ETP Funding
\$96,600

**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 SB <100	Business Skills, Cont. Impr., Computer Skills, OSHA 10/30, Literacy Skills, MS-Didactic	21	8-400	0	\$4,600	\$22.66
				Weighted Avg: 200			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$22.66/hr. 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.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Assistant Case Manager	\$23.00-\$26.00	1
Case Management Coordinators	\$22.66-\$24.00	6
Clinical Therapist	\$31.25-\$34.62	1
Counseling Senior Managers	\$32.69-\$37.50	2
Health Care Aide	\$22.66-\$22.67	1
Mental Health Therapists	\$31.25-\$33.65	3
Nutrition Associate Director	\$33.65-\$40.86	1
Nutrition Management	\$25.00-\$31.00	3
Senior Clinical Therapist	\$32.69-\$37.50	1
Health Program Senior Program Directors	\$52.88-\$62.50	2

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

A Place Called Home 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 1993, A Place Called Home (APCH) (<https://www.apch.org/>) provides youth with a safe, nurturing environment and after school programs in arts, education and wellness. The goal is to assist youth with improving their economic circumstances and developing health, fulfilling, and purposeful lives.

APCH provides four core programs: Arts & Creative Expressions, Educational Services, Teen & Young Adult Services, and Wellness. Specifically, the Wellness program includes athletics, counseling, and case management & mentoring services. Through participation in the four core programs offered by APCH, youth are equipped to secure jobs or college scholarships.

APCH is located in Los Angeles City District 9, encompassing a large portion of South Los Angeles, which has some of the highest rates of poverty in the city. APCH serves youth ages 8 - 21. Eighty-five percent (85%) of APCH members are eighteen years of age or younger, and many members attend after-school programming at APCH's community center six days a week. The population the community center primarily serves is the Latinx community (Ninety-one percent (91%) of members are Latinx, Seven percent (7%) are African-American, Two percent (2%) are other/not stated). Eighty-two percent (82%) of APCH families live at or below the federal poverty line. Most members (Seventy-four percent (74%)) live in the zip code 90011, where only forty-two percent (42%) of residents age 25 and older earn their high school diplomas or an equivalent credential. Residents face pervasive challenges including high rates of violence, drug use, homelessness, lack of economic opportunity, and underperforming schools, which all contribute to childhood substance abuse, conduct disorders and elevated high school dropout rates.

APCH's programs and services are rooted in the need to assist the youth in the program in becoming strong, healthy, and successful adults in the future.

### **Veterans Program**

APCH does not currently partner with any Veteran organizations. However, the center currently employs Veterans and as an equal opportunity employer, encourages Veterans to apply for open positions within the Company.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

APCH's staff are the foundation of the classes, programs, and services offered to members and participants in the program. Many current staff are early in their careers, making it even more imperative that the Company can offer robust training in safety, youth development, classroom management and more. Training and development has also been a consistent ask from staff through employee surveys, which affects the Company's ability to retain staff and provide the necessary services to youth in the community. Therefore, APCH has started implementing Trakstar Learn, a training program geared towards the unique training needs of the community center.

APCH is in the Metropolitan Los Angeles area, however, recruitment efforts have been difficult as there are shortages of candidates to fill the open positions for social services workers to meet the needs of its increasingly diverse, growing, population. Specifically, there is a need for more social workers and health care aides. With the assistance of ETP funding, APCH will be able to recruit, hire and train the necessary staff as well as follow through on professional development commitments. Employees will receive training in continuous improvement, business, and computer skills and in some instances, training necessary to respond to the unique needs of challenged youths in the program.

Training will take place at the Company's location in South Los Angeles.

### **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.

The Company currently has a structured career development program, which details the requisite experience and skills necessary for career advancement. The proposed training will make these career pathways accessible to staff, boosting retention, morale, as well as ensure upward mobility within the company.

Further, with the assistance of ETP funding, APCH will offer opportunities to achieve certifications such as, Evidence Based Practices, Cognitive Behavior Therapy, and Train-the-Trainer Certifications for OSHA 10/30.

APCH reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

The current wage structure at APCH allows for an annual increase of 4% as a cost of living increase for the City of Los Angeles in addition to a small percentage for merit or a larger percentage (or flat dollar) increase for promotions based on organizational needs.

### **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. APCH has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The proposed training will provide staff with the necessary skills and knowledge to continue to provide the abovementioned services to youth in the program, and in addition, the new skills obtained via training will help the social workers and health care aides better assist the children under their care, improving the lives of the youth in the process. Lastly, there will be job quality improvement and room for career advancement, leading to potential wage increases and boosting employee morale.

Additionally, APCH is in the process of reviewing DEI endeavors, to ensure racial equity across the board. This is due in part to the need for intercultural competencies, which assists in building trust and better relationships between staff and the youth members in the program. Therefore, through the assistance of ETP funding, it is the hope of APCH to recruit and build its staff with quality employees, train its staff, and continue to provide necessary services to the youth in the community.



## Contract Term Length

Contract terms may be up to four (4) years. A Placed Called Home requests a two year contract and 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 and includes, Business/Tech Writing Skills, Communication Skills, Finance, Accounting, Train-the-Trainer, Procurement Express and Leadership Skills.

**Computer Skills:** Training will be offered to all occupations and includes, Google and Apricot.

**Continuous Improvement:** Training will be offered to all occupations and includes, Change Management Skills, Performance Improvement Management Skills, Process Improvement/Innovation, Project Planning/ Management Training, Quality Management, Time Management Skills, and In House System Training.

**Literacy Skills:** Training will be offered to all occupations and includes English as a Second Language.

**Medical Skills (Didactic):** Training will be offered to Assistant Case Managers, Case Management Coordinators, Clinical Therapists, Counseling Senior Managers, Health Care Aides, Mental Health Therapists, Senior Clinical Therapists and Senior Program Directors. Training includes Neurodivergent training.

## Certified Safety Training

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

A ten hour (OSHA 10) training course is recommended as an introductory orientation to occupational safety and health for general industry employees. This training teaches employees general awareness about identifying and preventing workplace hazards and as such is offered to all new employees at A Place Called Home. Therefore, the company respectfully requests to include this in the proposed ETP project.

## Electronic Recordkeeping/LMS

ETP Staff reviewed and approved the Company’s Learning Management System, Trakstar Learn (Promantek Inc.). The system has been in place for the last two years. The Senior Human Resources Manager, Training & Development Director, and Director of HR will administer the LMS.

## Other Resources

As a non-profit organization, APCH fundraises to raise funds to operate. This year, APCH received private funds from The Change Reaction in the amount of \$10,000. This funding is not for training funded by ETP.

**Temporary to Permanent Hiring**

The Company will train three 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 to nine months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

**Commitment to Training**

APCH has a current annual training budget of \$138,700 and includes, CPR/ Rendering First Aid, Diversity, Equity, and Inclusion, and Literacy Skills. With the assistance of ETP funding, APCH can continue to focus on professional development for staff. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

The project will be administered by the Human Resources Department. Specifically, Senior Manager of Training & Development will oversee training coordination and project administration. The Senior Manager will be assisted by the Director of HR. Training will be delivered internally by experts and vendors as needed.

**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/Technical Writing Skills
- Communication Skills
- Finance
- Accounting
- Train-the-Trainer
- Procurement Express
- Leadership Skills

**Computer Skills**

- Google
- Apricot (Internal Systems)

**Continuous Improvement Skills**

- Change Management Skills
- Performance Improvement/Management Skills
- Process Improvement/Innovation
- Project Planning/Management Training
- Quality Management
- Time Management Skills
- In House System Training (Performance Reviews, Procurement Express, Direct Service, Goal Setting, etc.)

**Literacy Skills**

- English as a Second Language

**Medical Skills (Didactic)**

- Neurodivergent Training - Understanding ADHD, Down Syndrome, & Learning Disabilities

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

- OSHA 10

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

- OSHA 30



## Healthcare Workforce Advancement Fund (HWAF)

Retrainee-Job Creation

Training Proposal for:

**Henry Mayo Newhall Memorial Hospital**

**Contract Number: ET24-0184**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

### PROJECT PROFILE

Contract Attributes:	HWAF (Alt/Gen Funds) Priority Rate Retrainee Job Creation Initiative Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association; United Electrical, Radio and Machine Workers of America		
Number of Employees in:	CA: 1,800	U.S.: 1,800	Worldwide: 1,800
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$1,742,862

<b>Total ETP Funding</b>
\$499,100

**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	Continuous Improvement, Computer Skills, Medical Skills - Didactic, Medical Skills - Preceptor	150	8-400	0	\$1,012	\$22.66
				Weighted Avg: 44			
2	Retrainee Priority Rate Job Creation Initiative Medical Skills Training	Continuous Improvement, Computer Skills, Medical Skills - Didactic, Medical Skills - Preceptor	151	8-400	0	\$2,300	\$18.78
				Weighted Avg: 100			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$22.66/hr for Los Angeles County; Job Number 2 (Job Creation): \$18.78/ hr 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

\$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and \$0.78 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 – Retrainee</b>		
Clinical Technicians/ Therapists	\$26.00-\$56.00	25
Registered Nurses	\$52.00-\$75.00	106
Patient Care Associate (CNA)	\$20.16-\$25.00	19
<b>Job Number 2 – Job Creation</b>		
Clinical Technicians/ Therapists	\$22.00-\$25.00	15
	\$25.01-\$56.00	10
Entry Level Nurses/ Registered Nurses	\$44.00-\$75.00	101
Patient Care Associate (CNA)	\$18.00-\$20.00	15
	\$20.01-\$25.00	10

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Henry Mayo Newhall Memorial 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 1975, Henry Mayo Newhall Memorial Hospital (Henry Mayo) ([www.henrymayo.com](http://www.henrymayo.com)) is a three hundred fifty seven (357) bed not-for-profit community hospital and trauma center. The Hospital features state-of-the-art inpatient facilities, a neonatal intensive care unit, catheterization lab, infusion center, breast center and an outpatient surgery center.

Henry Mayo is located in the heart of the Santa Clarita Valley in the County of Los Angeles, servicing a diverse area that reaches rural areas such as Acton, Agua Dulce, and Castaic.

The hospital is facing challenges from scarcity of equipment, inflation driving up the cost of supplies, the long-term effects of the continuing COVID-19 pandemic, a short supply of skilled workforce, the need to implement new technologies, changing care protocols, and increased demand for healthcare services across the region. Although faced with these challenges, Henry Mayo is committed to providing patients with the best quality care available, providing quality jobs to its workforce, and supporting skill attainment for upward mobility in healthcare careers.

This will be the Hospital's first ETP project and training will take place at its location in the Santa Clarita Valley.

### **Veterans Program**

Henry Mayo works with the Veteran Resource Center as well as College of the Canyons to recruit and hire veterans to vacancies.

### **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.

Henry Newhall will implement new technologies that will improve processes and workflow that necessitates the need for training. Some of the new technology that will be introduced during the term of the contract include a new EMR System (replacing the old system currently in place), new Stryker Critical care beds, code blue hardware, and safety equipment. Therefore, the Hospital will hire 151 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.

### **Union Support**

Entry Level Nurses/ Registered Nurses are represented by California Nurses Association; and Clinical Technicians/ Therapists and Patient Care Associates (CNAs) are represented by United Electrical, Radio and Machine Workers of America. The unions have submitted letters of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

According to a Los Angeles Times article, the pandemic has exacerbated many chronic challenges for the U.S. health system, including the shortage, burnout and inequitable distribution of healthcare workers. More than 230,000 healthcare workers left the profession in the first two years of the pandemic alone.

Additionally, the needs of America's aging population has increased much faster than the supply of skilled healthcare workers. As a result, the U.S. faces a projected shortage of between 37,800 and 124,000 physicians within the next eleven (11) years, reducing access to care and causing longer wait times for necessary appointments. To that end, Henry Mayo is experiencing workforce shortages in several key roles that provide patient care. The workforce shortages are:

- Nurses – 53 openings and another 250 openings expected over the next 2-3 years;
- Patient Care Associates/ Nursing Assistants – 17 openings and another 125 openings expected over the next 2-3 years. These positions are considered entry-level and experience high level of turnover due to many of these positions being filled by individuals pursuing their nursing degrees; and
- Clinical Technicians/ Therapists – 36 openings and another 150 openings expected over the next 2-3 years.

To meet the Hospital's current hiring needs, Henry Mayo hires from its service area, which includes rural and underserved communities. The hospital further works with local organizations such as Golden Oak to reach underserved communities and fill hospital vacancies. Henry Mayo also attends job fairs at community colleges and the hospital is active in communities through health initiatives.

### **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.

Henry Mayo reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

The Hospital has a formal wage structure in place for Technicians, with a starting wage of \$28.00 for a Tech 1. They can progress to Tech 2 and Tech 3 with training and experience, and with each job progression comes a wage increase of approximately 4%. A New Grad Nurse starts at \$44.00 per hour, and once they complete the New Grad RN program, they are promoted from a Staff RN to a Clinical RN and receive a wage increase to \$46.50 (approximately 5%). There are additional opportunities for wage progression for nurses thereafter. Patient Care Associates have a wage progression schedule ranging from \$17.50 to \$25.00 an hour. Clinical Technicians and Therapists achieve wage gains that can take them from \$22.00 an hour at entry level and up to \$56.00 an hour with training and experience. With career ladder and annual increases, most trainees outlined herein will reach a wage that is 10% or more above the wage they were at when they started in the program.

According to a study published by UC Berkley Labor Center, adequately engaged employees are enthusiastic about and dedicated to their work. This is due to investment in employees' success. Training is one way Henry Mayo is investing in its workforce.

Training proposed in this application will increase employee engagement in healthcare by providing entry-level employees with medical skills necessary for career advancement at the Hospital. Moreover, the training, opportunities for career advancement provided and current

recruitment programs improve job quality and access, reach underserved populations, address the need for a skilled workforce, and meet the economic, social, and environmental needs of the community, aligning with the definition of "high road" provided by ETP.

Henry Mayo has resources in place that support career advancement. Some of these resources include:

- Nurse Residency Program – Nurses receive hands-on training in nursing skills while in the classroom and simulation setting; the on-unit, preceptor experience begins immediately. Upon completion of the first six months of training, trainees are eligible to apply for a promotion to clinical RN with an increase in hourly wage.
- Access to specialty certifications within the unit of practice – this involves an hourly increase as well as a bonus structure for the attainment and renewal of the certification;
- Patient Care Associates who complete the RN training and become licensed nurses are automatically granted an interview for consideration in the nurse resident program; and
- The hospital also offers mentorship and tuition reimbursement.

The proposed curriculum will support an employee's ability to attain new skills and competencies needed to be eligible for career advancement and wage gains.

Henry Mayo offers a robust employee benefits package for employees working 24 hours or more per week, comprehensive health benefits, life, accidental death and dismemberment insurance, long-term disability coverage, health and dependent care reimbursement accounts, paid time off, tuition reimbursement, an employee assistance program, retirement plan options and more to fit the needs of a family. Further, the hospital provides paid leave for non-mandatory education required for licenses, certifications, or renewals.

## **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. Henry Mayo has specified the following results it intends to achieve as a result of training funded by the HWAF.

This project will allow the hospital to further its efforts to create more opportunities to recruit, train and retain healthcare workers, supporting them through a career advancement tied to wage progression. Henry Mayo will leverage its local partners to increase equitable access to these jobs as well. The continued efforts and the impact of the training proposed includes:

- Retention of healthcare professionals, particularly entry-level professionals, addressing the workforce shortages. Provide opportunities to 'upskill' and designing career ladders for the healthcare workforce encourages retention and increases the availability of meaningful careers. ETP funds will support and expand training for new nurse residents and other allied health staff to enhance skills, transition to new roles in the organization, improve retention, and ultimately provide high-quality patient care.

One recent innovative approach to address a shortage of entry-level workers such as Patient Care Associates is the implementation of the PCA Academy. Open space in a clinical unit was re-purposed as a training area in a hospital setting. All PCAs were rotated through each station to evaluate competency and practice skills. As this is essentially an



unlicensed, non-certificated position, this approach helped ensure adequate training and consistency in practice, which leads to opportunities to upskill and advance in careers;

- Continued proven efforts of benefits of continuing education include better patient outcomes, increased professional morale, more motivated and better-skilled staff, and improved hospital relations with patients. Empowering staff members through education allows them to serve in their roles in the best way possible;
- The Hospital's recruiting team recently worked with a local college and hosted a job fair to reach out to the local community to fill open vacancies. Additionally, the Hospital is implementing community outreach for open positions via social media outlets and promotes diversity in its marketing/billboards throughout the Santa Clarita community. Members of the Education department provide outreach to local community colleges and high schools to talk about careers in healthcare and discuss pathways and other strategies to increase interest in the profession;
- As a not-for-profit community hospital, Henry Mayo has provided financial assistance through free and discounted care for healthcare services, facilitated access to healthcare services, and offered information and enrollment assistance in low-cost insurance programs. Transportation assistance was provided to community residents who lacked the resources to obtain transportation to or from needed healthcare services. For the 2020 – 2021 flu season, the hospital emphasized the importance of flu shots and offered drive-through flu shots at a local senior center and on the hospital campus.

In accordance with the Panel approved HWAF Guidelines, priority will be given to applicants with demonstrated wage progression of 10% or more from the start of training to the end of trainee retention period.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

Henry Mayo has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. Henry Mayo 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:** This training will be offered to all trainees. This training includes Code Blue iPad Skills, E-Med Order Entry Skills, and Electronic Medical Records Application Skills/ Soarian System Skills.

**Continuous Improvement:** This training will be offered to all trainees. Training will include Case Management/ Discharge Planning, Charge Nurse Training, Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Critical Thinking Skills, Culturally Appropriate Care, Customer Service Skills, Documentation Skills, Medical Terminology, Organization & Time Management Skills, Patient & Family Centered Care Skills, Preceptor Skills, Improvement & Procedure Skills, and Team Building Skills.

**Medical Skills (Didactic):** This training will be offered to 90 New Graduate Nurses and Registered Nurses. Training will include Advanced Cardiac Life Support, Body Mechanics, Care of Pediatric Patients, Care of the Stroke Patient/ Stroke Care, Chest Tube Care Management, Clinical Lab Skills, De-escalation Skills, Educating the Patient & Family, Evidenced Based Practices, Medical/ Surgical Nursing Skills, Entry Level Nursing Skills, Nurse Orientation Training,

Nursing Process Skills, OB Trauma, Pain Management, Patient Fall Prevention, PICC Line Insertion, Surgical Nursing Skills, TCAR, Telemetry Skills, Transfer Techniques and Wound & Skin Care. A full list of topics can be found on the menu curriculum attached to this proposal.

**Medical Skills (Preceptor):** This training will be offered to 90 New Graduate Nurses and Registered Nurses. Training will include Advanced Cardiac Life Support, Body Mechanics, Care of Pediatric Patients, Care of the Stroke Patient/ Stroke Care, Chest Tube Care Management, Clinical Lab Skills, De-escalation Skills, Educating the Patient & Family, Evidenced Based Practices, Medical/ Surgical Nursing Skills, Entry Level Nursing Skills, Nurse Orientation Training, Nursing Process Skills, OB Trauma, Pain Management, Patient Fall Prevention, PICC Line Insertion, Surgical Nursing Skills, TCAR, Telemetry Skills, Transfer Techniques and Wound & Skin Care. 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, HealthStream. The system has been in place for the last twelve years. The HealthStream/ Simulation Specialist will administer the LMS during the term of the ETP contract. A sample printout has been reviewed and approved by ETP. Records are accessible for seven years.

### **Commitment to Training**

Henry Mayo has a training budget of \$1,000,000. Current training includes onboarding and safety training. The training proposed will allow Henry Mayo to implement a new curriculum related to the new processes described above. This will allow the Hospital to expand the amount of training it can provide to its incumbent staff and newly hired healthcare staff enabling Henry Mayo to continue to meet the increasing needs of its patients and provide excellent patient care.

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 Chief Nursing Officer will manage the overall project. The Hospital also has four nurse educators and two Learning Management System (LMS) Administrators who will provide and manage training under the ETP contract. The hospital has also retained an administrative third party to assist with project administration.

### **DEVELOPMENT SERVICES**

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$23,000.

### **ADMINISTRATIVE SERVICES**

The Company also retained Training Funding Partners 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**

- Code Blue iPad Skills
- E-Med Order Entry Skills
- Electronic Medical Records Application Skills/Soarian System 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/Diverse Appropriate Care
- Customer Service Skills
- Documentation Skills
- Organization and Time Management Skills
- Patient, Family, and Community Care Skills
- Preceptor Skills (train-the-trainer)
- Team Building Skills
- Utilization Review

**Medical Skills (Didactic)**

- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Bed Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Gastrointestinal Assessment and Management
- Geriatric Patient Skills
- Hemodynamic Monitoring
- Infection Control

- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Medical/Surgical Care Skills
- Medication Administration & Management
- Moderate Sedation
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Oncology Care Skills
- Orthopedic Care Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pre and Post-Operative Care
- Psychiatric Care Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Care Skills
- Telemetry Care Skills
- Transfer Techniques
- Triage Nursing Skills
- Trauma Care Skills
- Ventilator and Tracheotomy Care
- 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
- Medical/Surgical Unit Training
- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Management of the Renal
- Transplant Surgical Patient
- Oncology Nursing Skills
- Telemetry Unit Training
- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Care of the Neurosurgical Patient
- Intravenous (IV) Therapy
- Oncology Nursing Skills



OUR PATIENTS. OUR UNION. OUR VOICE.



OAKLAND  
155 Grand Avenue  
Suite 100  
Oakland CA 94612  
*phone:* 800-287-5021  
*fax:* 510-663-1625

LOS ANGELES  
400 North Brand  
Suite 400  
Glendale CA 91203  
*phone:* 818-240-1900  
*fax:* 818-240-8336

September 22, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand the Henry Mayo Newhall Hospital is requesting ETP funding. The proposed training plan for the Registered Nurses and New Graduate Nurses has our support.

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,

**Cynthia Hanna**  
Lead Labor representative

cc: Mark Puleo, VP/Chief Human Resources, Henry Mayo Newhall Hospital



23845 McBean Parkway, Valencia, CA 91355 661/253-8000

September 20, 2022

Cynthia Hanna  
Lead Labor Representative  
California Nurses Association  
225 W. Broadway, Suite 500  
Glendale, CA 91204  
Via email: [CHanna@NationalNursesUnited.Org](mailto:CHanna@NationalNursesUnited.Org)

Re: Notice of Intent of ETP Contract – February 2023

Dear Cynthia:

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 and number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan:  
Approximately 350 Registered Nurses and 60 New Graduate Nurses.

In order to proceed we would need written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above which should be on the Union's letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

*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.*

We hope that the Union would agree to show support.

Please contact me with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark', with a stylized flourish extending to the right.

Mark A. Puleo  
Vice President, Human Resources

# United Electrical, Radio and Machine Workers of America

CARL F. ROSEN  
General President

ANDREW C. DINKELAKER  
General Secretary-Treasurer

MARK D. MEINSTER  
Director of Organization



April 13, 2023

To Whom It May Concern,

Local 1004 of the United Electrical, Radio and Machine Workers of America (UE) 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 'Mark Meinster', is written over a light blue horizontal line.

Mark Meinster

Director of Organization







23845 McBean Parkway, Valencia, CA 91355 661/253-8000

March 10, 2023

Marc Baca  
UE Field Organizer  
United Electrical, Radio & Machine Operators  
25000 Avenue Stanford, Suite 213  
Valencia, CA 91355  
Via Email: [uelocal1004@gmail.com](mailto:uelocal1004@gmail.com)

Re: Notice of Intent of ETP Contract – March 2023

Dear Mr. Baca:

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 Patient Care Associates, ED Techs and Pharmacy Techs in didactic and preceptor medical skills topics.

2. Occupations and number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: Approximately 217 Patient Care Associates, 27 ED Techs and 21 Pharmacy Techs.

In order to proceed we would need written concurrence with the contractor's proposal (In the form of a Union Support Letter) as specified above which should be on the Union's letterhead and contain the following exhibit language to ensure the proposed Contractor's adherence with ETP Regulations:

*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.*

We hope that the Union would agree to show support.

Please contact me with any questions or concerns.

Sincerely,



Mark A. Puleo

Vice President, Human Resources

Henry Mayo Newhall Hospital complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Henry Mayo does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

Henry Mayo Newhall Hospital ("Henry Mayo") is committed to provide equal access and opportunity to all suppliers and to facilitate nondiscriminatory business relationships by promoting and increasing the diversity of vendors within its supply chain. This Supplier Diversity Policy has been developed to encompass all activities of Henry Mayo associated with outreach, identification and participation of Small and Historically Underutilized Businesses (S/UBs), including Minority-, Women-, Veteran- and/or Service Disabled Veteran-owned businesses in Contracting Opportunities for construction, architectural and engineering services and other goods and services (including professional services).



## Healthcare Workforce Advancement Fund (HWAF)

Retainee

### Training Proposal for:

**St. Joseph Health Northern California, LLC**

**Contract Number: ET24-0185**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** S. Phillips

### PROJECT PROFILE

Contract Attributes:	HWAF (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:	Humboldt, Napa	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association		
Number of Employees in:	CA: 2,929	U.S.: 2,929	Worldwide: 2,929
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

In-Kind Contribution
\$1,939,248

Total ETP Funding
\$499,859

**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	211	8-400	0	\$2,369	\$22.66
				Weighted Avg: 103			

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

**Minimum Wage by County:** Job Number 1 (Retrainee): \$22.66 for Napa and Humboldt Counties.

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

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

Up to \$1.42 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</b>		
Medical Assistants	\$21.24-\$25.00	5
	\$25.00-\$37.11	5
New Graduate Nurses (New Graduate RNs)	\$41.52-\$80.00	100
Registered Nurses (RNs)	\$45.79-\$98.43	90
Social Workers	\$29.90-\$72.11	11

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

St. Joseph Health Northern California, LLC 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 2017, St. Joseph Health Northern California, LLC (St. Joseph) ([www.providence.org/about/northern-california](http://www.providence.org/about/northern-california)) provides comprehensive inpatient and outpatient medical services as well as community outreach services through four acute care hospitals located in Northern California.

Services are provided across Humboldt, Napa, and Sonoma counties, all of which consist of rural and rural-urban communities with a large focus on agriculture.

The region where the hospital is located has been impacted by severe drought, unprecedented destruction caused by wildfires, the COVID-19 pandemic and now significant rainfall and flooding. The onslaught of natural disasters and the pandemic have created significant strain on the

hospital's resources at a time when demand for its services has increased significantly. St. Joseph is working to not only maintain but improve patient care and outcomes while addressing equipment and supply shortages, supporting a vast number of residents (Over 700,000 residents) in various degrees of emotional, physical, mental and financial strain, as well as address a critical shortage of skilled healthcare workers needed to meet current patient demand.

With the assistance of ETP funds, St. Joseph seeks to address the concerns outlined above so that the hospital can continue to deliver quality care to patients in rural areas who otherwise would not have access to healthcare.

This is the hospital's first ETP project and training will take place at three facilities located in Humboldt and Napa Counties.

### **Veterans Program**

As a values-based organization with a legacy of purpose, St. Joseph recognizes that military skills and experience uniquely contribute to the hospital's goal of delivering world-class health with human connection. Therefore, the hospital participates in local job fairs that are promoted to veterans. The hospital also posts on its Veterans landing page on the St. Joseph website. Jobs are further posted on <https://veterans.usnlx.com>, a National Labor Exchange, which is a powerful tool that amasses job postings and connects state and federal agencies, nonprofit and Veteran organizations, as well as disability and diversity partners to assist employers in recruiting underserved populations.

### **Union Support**

New Graduate Nurses and Registered Nurses are represented by California Nurses Association. The union has submitted a letter of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

St. Joseph is facing incredible strain due to a shortage of skilled workers and an increase in demand for its services. In the midst of this strain, the hospital is still seeking to improve patient care and outcomes. As a result, St. Joseph is implementing new technologies and practices to ensure patient care is delivered efficiently and to the benefit of all patients served.

Low staffing levels impact safety and patient care and negatively affect the well-being of the workforce. In the geographic location where the four facilities are located, local openings for nurses exceed 1,400. There are openings for over eight hundred (800) LVNs and Nurse Assistants, and there are five hundred fifty (550) openings for Medical Assistants (according to the US Department of Labor Employment & Training Administration via CareerOne Stop).

To meet the need for workers, St. Joseph projects to hire four hundred (400) healthcare workers over the next three to four years. The most needed vacancies are as follows:

- New Graduate Nurse/ Registered Nurse – 147 openings;
- Licensed Vocational Nurse – 2 openings, with plans to expand a new care model that incorporates LVNs into the hospital setting;
- Nurse Assistants – 39 openings;
- Healthcare Technicians/ Technologists – 36 openings; and
- Social Workers – 6 openings.

To decrease vacancies and accelerate hiring, St. Joseph has waived the 20 years of experience requirement necessary to obtain a BSN for certain nursing job openings. The hospital has also implemented a strategy to win back alumni via semi-annual outreach highlighting commitment to caregivers, inspiring them to rejoin the workforce if able. Other recruitment efforts include a caregiver referral program, driving growth in quality candidate pools and unique applicants through events and outreach, and implementing a caregiver video platform for caregivers to upload video testimonials. The hospital further offers the Education Benefit Program with Guild.

The counties served are, on average, 25% Hispanic and are primarily rural or urban-rural. St. Joseph is proud to fill vacancies from candidates in local communities that reflect the service area's diversity, and the hospital has found that employees from the community often understand the realities of providing healthcare in rural areas better than non-rural counterparts. St. Joseph also provides additional training resources when necessary to ensure that all workers have the skills necessary for career advancement and provide quality care to patients. Offerings include two programs to increase the number of youth interested in the healthcare workforce: 1). a health professions education program where several hospital departments dedicate staff time and resources to train interns (pharmacy, occupational therapy, physical therapy, social work, and nursing) and 2). the Health Careers Exploration Summer Institute (HESI Program), which is a summer program for high school students that allows them to explore various careers in healthcare.

St. Joseph is introducing new technology to continue to provide quality patient care. New technology includes a new cleaning system (Trophon), a new tele-sitter program (remote visual monitoring system), new transcatheter artery revascularization (used to clear blockages – minimally invasive), ENFit Global standard connection system, Bard DigniShield Stool Management System, new Pyxis (Medication management software), and upgrades to EPIC (electronic health record system) and My Chart.

### **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.

The hospital offers compensation, education, human resources, and employee resource teams dedicated to ensuring jobs offer competitive wages and benefits, satisfying work, learning and development opportunities, support systems, and work-life balance for employees. While St. Joseph recruits throughout the region, state, and nation, the hospital often prefers to hire from the local community and reach underserved populations.

To that end, every three years, the hospital conducts a Community Health Needs Assessment, identifying the top concerns and priorities that need to be addressed through its Community Investment Program. A multi-faceted plan is developed to deploy resources and programs into the community to address health disparities and other social determinants to healthcare. Additionally, St. Joseph is committed to an Environmentally Preferable Purchasing program that aims to reduce its supply chain's environmental impact by aligning with goals to reduce greenhouse gas emissions and waste and minimize chemicals of concern, reducing its carbon footprint.

St. Joseph believes in providing staff with the necessary support which includes the best clinical training, mentoring and education. As such, the hospital has set up an internal structure to ensure these goals are met. These internal structures include:

- Nursing professional advancement committee which oversees RN advancement via a clinical ladder. The program provides a clear career pathway and supports RNs seeking professional advancement in nursing;
- The Clinical Academy, which is a nationally accredited, evidence-based program that provides a pathway to nurse residency and fellowship;
- New Graduate Nurse Residency – a twelve month program that provides support to new graduates as they transition to clinical rotations. The program combines classroom, simulation and authentic patient experiences with support of experienced preceptors/mentors;
- Experienced RN Fellowship - twelve month program that is designed for career advancement and guided transition into a new specialty through a structured curriculum, prepared preceptors, and hands-on learning; and
- The hospital also offers certification training to all staff. Specifically, medical assistants can receive training and certifications that assist in the transition into social work.

To further recruitment and retention goals, St. Joseph provides tuition reimbursement opportunities and flexible schedules to accommodate furthering education towards career advancement. Further, the hospital offers competitive wages, benefits, and work-life balance programs, all to support staff whether it be to advance careers or seek work life balance within the community

St. Joseph reports that although the wage progression may not occur immediately following the post-training retention period, wage progression will occur as follows:

Compensation plans are annually adjusted to keep pace with the marketplace in each region where a facility is located. All occupations covered by a collective bargaining agreement have their wage increases defined in the CBA and include an annual increase and a shift differential increase. Therefore, St. Joseph anticipates most if not all trainees will receive a 10% wage increase over the term of the ETP contract. Examples of the proposed wage increases include but are not limited to:

- Entry Level Nurses have several tracks they can follow to advance their careers including Advance in Current Specialty Track: to Preceptor, Mentor, Certifications, and/or Committee Involvement. These nursing stages of progression all result in wage increases, allowing a nurse to start at \$41.52 an hour and progress up to \$98.43 an hour before reaching into the nursing leadership ladder;
- Medical Assistant and Social Worker roles have career progression steps as well, ranging from Level I to Level IV before moving into a Lead/Supervisor/Manager role or into another step in the clinical ladder. Each stage of progression comes with a wage increase delineated in the collective bargaining agreement.

## **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. St. Joseph has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The proposed training will assist employees in career advancement and lead to wage increases. Investing in employee skills is key to retention that makes a difference to the worker, their family, the hospital, and the overall community.

The training funded by HWAF will improve the recruitment and retention of high-quality healthcare and behavioral health workers, enhancing the hospital's ability to provide quality healthcare to patients in the community.

### **Diversity, Equity, and Inclusion (DEI) Plan / Policy**

St. Joseph has provided ETP with a copy of its DEI policy (attached).

### **Contract Term Length**

Contract terms may be up to four (4) years. St. Joseph 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:** This training will be offered to all trainees. Training will include EPIC and My Chart, St. Joseph's online management systems, as well as Pyxis, the hospital's medicine management system.

**Continuous Improvement:** This training will be offered to all trainees. Training will include Case Management/ Discharge Planning, Charge Nurse Training, Leadership Skills, Communication Skills, Conflict Resolution Skills, CORE Measures, Critical Thinking Skills, Culturally Appropriate Care, Customer Service Skills, Documentation Skills, Medical Terminology, Organization & Time Management Skills, Patient & Family Centered Care Skills, Preceptor Skills, Improvement & Procedure Skills, and Team Building Skills.

**Medical Skills (Didactic):** This training will be offered to 190 New Graduate Nurses and Registered Nurses. Training will include Advanced Cardiac Life Support, Body Mechanics, Care of Pediatric Patients, Care of the Stroke Patient/ Stroke Care, Chest Tube Care Management, Clinical Lab Skills, De-escalation Skills, Educating the Patient & Family, Evidenced Based Practices, Medical/ Surgical Nursing Skills, Entry Level Nursing Skills, Nurse Orientation Training, Nursing Process Skills, OB Trauma, Pain Management, Patient Fall Prevention, PICC Line Insertion, Surgical Nursing Skills, TCAR, Telemetry Skills, Transfer Techniques and Wound & Skin Care. A full list of topics can be found on the menu curriculum attached to this proposal.

**Medical Skills (Preceptor):** This training will be offered to 190 New Graduate Nurses and Registered Nurses. Training will include Advanced Cardiac Life Support, Body Mechanics, Care of Pediatric Patients, Care of the Stroke Patient/ Stroke Care, Chest Tube Care Management, Clinical Lab Skills, De-escalation Skills, Educating the Patient & Family, Evidenced Based Practices, Medical/ Surgical Nursing Skills, Entry Level Nursing Skills, Nurse Orientation Training, Nursing Process Skills, OB Trauma, Pain Management, Patient Fall Prevention, PICC Line Insertion, Surgical Nursing Skills, TCAR, Telemetry Skills, Transfer Techniques and Wound & Skin Care. 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, HealthStream. The system has been in place for the last twenty years. The Clinical Educators and Education Coordinator will administer the LMS during the term of the ETP contract. A sample printout has been reviewed and approved by ETP. Records are accessible until manually purged.

**Commitment to Training**

St. Joseph has an annual training budget of \$700,000 and training includes equity, inclusion and diversity training; safety training; and onboarding. ETP Funds will not supplant existing hospital training activities. Rather, the funding will support the expansion of the training programs proposed and allow the hospital continue to recruit and hire more workers as well as upskill existing workers.

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

Senior Directors of Clinical Educator will lead the training program proposed. The hospital has also retained an administrative third party to assist with project administration. All class/lab/virtual training will be scheduled and tracked via the learning management system mentioned below. Preceptor training will be tracked via traditional rosters, which will be collected and maintained by the third party administrator.

**DEVELOPMENT SERVICES**

The Company retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$19,500.

**ADMINISTRATIVE SERVICES**

The Company retained Training Funding Partners in Fountain Valley to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Computer Skills**

- EPIC and My Chart - Electronic Health Records System Skills
- Pyxis Medication Management Software 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
- Medical Terminology
- 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

**Medical Skills (Didactic)**

- 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/Stroke Care Accreditation Training
- Central Lines Management
- Chest Tube Care & Management
- Clinical Lab Skills
- Code Blue Response & Procedures
- Critical Care Skills
- De-escalation Skills
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Care Skills

- Equipment Skills (Trophon, Patient Monitoring, Patient Vital Sign (Masimo), feeding sets, intravenous devices, ventilators, IV pumps, cardiac telemetry, vital signs, pulse-oximeter, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Imaging Skills
- Infection Control
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Intensive Care Unit (NICU) Patient Care Skills
- Neonatal Resuscitation Provider (NRP)
- Entry Level Nursing Skills
- Nurse Orientation Training (for New Grads only)
- 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 (PALS)
- Peri-operative Care 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.
- TCAR (Transcarotid Artery Revascularization) Procedure Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Care Skills
- Trauma Care 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
- Ventilator & Tracheotomy Care
- Medical/Surgical Unit Training
- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- 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
- (NICU) Training
- Patient Assessment & Care
- Neonatal Resuscitation Provider (NRP)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Pain, Agitation and Sedation Scale (N-PASS)
- Palliative Care
- S.T.A.B.L.E.
- Operating Room and Post-Anesthesia Care Unit (PACU) 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



*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

May 26, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that Providence St. Joseph Hospital Eureka & Providence Redwood Memorial Hospital dba St. Joseph Health Northern California, LLC 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: over 350 registered nurses.

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 "Michael Unimuke".

Michael Unimuke,

CNA Lead Labor Representative

(916) 398-0244

At Providence, Diversity, Equity and Inclusion (DEI) is central to our goal of building a workplace where every caregiver feels valued, respected, and supported. We're committed to learning from each other's unique experiences and creating equal opportunities for advancement.

We are a community where all people, regardless of differences, are welcome, secure, and valued. We value respect, appreciation, collaboration, diversity, and a shared commitment to serving our communities. We expect that all workforce members in our community will act in ways which reflect a commitment to and accountability for, racial and social justice and equality in the workplace. As such, we will maintain a workplace free of discrimination and harassment based on any applicable legally protected status. We also expect that all workforce members will maintain a positive workplace free from any unacceptable conduct which creates an intimidating, hostile, or offensive work environment.

Providence is proud to be an Equal Opportunity Employer. Providence does not discriminate on the basis of race, color, gender, disability, veteran, military status, religion, age, creed, national origin, sexual identity or expression, sexual orientation, marital status, genetic information, or any other basis prohibited by local, state, or federal law.

We are committed to the principle that every workforce member has the right to work in surroundings that are free from all forms of unlawful discrimination and harassment.

We are committed to cultural diversity and equal employment for all individuals. It is our policy to recruit, hire, promote, compensate, transfer, train, retain, terminate, and make all other employment-related decisions without regard to race, color, religious creed (including religious dress and grooming practices), national origin (including certain language use restrictions), ancestry, disability (mental and physical including HIV and AIDS), medical condition (including cancer and genetic characteristics), genetic information, marital status, age, sex (which includes pregnancy, childbirth, breastfeeding and related medical conditions), gender, gender identity, gender expression, sexual orientation, genetic information, and military and veteran status or any other applicable legally protected status. We will also provide reasonable accommodation to known physical or mental limitations of an otherwise qualified caregiver or applicant for employment, unless the accommodation would impose undue hardship on the operation of our business.



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

## Chinese Hospital Association

**Contract Number: ET24-0207**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J.Dongallo

### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Retrainee 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:	San Francisco	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association; Service Employees International Union, United Healthcare Workers		
Number of Employees in:	CA: 116	U.S.: 116	Worldwide: 116
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$293,837

<b>Total ETP Funding</b>
\$101,384



**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	116	8-400	0	\$874	\$25.26
				Weighted Avg: 38			

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

**Minimum Wage by County:** Job Number 1: \$24.72 per hour in San Francisco County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Laboratory Tech	\$25.26 - \$37.86	11
Licensed Vocational Nurse	\$43.42 - \$53.59	6
MRI Tech	\$67.13 - \$77.14	2
Nuclear Med Tech	\$70.19 - \$84.34	1
Pharmacy Tech	\$26.80 - \$40.17	9
Radiology Tech	\$57.69 - \$75.52	8
Registered Nurse	\$56.62 - \$84.06	69
Respiratory Therapist	\$37.53 - \$56.25	7
Ultrasound Tech	\$64.85 - \$79.79	3

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAF) PROPOSAL**

Chinese Hospital Association 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 1923 and located in San Francisco, Chinese Hospital Association (CHA) (<https://chinesehospital-sf.org/>) is a community-owned, non-profit organization. CHA is the only hospital in the San Francisco area that exclusively serves the elderly, poor, and immigrants from China and provides an alternative to SF General Hospital for patients with a language barrier. Hospital services include Emergency, Cardiopulmonary, Optometry, Surgical, Pharmacy, Support Health Program, Cancer Care, Radiology, Laboratory, Stroke, Acupuncture, Primary and

Specialty Care. CHA also provides physical therapy and occupational health services. This is CHA's first ETP Contract. Training will take place

## **Veterans Program**

Although the training plan does not include a Veteran Job Number, CHA values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **Union Support**

All Registered Nurses (RN) are represented by the California Nurses Association. While all Licensed Vocational Nurses (LVN), Nuclear Med Tech, Radiology Tech, MRI Tech, and Ultrasound Tech are represented by Service Employees International Union – United Healthcare Workers (SEIU-UHW). The unions have submitted letters of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

The state of California has been severely affected by the national healthcare workforce shortage, which existed before the pandemic and continues to grow within all occupations. When the healthcare system shifted into high gear to handle the coronavirus pandemic, the shortage accelerated, as staff voluntarily left the workforce due to burnout. According to the American College of Healthcare Executives 2021 Annual Survey, the top concern among hospital CEOs, for the first time in 17 years, is staffing (nurses) shortages within the healthcare industry.

US Department of Labor data indicates projected growth in California from 2020 – 2030 in certain healthcare occupations that are in demand:

- Registered Nurse – projected growth rate in California of 11% with 21,200 annual job openings projected
- According to the Bureau of Labor Statistics, 42% of the current nursing workforce is at or near retirement, and by 2025, there will be a shortage of 2.1 healthcare workers.
- According to UCSF Health Workforce Research Center, the current nursing shortage is over >13% and is projected to persist until 2026.

The forecasting models reveal that substantial shortages are projected by 2035 for the San Francisco Bay Area. While, at the same time, rapid growth of RN education programs in the Sacramento and Los Angeles regions are projected to lead to surpluses of RNs by 2035.

Nurses are the cornerstone of care at CHA. Representing approximately 60% of CHA's workforce, they touch every aspect of the hospital's work, delivering exceptional patient care, participating in research and training, and providing boundless compassion to every patient at CHA. Nurses, also, need the assistance of other allied health workers, such as LVNs, Therapists and Technicians. These roles are vital to the Hospital's ability to provide quality care, support the nursing staff, and support the patient's needs.

In San Francisco County, there is a demand for entry-level Registered Nurses and Allied Healthcare workers to fill vacant and New Hire positions. The supply of RNs and Allied Healthcare workers is qualitatively reported to be tight, contributing to hiring challenges. RNs will make up roughly 59% of the trainee population. Allied Healthcare occupations account for about 35% and includes LVNs, Technicians (Laboratory, MRI, Radiology, Ultrasound and Pharmacy), Respiratory Therapist and Nuclear Medicine. Employees at CHA reflect the population and demographic diversity of San Francisco County, which includes the surrounding bay area cities,

such as Oakland, Daly City and Alameda. At CHA, 92% of its patients are of Asian ancestry and over 80% are monolingual or have limited English speaking capacity. In order to maintain business operations, as well as, protect their patients, many CHA staff were cross trained to provide healthcare services. This training will increase nursing expertise and services to meet the needs of the community and organization.

During the past years, CHA has experienced critical staff shortages in nursing, respiratory therapists, radiology imaging technicians, and clinical laboratory scientists. A good percentage of staff chose to retire at the start of the pandemic. Furthermore, many schools and technical programs paused enrollment due to the “shelter-in-place” order and some lacked clinical sites for existing enrollees to complete their training. This combination directly reduced the size of the workforce on which CHA heavily utilized for decades.

CHA's Community Health Needs Assessment for 2022 identified the following prioritized health needs: mental health, homelessness, economic security, infectious diseases, family-centered health care, health services communication, obesity, and food security. To address these needs, CHA plans to: expand access to elderly and immigrant health, behavioral health, and preventative services; increase awareness of pediatric and family health care resources and information; expands workforce pipeline programs for youth and young adults; expand support of local economic inclusion initiatives; and spur local economic growth and champion environmental sustainability.

### **Career Advancement / Pathway & 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.

CHA is a unique healthcare provider with a long and rich history of serving the local community in a culturally sensitive and linguistic manner. Many of their staff share the same mission to serve the underserved population who may experience significant language barriers. A significant percentage of CHA staff members have worked for the Hospital for decades serving the community as a whole. CHA ensures staff receive competitive wages, benefits, opportunities for advancement, certification bonuses, tuition reimbursement and other training in order for them to acquire skills to practice at highest level of their occupation. CHA's investment in staff is evident with their 4-star Centers for Medicare & Medicaid Services hospital rating and positive patient outcomes. Staff joining the workforce will receive maximum support in their career to grow and thrive as patient care providers.

CHA offers clinical pathways for staff to acquire additional skills, modalities, licenses or certifications leading to wage progression. The following are clinical ladders established for health care workers to grow their careers at the Hospital:

- Entry Level Nurse/Staff Nurse I > Clinical Nurse II
- Pharmacist I > Pharmacist II > Clinical Pharmacy Specialist
- Entry-Level Radiology Tech > Rad Tech II > Rad Tech III > Rad Tech IV
- Entry-Level Ultrasound Tech > US Tech II > US Tech III

- Clinical Laboratory Technician > Clinical Laboratory Scientist
- Call Center Representative > Medical Assistant

Each step in the clinical ladder requires certifications from various professional boards or accreditation agencies to move to the next step. Demonstrated skills and competency checklists are also required and must be signed off by the department lead or designated clinical nurse educator. Annual competency checks are in place to ensure the maintenance of skillsets. Clinical training hours are provided in a direct patient care setting. For clinical specialties requiring direct patient care hours, CHA departments work with staff to incorporate those training and shadowing opportunities into their workflow based on availability of preceptor and patient cases. Advanced level technicians provide supervised hands-on experience, which allows trainees to accumulate clinical hours and the cases needed for their targeted certifications or licenses. For example, in radiology, CHA training curriculum provides Radiology Techs opportunities to acquire additional modalities:

- X-Ray> Fluoroscopy> DEXA> CT> Mammogram.

This cross training allows staff to move up the career ladder and provide additional staffing flexibility to accommodate patient care needs.

Clinical Ladder Success Story: CHA has an employee who started her clinical career with the Hospital as a Certified Nursing Assistant (CNA). Working side-by-side with experienced nurses inspired her to enroll in a RN Program. This employee then continued to work for the Hospital as a RN. With the acquired clinical skills, experience, and dedication to providing quality care to patients, she was promoted to Nursing Supervisor. This individual experienced a wage progression from approximately \$15.00 as a CNA to a nursing supervisor currently making approximately \$91.00/hr.

Training such as the electronic medical records application skills, computer skills, and documentation skills shown in their Curriculum, combined with other in person learning opportunities, mentoring, and certification attainment leads to career advancement and salary raises.

Nursing is among the top health care worker groups to experience burnout and turnover. Therefore, to retain healthcare & behavioral care workers, a large part of their curriculum is devoted to nurse clinical skills training. The training does not only cover clinical skills, but also time management, communication, critical thinking, team building. These are skills that help CHA nurses to maintain balance and create a positive work environment. CHA designs the curriculum to bring both clinical advancements and skills to manage the demand of the job.

Trainees will directly receive training from the curriculum that will fulfill licensing and certification requirements. Clinical hours are also provided when they are supervised by a preceptor staff with advanced training and experience. Most clinical ladders described previously require additional licenses or certification.

## **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. CHA has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

CHA understands the new generation of workers value career growth and the quality of the job. The Clinical ladder allows staff to expand their scope of practice, achieve higher skill levels, and

receive higher financial compensations. The training funded by HWAF will allow added opportunities for staff to learn new skills or become officially certified by accredited agencies. These critical steps will help staff move up the career ladder at their desired pace.

32% of Chinatown's population live below the poverty line. Staff who live in Chinatown and work for CHA are usually the first generation to attend high school or college. This training allows non-clinical staff to acquire skills needed to become eligible for a clinical position, such as, a call center representative acquiring the skills needed to becoming medical assistant. In addition, CHA will provide clinical hours to fulfill their licensing requirements to advance into other opportunities.

With 92% of CHA's patient population coming from Asian Ancestry, the Hospital is committed to training and retaining bilingual health care workers to provide cultural and linguistic direct patient care within the community. HWAF funding will help the existing workforce to acquire additional clinical skills, which translates, to services to minority patients. Bilingual staff, who are in a non-clinical position, also have training opportunities to advance to direct care service positions.

The HWAF investment in CHA will support medical and behavioral health needs of the community by increasing the quality of a much-needed service in the area.

### **Contract Term Length**

CHA expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Computer Skills:** Training will be offered to all occupations to improve software skills. Training topic include Electronic Medical Records Application Skills.

**Continuous Improvement Skills:** Training will be offered to all occupations to improve business functions of the Hospital. Training topics include Communication Skills, CORE Measures, Crisis Prevention Intervention, Critical Thinking Skills, Documentation Skills, ED Assaultive Training, Team Building Skills, Utilization Review and Value Based Purchasing.

**Medical Skills (Didactic):** Training will be offered to all RNs and LVNs. This training is pertinent to their main job functions. Training topics include Advanced Cardiac Life Support, Basic Life Support, Care of the Cardiac Patients, Critical Care Nursing Skills, Emergency Room Nursing Skills, Infection Control, Moderate Sedation, Pediatric Advanced Life Support, Rapid Response Skills, Restraints, Surgical Nursing Skills, Transfer Techniques and Triage Nursing Skills.

**Medical Skills (Preceptor):** Training will be offered to all RNs and LVNs. Training topics include Emergency Department Training: Care of the Burn Patient, Intensive Care Unit/Critical Care Unit Training: Critical Care Nursing Skills, Long Term Care Unit: Geriatric Nursing Skills, Medical/Surgical Unit Training: Patient Assessment & Care, Telemetry Unit Training: Intravenous Therapy.

### **Commitment to Training**

The Hospital's total annual training budget is approximately \$654,000 for new hire orientations, company policies, basic training, staff development and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Hospital's Project Director and VP of Operations will manage the overall project with the assistance of Team Manager, HR Generalist and Clinical Nurse Educator to oversee the training and be responsible for scheduling, collecting and submitting the training rosters. The Director of Business Development will, also, assist in the project management. Training will be delivered by in-house experts at the Hospital's single location in San Francisco.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Computer Skills**

- 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
- Critical Thinking Skills
- Culturally Appropriate Care
- Documentation Skills
- ED Assaultive Training
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Patient Satisfaction (HCAPHS) Training
- Performance and Quality Improvement and Procedures Skills
- Preceptor Skills (Train-the-Trainer)
- Team Building Skills
- Utilization Review
- Value Based Purchasing

**Medical Skills (Didactic)**

- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics and Safe Patient Handling
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Cardiac Patient
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Defibrillator Training
- 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)

- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Pre and Post-Operative Care
- Psychiatric/Behavioral Assessment & Care
- 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
- Triage Nursing Skills
- Ventilator and Tracheotomy Care

**Medical Skills (Preceptor)**

- Behavioral Unit Training: Patient Assessment & Care
- Emergency Department Training: Care of Pediatric patients
- Emergency Department Training: Emergency Care of the Burn Patient
- Emergency Department Training: Emergency Room Nursing Skills
- Emergency Department Training: OB Trauma
- Emergency Department Training: Trauma Nursing Skills
- Emergency Department Training: Triage Nursing Skills
- Intensive Care Unit/Critical Care Unit Training: Critical Care Nursing Skills
- Intensive Care Unit/Critical Care Unit Training: Hemodynamics Training
- Intensive Care Unit/Critical Care Unit Training: Patient Assessment & Care
- Intensive Care Unit/Critical Care Unit Training: Pre and Post-Operative Care
- Intensive Care Unit/Critical Care Unit Training: Ventilator & Tracheotomy Care
- Long Term Care Unit: Geriatric Nursing Skills
- Long Term Care Unit: Hospice Nursing Skills
- Long Term Care Unit: Med/Surg Nursing Skills
- Long Term Care Unit: Patient Assessment & Care
- Medical/Surgical Unit Training: Medical/Surgical Nursing Skills
- Medical/Surgical Unit Training: Patient Assessment & Care



- Medical/Surgical Unit Training: Pre and Post-Operative Care
- OR and PACU: Care of the Burn Patient
- OR and PACU: Patient Assessment & Care
- OR and PACU: Peri-Operative Nursing Skills
- OR and PACU: Pre and Post-Operative Care
- Surgical Services Unit Training: Patient Assessment & Care
- Surgical Services Unit Training: Pre and Post-Operative Care
- Surgical Services Unit Training: Surgical Nursing Skills
- Telemetry Unit Training: Care of the Cardiac Patient
- Telemetry Unit Training: Dysrhythmia Interpretation
- Telemetry Unit Training: EKG & Cardiac Monitoring
- Telemetry Unit Training: Intravenous Therapy
- Telemetry Unit Training: Pre and Post-Operative Care
- Telemetry Unit Training: Telemetry Nursing Skills



OUR PATIENTS. OUR UNION. OUR VOICE.



OAKLAND  
155 Grand Avenue  
Suite 100  
Oakland CA 94612  
phone: 800-287-5021

March 22, 2023

To Whom It May Concern:

California Nurses Association has received a Notice of Intent to train collective bargaining agreement represented workers at Chinese Hospital.

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 blue ink that reads "Katy Rose".

Katy Rose

Labor Representative

California Nurses Association



# CHINESE HOSPITAL

## Notice of Intent

March 17, 2023

ETP Reference / ET Number 20213529

**To:** California Nurses Association

**RE:** Notice of Intent

**Projected Effective Date of ETP Contract/Revision:** 4/1/2023

**CBA Represented Workers:** Register 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: (Attached / the following is information regarding the training plan)

**Training Type:**

Basic Life Support; Advanced Cardiac Life Support; Chemo Certificates related training; Crisis Prevention Intervention; Safety/Workplace Violence

**Total number of trainees: 69**

**Average hours per trainee: 36.73**

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: (i.e. Field Staff)

69 Registered Nurses



## CHINESE HOSPITAL

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,

*Sylvia Munguia Pittman*

Sylvia Munguia Pittman

Chief Human Resources Officer



UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

Dave Regan - President  
Stan Lyles - Vice President

560 Thomas L. Berkley Way  
Oakland, CA 94612  
510-251-1250  
FAX 510-763-2680

5480 Ferguson Drive  
Los Angeles, CA 90022  
323-734-8399  
FAX 323-721-3538

[www.SEIU-UHW.org](http://www.SEIU-UHW.org)

3/24/2023

Chinese Hospital  
845 Jackson Street  
San Francisco, CA 94133

The Union with respective Service Employees International Union, United Healthcare Workers (SEIU-UHW) 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,

*Phoua Lee*

SEIU-UHW  
Union Representative



# CHINESE HOSPITAL

## Notice of Intent

March 17, 2023

ETP Reference / ET Number 20213529

**To:** SEIU

**RE:** Notice of Intent

**Projected Effective Date of ETP Contract/Revision:** 4/1/2023

**CBA Represented Workers:** SEIU

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)

### **Training Type:**

Clinical Laboratory Scientist training; Radiology Magnetic Resonance Imaging (MRI); Computer Tomography (CT); ultrasound Certifications related training; safety and workplace violence; computer skills.

### **Total number of trainees: 14**

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: (i.e. Field Staff)

8 Radiology Tech 11.25 hours

1 Nuclear Med Tech 15 hours



## CHINESE HOSPITAL

2 MRI Tech 14 hours

3 Ultrasound Tech 10.75 hours

6 Licensed Vocational Nurse 36.73 hours

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,

*Sylvia Munguia Pittman*

Sylvia Munguia Pittman

Chief Human Resources Officer



## Healthcare Workforce Advancement Fund (HWAFF)

### Training Proposal for:

## Dameron Hospital Association

**Contract Number: ET24-0206**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J.Dongallo

### PROJECT PROFILE

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training HUA	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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association		
Number of Employees in:	CA: 1,005	U.S.:1,005	Worldwide: 1,005
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$920,400

<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	Contractual Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training	Medical Skills - Didactic, Medical Skills - Preceptor	120	8 - 400	0	\$4,163	\$48.95
				Weighted Avg: 181			

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

**Minimum Wage by County: Job Number 1/HUA:** \$17.00 per hour for San Joaquin County

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

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

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
Experienced Nurses - Registered Nurse	\$58.74 - \$81.99	30
Resident Nurses – Registered Nurse	\$48.95 - \$81.99	90

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Dameron Hospital Association, 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 1912 and headquartered in Stockton, Dameron Hospital Association (Dameron) (<https://www.dameronhospital.org/>) is a non-profit 200 plus bed community hospital providing acute- and tertiary-level care to San Joaquin residents. Dameron's services include cardiology and cardiac surgery, orthopedics, bariatric surgery, as well as general acute care, emergency, and intensive care services. Dameron also provides physical therapy and occupational health services.

The hospital has also been designated by Blue Shield of California as a Blue Distinction® Center for Bariatric Surgery and for Knee and Hip Replacements as part of the Blue Distinction® Centers for Specialty Care program. In addition to being a top-rated joint replacement center in the Stockton area and the county's leading orthopedic hospital, Dameron has also been recognized as a Top Performer for its Quality Metrics by The Joint Commission. The San Joaquin County Emergency Medical Services Agency has also named Dameron as a designated STEMI (heart attack) receiving center and certified stroke center. This will be Dameron's first ETP Contract. ETP training will be delivered at the Company's location in Stockton.

This Hospital is an equal opportunity employer, dedicated to equitable access to jobs and to career pathway programs, which provides wage increases. Wage equity in the nursing field and across every Dameron occupation is of crucial importance. They have an established history of

community service for the residents of San Joaquin County. Partnering with Delta College's HOPE program, Dameron works with other workforce partners to train and support those in the community. 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.

### **Veterans Program**

Although the training plan does not include a Veteran Job Number, Dameron values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

### **Union Support**

All Experienced and Resident Nurses are represented by the California Nurses Association. The union has submitted a letter of support for this training project.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

According to a Zippia.com statistic, California has the worst nursing shortage in the entire United States. There is currently a shortage of 41,000 nurses in the state with an expected prediction to rise over 44,000 by 2030. This is a healthcare crisis as the population in California is expected to increase to almost 42 million by 2030, which will result to additional pressure for healthcare organizations to hire additional nurses to support the demand. The workforce shortage in the healthcare industry existed prior to the pandemic and continues to grow across all occupations.

Dameron'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. The Hospital partners with various organizations providing services and work-readiness training to people in underserved, rural and non-traditional backgrounds for the healthcare industry. The Hospital's vast network of counties, cities, school districts, as well as other community organization partners understand Dameron's job requirements. These active partnerships work together with Dameron 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 San Joaquin 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.

Dameron 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, 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. Dameron deploys health education that prepares kids, parents, and caregivers on how to care for their individual health and the health of the community. The Hospital seeks to leverage its expertise in prevention, patient care, and education to make the greatest impact in 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 (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.

Dameron is committed to providing quality jobs and 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 Dameron’s overall workforce strategies. The Hospital works to ensure its workforce has programs and training available to support the skills needed, provide quality care, and meet the demand for community-based health services in the region.

Training the workforce is a critical component to the success of the Hospital and its employees. The Hospital’s emphasis on promotional advancement and retention ensures success and bolsters the local community’s social and economic well-being. There are over 60 open positions for nurses to take care of the patient load. There are numerous opportunities to receive continuous education/training and test for additional certifications that qualifies for additional pay raises and wage progression. An employee starting as a base-level nurse on the medical floor can transfer to a specialty department, such as ICU, Perioperative, Cath Lab, or Cardiac Care, where they could receive additional wage progression based on gained experience.

Dameron provides pathways for nurses with no work experience through its Nurse residency program. A majority of the trainees in its nurse residency program are both women and minorities from underserved communities within the rural California Central Valley. Without this program, nurses that start with no experience would not be hireable at other hospitals. Its nurse residency program increases the nursing confidence, competence, and skills, as well as provides opportunities for entry-level nurses to work as full time nurses within 20 weeks of joining the program. The program directly improves job quality and removes the barrier to job access which in turn provides these trainees with a stable and very high paying career in the field of nursing. The average salary for nurses in Stockton is \$54,043, while the average nurse in this program earns over \$100,000 with potential pay increases after completing their residency program.

The changes in trainee occupations will be seen as a nurse graduates from the program. Their job classification will graduate from “Nurse Level I” (Residency Nurse) to “Nurse Level II” (Experienced Nurse). It is through this process that Dameron nurses will then be able to remain employed as their skillset will enable them to perform skilled patient care and meet retention requirements. Opportunities for advancement 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. Level I Nurses will seek constructive feedback regarding their practice and participate in peer review when appropriate. After completing the residency certifications, the trainee immediately gets a wage increase in hourly pay of \$1.25-\$3.00 per hour.

Wage increases associated with this pathway program are:

A Certified Resident Nurse I starting at \$48.95 can promote to an Experienced Nurse II, with a salary range between \$58.74 to \$81.99.

## 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. Dameron has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The Hospital partners to promote healthcare careers, provide early exposure and education programs hoping to strengthen local talent pipelines. Expanding Dameron's community outreach and working with veterans' organizations, women's organizations, local government partners, local workforce investment boards, industry associations, the region's middle and high schools, community college partners, and community-based organization partners are integral to the Hospital's ability to provide a network of health education and health services to surrounding communities. The results of the proposed training for its nursing population will impact and continue to support the above programs and mission.

## Diversity, Equity, and Inclusion (DEI) Plan / Policy

Dameron has provided ETP with a copy of its DEI policy (attached).

## Contract Term Length

Contract terms may be up to four (4) years. Dameron expects to complete all training and retention by March 30, 2027.

## Training Plan

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic/Preceptor Training in the following:

**Medical Skills (Didactic):** This training will be offered to Resident Nurses and Experienced Registered Nurses. These trainees will receive training topics such as Alaris Pump/PCA, Blood Administration, Chemotherapy, CORE Measures: Chasing Zero, Central Venous Access Device (CVAD), Heparin, Intravenous Medical Administration, Medication Administration, Pharmacy, Restraints, Safe Patient Handling, Sepsis, Stroke, Suicide Risk Assessment/Suicide, Wound Care Management, and Zoll Defibrillator

**Medical Skills (Preceptor):** This training will be offered to Resident Nurses and Experienced Registered Nurses. These trainees will receive training topics such as AIDET; Beside Shift Report; Hourly Rounding; Fall Prevention; Shared Governance; Infection Prevention – disinfection wipes, hand hygiene, isolation carts; Waste Management; Physician Privileges; Implanted Port Accessing; Peripheral IV Chart; and Safe Medication Administration Practices.

## High Unemployment Area

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

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages.

However, Dameron is not request a wage modification for Job Number 1.

**Commitment to Training**

Dameron spends approximately \$4,000,000 annually on training. Training 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 Director of Education and Training will be working with HR administration 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, Dameron has approximately eight educators/instructors who will be providing training under this ETP contract. The Hospital has also hired an administrative subcontractor to assist with project administration.

**DEVELOPMENT SERVICES**

Betat Advisories in San Francisco assisted with development of this proposal for a flat fee of \$10,000.

**ADMINISTRATIVE SERVICES**

Betat Advisories 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:

**Medical Skills (Didactic)**

- AIDET, Bedside Shift Report, Hourly Rounding
- Alaris Pump
- Alaris Pump/PCA
- Blood & Blood Product Transfusion
- Blood Administration
- Blood/Blood Components
- Central Line Dressing Change
- Central Line/CHG Bathing
- Chemotherapy
- Chest Tube Management
- Core Measures: Chasing Zero
- COVID-19 – PPE Guidelines
- CVAD – Central Venous Access Device
- E.H.R. Documentation – SCM or PICIS
- Fall Prevention
- Heparin
- Hospital Bed
- Implanted Port Accessing
- Indwelling Urinary Catheter Insertion, Care, Maintenance & Removal
- Infection Prevention – Disinfection Wipes, Hand Hygiene, Isolation Carts
- Interpreter Services – Stratus Video
- Intraosseous and Implanted Port Access & Care
- Intraosseous Care, Maintenance & Removal
- Intravenous Medication Administration
- Isolation – Contact, Contact Plus, Droplet, Airborne
- IV Heparin
- IV Pump
- Lift Equipment
- Medication Administration
- Nova Stat Glucometer
- Nursing Overview - Chain of Command, Verbal Orders, Patient Identifiers, Donor Network
- Patient Controlled Analgesia (PCA)
- Peripheral IV Maintenance
- Peripheral IV Start
- Pharmacy
- Physician Privileges
- POC Testing i.e. Glucometer
- Professional Ladders
- PYXIS

- Quality Disease Bundles –
  - CLABSI - Central Line-associated Bloodstream Infection
  - CAUTI - Catheter-associated urinary tract infections
  - CDIFF - Clostridioides difficile
  - VAP - Ventilator-associated pneumonia
  - SSI - Surgical Site Infection
  - MRSA - Methicillin-resistant Staphylococcus aureus
  - HAPU - Healthcare Acquired Pressure Ulcers
- Rapid Response/Code Blue/Codes – Badge Buddy
- Restraints
- Safe Medication Administration Practices
- Safe Patient Handling
- Sepsis
- Shared Governance
- Stroke
- Suicide Risk Assessment/Suicide
- Urinary Catheter Insertion & Maintenance
- Urine Specimen Collection from an Indwelling Urinary Catheter
- Verbal/Telephone Orders
- Waste Management
- Web Apps – HealthStream
- Wound Care Management
- Zoll Defibrillator

### **Medical Skills (Preceptor)**

Dameron Hospital Association, Inc. Nurse Residency Program Training

- AIDET, Bedside Shift Report, Hourly Rounding
- Alaris Pump/PCA
- Blood Administration
- Blood/Blood Components
- Central Line/CHG Bathing
- Chemotherapy
- Core Measures: Chasing Zero
- COVID-19 – PPE Guidelines
- CVAD – Central Venous Access Device
- Fall Prevention
- Heparin
- Infection Prevention - disinfection wipes, hand hygiene, isolation carts
- Intraosseous and Implanted Port Access & Care
- Intravenous Medication Administration
- Isolation – Contact, Contact Plus, Droplet, Airborne
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- Nursing Overview - Chain of Command, Verbal Orders, Patient Identifiers, Donor Network
- Peripheral IV Maintenance
- Pharmacy
- Professional Ladders

- Quality Disease Bundles –
  - CLABSI - Central Line-associated Bloodstream Infection
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  - HAPU - Healthcare Acquired Pressure Ulcers
- Rapid Response/Code Blue/Codes – Badge Buddy
- Sepsis
- Shared Governance
- Stroke
- Suicide Risk Assessment/Suicide
- Verbal/Telephone Orders
- Wound Care Management

#### Resources

- Dameron Intranet
  - Infection Control
  - Policies
  - Nursing Reference Center Plus – Dynamic Health
  - Quality
- E.H.R. Documentation – SCM or PICIS
- Interpreter Services – Stratus Video
- Physician Privileges
- Waste Management
- Web Apps – HealthStream

#### Skills and Validation

- Blood & Blood Product Transfusion
- Central Line Dressing Change
- Implanted Port Accessing
- Indwelling Urinary Catheter Insertion, Care, Maintenance & Removal
- Intraosseous Care, Maintenance & Removal
- IV Heparin
- IV Pump
- Patient Controlled Analgesia (PCA)
- Peripheral IV Start
- POC Testing i.e. Glucometer
- PYXIS
- Restraints
- Safe Medication Administration Practices
- Safe Patient Handling
- Urine Specimen Collection from an Indwelling Urinary Catheter



Equipment

- Alaris Pump
- Chest Tube Management
- Hospital Bed
- Lift Equipment
- Nova Stat Glucometer
- Urinary Catheter Insertion & Maintenance
- Zoll Defibrillator



OAKLAND  
155 Grand Avenue  
Suite 100  
Oakland CA 94612  
*phone:* 800-287-5021  
*fax:* 510-663-1625

OUR PATIENTS. OUR UNION. OUR VOICE.

July 26, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814 Dear

Panel Members,

We understand that Dameron Hospital Association 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 over the next 45 months:

30 Experienced Nurses  
90 Resident Nurses

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.

We would like to express our sincere gratitude to Dameron for their cooperation in this process. Together we were able to formulate adjustments to the training policies which will improve the quality and delivery of nurse training at Dameron. We believe this training will help maintain California nurses on the cutting edge of healthcare and thereby benefit all Californians through improvements to quality of life. We think there is no better place for funding support.

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 "Calvin Snyder".

Calvin Snyder  
California Nurses Association  
Labor Representative  
(510) 813-5674  
csnyder@calnurses.org

# Dameron 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 (HWAFF)

### Training Proposal for:

## Kaweah Delta Health Care District Guild dba Kaweah Health

**Contract Number: ET24-0192**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J.Dongallo

### **PROJECT PROFILE**

Contract Attributes:	HWAFF (Alt/Gen Funds) Priority Rate Retrainee Medical Skills Training HUA	Industry Sector(s):	Services (G) Healthcare (62)
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 4,118	U.S.:4,118	Worldwide: 4,118
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$853,138

<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 HUA	Cont. Impr., MS-Didactic	247	8-400	0-8	\$2,024	\$20.01
				Weighted Avg: 88			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour for Tulare 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/HUA</b>		
Licensed Vocational Nurses	\$20.01 - \$25.00	29
Certified Nursing Assistants	\$20.01 - \$25.00	38
Registered Nurses	\$40.00 - \$80.00	80
Charge Nurses	\$45.00 - \$80.00	100

**HEALTHCARE WORKFORCE ADVANCEMENT FUND (HWAFF) PROPOSAL**

Kaweah Delta Health Care District Guild dba Kaweah Health (Kaweah 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 1963 and headquartered in Visalia, Kaweah Health (<https://www.kaweahhealth.org/>) is the largest non-profit medical centers in Tulare County. The Hospital works with more than 4,100 medical professionals and consists of 613 licensed beds. Kaweah Health offers a comprehensive mix of health care services, including cardiac and general surgery, cancer treatment, mental health services, orthopedic surgery, NICU, and pediatric center. The Hospital serves patients all across Tulare County and underserved communities within Central Valley. Training will be conducted at all seventeen hospital locations within Visalia. This will be Kaweah Health's first ETP Contract.

## **Veterans Program**

Although the training plan does not include a Veteran Job Number, Kaweah Health values the Veteran work force and encourages all Veterans to apply through standard personnel recruitment efforts.

## **HWAF PROJECT DETAILS**

### **Employer Need & Trainee Population**

Tulare County has some of the highest shortages in healthcare entry-level positions, such as, Licensed Vocational Nurses (LVN), Certified Nursing Assistant, Registered and Charge Nurses. These occupations serve as critical components in the care environment. According to the Department of California Health and Human Service projected data, there are high shortages in Tulare County areas, such as, Porterville and Lindsay. These shortages existed prior to the pandemic and continues to present day. 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. During this period, Kaweah Health has posted over 500 open healthcare positions. While the shortage of other healthcare positions is not as acute as the nursing shortage, Kaweah Health still struggles to fill open positions. In the meantime, the Hospital has relied on overtime, shift bonuses, and travelling nurses to assist in alleviating the staff shortage.

Kaweah Health services Central Valley's diverse underserved population and remains proactive in addressing the talent gap for entry-level positions. Tulare County is among the poorest counties in the state, with 27% living in poverty, and 32% of children in poverty (Census 2019). The median household income is \$44,871, which is 33% less than the state average. The county's population is primarily Latino, with 65% identifying as Hispanic (Census 2019). With agriculture being the main economic driver, the area is also home to thousands of undocumented workers. A 2015 University of California Davis study showed approximately 72,000 people in Tulare County are employed as farmworkers, with those working in crop production earning a median salary of \$12,500 to \$15,000. About 68% of these workers come from four states in Mexico, and speak Spanish as their primary language. Nearly half the population over age 25 does not hold a high school diploma and about two thirds of the population is not fluent in English.

Kaweah Health programs already seek to overcome these barriers to joining the skilled workforce. For its College of Sequoias (COS) nursing program, student test scores are tracked so that those below a certain point can get extra help, ensuring that previous education does not hold anyone back. COS nurse educators also actively seek out students from ZIP codes around the county to ensure Kaweah Health reflect the diversity of people, not only demographically, but rural/urban and readiness for the coursework. Kaweah Health's goal is to ensure its nursing workforce is diverse, including all minorities from various socio-economic backgrounds. In addition, Kaweah Health partners at COS are working to engage with youth attending public schools in medical career pathways programs, so that students from disadvantaged school districts can be better prepared with the skills they will need to attend college and go on to medical careers.

Students in the COS program are taught about social determinates of health, health equity and a culture of sustained care as part of the curriculum. Due to the area having very low attainment in education, COS has created a way for testing to be more practical then theoretical, which has led to learning improvements and success.

## 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 (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.

With agriculture being the main economic driver, the area is also home to thousands of undocumented workers. Poverty is high as well, at 18% for the county as a whole, but much higher in rural areas. Kaweah Health is committed to improving health care and health in the region through the addition of healthcare jobs that attract representatives of Central Valley’s diverse population. The Hospital’s workforce receives competitive pay, shift differentials, extra shift bonuses, and benefits such as a 401(k) program. Kaweah Health pillars include offering an “Ideal Work Environment,” through a number of programs, awards and events designed to make their locations more engaging and rewarding.

Kaweah Health programs, such as the Student Nurse Assistant/Student Nurse Intern program, help build in career progression. The Hospital is also working on an emerging leaders, mentoring, and succession planning programs to help build an internal pipeline of future managers. Kaweah Health partners with COS, Unitek, and San Joaquin Valley College for nursing programs that are open to current employees, giving them the option of training for their future while still working full-time for Kaweah Health. ETP-funded training will help more potential students to get their education without having to quit the job that provides income, and within a relatively short period of time (approximately 2.5 years).

Every trainee will have the option to advance to the next career level, such as, LVN to RN, with the expected increase in wages. Through training, it will build competence and provide relevant experience to help open doors for future wage progression and advancement opportunities. As previously mentioned, Kaweah Health partners with COS for an LVN to RN program, in which they sponsor seats to assist employees move into higher positions within Nursing. Kaweah Health is, also, working on a similar program ladder with San Joaquin Valley College. An additional aspect of its partnership with COS, Kaweah Health sponsor seats for a year-round Associates Degree Nursing program which is available to any employees, regardless of their current position. Many staff members become CNAs through this program and use this program to help them move into an LVN position.

To help individuals gain experience prior to being fully licensed, Kaweah Health has created a Student Nurse Intern program. In the final semester of an RN program, students can complete formal training as part of onboarding to a specific department (curricula varies by specialty) and participate in on-the-job training through their preceptor. After students complete this program and received their license, wages increase from \$20 an hour to \$42.10 - \$43.10 an hour. Additionally, they receive preferential placement within the department they were trained.

Another program linked with both wage progression for the preceptor and increased experience for a new graduate RN is the preceptor program. Preceptors complete a three hour class which leads to a dollar an hour increase when precepting. Starting wages may vary. Acting as a preceptor to a new graduate RN also helps nursing staff gain the experience they need to be competitive when considered for the position of charge nurse. Much of the training provided for

this audience offers continuing education credits that are free of charge and necessary to meet licensing requirements.

In addition, added skills in leadership and technology will open opportunities for employees with future goals such as becoming a manager or working in other departments within the Kaweah Health system. There is structured learning and development, as well as, mentoring that is aligned with each step of the Hospital's training program to support skill and competency requirements to advance to the next stage and receive a wage increase. Every level has defined training, demonstrated skill achievement, and mentoring that sets the criteria for advancement. Opportunities for advancement are based upon demonstration of clinical performance, skills in leadership, clinical quality, education, demonstrated accountability for outcomes that improve patient safety, patient satisfaction, nurse engagement, and the work environment. A Registered Nurse will seek constructive feedback regarding their own practice and participate in peer review when appropriate.

In support of career advancement, Kaweah Health provides a loan repayment, as well as, reimbursement for tuition and books (up to \$5,000/yr) for all full-time staff. This provision is available to both CNA and LVN staff who look to advance to an RN position. The organization offers an on campus nursing school for employees through Unitek, where they can obtain a Bachelor of Science in Nursing within 2 to 3 years. If the employee is enrolled and remains in good standing with the sponsored program, Kaweah Health provides the flexibility to work part-time hours, while receiving full-time benefits.

Lastly, a CNA and/or LVN employee with an Associate Degree will receive an hourly wage increase of \$1 when they obtain proof of completing their Bachelor's program. This wage increase continues with every obtained Degree (Masters, etc.) by the CNA and/or LVN. The wage progression ranges for CNA and LVN employees are as follow:

- CNA: Starting at \$16.42 and grow to \$24.63.
- LVN: starting at \$26.29 and grow to \$39.43.

## **Certifications & Licenses**

Curriculum courses such as, Basic Life Support, Heartsaver AED, Advanced Cardiac Life Support, Pediatric Life Support are available for CNA licensing and certification. In addition, Kaweah Health's campus offers training every month to CNA's on various courses, such as, PTSD, Depression and Suicide, Skin Care and Wound Prevention and Mandatory Dementia for the purpose of renewing existing licenses and/or certification.

## **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. Kaweah Health has specified the following results it intends to achieve as a result of training funded by the HWAF, and how.

The Kaweah Health programs have already created a number of outcomes from learning experiences, including: culturally-sensitive care, knowledge of Social Determinants of Health, leadership skills, communication skills, critical thinking skills, collaborative practices, and technological skills. They teach these skills to provide patients with safe, quality, compassionate care to a diverse patient audience across all healthcare settings.



The education provided through Kaweah Health training will provide jobs that can support families, as well as, skills to perform culturally sensitive care. Not only will patients benefit from this training, but the community can also be influenced, as studies show having a nurse family member leads to better health for families. In an area with a high prevalence of diabetes, especially among the Hispanic community, having a nurse in the family can mean more access to information about healthy living and nutrition, leading to better health outcomes without even becoming a patient. And of the financial benefit of having a well-paid nurse family member also increases health and standard of living for children and others.

### **Contract Term Length**

Contract terms may be up to four (4) years. Kaweah Health expects to complete all training and retention by March 30, 2027.

### **Training Plan**

Training will be delivered via Class/Lab/E-Learning/Medical Skills-Didactic. Training in the following:

**Continuous Improvement:** Training will be offered to all occupations to improve learned skills. Training topics include Case Management, Discharge Planning, Conflict Resolution, Crisis Prevention Intervention, Customer Service, Kaweah Care Leadership Tools, Preceptor (Train-the-Trainer), and Presentation Skills: Strategies for Effective Communication.

**Medical Skills (Didactic):** Training will be offered to Registered Nurses and Charge Nurses and includes Advanced Cardiac Life Support (ACLS), Basic Life Support (BLS), Breastfeeding Complications, Current Postpartum Standards of Care, Fetal Demise for Postpartum Nurses, Post Fall Documentation, Rapid Response Skills, Surgical Nursing Skills, Trauma Nursing Skills, Triage Nursing Skills and Wound & Skin Care.

### **Computer-Based Training**

Computer-Based Training (CBT) will be provided to supplement class/lab which is a more convenient means of delivering training. Trainees will receive between 0-8 hours of CBT. Courses include Compliance and Privacy, Drug Diversion, Environment of Care, Safe Patient Handling, Suicide Risks Patients, and Team Nursing, Delegation and Communication.

### **High Unemployment Area**

All trainees (Job Number 1) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least <25%>. The Company's locations in Tulare 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. Kaweah Health requests a wage modification from \$22.66 per hour to \$20.01 per hour for Job Number 1.

### **Commitment to Training**

Kaweah Health spends approximately \$5,000,000 annually on training for all of hospital locations 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 Organizational Development Specialist will work with hospital educators and HR to oversee and coordinate training at each location; and are responsible for scheduling, collecting and submitting training rosters to headquarter assistants. Training will be delivered by internal experts within each location.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

To Be Determined

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Continuous Improvement Skills**

- Advanced Stroke Class Module
- Advanced Stroke Class-PT/OT
- Case Management
- Charge Nurse Training/Frontline Leadership Skills
- CNA: PTSD, Depression and Suicide
- Compliance and Privacy
- Conflict Resolution
- COVID-19 Precautions
- Crisis Prevention Intervention
- Customer Service
- Discharge Planning
- Drug Diversion
- Emerging Leaders Training
- Environment of Care
- Infection Prevention
- Kaweah Care Leadership Tools
- Microsoft Excel Intermediate/Advanced
- Performance and Quality Improvement and Procedures Skills
- Preceptor Skills (Train-the-Trainer)
- Presentation Skills: Strategies for Effective Communication
- Safe Patient Handling
- Stroke Awareness and Fall Prevention
- Suicide Risk Patients
- Team Nursing, Delegation and Communication
- The Joint Commission Standards Reminders Part 1

**Medical Skills (Didactic)**

- 12-Lead EKG: CNA/Tech
- Advanced Cardiac Life Support
- Advanced Cardiac Surgery: Hemodynamic Recovery and Post-Operative Complications
- Advanced Fetal Monitoring
- Advanced Preceptorship in Maternal Child Health
- Advanced Preceptorship in Medical Surgical
- Basic Life Support
- Blood Gas Analysis and a Neonatal Code
- Breastfeeding – Beyond the Basics
- Breastfeeding Complications
- CAPD Certification Class
- Code Blue/Code White 2023
- Current Postpartum Standards of Care

- Fetal Demise for Postpartum Nurses
- Gestational Diabetes for Postpartum Nurses
- Heartsaver AED
- High Risk Infusion Skills
- Intermediate Hemodynamics
- Lipid Rescue
- LPD: ECG Rhythm Strip Interpretation
- Medical Decision Making
- Navigating Postpartum Patient Care with CPS Involvement
- Neonatal Resuscitation
- NICU VLBW Advance Core Class
- NOEP – Cardiovascular System
- Nurse Orientation Training
- Nursing Diagnosis Skills
- Nursing Process Skills
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Perinatal Nursing Education – Hypertensive Disorders of Pregnancy
- Post Fall Documentation
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Rapid Response Skills
- RN Essentials Training
- SOS MB Code Blue/Code White CBL ONLY
- S.T.A.B.L.E.
- Skin Care and Wound Prevention
- Surgical Nursing Skills
- Telemetry Nursing Skills
- TJC Standards: Expired Medications and Supplies
- TJC Standards: Postpartum Hypertension & Hemorrhage
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ultrasound Guided IV
- Wound & Skin Care

### **Computer-Based Training**

Trainees may receive any of the following:

### **Continuous Improvement Skills**

- Compliance and Privacy (1 Hour)
- COVID-19 Precautions (16 minutes)
- Drug Diversion (21 minutes)
- Environment of Care (24 minutes)
- Infection Prevention (16 minutes)
- Microsoft Excel Intermediate/Advanced (2 hours)

- Safe Patient Handling (18 minutes)
- Stroke Awareness and Fall Prevention (10 minutes)
- Suicide Risk Patients (21 minutes)
- Team Nursing, Delegation and Communication (57 minutes)
- The Joint Commission Standards Reminders Part 1 (19 minutes)

**Medical Skills (Didactic)**

- SOS MB Code Blue/Code White CBL ONLY (22 minutes)
- TJC Standards: Expired Medications and Supplies (35 minutes)
- TJC Standards: Postpartum Hypertension & Hemorrhage (33 minutes)



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**El Camino Community College District**

**Contract Number: ET24-0173**

**Panel Meeting of:** August 25, 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) 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>
\$417,611		\$72,628 20%		\$490,239

In-Kind Contribution:	50% of Total ETP Funding Required	\$601,178
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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; Workforce Preparation Activities;	271	8-200	0	\$1,809	\$15.50
				Weighted Avg: 67			

\*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
Clerks	10
Environmental Services Tech	25
Food Service Worker	20
Leads	30
Maintenance Technicians	25
Production Operator	121
Supervisor	25
Technicians	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**

The El Camino Community College District Foundation (El Camino CCD) (<https://www.elcamino.edu/>) is a two-year community college that offers academic and vocational education training programs. El Camino CCD also established the Business Training Center (BTC) for customized training programs tailored to employers' unique needs. This training center provides education, training, and services that contribute to workforce development, technology deployment, and business development of partner employers. The community college and BTC are both located in Hawthorne and provides ongoing workshops, training facilitation, and technical assistance to partner employers. This will be El Camino CCD's twenty sixth ETP contract, and their seventh in the last five years.

## **PROJECT DETAILS**

El Camino CCD has collaborated with local and regional hospitals and manufacturing companies to provide targeted training to their staff. During the COVID 19 pandemic, hospitals and manufacturing companies across California experienced a significant impact and reduction of their workforce at all levels. Many hospital industry employees resigned and moved into a different career path as they did not want to work in a hospital environment where chances of contracting the COVID 19 virus were very likely. The COVID 19 pandemic also changed a lot of perceptions for those entering and thinking of entering the healthcare profession, resulting in a shortage of healthcare workers. Hospitals became significantly understaffed as they were unable to hire the necessary qualified staff to provide services to patients. Manufacturing companies also experienced a reduction in workforce as many simply did not want to return to work or extended lock down measures forced companies to downsize or even go bankrupt. As the economy recovers, businesses are struggling to hire the right talent to fill critical positions.

To address this, many employers resorted to hiring unexperienced labor that have no knowledge of the healthcare or manufacturing industry. Many of these new employees have limited English skills and lack other basic adult skills that prevent them from fully participating in the workforce. These individuals typically are placed in low-level positions with very little potential for upward mobility and career advancement opportunities. El Camino CCD is reaching out to many of these employers and discussing training needs that will remove barriers to employment growth for these individuals, and they have received significant feedback on the need for literacy skills training, particularly in English literacy.

El Camino CCD in partnership with the Business Training Center (BTC) have developed and updated their literacy skills training program that will assist in providing workers the skill sets they



need to optimize productivity, reduce costs, and remain competitive. Training will focus on English literacy skills, Math literacy skills, Digital literacy and associated Technical skills and workforce preparation activities. This training will build the skills necessary for these individuals to pursue advancement opportunities and continue to achieve equitable economic achievement.

## Training Plan

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

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:** Training will be offered to all trainees. This training will consist of vocational English, emphasis on terminology and meaning, and also reading comprehension and writing. Topics include Vocational English, and Writing in English.

**Digital Literacy Skills:** Training will be offered to all trainees. This training will focus on ensuring trainees understand how to use basic computer functions and similar electronic devices such as tablets and various mobile devices.

**Math Literacy Skills:** Training will be offered to all trainees. This training will focus on ensuring all trainees are knowledgeable with basic workplace math, how to complete basic computations, and how to input formulas on digital systems.

**Workforce Preparation Activities:** Training will be offered to all trainees. This training will focus on customer service, conflict resolution, and workplace behavior and interaction skills.

**Technical Skills:** Training will be offered to all trainees. This training will focus on job specific related skills. Topics include customer service, facilities maintenance, housekeeping and best safety practices.

## Trainer Qualifications

El Camino Community College 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.

## Impact/Outcome

The outcome of this training proposal will be that employees in low paying positions that have limited career advancement will develop the necessary skills that will position them towards more meaningful employment. Trainees will receive training that will provide significantly improved economic opportunities and will put them on a path towards economic prosperity and well-being.

## 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 Director of the Business Training Center will oversee the administration and execution of this training proposal. El Camino CCD also has a designated ETP program coordinator that has

worked on numerous prior proposals. This person will be responsible for tracking hours and reporting hours in the ETP systems. Also designated is the Administrative assistant who will assist in marketing, recruitment, hours tracking, and training delivery.

### **Marketing and Support Costs**

El Camino CCD is requesting 20% in support costs. This support cost will assist in better outreach to potential new employers where the targeted training population can receive significant amounts of training by participating in this program. The community college will continue to provide outreach through a variety of platforms including emails, social media, tradeshow, and partnering with other community colleges and community organizations to increase participation in the training program.

### **Electronic Recordkeeping/LMS**

El Camino CCD will be using a Learning Management System to track training and hours. The system is called TrackPoint and has been in use for 12 years. Staff has reviewed and approved the use of this Learning Management System.

### **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).

El Camino CCD is eligible as a training agency based on the following:

- Certification by the Western Association of Schools and Colleges.

### **Tuition Reimbursement**

El Camino CCD 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.

### **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) (\$ %)
ET22-0182 (CCCF)	\$1,511,016	12/20/21 – 03/30/24	1,336	0	0	\$1,176,434 (71%)

As of the 07/13/23, El Camino CCD has tracked 51,540 hours in the ETP system. This equates to \$1,262,828 (76%) of potential earnings. El Camino CCD projects 100% of potential earnings by term end of this contract.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0218 (COVID)	Statewide	12/31/20 – 12/30/22	\$200,000	\$198,000 (99%)
ET20-0802	Statewide	02/03/20 – 02/02/21	\$532,950	\$532,950 (100%)
ET20-0171	Statewide	11/15/19 – 11/14/21	\$749,196	\$743,153 (99%)
ET19-0101	Statewide	07/01/18 – 06/30/20	\$948,551	\$933,391 (98%)
ET18-0800	Statewide	09/05/17 – 09/04/19	\$533,450	\$439,078 (82%)

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Cerritos College of Cerritos has been retained to provide a portion of Vocational English as a Second Language, English Writing, Digital Literacy Skills, Basic Math, and Technical Skills training for a fee of \$41,400. 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:

**Digital Literacy Skills**

- Digital Literacy
- Use of Smart Phone
- Basic PC
- E-Reader
- Tablets
- How to Search, Evaluate, and Communicate Information
- Email
- Preparing Reports

**English Literacy Skills**

- Vocational English as a Second Language (VESL)
- Vocational Foundation Skills in Writing in English

**Math Literacy Skills**

- Vocational Basic Math

**Technical Skills**

- Customer Service
- Facilities Maintenance
- Preventive Maintenance
- Computer Skills for Production and Inventory
- Blueprint Reading
- Geometric Dimension and Tolerances (GD&T)
- Shop Measurements

**Workforce Preparation Activities**

- Customer Service
- Basic Work Skills
- Change Management
- Conflict Resolution
- Diversity, Inclusion, and Belonging
- Generational Diversity
- Problem-Solving and Decision Making
- Team Building
- Stress Management
- Time and Priority Management
- Computers for Production and Inventory
- Presentation Skills

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: El Camino Community College District  
Reference No: 22-0982

CCG No.: ET24-0173  
Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: Bristol Farms	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 915 E 230<sup>th</sup> Street, Carson, CA 90745

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 300

Company: Community Memorial Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 147 N Brent St, Ventura

City, State, Zip: Ventura, CA 93003

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
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Total # of full-time company employees worldwide: 3,000

Total # of full-time company employees in California: 3,000

Company: DCX-Chol Enterprises, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 12831 S. Figueroa Street

City, State, Zip: Los Angeles, CA 90061

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
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Total # of full-time company employees worldwide: 462

Total # of full-time company employees in California: 339

Company: Encompass Health Rehabilitation Hospital	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 15120 Kensington Park Dr.

City, State, Zip: Tustin, CA 92782

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
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Total # of full-time company employees worldwide: 43,000

Total # of full-time company employees in California: 800

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: El Camino Community College District		CCG No.: ET24-0173
Reference No: 22-0982		Page 2 of 2
<hr/>		
Company: F. Gavina & Sons, Inc		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2700 Fruitland Ave.		
City, State, Zip: Vernon, CA 90058		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 30		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 218		
Total # of full-time company employees in California: 218		
<hr/>		
Company: Nucor Warehouse Systems		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3851 S. Santa Fe Ave.		
City, State, Zip: Los Angeles, CA 90058		
Collective Bargaining Agreement(s): No		
Estimated # of employees to be retrained under this Contract: 84		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: 220		
<hr/>		
Company: Virco		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2027 Harpers Way		
City, State, Zip: Torrance, CA 90501		
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: 787		
Total # of full-time company employees in California: 787		



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**L.A. Downtown Medical Center, LLC**

**Contract Number: ET24-0153**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation 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: 300	U.S.:300	Worldwide: 300
<u>Turnover Rate:</u>	8%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$662,850

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

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	English Literacy Skills	90	8-200	0	\$4,140	\$15.50
				Weighted Avg: 180			
2	Retrainee Job Creation Initiative Priority Rate	English Literacy Skills	30	8-200	0	\$4,140	\$15.50
				Weighted Avg: 180			

\*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</b>	
Certified Nursing Assistants	30
Mental Health Workers	30
Licensed Vocational Nurses	30
<b>Job Number 2</b>	
Certified Nursing Assistants	10
Mental Health Workers	10
Licensed Vocational Nurses	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 2019 and located in Downtown Los Angeles, L.A. Downtown Medical Center, LLC (LADMC) (<https://ladowntownmc.com/>) is a hospital that houses over 300 inpatient beds across 3 campuses to care for a diverse population treating various illnesses. LADMC provides a multitude of services, including physical therapy, wound care, medical imagery/radiology, and laboratory and microbiology services. Training for this program will take place in Los Angeles.

Aside from the General Medical Surgical Services, LADMC also caters to the behavioral/mental health population of L.A. County. Most of the front line workers are immigrants who have English as a secondary language. The English literacy training will assist trainees with collaboration and coordinating care between caregivers.

## **PROJECT DETAILS**

This will be LADMC's second ETP Contract, and the second within the last five years. Approximately one-third of LADMC's workforce comprises of immigrants, refugees, and individuals who are learning English as a second language. While English literacy training has not been previously offered by the Company, there is a pressing need to address this issue as a significant portion of the staff faces communication barriers due to limited English skills. These barriers have frequently posed challenges within the Company's facilities.

The implementation of this proposed training program will have a significant impact on enhancing English competency among employees, leading to improved communication with both clients and personnel. By strengthening their grasp of the English language in relation to patients, doctors, and colleagues, employees will experience enhanced teamwork, interaction, and overall job satisfaction. The training will contribute to better employee retention, as well as boost morale within the workplace. Moreover, the newfound English knowledge acquired by the trainees will enable them to perform their daily tasks more proficiently and navigate through more challenging responsibilities with a new set of skills.

The Company will encourage the trainees to pursue and continue with the training program. All trainees will be paid for their training hours, and prizes and gifts will be distributed to the graduates. The supervisors and managers will be able to communicate and interact with the staff which will encourage teamwork and collaboration.

The English training sessions will consist of contextualized instruction, with occupation-specific materials to be used for instructional material. English training sessions will provide the trainees with new paths to maintain their well-paying jobs and add upward mobility for each employee. This proposed training will assist LADMC with future trainings as needs arise.

## **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. 100% of the hours trained for each trainee will include English literacy skills.

Training will consist of 180 hours of class sessions in four-hour segments, with 20 trainees each. The training program will be weekly classroom sessions for the duration of the total 180 hours. All 180 training hours per trainee will rely on instructor led training with little self-paced training as a complement. Training will be delivered via class/lab/E-Learning as applicable.

**English Literacy Skills:** This training will be offered to all occupations and will include topics such as Medical Terms, Procedures in English, Communication with Patients, Patient Safety Terms, and Reading Nurse Instructions.

## **Impact/Outcome**

A certificate of completion will be issued to trainees upon completing each module.

## **Commitment to Training**

LADMC has an annual training budget of approximately \$287,000. This proposed training will focus solely on English Literacy. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will not displace the existing financial commitment to training.

### **➤ Training Infrastructure**

LADMC will be utilizing an administrative vendor, CalTraining, to assist with the administration of the training program. The Company will distribute the ETP training rosters provided by CalTraining. Rosters will be populated and provided to CalTraining for input into the ETP system. LADMC is ready to begin training, and a training schedule will be prepared before the training starts.

The Associate Administrator for the Hospital will oversee and coordinate this training program. LADMC has identified two trainers, who are both members of the management team and are immigrants as well.

## **Trainer Qualifications**

LADMC 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 trainers include the Director of Nursing, who is bilingual in Tagalog and English, and the VP of Operations, who is bilingual in Spanish and English. The Trainers both hold a minimum of bachelor's degrees, with healthcare related backgrounds, and have at least two years of experience. Due to also being immigrants, the trainers will be able to communicate more effectively with the training classes, with English, Spanish and Tagalog.

**Retrainee - Job Creation**

The Company will hire 30 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 has added new electronic health records and electronic medical records systems. New programs and service lines, such as the inpatient acute rehabilitation and the department of mental health contract, have been implemented as well. These new additions have resulted in the need for hiring new staff for additional support.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0257	Granada Hills	3/1/21- 2/28/23	\$200,000	\$200,000 (100%)

**DEVELOPMENT SERVICES**

LADMC has retained CalTraining in Upland to assist with development of this proposal for a flat fee of \$5,000.

**ADMINISTRATIVE SERVICES**

CalTraining 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**

- Medical Terms (English)
- Procedures in English
- Communication with Patients
- Patient Safety Terms (English)
- Reading Nurse Instructions (English)



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**National Immigration Forum, Inc.**

**Contract Number: ET24-0168**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	MEC (H) Agriculture (11) Services (61,71,72,81,92)
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 Unite Here Local 2		
Turnover Rate:		≤20%	

### FUNDING DETAIL

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$404,800		\$70,400 20%		\$475,200

In-Kind Contribution:	50% of Total ETP Funding Required	\$583,000
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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 Lit. Skills, English Lit. Skills, Workforce Preparation Activities;	440	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
Farmworkers – Animals	40
Farmworkers – Laborers	89
Food Packagers – Packers	62
Food Processing/MK Workers/Kitchen Workers	189
Stock Clerks	60

**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 National Immigration Forum, Inc. (National Immigration Forum) (<https://immigrationforum.org/>) founded in 1982 and based in Washington D.C., is a nonprofit advocacy organization that collaborates with employers across the United States. While they don't have a physical location in California, they are registered with the California Secretary of State as an Out-of-State Nonprofit Corporation with an active status. The organization is dedicated to advocating for the recognition of immigrants and the importance of immigration to the country's economy and society. The National Immigration Forums primary goal is to develop and advance immigration policies that are fair, humane, and pragmatic in nature.

Since its inception, the organization has been actively engaged in promoting comprehensive immigration reform. It seeks to bring together a diverse range of voices, including business, faith, law enforcement, and immigrant communities, to advocate for policies that address the needs and concerns of both immigrants and the broader American society.

The National Immigration Forum serves a diverse range of people and communities who are affected by immigration policies and issues. These populations include immigrants, refugees, and other English language learners who often experience struggles while trying to assimilate to the American Culture, its norms and values, and adapting quickly to the American workplace. The organization partners with Community colleges, employers, and other community organizations to provide training and education to help these individuals build a better quality of life here in California and around the United States. This will be the organizations first ETP Contract.

## **Union Support**

Micro Kitchen (MK) Worker & Kitchen Workers are represented by Unite Here Local 2. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

California ranks highest in the percentage of the population that speaks a second language at home and it is increasingly common to find many working adults speaking at less than a proficient level, especially in industries such as retail, food service, facilities management, manufacturing, agriculture, fishing, farming and other supply chain related industries. These sectors rely primarily on immigrants, refugees, and English language learners to fill positions and these positions require heavy team communication with customers, vendors, and suppliers. Companies are facing increased competition and have expressed difficulties in upskilling in their workforce due to lacking basic literacy skills. This barrier creates limited opportunities and potential for career growth for these employees.

The National Immigration Forum created the “English at Work” (EAW) program and partners with community colleges and employers to implement this program into their training and workforce

development program. The intent behind this program is to increase English literacy skills in conjunction with other, digital literacy skills, and workforce preparation activities in the workplace. As labor shortages grow and skill gaps widen, employers and industries are turning more towards hiring inexperienced labor to fill critical positions. Additionally, these industries are experiencing a rapid change in technology implementation, and automation.

The EAW program in partnership with San Diego Community College, Cerritos College, San Diego Continuing Education, State Center Community College, Diablo Valley College, and San Francisco Community College, who will be delivering the literacy training will deploy a training program for California trainees to focus on the development and enhancement of English Literacy Skills, Digital Literacy Skills, and Workforce Preparation Activities. This training will provide the foundation and skills necessary for trainees to excel and fully participate in the California workforce.

## **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 by class/lab, and E-Learning in a virtual environment with a live instructor, as follows.

**English Literacy Skills:** This training will be offered to all occupations and will focus heavily on English Literacy Skills development including reading comprehension, writing, and speaking proficiency. Topics include Vocabulary, Listening, Speaking, and Grammar.

**Digital Literacy Skills:** This training will be offered to all occupations and will provide a foundation for Basic PC usage, Understanding various technology platforms and devices, and Digital Security. Topics include Basic PC, and Online Safety and Awareness. Some training will be delivered in a virtual environment with a live instructor so that trainees can have both hands on experience working on the platform and receiving guidance by the instructor.

**Workforce Preparation Activities:** This training will be offered to all occupations and will provide real world skills that will aid trainees in exploring new opportunities and how to properly prepare and obtain new opportunities. Topics include Critical thinking and problem solving, collaboration and teamwork, and workplace communication. Some training will be delivered through a virtual environment so that trainees can interact and role play with other coworkers and live instructor for mock training sessions and skill development.

## **Impact/Outcome**

Upon completion of this program, trainees will receive two certificates. First, a certificate of participation from their employer and second, a certificate of completion from the partnering colleges that delivered the instruction. These certificates will demonstrate mastery of key language and related workplace competencies needed to perform their jobs better, build better job satisfaction and retention, and allow trainees the opportunity to advance and have upward mobility in their jobs or obtain better employment opportunities with other employers, ultimately leading to a better quality of life.

## **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 training program will be administered and overseen by a project team that consists of five designated individuals. Each person will have individual responsibilities such as recruitment, tracking and scheduling training, collecting and uploading of roster data, and working with ETP staff.

### **Marketing and Support Costs**

The National Immigration Forum is requesting 20% in support costs. The organization actively provides outreach and education on a variety of platforms including digital outreach through social media, websites, forums, and targeted emails. The organization also attends forums and events around the United States to advocate and advertise their program to potential employers where refugees, immigrants, and English language learners' makeup most of the workforce. This support cost will provide enhanced development of customized workplace development program that can tailor uniquely to an employer's specific needs.

### **Trainer Qualifications**

National Immigration Forum 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**

National Immigration Forum 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**

National Immigration Forum 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, National Immigration Forum is requesting to utilize 500 hours of employment during a period not to exceed 272 calendar days after completion of training.

### **Alternate Recordkeeping**

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

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

San Diego Community College and San Diego Continuing Education both located in San Diego, Cerritos College located in Cerritos, State Center Community College located in Fresno, Diablo Valley College located in Pleasant Hill, and San Francisco Community College located in San Francisco has been retained to provide English Literacy Skills, Digital Literacy Skills, and Workforce Preparation Activities training for a flat fee of \$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:

**Digital Literacy Skills**

- Learning Management System (LMS)
- Basic PC Usage and Navigation
- Contact the Help Desk
- Online Collaboration; Messaging with Instructor and Other Trainees.
- Computer Hardware - Devices
- Online Safety & Awareness

**English Literacy Skills**

- Vocational English as Second Language (VESL)
- Reading: Phonics, Phonemic Awareness, Fluency and Comprehension
- Writing: Spelling, Punctuation, Capitalization, Understanding, and Level Appropriate Composition
- Listening: Collocations, Vocabulary, Comprehension
- Speaking: Pronunciation, Stress, Intonation
- Level Appropriate Grammar
- Industry/Job Specific Vocabulary

**Workforce Preparation Activities**

- Critical Thinking and Problem Solving
- Workplace Communication
- Collaboration and Teamwork
- Time Management
- Processing and Analyzing Information

# Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: National Immigration Forum, Inc.

CCG No.: ET24-0168

Reference No: 22-0974

Page 1 of 1

ALPHABETIZE BY COMPANY NAME

Company: Everde Grower

Priority Industry? ☒ Yes ☐ No

Address: 1589 N. Main St.

City, State, Zip: Orange, CA 92867

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 850

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 1,711

Total # of full-time company employees in California: 1,400

Company: ISS (Guckenheimer @ Google)

Priority Industry? ☒ Yes ☐ No

Address: 345 Spear St.

City, State, Zip: San Francisco, CA 94105

Collective Bargaining Agreement(s): Yes

Estimated # of employees to be retrained under this Contract: 120

Small Business? ☐ Yes ☒ No

Total # of full-time company employees worldwide: 2,711

Total # of full-time company employees in California: 452

Company: T-Y Nursery, Inc.

Priority Industry? ☒ Yes ☐ No

Address: 19051 Anza Ave.

City, State, Zip: Torrance, CA 90503

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: 247

Total # of full-time company employees in California: 247



# UNITE HERE!

July 7, 2023

*Via certified mail: 7022 1670 0001 2652 8618*

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand that the National Immigration Forum is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations who will participate in this project is 120.

The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. Following ETP regulation 4404, the Notice of Intent contained information regarding the proposed training, the impacted employee population, the labor organization's 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 training period described above, concurs with the proposal, including the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided, 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,

Tony Semasko  
Contract and Grievance Officer

opeiu-29-afl-cio(51)jt

Anand Singh  
President

Tina Chen  
Secretary-Treasurer

Yulisa Elenes  
Vice-President

Chito Cuellar  
Vice-President





**June 29<sup>th</sup>, 2023**

**National Immigration Forum  
10 G Street, NE Suite 500  
Washington, DC 20002**

**RE: ETP Reference / ET Number22-0974  
Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: September 2023**

**CBA Represented Workers: Kitchen Worker and MK Worker**

**Dear Unite Here Local 2**

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:**

English at Work is an industry contextualized English language training designed for the workplace that has served over 2,000 employees across the country over the last 6 years. Using a blended learning model and lessons customized to the industry, participants learn new digital skills, and improve their English language and communication skills in a collaborative and supportive learning environment. By improving their language and core workplace skills, this program helps employees achieve their professional goals and growth within their companies. Building upon crucial skills needed to fill supervisory and managerial roles,

participants enhance their workplace vocabulary, improve teamwork and efficiency through strengthened communication, and strengthen their customer service skills.

The impacted population, Limited English Proficient employees, will attend live classes weekly, in person or remotely, for a total of 30 hours of instruction by an accredited community college instructor. They also complete an average of 20 hours of self-paced, online work with the guidance of their instructor. These activities and lessons build upon what's being taught in the classroom and provide an invaluable opportunity to build digital skills and comfort using technology.

The training embeds workforce preparation activities that build skills relevant to participant's jobs such as: critical thinking skills, digital literacy skills, self-management skills, understanding systems and working with others.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 120 kitchen and MK workers.

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 cursive script, reading "Jennie Murray". The signature is written in dark ink on a white background.



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Taylor Farms Pacific, Inc.**

**Contract Number: ET24-0152**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

### PROJECT PROFILE

Contract Attributes:	Retrainee HUA Priority Rate	Industry Sector(s):	Manufacturing (E)
Counties Served:	San Joaquin	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: 658	U.S.: 6,000	Worldwide: 6,000
<u>Turnover Rate:</u>	10%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$356,180

<b>Total ETP Funding</b>
\$302,220



**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	Digital Literacy Skills English Literacy Skills Math Literacy Skills Technical Skills Workforce Preparation Activities	365	8-200	0	\$828	\$15.50
				Weighted Avg: 36			

\*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 1</b>	
Managers/Supervisors	10
Operators	60
Warehouse Staff	95
Lead Staff	55
Production Staff	145

**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 1995 and headquartered in Tracy, Taylor Farms Pacific, Inc. (Taylor Farms) (<https://www.taylorfarms.com/>) is a producer of fresh-cut fruits, vegetables, meal kits and salad kits. Taylor Farms is ranked as the world's largest salad and fresh-cut vegetable processor. The company distributes their produce through third-parties such as Golden State Foods to several California school districts, hospitals, grocery stores, and chain restaurants, such as McDonald's and Chipotle Mexican Grill.

Taylor Farms focuses on innovation by consistently developing new products and improving production methods. Taylor Farms is committed to quality with products harvested, packaged and shipped at the peak of freshness.

## **PROJECT DETAILS**

This will be Taylor Farms fourth ETP contract, and the fourth within the last five years. The Company has added over 150 new employees in the past two years. Taylor Farms is located in a diverse area of the San Joaquin Valley and many employees, as well as new hires, have varying English as a second language proficiencies. In the manufacturing industry today, many pieces of equipment are highly sophisticated and computerized. Employees are sometimes overlooked for advancing to new jobs because they are not able to communicate effectively or are limited in operating equipment that requires reading, math and digital based proficiency. With almost 700 Full time employees, nearly half are in need of all of the literacy skills provided by this program, and need to incorporate that learning into job specific skills. Removing employees from their work schedule would not be possible without these funds.

These funds will be used to train employees in English literacy and digital literacy alongside learning technical skills. Manufacturing involves computerized equipment with English interface as well as processes that need to be learned in order to advance. These skills are important for the upgrading of skills, future promotions and wage increases.

As Taylor Farms has many cultures working closely together, there are often misunderstandings and a lack of team cohesiveness that could be rectified if there was a unified understanding of the English language. Training targeting literacy skills will allow employees to work independently as well as to communicate efficiently with other co-workers and managers. This will create an atmosphere conducive to teamwork, better communication and better retention and job value which will overall improve the company as a whole.

The training plan will place an emphasis on vocabulary used in the workplace and will be customized based on job functions. Employees who have a difficult time communicating with co-workers and understanding instructions have lower retention rates compared to those where an investment in training in literacy is made. It is Taylor Farms' expectation that the retention of employees receiving training will be some of the highest in the company. Taylor Farms is aiming to build the confidence of each employee so that they are willing to use the English language more confidently in day to day work.

Regular meetings will be held to discuss progress and successes. There will be celebrations for milestones and a living wall will be created that will provide congratulations, including gift certificates, swag material, candy and more. Front line managers will be given goals and rewards for reaching completion goals of their employees in training plans in 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.

Training curriculum will provide for each employee receiving at least 70% in English literacy and will be the focus of this project. All hours will be instructor led training. The training method will be Class/Lab/E-Learning.

Taylor Farms intends to prepare employees with the manufacturing related language skills and digital skills needed to expand their current job language skills. Activities and exercises include technical vocabulary, technical writing and as application skills.

The Training plans include the following:

1. Conduct assessment of employee English levels
2. Understand the goals of each employee in the ESL training and develop a success plan with each employee
3. English Vocabulary Building in the workplace
4. Technical Writing
5. Applications of training

**English Literacy Skills:** This training will be offered to all occupations. The training will cover various aspect of ESL and effective communication. This component will focus on improving participants' language skills, including listening and speaking, pronunciation, grammar, vocabulary and reading. All training is catered to individuals with limited English skills, helping them increase their language proficiency and fluency.

**Digital Literacy Skills:** This training will be offered to all occupations and will include comprehension, media forms and digital content.

**Math Literacy Skills:** This training will be offered to all occupations and will focus on math functions, real work math concepts and workplace math concepts.

**Technical Skills:** This training will be offered to all occupations and will include quality concepts, equipment operation, and equipment maintenance.

**Workforce Preparation Skills:** This training will be offered to all occupations and will include communication, best practices and team building.

**Impact/Outcome**

Taylor Farms' goal is for those who are able to master a higher level of proficiency to be able to test for ESL certification, which can allow them to work on obtaining a GED or take college classes.

**Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Taylor Farms has an annual training budget of approximately \$75,000 and focus on English literacy, digital literacy, math skills and workforce preparation activities. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The Company's team of managers along with a consultant will work cohesively to track goals, assign other support teams within the plant and ongoing management of training hours, while the Training Manager will be the point of contact for ETP scheduling meetings and monitoring. A quarterly ETP goal meeting of key coordinators will review progress and training executed, along with new training scheduled to meet the hours for success of the project.

Training will be provided internally by the Vice President of Quality Assurance and Food Safety, Staging Room and Data Systems Manager, and Data Analyst. A training vendor may be utilized in the future during the contract term.

**Trainer Qualifications**

Taylor Farms 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 Vice President of Quality Assurance and Food Safety holds a Doctorate Degree, and focuses on hands-on training for various company processes. The Staging Room and Data Systems Manager holds a Bachelor's Degree and is beginning courses for pursuing her Master's Degree. She has recently hired a Data Analyst who holds a Bachelor's Degree in Engineering. All three trainers hold positions which require them to conduct regular training for their teams and others within the company.

**Electronic Recordkeeping/LMS**

Taylor Farms 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.

**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) (\$ %)
ET23-0149	\$599,886	8/29/2022-8/28/2024	396	N/A	N/A	\$113,666 (19%)

Based on ETP Systems, 6,350 reimbursable hours have been tracked for potential earnings of \$113,666 (19% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August 2024.

The Company began training later than originally anticipated, however, they have earned 100% of their potential earnings in their previous contracts, and are confident they will have no issues reaching 100% for this contract term. There are several more completed training hours that have yet to be entered into ETP's tracking system.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0175 (COVID)	Tracy	9/26/2020-9/25/2022	\$200,000	\$200,000 (100%)
ET20-0306	Tracy	4/6/2020-4/5/2022	\$625,002	\$625,002 (100%)

### **DEVELOPMENT SERVICES**

Training Grants Intelligence Inc. (TGII), located in Redding, was retained to develop this project for a flat fee of \$7,200.

### **ADMINISTRATIVE SERVICES**

TGII 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**

- Digital Comprehension
- Media Forms
- Digital Content

**English Literacy Skills**

- Listening and Speaking
- Pronunciation
- Clear Speech
- Grammar and Vocabulary
- Reading
- Workplace Vocabulary

**Math Literacy Skills**

- Linguistics
- Math Functions
- Real World Math Concepts
- Workplace Math Concepts

**Workforce Preparation Activities**

- Communication
- Best Practices
- Teambuilding

**Technical Skills**

- Quality Concepts
- Equipment Operation
- Equipment Maintenance



## WORKFORCE LITERACY PILOT PROGRAM

**Training Proposal for:**

**UDW Resource Center**

**Contract Number: ET24-0164**

**Panel Meeting of:** August 25, 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:	San Diego, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No UDW/AFSCME Local 3930		
Turnover Rate:		≤20%	

### **FUNDING DETAIL**

<b>Program Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px; text-align: center;">\$96,600</div>	+	<b>Support Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px; text-align: center;">\$16,800 20%</div>	=	<b>Total ETP Funding</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px; text-align: center;">\$113,400</div>
In-Kind Contribution:	50% of Total ETP Funding Required			\$144,900

**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; Technical Skills; Workforce Preparation Activities	120	8-200	0	\$945	\$15.50
				Weighted Avg: 35			

\*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
IHSS Homecare Providers – Riverside	60
IHSS Homecare Providers – San Diego	60

**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 2022 and headquartered in San Diego, UDW Resource Center (UDWRC) (<https://sites.google.com/udwresourcecenter.org/udwrc/home>) is a workforce development center that provides organizing support, training and education, and the development of affordable housing for home care workers and family child care providers in the public and private sectors in Southern California. The Center was founded by UDW/AFSCME Local 3930 and represents In-Home Support Services (IHSS) providers who are publicly paid home care workers.

The center is committed to high road training programs that address equity, excellent public service, and career paths to stable permanent employment for IHSS workers. The center is seeing an increase in homecare providers that are lacking basic literacy skills that prevent them from excelling in the workplace and their careers. To address this, the UDWRC has created a workforce development program that provides workers with the skills deemed necessary by the California Department of Social Services to provide the highest level of service and support to its clients.

### **Union Support**

IHSS Homecare Provider trainees are represented by UDW/AFSCME Local 3930. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

In today's IHSS organizations, employers are seeing a significant increase in caregivers and providers that have a lack of basic literacy skills, whether it be English literacy, math proficiency, reading and writing comprehension, other technical skills, or a combination of all. This is causing many of these IHSS homecare providers to hit a glass ceiling and experience limited mobility in their career movement. To address this, UDWRC is partnering with the San Diego Community College to develop a literacy skills program that addresses deficiencies for these immigrant and English language learner employees in digital literacy, English literacy, Technical Skills, and Workforce preparation activities.

UDWRC's program will consist of vocational English as a second language program that adapts to today's rapidly evolving health and safety measures and the needs of IHSS recipients. This program will focus on the development of English literacy skills so that they can better serve and communicate with their clients. Communication is a tremendous barrier between patients and IHSS providers. Providers need to be able to advocate and communicate on behalf of their clients, and with limited English communication skills, their roles are diminished and quality of services provided often goes down.

Creating this vocational program fosters and builds the necessary skills, efficiency, and working knowledge for IHSS providers. This will create employees with better English skills, increase confidence, and increase access to opportunities for immigrant workers as English progression is closely correlated to more opportunities. Many IHSS workers with limited literacy skills are only able to work part-time and provide limited support to clients, and they are not given additional hours or made full-time due to their inability to communicate clearly and effectively. This program will eliminate that barrier and provide vital job security and growth.

## 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. Training will focus on the development of English speaking, writing, and reading comprehension. Topics include vocational English as a second language, understanding client needs and communication, and writing accurate and concise reports.

**Digital Literacy Skills:** this training will be offered to all trainees. Training will focus on basic computer skills, internet navigation, and using video conference platforms.

**Workforce Preparation Skills:** this training will be offered to all trainees. Training will focus on making sure trainees have a foundational skillset around workplace behavior and norms. Topics include customer service, developing relationships, and problem solving skills.

**Technical Skills:** this training will be offered to all trainees. Training will focus on safety and security of patient information and other important workplace documents or materials. Topics include developing standard safety and security procedures and proper usage and storage of equipment.

## Impact/Outcome

The completion of this literacy workplace skills training program will allow IHSS providers, who are primarily immigrant and refugee English language learners, the skills necessary to foster a more successful career path in homecare and/or healthcare support services. Trainees will no longer experience a glass ceiling and limited career opportunities due to their lack of English literacy skills. IHSS providers will have the ability to obtain full time employment, leading to higher pay rates and a better quality of life.

## Commitment to Training

UDWRC spends approximately \$100,000 annually on training and development. This training is provided as standard onboarding and basic skills training as required of all IHSS providers. This proposal will allow enhanced literacy skills development to ensure that all IHSS providers have a strong foundation to provide support and services as well as excel in their careers.

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

### ➤ Training Infrastructure

The training program will be overseen by the executive director along with six additional designated individuals who will assist in administering training, tracking hours, collecting rosters, and uploading training data into the ETP Cal E Force system. UDWRC has also retained the services of a third party administrator who will assist with the administration of this training proposal.

## Marketing and Support Costs

UDWRC is requesting 20% in support costs. This support cost will contribute to the continuing outreach and marketing of the training program to all IHSS providers. The organization currently conducts community outreach by advertising on social media, working with other government

agencies, attending fairs and sending email and mail fliers. For the first time ever, UDWRC will be engaging the San Diego and Riverside County Public Authority and other IHSS providers who have not been able to participate in a literacy skills workforce-training program. This will help other employers address and eliminate the barriers of various literacy skill deficiencies in their workforce.

### **Trainer Qualifications**

UDWRC 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 direct relevant teaching experience.

### **Tuition Reimbursement**

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

### **Alternate Retention**

UDWRC is also 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, UDWRC is requesting a retention of 500 hours of employment during a period not to exceed 272 calendar days after completion of training.

### **DEVELOPMENT SERVICES**

UDWRC retained Strategy Workplace Communications in Alameda to assist with development of this proposal at no cost.

### **ADMINISTRATIVE SERVICES**

UDWRC retained Strategy Workplace Communications in Alameda to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

San Diego Community College of San Diego has been retained to provide English Literacy Skills, Digital Literacy Skills, Technical Skills, and Workforce Preparation Activities training for a fee of \$72,000. 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:

**Digital Literacy Skills**

- Basic Computer Skills
- Software Program Data Entry
- Video Conference Platforms
- Email Account
- Internet Navigation

**English Literacy Skills**

- Vocational English as a Second Language (VESL)
- IHSS Job Specific Words, Phrases, and Abbreviations
- Understanding Verbal Directions And Instructions from Clients
- Asking Clarifying Questions
- Reading Signage, Work Procedures And Directives
- Filling Out Work Documents
- Communication Skills
- Effective Verbal And Written Communication Through Accurate And Concise Work
- Reporting
- Giving And Receiving Feedback And Evaluations
- Negotiating for Better Results
- Innovative Ways of Handling Complaints and Requests
- Reading Workplace Documents
- Communicate Effectively with Clients in Cases of An Emergency
- Responding To Client Concerns and Requests
- Identifying Client Needs
- Understanding Non-Verbal Communication
- Writing Accurate and Concise Reports
- Effective Verbal and Written Communication in English

**Technical Skills**

- Using and Maintaining New Equipment
- Safe Evacuation Procedures
- Understand Safety and Security
- Developing and Applying Security and Safety Standards and Procedures

**Workforce Preparation Activities**

- Cultivating Better Interpersonal Relationships
- Leadership Skills
- Developing Decision-Making Skills
- Recognizing Roles and Responsibilities of Team Members
- Assisting Customers as a Team
- Understanding and Recognizing Change
- Identifying and Applying Standards Established for Offices and Common Areas
- Developing Quality Measurements
- Understanding and Complying with Company Initiatives
- Applying Team Problem Solving Processes
- Applying Leadership Skills During an Emergency Situation
- Applying Team Problem Solving Processes During a Crisis Situation
- Supervisory Techniques
- Developing Better Employee Relations

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: UDW Resource Center

CCG No.: ET24-0164

Reference No: 22-1001

Page 1 of 1

ALPHABETIZE BY COMPANY NAME

Company: San Diego Public Authority	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 401 Mile of Cars Way, Ste. 200	
City, State, Zip: National City, CA 91950	
Collective Bargaining Agreement(s): UDW/AFSCME Local 3930	
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: 31,255	
Total # of full-time company employees in California: 31,255	
Company: Riverside Public Authority	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11070 Magnolia Ave.	
City, State, Zip: Riverside, CA 92505	
Collective Bargaining Agreement(s): UDW/AFSCME Local 3930	
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: 35,638	
Total # of full-time company employees in California: 35,638	



**FIGHTING FOR  
WORKERS AND  
OUR COMMUNITIES**

March 3, 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 UDW/AFSCME Local 3930 for the UDW Resource Center are writing on behalf of the UDW Resource Center 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 UDW/AFSCME Local 3930 because we believe in equality in the home care industry. We will be involved by supporting our affiliate. 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 have worked with the UDW Resource Center in the past on applying for grants provided through the California Workforce Development Board and we are confident that UDW Resource Center 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 grant.

We are available at [jlo@udwa.org](mailto:jlo@udwa.org) and 619-381-0052 to answer any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Joann Y. Lo".

Joann Y. Lo  
Director of Development & Strategic Initiatives  
UDW/AFSCME Local 3930  
4855 Seminole Dr.  
San Diego, CA 92115

**Date: March 3, 2023**

**UDW Resource Center  
4855 Seminole DR  
San Diego, CA 92115**

**ETP Reference / ET Number: APP-20213642**

**To: UDW/AFSCME Local 3930**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract/Revision: August 1, 2023**

**CBA Represented Workers: IHSS Providers**

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 is information regarding the training plan

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 120 IHSS Providers

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 cursive script, reading "Joann Y. Lo".

Joann Y. Lo  
Interim Executive Director  
UDW Resource Center





## WORKFORCE LITERACY PILOT PROGRAM

### Training Proposal for:

**Ly Brothers Corporation dba Sugar Bowl Bakery**

**Contract Number: ET24-0171**

**Panel Meeting of:** August 25, 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: 382	U.S.: 675	Worldwide: 675
<u>Turnover Rate:</u>	12%		

### FUNDING DETAIL

<b>In-Kind Contribution</b>
\$198,452

<b>Total ETP Funding</b>
\$192,280

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Digital Literacy Skills, English Literacy Skills, Technical Skills, Math Literacy Skills, Workforce Preparation Activities	220	8–200	0	\$874	\$15.50
				Weighted Avg: 38			

\*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
Mixer	55
Operator	40
Packer	50
Sanitation	25
Warehouse	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 1984 and headquartered in Hayward, Ly Brothers Corporation dba Sugar Bowl Bakery (Ly Brothers) ([www.sugarbowlbakery.com](http://www.sugarbowlbakery.com)) develops baked goods including Madeleines, Petite Palmiers, and Petite Brownie Bites. Ly Brothers distributes to grocers and supermarket chains (Safeway, Walmart & Kroger), warehouse clubs (Costco & Sam's Club) and food service institutions. Additionally, its products are sold across the US with international distribution in Mexico, Australia, Korea, Japan and Taiwan. ETP-funded training will be delivered at Ly Brothers headquarters' location in Hayward.

This is Ly Brothers' fourth ETP Contract, and it's fourth within the past five years as Ly Brothers are also requesting funds under a core project. Previous training focused on new topics in products, production processes and software updates. In this proposal, the training will focus on literacy in English, Digital Literacy, and Technical Skills necessary to understand new processes of equipment and troubleshooting techniques.

The Company also serves the underserved communities by working with the Employment Development Department (EDD), veteran's groups, Department of Family and Children Services, and working with the local community action groups to source employees of all backgrounds and nationalities.

### **Veterans Program**

Although Ly Brothers does not have a specific veteran's recruitment program in place, the Company does employ five veterans. It uses websites such as Indeed.com and a portal via EDD's Workforce Services Branch to recruit veterans, while also participating in veteran-job fairs such as Recruit-Military, The American Legion, and Vet-Jobs to attract and retain veterans.

## **PROJECT DETAILS**

Ly Brothers is a manufacturer of pastry items and was founded by two Vietnamese immigrants who arrived to the United States with little to no skills in speaking the English language. Working as dishwashers and gradually learning English, they completed their GEDs and earned Bachelor degrees while eventually purchasing the café bakery that they were employed by. Due to these experiences, Ly Brothers recognizes the difficulties for individuals within these demographics as they 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.

Currently, Ly Brothers employees approximately 220 employees (over half of the workforce) who speak a language other than English. This includes employees with background of Vietnamese, Cantonese, Cambodian, Burmese, Spanish, and Tagalog languages as a primary language.

Many of these individuals work in the warehouse/loader and packer positions. Due to the lack of English speaking skills, their opportunities for career advancement are extremely low. Often times, working in a close environment with a group, it is difficult to find an employee that speaks or understands the other employee's language. This challenge has led to misunderstandings and reduces their ability to perform as a team. Additionally, manufacturing involves computerized equipment with English interface as well as processes that need to be learned in order to provide enhanced services.

Recently, Ly Brothers added new products and lines with updated equipment such as new wrapping machines, Palmer Packaging machines, and sugar dusting equipment. Some of the new processes include Waste Reduction exercises, freezer utilization improvement, enhanced and repeatable employee and food safety training, and general-business training. The new equipment and processes are vital to providing enhanced services and require comprehension of English language.

### **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 conducted by in-house experts via Class/Lab and E-learning delivery methods in the following:

**English Literacy Skills:** Training will be offered to all occupations and include Listening and Speaking, Pronunciation, and Grammar and Vocabulary to increase employee's ability to understand work instructions and processes.

**Digital Literacy Skills:** Training will be offered to all occupations and include Interdependence, Social Factors, and Curations to increase the ability to understand digital content.

**Math Literacy Skills:** Training will be offered to all occupations and include Rephrasing Math Problems, Math Functions, and Workplace Math Concepts to help employee reduce the misunderstanding and error while reading and entering mathematical data.

**Technical Skills:** Training will be offered to all occupations and include Quality Concepts, Equipment Operation, and Equipment Maintenance to up-skill the trainee in manufacturing tasks.

**Workforce Preparation Activities:** Training will be offered to all occupations and include Communication, Best Practices and Teambuilding for improvement and efficiency in work related tasks that require teamwork.

### **Impact/Outcome**

Training targeting literacy skills will allow employees to work independently as well as to communicate efficiently with other co-workers. Literacy training will increase employee's ability to communicate audibly as well as to gain reading recognition of work schedules and work processes. In addition, training will lead to a strong career ladder, possible wage increases, build an internal succession plan, enhanced daily understanding, and troubleshooting capability as well as strengthen the Company's ability to offset capacity constraints in a quickly growing organization.

### **Commitment to Training**

The Company spends approximately \$50,000 annually in training in California and includes New Hire Orientation, Human Resources, Safety, required regulatory and OSHA 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 V.P. of Human Resources (dedicated administrator) will oversee the project. The Human Resource Manager, Plant Manager, Production Manager, and Quality Manager will work cohesively to track goals and assign other support teams within the plant while tracking the on-going management of training hours. The Human Resource Manager will be the point of contact for ETP scheduling meetings and monitoring oversee project administration. Additionally, Ly Brothers has hired Training Grants Intelligence, Inc. (TGII) as its administrative subcontractor.

#### **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.

The Company also certifies that the trainers are currently work in various management positions and hold a Bachelor's Degree with relative experience in training an adult population.

#### **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 \$ %
ET21-0126	Hayward	8/3/20 – 8/2/22	\$330,740	\$311,254 (94%)
ET19-0154	Hayward	8/6/18 – 11/3/20	\$253,760	\$253,760 (100%)

#### **DEVELOPMENT SERVICES**

TGII in Redding assisted with development of this proposal for a flat fee of \$5,000.

#### **ADMINISTRATIVE SERVICES**

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

#### **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Digital Literacy Skills**

- Familiarity with terms and common platforms
- Technical skills of various digital formats
- Finding digital information
- Evaluating digital information
- Creating digital information
- Communicating digital information
- Operate digital platforms
- General computer skills
- Adapting to technological innovations
- Terms with common digital media
- Knowledge of appropriate digital technologies
- Privacy

**English Literacy Skills**

- Vocabulary building for people and places
- Communicative structures for expression of opinions
- Asking for descriptions
- Workplace conversation
- Workplace vocabulary
- Basic listening comprehension
- Listening comprehension related to jobs
- English listening lessons (from basic to advanced levels)
- Descriptive language development of equipment use and functions
- Integrated interrogative and discourse use with targeted vocabulary and functions
- Language formation for instruction in, and explanation of basic equipment use
- Written communication tasks for task-oriented goals
- Comparative language

**Math Literacy Skills**

- Time, quantity, cost and numbering vocabulary
- Information gathering activities concerning time, place, cost and personal descriptions
- Buying and selling structures
- Requesting and giving the time
- Financial literacy
- Workplace measurements
- Add, subtract, multiply, divide

**Technical Skills**

- Quality concepts
- Equipment operation
- Equipment maintenance

**Workforce Preparation Activities**

- Communication
- Best practices
- Teambuilding



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**True Organic Products, Inc.**

**Contract Number: ET24-0178**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** N. Shafqat

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)
Counties Served:	Monterey	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 280	U.S.: 300	Worldwide: 300
<u>Turnover Rate:</u>	5%		

### FUNDING DETAIL

In-Kind Contribution
\$257,183

Total ETP Funding
\$208,495



**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, Workforce Preparation Activities	185	8–200	0	\$1,127	\$15.50
				Weighted Avg: 49			

\*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
Heavy Lifter	65
Operator	65
Technician	6
Warehouse	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 2003 and headquartered in Monterey, True Organic Products, Inc. (True Organic) ([www.true.ag](http://www.true.ag)) is a family-owned company that manufactures diverse and innovative organic fertilizers. Products range from dry, liquid, and custom blends that are designed to function in diverse geographic and environmental conditions. Customers include produce growers, nurseries, and feed stores. The Company's other locations include Helm and El Centro. ETP training will be delivered to trainees at its Helm facility.

This will be True Organic's third ETP-funded Contract, and its third within the last five years. In the previous project, the Company trained staff on new products, product lines, packaging, delivery systems, fleet vehicles, and a new facility along with new ERP software, Deacon. In this proposal, training will be focused on Literacy Skills since the Company is diverse and has approximately 185 employees with limited English-language skills. English as a second language (ESL) has been a great barrier for employees to excel in their work as employees. Often, working in a close environment with a group, there will be no employee that speaks the other person's language. This has led to misunderstandings and reduced employee's ability to work together as a team. Additionally, manufacturing involves computerized equipment with English interface as well as processes that is highly needed to be learned in order to advance in work place.

The Company also serves the underserved communities by working with the Employment Development Department (EDD), veteran's groups, Department of Family and Children Services, and with the local community action groups to source employees of all backgrounds and nationalities. True Organic also attends job fairs hosted by EDD, The American Legion, Department of Family and Children Services, DiversityX Career Fairs, and Veteran Spouse Career Fairs.

### **Veterans Program**

Although True Organic does not have a specific veteran's recruitment program in place, the Company employs several veterans that are included in all training efforts. The job opportunities for the veterans are directly posted on Indeed.com on Indeed Military, which provides tools for employers to connect with veterans and military spouses seeking employment. In addition, job postings are made within EDD that also markets to a host of diverse cultures including veterans. The Company participates in a variety of veteran-centered outreach (i.e. – veteran-job fairs, Recruit Military, The American Legion, and Vet Jobs).

## **PROJECT DETAILS**

Currently, True Organic has a training department enabled to provide ESL in a skills environment from training on equipment to safety to the employees facing communication barriers. The

Company also begun the process of selecting a third party to visit the site and assist with ESL along with digital skills. Due to Literacy training requirement, ETP funds are needed to fulfill the training goals and assist the employees to provide enhanced services and participate in promotional 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.

ETP training will be conducted via Class/Lab, E-Learning in the following:

**English Literacy Skills:** This training will be offered to all occupations on topics that include English listening Lessons, Vocabulary Development, Reading, Writing, and Discussion for efficient communication required at work.

**Digital Literacy Skills:** This training will be offered to all occupations on topics that include Online Research, Creating Digital Content, and Common Workplace Digital Platforms for accurate delivery of all work related tasks.

**Math Literacy Skills:** This training will be offered to all occupations on topics that include Counting, Estimating, Time, and Shapes, and Measurements to prevent misunderstanding and errors while performing work duties.

**Technical Skills:** Training will be offered to all occupations on topics related to Manufacturing Skills, which include Quality Concepts, Equipment Operation, and Equipment Maintenance to up-skill the trainee in manufacturing tasks.

**Workforce Preparation Skills:** Training will be offered to all occupations on topics related to Continuous Improvement, which include Communication, Best Practices, and Teambuilding for improvement and efficiency in work related tasks that require teamwork.

## Impact/Outcome

With ETP funds, training will result in achieving enhanced spoken, written, and reading and comprehension skills in the English language. The Company uses The Business Language Testing Service (BULATS) which assesses the test taker's English proficiency for a workplace setting. BULATS certificate contains three sections which include Reading and Listening, Reading, and Writing. Through successful completion of these courses, employee have the opportunity to achieve BULATS certificate which certifies the employee's ability to speak English at a business level.

Through this training, True Organic's employees will have the ability to advance in communication and remain competitive in a fast paced and challenging manufacturing industry by upskilling its workforce. The Company's after-training plan includes Linguistic, Cultural Diversity, and Inclusion training.

After training, True Organic will continue to provide training on safety, health, and environmental training. The Company anticipates that the training opportunity provided by ETP training funds will allow for an ongoing investment of training and upgrading its employees' skills.

## Commitment to Training

True Organic's annual training budget in California is \$50,000. The Company trains its employees in new-hire orientation, safety health, and federally regulated 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

True Organic's VP Human Resource (dedicated administrator) will oversee the project. The Company has a team of Managers and Supervisors for each department including Training Manager, HR Manager, Manufacturing Manager, Engineering Manager and Test Laboratory Manager who will meet regularly to review the progress of training and the collection of required documents to support the training. Additionally, it has retained a third-party subcontractor- Training Grants Intelligence, Inc. (TGII) to assist in the ETP administration of this project.

### Trainer Qualifications

True Organic 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 certifies that all trainers have a minimum of Bachelor's degree in related fields. Trainers also have over 4 years of experience and background in Management, Operations, Leadership, Retail, Warehouse Management, Manufacturing, and training staff.

### 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 an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0284	\$498,111	2/27/23 – 2/26/25	256	0	0	\$58,330.76

Based on ETP systems, 2,742.56 reimbursable hours have been tracked for potential earnings of \$58,330.76 (11% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through 11/28/2024.

### **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 \$ %
ET20-0333	Monterey	5/26/20 – 5/25/22	\$284,280	\$284,280 (100%)

**DEVELOPMENT SERVICES**

The Company retained TGII in Redding, CA to assist with development of this proposal for a flat fee of \$2,800.

**ADMINISTRATIVE SERVICES**

TGII was also retained 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**

- Use technologies to find, evaluate, create and communicate information
- Operate digital platforms
- Find, produce and share media
- Online Search
- Terms with common digital media
- Creating digital content
- Common Workplace Digital Platforms
- Privacy

**English Literacy Skills**

- Listening Comprehension Related to Jobs
- English Listening Lessons (from basic to advanced levels)
- Vocabulary Development
- Adult Vocabulary Development (Workplace)
- Adult Vocabulary Development (Digital)
- Adult Vocabulary Development ( Math)
- Reading, Writing, and Discussion
- Workplace Vocabulary

**Math Literacy Skills**

- Counting
- Addition of Three or More Numbers
- Addition of Larger Numbers
- Subtraction
- Subtraction of Larger Numbers
- Estimating, Time, and Shapes
- Measurements
- Money – recognize currency, coins.

**Technical Skills**

- Quality Concepts
- Equipment Operation
- Equipment Maintenance

**Workforce Preparation Activities**

- Communication
- Best Practices
- Teambuilding



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Center for Employment Training**

**Contract Number: ET24-0199**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

Contract Attributes:	New Hire Priority Rate	Industry Sector(s):	MEC (H) Construction (23) Healthcare (62)
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> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$402,822</div>	+	<b>Support Costs</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">           \$96,642            30%         </div>	=	<b>Total ETP Funding</b> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">\$499,464</div>
In-Kind Contribution:	50% of Total ETP Funding Required			\$1,222,000

**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	Priority Rate New Hire	Digital Lit. Skills, English Lit. Skills, Math Lit Skills, Technical Skills, Workforce Preparation Activities	126	8-200	0	\$3,964	\$15.50
				Weighted Avg: 139			

\*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
Business Staff	9
Construction Worker	88
Healthcare Worker	29

**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 1967 and headquartered in San Jose, Center for Employment Training (CET) ([www.cetweb.edu](http://www.cetweb.edu)) is an economic and community development corporation promoting human development and education by providing students with marketable skills training and supportive services. CET provides contextualized hands-on skills training in high-demand industries such as construction and healthcare throughout California. CET's training program is designed to serve the English Language Learner (ELL) community. Training will be for its ten campuses within California. This is CET's first ETP project.

## **PROJECT DETAILS**

CET has developed a training program focused on serving the ELL community and agricultural workers. All job training programs include industry-specific competency-based occupational training focused on strengthening literacy foundation for job related skills.

CET has identified that those in the ELL community and agricultural workers do not have the luxury and access to education. Training will allow partner employers opportunities for job creation and expansion within the next 12-24 months by providing fast-track contextualized hands-on skills training to the workforce to produce more qualified candidates within the employer's industry sector. By providing qualified candidates, CET enables employers to increase productivity by eliminating training underqualified individuals and decreasing the time of positional vacancies.

Training will vary depending on the employer and customized based on employers need. CET core participating employers under this proposal will be based throughout California. Training will 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.

CET has a long history of working with many employers over the last 55 years including providing literacy education and workforce development. These employers directly align with our training industry sectors and support our courses through voluntary services on our Technical Advisory Committee (TAC). The foundation of CET's purpose has been the concerted effort to support individuals with multiple barriers to employment and to connect graduates with permanent jobs available through hundreds of manufacturers and small business partners.

### **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.

CET creates individualized education plans, attain resources for barrier removal, and build employability skills through the job readiness program for enrolled students. CETs contextualized model uniquely caters to participants' needs and weaves basic skills and literacy components

throughout all hands-on training components. The proven model integrates skills training, basic skills instruction (including VESL), human development, job preparation, and job placement assistance conducted in a simulated work setting.

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 for Workers.

**English Literacy Skills:** Training will be provided to all occupations on Occupational English Literacy for Workers.

**Math Literacy Skills:** Training will be provided to all occupations on Math Literacy for Workers

**Workforce Preparation Skills:** Training will be provided to all occupations on Workforce Preparation including Occupational Customer Service Skills and Occupational Soft Skills for the Workforce

**Technical Skills:** Training will be provided to all occupations on Contextualized Occupational Skills.

### **Marketing and Support Costs**

CET partners with Local One-Stop Career Centers and Regional Workforce Development Systems. CET's employer based Technical Advisory Committees (TAC's), which includes leadership from labor unions, personnel associations, a vast array of community organizations and leadership from local community colleges will help refine job skills programs. CET will utilize TAC's meetings, employer engagement events, and workforce development meetings through WIOA to promote and discuss the benefits of literacy training within the workforce and best practices. CET conducts semi-annual participant and alums surveys, seeking participant feedback on the quality and student satisfaction of instruction, equipment, supplies, and career services. Both participant and employer feedback surveys are analyzed to determine where improvements to the Contextual Training Model design can be made (i.e., methods, approach, and evidence-informed process for continued success). Staff recommends 30% support costs to fund marketing efforts, new hire placement, and the recruitment of additional participating employers.

### **Impact/Outcome**

Trainees that complete the training will receive certificates of completion for each training course completed. Each course receives accreditation by the Council of Occupational Education (COE) and licensed by the Bureau for Private Postsecondary Education (BPPE).

### **New Hire Retention Modification/Incidental Placement**

#### **➤ Retention Modification**

CET is requesting 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.

➤ **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for the trainees in Job Number 1, not to exceed 25% of the total number of trainees retained in employment.

**Trainer Qualifications**

CET 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.

**Tuition Reimbursement**

CET 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 BPPE.

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

- Accreditation by the Council on Occupational Education (COE)
- Licensure by the Bureau for Private Post-secondary Education (BPPE)

**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**

CET has three dedicated administrators who will oversee the ETP project including scheduling training, collecting rosters, tracking hours and placements, conducting recruitment, and other internal administrative duties. Training will be delivered utilizing in-house trainers who are subject-matter experts.

**Electronic Recordkeeping/LMS**

CET will utilize an electronic record-keeping system to document ETP training which has been reviewed and approved by ETP.

**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**

- Digital Literacy for Workers

#### **English Literacy Skills**

- Occupational English Literacy for Workers

#### **Math Literacy Skills**

- Math Literacy for Workers

#### **Technical Skills**

- Contextualized Occupational Skills

#### **Workforce Preparation Activities**

- Occupational Customer Service Skills
- Occupational Soft Skills for the Workforce



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**La Mejor Inc.**

**Contract Number: ET24-0135**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### **PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 HUA	Industry Sector(s):	Retail (F)
Counties Served:	Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 41	U.S.: 41	Worldwide: 41
<u>Turnover Rate:</u>	5%		

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$71,092

<b>Total ETP Funding</b>
\$56,580

**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	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Workforce Preparation Activities, Technical Skills	41	8-200	0	\$1,380	\$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
Tortilla Manufacturing	5
Restaurant and Deli	27
Grocery Department	2
Bakery	3
Administration	4

**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 and headquartered in Farmersville, La Mejor Inc. ([www.lamejorinc.com](http://www.lamejorinc.com)) is a family-owned tortilla factory, Mexican market, taqueria, and bakery. The Company sells Mexican baked goods, tortillas, and Mexican food to Farmersville Unified School District, grocery stores, and walk-in customers. Training under this proposal will be for immigrants, refugees, and/or other English language learners for the Company's location in Tulare County. This is La Mejor Inc.'s first ETP project.

## **PROJECT DETAILS**

La Mejor Inc. is comprised of a diverse group of employees from various ethnic and educational backgrounds. Due to the COVID-19 pandemic, the Company began exploring other markets including school districts and local food banks in order to maintain sales margins and remain competitive. The Company has also expanded its restaurant and deli menus by introducing a greater variety of food products. The Company has standardized a training program focused on upskilling employee's language skillsets so that any barriers or skill deficiencies can be addressed to maximize each employee's performance. La Mejor Inc. has also invested over \$65k in new equipment including freezers and refrigerators, computer systems, and cash registers. Training under this proposal will ensure each employee is equipped with the necessary communication and technical skills to meet the growing demands.

Training may be contextualized to meet the need of each employee. 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. Participation in training will be taken into consideration during their annual employee evaluations. Current expansion in the restaurant, deli, and retail store will result in new jobs being created in the next two years.

### **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 Industry-Specific Communication, Reading, and Writing, Vocational ESL, and Reading Comprehension.



**Digital Literacy Skills:** Training will be provided to all occupations on Digital Literacy including Computer Essentials and Restaurant Management Software.

**Math Literacy Skills:** Training will be provided to all occupations on Math Literacy including Basic Math.

**Workforce Preparation Skills:** Training will be provided to all occupations on Workforce Preparation Activities training including Business Communication, Customer Service, and Bookkeeping.

**Technical Skills:** Training will be provided to all occupations on Manufacturing Practices and Production Operations.

### **Impact/Outcome**

Trainees will be offered certificates of recognition for each training course completed on the curriculum.

### **Commitment to Training**

La Mejor Inc. invests over \$72,000 annually in training including orientation and workplace safety. 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

La Mejor Inc.'s President, with the assistance of one staff member, will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics of training. The Company has also retained the services of an administrative subcontractor to assist staff to successfully complete this project. Training will be provided in-house trainers.

### **Trainer Qualifications**

La Mejor Inc. 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.

Trainers selected for this project have more than 10 years of experience teaching English Literacy Skills and the training curriculum is designed and tailored to each trainee based on a literacy analysis.

### **DEVELOPMENT SERVICES**

CALBEC Group in Clovis assisted with development of this proposal for a flat fee of \$7,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined.

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

Trainees may receive any of the following:

**Digital Literacy Skills**

- Accounting/Inventory Software
- Computer Essentials
- Financial Management System
- Microsoft Office (Beginning/Intermediate)
- QuickBooks
- Restaurant Management Software

**English Literacy Skills**

- Industry-Specific Communication, Reading and Writing
- Interpersonal Communication in English
- Reading and Writing Related to Workforce
- Reading Comprehension
- Problem Solving
- Vocational ESL
- Workplace Literacy on Technology (21st Century Learning)

**Math Literacy Skills**

- Basic Math

**Technical Skills**

- Cross-Training
- Food Processing
- Inventory Control
- Lean Procedure Practices
- Machine Maintenance
- Manufacturing Practices
- Process Improvement
- Production Operations
- Production Scheduling
- Restaurant Best Practices
- Troubleshooting
- Warehousing

**Workforce Preparation Activities**

- Business Communication
- Bookkeeping
- Business Fundamentals
- Conflict Resolution
- Customer Service
- Dealing with Difficult People
- Leadership
- Marketing/Sales Techniques
- Planning and Organization
- Time Management



## WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

**Vision Y Compromiso**

**Contract Number: ET24-0193**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### **PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Other (J) Services (61,71,72,81,92)
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		
Number of Employees in:	CA: 175	U.S.:180	Worldwide: 180
<u>Turnover Rate:</u>	26%	See Project Details Section	

### **FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$142,600

<b>Total ETP Funding</b>
\$142,600

**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	Dig. Lit. Skills, Eng. Lit. Skills, Workforce Preparation Activities	100	8-200	0	\$1,426	\$15.50
				Weighted Avg: 62			

\*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 Assistants	5
Lead Promotores	15
Project Coordinators	5
Promotores	75

**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, Vision Y Compromiso (VyC) (<https://visionycompromiso.org/>) is located in San Lorenzo. VyC is a national non-profit organization dedicated to improving the health and well-being of underrepresented communities. VyC is the only organization in California who provides comprehensive and ongoing leadership development, capacity building, advocacy training, and support to over 4,000 Promotores and Community Health Workers. Promotores are community connected leaders who serve typically low income individuals in both urban and rural communities. Training will take place at VyC's main location in Los Angeles and at the trainee's assigned location throughout California. This is VyC's first ETP Contract.

## **PROJECT DETAILS**

VyC is committed to providing each trainee with at least 70% of instruction hours of English Literacy Skills with contextualized information specific to the Promotores community work including spreadsheets, workplace communication, and expense tracking software based on the community programs VyC offers.

VyC is the largest Promotores-led organization in California and supports Promotores through authentic leadership building, workforce development, advocacy, and peer networking. Promotores share experience, language, and culture of the populations that they serve and provide services aimed at optimizing individual, family and community health outcomes by acting as an intermediary to help navigate the health system in areas such as mental health, emotional wellness, and vaccination campaigns. They also provide services for non-primary health such as enrollment services and caregiver training. They are able to reduce the barriers to education and services that are common for native-born and immigrant communities.

Many Promotores have limited English proficiency, limited technology skills, and limited job search and workforce readiness skills. VyC's training will focus on Promotores and will also offer training to Administrative Assistants, Lead Promotores, and Project Coordinators in English Literacy Skills, Digital Literacy Skills, and Workforce Preparation Activities. Training will help support trainees to continue and grow in their current positions as well as increase their ability to access future opportunities, and achieve higher wages with full-time positions with VyC as Lead Promotor/a, Project Coordinator, Trainer, and Regional Program Managers. Training will also provide opportunities to be hired by the health care providers and other allied health services they worked closely with during the duration of the project.

Based on the needs assessment VyC will utilize its existing curricula for workforce preparation/readiness training and will partner with the local Community College to provide customized English Literacy and Digital Literacy skills. Upon completion of training, training certificates will be provided.

## 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 delivered to all occupations and will focus on improving digital literacy skills. Training topics include Basic Computer Skills, Media Literacy, and Typing.

**English Literacy Skills:** Training will be delivered to all occupations and will focus on improving English literacy skills. Training topics include Articulating and Voicing.

**Workforce Preparation Activities:** Training will be delivered to all occupations and focus on preparing trainees for the workforce and promotions. Training topics include Problem Solving and Time Management.

## Impact/Outcome

Trainees will be able to gain skills towards upward mobility and mid-level careers.

## Commitment to Training

VyC's annual training budget is \$120,000. Training includes state-mandated training, legal compliance training, and new-hire orientation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

A Program Manager will oversee the Contract to help ensure training-delivery success. The Company has identified the Administrative Staff member to enroll trainees, schedule training, and gather training rosters to upload. ETP training will be delivered by certified in-house experts and vendors.

## Trainer Qualifications

VyC 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 Recordkeeping

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

## Professional Employer Organization

VyC represents that it uses the services of Paychex a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor's qualifications, and VyC will be held solely responsible for performance under the ETP Contract. This Proposal has been reviewed by ETP staff to ensure compliance with all applicable guidelines, and VyC has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with Paychex clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that VyC retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

## Turnover Rate

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover with evidence training will significantly decrease the turnover, or the employer experienced a singular reduction in workforce, or industry data supports a higher turnover rate. The Panel may, or may not choose to, impose a "turnover penalty" when the company crosses this 20% threshold. The turnover rate for 2022 was 26% and the current 2023 calendar year is 8%.

If the Panel chooses to impose a turnover penalty, failure to stay under a maximum rate will trigger forfeiture of 25% of the amount earned for each trainee. The maximum rate is typically 20%, as measured by turnover during the 12-month period preceding termination of the ETP Contract.

VyC Promotores are hired to work on project-based assignments paid for by grants or contracts that are usually awarded through a competitive process by federal, state, or local agencies such as US Health Resources and Services Administration; California Department of Public Health; CA Workforce Development Board; LA County Department of Behavioral Health; philanthropic foundations such as The California Endowment, The David and Lucile Packard Foundation, Santa Barbara Community Foundation; health plans such as Health Net and LA Care; or corporate funders such as PG&E and Pager Duty.

Awarded grants and contracts vary in duration from one month to several years with the average duration of 12 months. During 2020 through 2022, contract lengths varied considerably because funding was in response to an evolving crisis. Due to the COVID-19 pandemic, additional funds were made available from local, state, and federal government agencies as well as foundation endowments. The Contract length also depended on delays in receiving the awarding funds or extensions to the Contracts end date. As COVID-19 spread and communities of color in particular were disproportionately impacted, VyC submitted applications for funding to hire, train, and deploy Promotores to meet increased demand to serve primarily Spanish speaking communities.

As the funded projects ended, the Promotores were laid off resulting in a turnover rate of 16.5% for 2020 and high turnover rates for 2021 and 2022, 29% and 26% respectively. Beginning in 2023, to maintain the Promotores and limit the amount of layoffs, VyC tries to shift the affected Promotores from the ending contract to another current or upcoming contract. If the prior project or contract ends and VyC is not able to move the Promotores to new one, the Company will try to rehire them as soon as another opportunity becomes available. An example for retaining staff is that funding recently ended for 14 Promotores who were conducting door-to-door outreach and education to boost COVID-19 vaccine confidence among Latino parents of children 6 months to 12 years in Los Angeles County. After final reports were filed and funds were spent, VyC provided the Promotores gambling prevention/treatment program training and are now working on a research project with UCLA to share information, conduct screening and assessment, and refer families to a gambling prevention/treatment program. In addition, to minimize the turnover rate, VyC is also actively increasing the capacity of the Operations Department staff, improving internal tracking systems, developing a better understanding of Promotores' regional distribution, and creating short and longer-term work plans to enhance future planning so employees can remain employed. VyC is also researching and identifying additional core support and flexible multi-year funding opportunities to enhance the general operations and better support existing Promotores. The mentioned steps will enable VyC to anticipate project lifecycles more effectively and ultimately reduce the need for layoffs. This will also provide greater job stability, lower turnover rate, and opportunities for higher wages for the Promotores and all occupations.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Santiago Canyon Community College in Orange, has been retained to provide training Digital Literacy Skills, English Literacy Skills, and Workforce Preparation Activities at no cost.

Other trainers will be identified as they are retained.



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

Trainees may receive any of the following:

**Digital Literacy Skills**

- Accessing Health and Financial Information
- Basic Computer Skills
- Communicating with Others Digitally
- Company Time Management
- Completing Online Applications
- Email Communications
- Expense Tracking Software
- Formatting Documents
- Google Drive/Docs
- Know How to Open, Use, Close, Save and Locate Files
- Making Appointments
- Media Literacy
- Microsoft Excel
- Microsoft PowerPoint
- Searching the Internet
- Typing
- Understanding Spreadsheets

**English Literacy Skills**

- Advanced English Conversations and Socializing
- Advanced English Reading
- Articulating and Voicing
- Basic English Conversations and Socializing
- Basic English Reading
- Communication Skills
- Constructing Simple Sentences
- Formatting Sentences
- Grammar
- Intermediate English Conversations and Socializing
- Intermediate English Reading
- Interpreting Healthcare Words and Phrases
- Interpreting Signs, Patient Charts, Scheduling
- Numbers in English
- Sentence Structure
- Spelling
- Understanding Documents or Programmatic Scope of Work.
- Workplace Communication
- Writing
- Writing Basics: English Words

**Workforce Preparation Activities**

- Analyzing Systems and Critical Issues in Healthcare
- Basic Vocabulary related to the 11 Body Systems
- Building a Resume
- Career Pathways in The Healthcare Field
- Characteristics of Promotores
- Collaborating with Community Members and Other Community Resources
- Critical Thinking
- Problem Solving
- Roles and Responsibilities for Promotor Work
- Setting Goals
- Time Management
- Understanding Employment Laws
- Working in Teams



Retrainee-Job Creation  
**Training Proposal for:**  
**Alta Hospitals System, LLC**  
**Contract Number: ET24-0175**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate Retrainee Job Creation Initiative Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	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: 2,900	U.S.: 4,500	Worldwide: 4,500
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$908,642

<b>Total ETP Funding</b>
\$437,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	295	8-200	0	\$920	\$30.90
				Weighted Avg: 40			
2	Retrainee SET Priority Rate Job Creation Initiative Medical Skills Training	Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	120	8-200	0	\$1,380	\$18.78
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$30.90 per hour  
Job Number 2 (SET/Priority Industry/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 \$0.90 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$1.78 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse	\$40.00 - \$80.00	75
Licensed Vocational Nurse	\$28.40 - \$37.00	70
New Grad RN	\$30.00 - \$65.00	60
Therapist/Technician	\$30.00 - \$60.00	70
Social Worker	\$36.40 - \$40.00	20
<b>Job Number 2</b>		
Registered Nurse	\$36.00 - \$80.00	35
Licensed Vocational Nurse	\$17.00 - \$20.00	10
	\$20.01 - \$25.00	20
	\$25.01 - \$37.00	30
Therapist/Technician	\$25.00 - \$60.00	20
Social Worker	\$34.00 - \$40.00	5

## **INTRODUCTION**

Alta Hospitals System, LLC (Alta Hospitals) ([www.altacorp.com](http://www.altacorp.com)), founded in 1998 and headquartered in Santa Monica, operates a network of facilities in Los Angeles, Hollywood, Van Nuys, Norwalk, Culver City, Tustin and Bellflower. These acute care hospitals provide short-term inpatient and outpatient care for brief illnesses and quasi-residential cares for sub-acute patients on ventilators that are unable to transition to nursing homes or long-term care facilities. The Hospitals also offer pediatric care, gynecology, general surgery, orthopedic surgery, neurosurgery, skilled nursing, ambulatory urgent care, emergency services, intensive care, cardiology, rehabilitation and detoxification services, and acute psychiatric services. Alta Hospitals serve ethnically diverse communities; patients are 95% Medicare/Medi-Cal, with a large number of patients being underinsured and uninsured.

Alta Hospitals serves patients in Los Angeles County and surrounding areas and specializes in patients that have a range of health problems from acutely ill with an average length of stay between 3-5 days and those that are long term care in nature with stays over 21 days.

Alta Hospitals is a division of Prospect Medical Holdings, Inc. that also operates a number of primary and specialty clinics and hospitals in Connecticut, Pennsylvania, Rhode Island and New Jersey. There are five Alta Hospitals that will participate in this training proposal located in California (Los Angeles, Van Nuys, Hollywood, Norwalk and Bellflower); the majority of the training will take place in the Los Angeles and Bellflower facilities.

### **Veterans Program**

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

## **PROJECT DETAILS**

This is Alta Hospitals' fifth ETP Contract and the third in five years. In response to the changing inclination in the healthcare system both in the aftermath of the COVID-19 pandemic and in treating ongoing cases, Alta Hospitals has revised and adapted certain procedures and protocols in providing healthcare. Collectively, California hospitals averaged nearly 257,000 inpatient and four million outpatient visits each month. In the longer term, it is projected that hospitals in the state will experience significant downward pressure on revenue as more Californians shift from employer-based to public health insurance coverage. Meanwhile, absent additional public sources of funding, preparation for future pandemic and public health emergencies could add to underlying cost structures. These forces, along with ongoing pressure to reduce health system spending, will require hospitals to find new operational efficiencies to survive in a post-COVID-19 environment.

Amid the COVID Pandemic and its current and long-term effects on the health care industry, hospitals must continue to work to advance the technology and care they provide to patients. Alta Hospitals is implementing the following to enable the hospital to continue to provide the best quality, critical care to its patients.

- Since the COVID pandemic in 2020, Alta Hospitals has hired multiple New Grad RNs who have no clinical experience since training was all provided virtually. It is critical for Alta Hospitals to provide additional clinical training to its RN staff to ensure they have the knowledge and skills to become efficient in their job.
- Shared Governance: This new process will engage clinical nurses in decision making about the practice. The nursing staff will be responsible for implementing performance improvement projects for patient safety, unit improvement and patient/family education.

From this, Alta Newport will assess and implement supplemental education to clinical staff and evaluate to improve patient care.

- **Frontline Nurse Development:** This new initiative will provide new and supplemental skills for nurses to become preceptors and/or charge nurses. This training will be specific to helping these employees manage a team of nurses including conflict management as well as effective communication skills.
- **Purposeful Rounding:** This new initiative will provide extensive training on effective patient communication, patient safety, and on the six Ps (Pain, Pathway, Pump, Positioning, Personal belonging) to ensure exemplary patient care.

### **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 plans to hire 35 RNs, 60 LVNs, 20 Therapist/Technicians and 5 Social Workers (Job Number 2) during the term of this contract in response to the growing demand for the Company's services. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations to gain proficiency in the use and navigation of various software platforms used by Alta Hospital. New graduate RNs will be introduced and trained to the Hospital's Electronic Medical Records System.

**Continuous Improvement:** Training will be offered to all occupations and includes performance and quality improvement and all other training skills needed and required to meet the standards and requirements of the Joint Commission Accreditation.

**Medical Skills-Didactic:** Training will be offered to RNs, LVNs, New Grad RNs, and Therapists/Technicians. Trainees will receive medical skills training in a classroom setting, with New Graduate RNs receiving extended classroom series specific to caring for patients utilizing the new menu of patient services. Topics include prevention of hospital acquired infections, advanced cardiac life support, basic life support, code blue response & procedures, medical/surgical nursing, and patient assessment and care..

**Medical Skills-Clinical with Preceptor:** Training will be offered to New Graduate RNs who will receive an extended preceptorship in the unit that they will be assigned to prior to being authorized to work independently. Newly hired employees will also receive a limited number of hours of preceptorship in order to validate their skills until they demonstrate the level of care that Alta Hospital requires of all patient care staff.

### **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 under must earn at least the Statewide Average Wage at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries such as healthcare, up to 25% below the state average hourly wage. The Company requests this wage modification, from \$41.20 to \$30.90.

**Commitment to Training**

Alta Hospitals spends approximately \$500,000 annually for training and includes new hire orientation, mandatory training, and in-service medical skills training. The Company is committed to training its staff upon completion of the ETP program and will continue training to ensure competency and provide high-level healthcare.

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**

An Administrator will manage the overall project and work with the Company's third-Party Administrator and ETP for any monitoring visit needs. The Company has approximately four nurse educators who will provide training and documentation. Each facility maintains a Chief Nursing Officer and Education Staff that will manage rosters for each location and ensure rosters are sent to Training Funding Partners for processing.

**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 \$ %
ET21-0149	Los Angeles	09/08/20 – 09/07/22	\$425,040	\$425,040 (100%)
18CS-0082	Los Angeles	10/02/17 – 10/01/19	\$876,284	\$876,284 (100%)

**DEVELOPMENT SERVICES**

Training Funding Partners (TFP) in Fountain Valley assisted with development a flat fee of \$21,850.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Computer Skills**

- Patient Billing and Accounts Receivable
- Tracking Skills/ICD10 Coding Skills
- E-Med Order Entry Skills
- Electronic Medical Records Application Skills/Soarian System Skills
- Microsoft Office/Excel Skills (Intermediate and Advanced)

**Continuous Improvement Skills**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention
- 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
- 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
- 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
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of Aggressive Behavior
- 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
- 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
- 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

**Intensive Care Unit/Critical Care Unit Training**

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Care of Trauma Patient
- Management of the Renal Transplant Surgical 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 Renal Transplant Surgical Patient
- Oncology Nursing Skills

**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

**Special Care Unit Training**

- Patient Assessment and Care
- Critical Care Nursing Skills
- Ventilator & Tracheotomy Care
- Hemodynamic Monitoring
- Total Parenteral Nutrition
- COVID-19

**Telemetry Unit Training**

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring

- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Care if the Neurosurgical Patient
- Intravenous Therapy
- Oncology Nursing Skills



Retrainee-Job Creation

Training Proposal for:

**AppFolio, Inc.**

**Contract Number: ET24-0176**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Barbara, San Diego, 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: 990	U.S.: 1,688	Worldwide: 1,688
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$700,796

<b>Total ETP Funding</b>
\$424,166

**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; Management Skills	690	8-200	0	\$345	\$22.66
				Weighted Avg: 15			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills; Computer Skills; Management Skills	289	8-200	0	\$644	\$18.54
				Weighted Avg: 28			

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

**Minimum Wage by County:** Job Number 1: \$22.66 per hour for Los Angeles, San Diego and Santa Barbara counties; Job Number 2 (Job Creation): \$18.54 per hour for Santa Barbara and San Diego counties; and \$18.78 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
<b>Job Number 1</b>		
IT/Business Systems Staff	\$25.00 - \$128.75	70
Administrative & Compliance Staff	\$24.52 - \$185.10	85
Customer Support Staff	\$22.85 - \$25.00	40
	\$25.01 - \$138.82	145
Product Development Staff	\$29.30 - \$226.11	65
Engineering Staff	\$38.46 - \$180.29	55
Finance Staff	\$22.66 - \$25.00	20
	\$25.01 - \$216.35	35
Sales & Marketing Staff	\$22.85 - \$25.00	20
	\$25.01 - \$168.27	35
Manager/Supervisor	\$25.00 - \$200.00	120
<b>Job Number 2</b>		
IT/Business Systems Staff	\$25.00 - \$102.75	30
Administrative & Compliance Staff	\$18.54 - \$20.00	15
	\$20.01 - \$25.00	30
	\$25.01 - \$185.10	15

Customer Support Staff	\$18.89 - \$20.00	10
	\$20.01 - \$25.00	10
	\$25.01 - \$138.82	30
Product Development Staff	\$29.30 - \$226.11	25
Engineering Staff	\$38.46 - \$180.29	25
Finance Staff	\$18.54 - \$20.00	10
	\$20.01 - \$25.00	5
	\$25.01 - \$216.35	10
Manager/Supervisor	\$25.00 - \$180.00	55
Sales & Marketing Staff	\$22.85 - \$25.00	10
	\$25.01 - \$168.27	9

## **INTRODUCTION**

Founded in 2006 and headquartered in Goleta, AppFolio, Inc. (AppFolio) is a cloud-based software company that specializes in providing solutions for the real estate and legal markets. Product range caters to property management companies handling various types of properties, including single and multi-family residences, commercial properties, community associations, student housing, as well as solo legal practitioners and small law firms.

The Company has three facilities in California (Goleta, San Diego and Venice), and facilities in Texas and Massachusetts. The Goleta, San Diego and Venice facilities will participate in this proposal.

### **Veterans Program**

Although this project does not include a Veterans component, the Company encourages Veterans to apply.

## **PROJECT DETAILS**

This will be AppFolio's third ETP Contract and the third in the last five years. Prior training focused on new software and products developed by AppFolio that required training for staff to acquire skills, knowledge and proficiency to use and introduce to customers. The Company also trained employees in best business practices and customers service.

For this proposal, AppFolio must continue to train its workforce to operate, maintain, and support the Company's new products and software upgrades on existing ones that involve complex systems and sophisticated technology. Training will enhance job security, provide employees with the necessary tools to be successful in their jobs and contribute to the Company's success. To achieve these goals, AppFolio invests significantly in employee development, cultivating the talent required to deliver exceptional services and stay at the forefront of innovation, making them a clear choice for its customers.

Employees throughout the organization have access to tailored training and learning programs designed for both the entire workforce and specific employee audiences. In this ETP proposal, employees will receive training on new internal technology innovations, such as the AppFolio stack, the impact of Large Language Model AI (like ChatGPT) on user experience technology, and the newly installed Workday Learning software.

A deep understanding of AppFolio's business and strategic decision-making skills are vital for navigating the ever-changing environment and ensuring growth and scalability. The highly customized training aims to enhance employees' comprehension of AppFolio's financial and operational performance, empowering them to make essential strategic decisions for the business.

The proposal's training will specifically focus on creating a better learning and onboarding experience for new hires, enabling a seamless transition to confidently perform their job duties and resulting in higher retention rates. Additionally, the training aims to provide ongoing development throughout employees' careers, closely aligned with the evolving needs of the business.

### **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.

AppFolio is expanding its workforce to respond to a growing market and an expanding demand for its services. Therefore, the Company will hire 289 new employees (Job Number 2) at the Goleta, San Diego and Venice locations. In the last six months AppFolio hired 62 full-time employees and has hired a total of 80 full-time employees in California since the beginning of 2023. For this proposal, the Company estimates to hire 289 employees as part of the job creation component and plans to hire at an average of 13.76 hires per month, or a total of 165 new hires during the first year and approximately 124 more in the succeeding year. As of today's date, AppFolio employee count has increased by 218 employees since their last ETP contract.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations. Trainees will gain broader understanding of the business process, general financial and accounting knowledge, and specifics of the SaaS industry and the subscription-based business model which are essential to succeed in the technical industry.

**Computer Skills:** Training will be offered to all occupations. Trainees will receive highly technical skills to effectively use the Company's hardware and software programs as well as operation systems to provide efficient and effective customer service. Trainees will be trained on new internal technology innovation and gain proficiency in navigating specialized functional systems.

**Management Skills:** Training will be offered to Managers. Career growth for many knowledgeable workers takes the form of promotion into management roles. Training employees on management and leadership skills will ensure they have future opportunities for employment in management roles.

### **Green/Clean Operations**

AppFolio is committed to company growth, while also implementing Green/Clean technology. The Company offers software and solutions to help customers manage energy and water usage to save resources, time and money.

### **Alternate Recordkeeping**

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

## Commitment to Training

AppFolio has an annual training budget of approximately \$672,000 for all California facilities (Goleta, San Diego and Venice). Training consists of new hire orientation, mandated training, extensive and basic computer skills, leadership and product knowledge. Training is delivered via class/lab and GoToMeeting, and all training is both job specific and Company-wide.

ETP funds will not displace the existing financial commitment to training. After the completion of the ETP training, the Company will continue to provide its workforce the skillsets they need to develop and grow within the Company. Enhancing employee's skills will create additional sales, increase profits and business growth.

### ➤ Training Infrastructure

Training will begin upon Panel approval. The Sr. People Development Manager will oversee all project administration. AppFolio has designed a team that includes a Director of Learning & Development, a Learning & Development Senior Manager and a Senior Learning & Development Coordinator at each location to oversee ETP training and administrative responsibilities. The Company has also retained a third party to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

AppFolio has adopted a hybrid workplace model where employees are expected to be in the office several days per week, with the option to be flexible on working remotely on the other days. With this model, AppFolio offers a combination of virtual instructor-led training and in-person training. The in-person trainings are coordinated centrally by Learning & Development staff and is supported in local offices by Human Resources & team members from each facility.

## ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0110	\$429,410	08/20/21 – 08/19/23	1,072	787	\$432,710 (100%)

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0345	Goleta	12/10/18 – 12/09/20	\$273,832	\$273,832 (100%)

## DEVELOPMENT SERVICES

Aescher Consulting in Pasadena assisted with development at no cost.



## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Agile Processes
- Ally Skills
- Authentic Leadership
- Business Acumen
- Business Development
- Career Development
- Change Management
- Client Services
- Coaching Skills
- Collaboration
- Communication Skills
- Communication Styles
- Conflict Management
- Continuous Improvement
- Customer Care
- Customer Experience
- Customer Success
- Delegation
- Difficult Conversations
- Effective One-on-Ones
- Emotional Intelligence
- Employee Engagement & Action Planning
- Engineering & Product Training
- Engineering & Product Onboarding
- Engineering Academy
- Financial Acumen
- Goal-Setting
- Growth & Partnerships
- Industry Trends
- Innovation
- Interviewing Skills
- Leadership Styles
- Leading Teams
- Market Validation
- Marketing Operations
- Marketing Skills
- Meeting Management
- Networking
- Organizational Acumen
- Personal Productivity
- Presentation Skills

- Product Management Skills
- Product Training
- Productive Interactions
- Project Management
- Quality Assurance
- Saas Business
- Sales Operations
- Strategic Planning
- StrengthsFinder
- Team Strengths
- Time Management
- Understanding AppFolio
- User Experience
- Value Added Services
- Vision and Values
- Web Operations

**Computer Skills**

- Administrative Software
- Adobe Suite
- ADP
- Apple Software
- Billing and Internal Apps
- Business Systems
- Convercent
- Coupa
- Customer Experience Software
- Customer Success Software
- Expensify
- Facilities Software
- Finance Software
- Google Suite
- How to Release APM
- HTTP and Web Authentication
- HR Software
- IT Software
- JavaScript
- Jhana
- Jobvite
- KnowBe4
- Learning Management Systems
- MacOS Basics
- Marketing Systems & Software
- Marketo
- Mobile Devices
- Modern Health
- Okta
- Peakon

- React
- Ruby and Command Line Basics
- Ruby on Rails
- Rubymine
- Sales Software
- Salesforce
- Slack
- Skilljar
- SQL
- Tenant Transactions
- Navan
- Workday
- Zoom

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

- Coaching
- Engineering Management
- General Management
- Leadership Series
- Managing @ AppFolio
- Manager Workshop Series
- Performance Management
- Sales & Marketing Management



Retrainee-Job Creation  
**Training Proposal for:**  
**Browning Contractors, Inc.**  
**Contract Number: ET24-0166**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET HUA Job Creation Initiative Priority Rate	Industry Sector(s):	Construction (C)     Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	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: 222	U.S.: 222	Worldwide: 222
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$335,233

<b>Total ETP Funding</b>
\$244,720

**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 SET HUA	Business Skills, Comm'l Skills, Computer Skills, OSHA 10	216	8-200	0	\$920	\$17.00
				Weighted Avg: 40			
2	Priority Rate Retrainee SET HUA Job Creation Initiative	Business Skills, Comm'l Skills, Computer Skills, OSHA 10	50	8-200	0	\$920	\$17.00
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry/HUA): \$17.00 per hour for Fresno County

Job Number 2(SET/Priority Industry/HUA/Job Creation): \$17.00 per hour for Fresno County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Numbers 1 and 2</b>		
Administration	\$20.00 - \$25.00	11
	\$25.01 - \$70.00	6
Concrete Finisher	\$26.00 - \$26.00	2
Driver	\$19.00 - \$20.00	5
	\$20.01 - \$25.00	2
Laborer	\$19.00 - \$20.00	63
	\$20.01 - \$25.00	47
	\$25.01 - \$33.00	5
Lead	\$25.00 - \$50.00	15
Mechanic	\$30.00 - \$33.00	7
Operator	\$20.00 - \$25.00	41
	\$25.01 - \$40.00	19

Pipe Layer	\$22.00 - \$25.00	14
	\$25.01 - \$30.00	11
Welder	\$21.00 - \$25.00	2
Wire Puller	\$19.00 - \$20.00	3
	\$20.01 - \$25.00	9
Yard Crew	\$17.00 - \$20.00	4

## **INTRODUCTION**

Founded in 1990 and located in Fresno, Browning Contractors, Inc. (Browning) ([www.bcfresno.com](http://www.bcfresno.com)) is a private contractor providing services including: Wet Utilities, Dry Utilities, Street Lights, Fiber Optics, and Wire Pulling for residential, commercial and public works projects. Browning's customers include government jurisdictions and agencies, as well as commercial and residential property owners and tenants. This will be Browning's first ETP Contract.

### **Veterans Program**

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

### **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 increased business demand, Browning has maintained a steady hiring pace over the past year. The Company has hired approximately 96 new employees over the past 12 months, 40 of which were brought onboard during the first six months of this year. The Company expects this pace to continue and plans to hire at least 50 additional employees over the next 12 months.

Browning is in the process of expanding its customer base and expects to increase revenue by 25% over the next two years. In this proposal, Browning has committed to hiring 50 new employees across all occupations (Job Number 2) to support the Company's anticipated growth. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## **PROJECT DETAILS**

As a provider of services associated with wet and dry utilities, fiber optics and complex wiring, Browning must constantly ensure the health and safety of its workforce. This line of work requires specialized equipment and certifications, and is heavily regulated due to safety concerns. In addition to the Company's normal comprehensive training practices, the COVID-19 pandemic ushered in an additional layer of safety prevention measures. Browning must improve best practices, trenching and installation methods, and equipment skills for workers assigned to all jobsites. The Company believes the proposed training will help employees deliver service more effectively and mitigate the hazards that workers typically encounter.

In addition to technical skills training, Browning will also place an emphasis on business administration improvements in the areas of customer service, sales, project management,

accounting, problem solving and teamwork. The proposed training will focus on upgrading the skills of Browning's existing workforce, integrating new employees, and implementing process improvements to enhance organizational efficiency.

## **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and focus on Best Practices, Customer Service, Communication, Team Building, Problem Solving and Frontline Leadership.

**Commercial Skills:** Training will be offered all occupations. These modules will cover industry-specific technical and safety skills including Confined Space, Trenching/Excavation, Ladder Safety, Digger Derrick/Crane Operation, Injury and Illness Prevention, Forklift Operation and Fire Prevention.

**Computer Skills:** Training will be offered to all occupations. Employees across all departments will learn to work more efficiently through the use of software tools to manage inventory, execute billing, and track time accurately.

## **Certified Safety Training**

**OSHA 10:** This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Training will be offered to Laborers, Leads, Mechanics, Operators, Wire Pullers, and Yard Crew.

## **Safety Training Limitation**

Safety is intrinsic to the nature of Browning's business; and in accordance with Title 22, CCR, Section 4420.5(d), the Company is not subject to the safety training limitation per trainee.

## **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).

### **➤ HUA**

In addition, all trainees in Job Numbers 1 and 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. The Company's location in Fresno County is in an HUA. 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 a HUA modification from \$30.90 to \$17.00 per hour for the trainees in Job Number 1. Approximately 185 trainees in will need the HUA wage modification. The trainees in Job Number 2 will be held to the Job Creation post-retention wage, which is also \$17.00 per hour.

**Alternate Recordkeeping**

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

**Commitment to Training**

Browning provides an estimated \$500,000 in training annually and includes new employee onboarding, industry regulated/mandated training, and basic on-the-job skills. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The Jr. Controller will oversee all project administration. The Construction Manager, Project Manager, Job Site Superintendent and Assistant Project Manager will coordinate the scheduling, tracking, and documentation of training. Browning has also retained an outside administrative consultant to ensure that all training meets ETP requirements. Training will be delivered by in-house experts and vendors as needed. Training will take place at the Company's facility in Fresno. Browning has a training schedule in place and is prepared to commence training upon contract approval.

**DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Adapting to Procedure Changes
- Best Practices
- Business Development Techniques
- Coaching
- Customer service
- Effective Communications
- Financial Management
- Frontline Leadership Skills
- Handling Customer Complaints
- Internal Accounting Procedures
- Letter/Email Writing
- Motivation
- People Skills
- Process Implementation
- Problem Solving & Decision Making
- Project Management
- Sales Coaching
- Standard & Reporting Requirements
- Team Building

**Commercial Skills**

- Are You Living Dangerously on the Job
- Confined Space
- Contractor Be Aware
- Damage Prevention
- Defensive Driving
- Digger Derrick/Crane
- Electrical Safety
- Emergency Evacuation
- Fire Prevention
- Flagging
- Forklift Operator
- Heat Illness
- Hep B Training
- IIPP and Safety Data Sheets
- Ladder Safety
- Lockout/Tagout
- Material Safety Data Sheet Training
- Operator Certification
- Operator Refresher
- Pedestrian Forklift

- Personal Protective Equipment (PPE)
- PG&E - Gas Certifications
- Respirator FIT Test
- Silica
- Slip, Trip, and Fall
- Small Hand Tools
- So Cal Gas Certifications
- Trenching/Excavation
- Valley Fever

**Computer Skills**

- BambooHR - Training and Inventory
- Foundation Software (Accounting) – Billing
- Microsoft Excel (Intermediate/Advanced)
- ExakTime (Time Record Keeping)

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

- OSHA 10



Retrainee-Job Creation

**Training Proposal for:**

**Fresno Skilled Nursing & Wellness Centre, LLC dba  
Healthcare Centre of Fresno**

**Contract Number: ET24-0157**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA Medical Skills Training SET	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	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: 205	U.S.: 205	Worldwide: 205
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$452,500

<b>Total ETP Funding</b>
\$336,260

## **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 Medical Skills Training	Business Skills Computer Skills Continuous Improvement Medical Skills (Didactic) Medical Skills (Preceptor)	75	8-200	0	\$1,012	\$30.90
				Weighted Avg: 44			
2	Retrainee Priority Rate SET Medical Skills Training HUA	Business Skills Computer Skills Continuous Improvement Medical Skills (Didactic) Medical Skills (Preceptor)	130	8-200	0	\$1,012	\$18.00
				Weighted Avg: 44			
3	Retrainee Job Creation Priority Rate SET Medical Skills Training HUA	Business Skills Computer Skills Continuous Improvement Medical Skills (Didactic) Medical Skills (Preceptor)	80	8-200	0	\$1,610	\$18.00
				Weighted Avg: 70			

\*Post-Retention Wage is the Contractual Wage.

### **Minimum Wage by County:**

Job Number 1 (SET/Priority Industry): \$30.90 per hour in Fresno County.

Job Number 2 (SET/HUA): \$18.00 per hour in Fresno County.

Job Number 3 (SET/Job Creation): \$18.00 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

\$2.29 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>		
Resident Nurses	\$38.00 - \$45.00	15
Licensed Vocational Nurses	\$28.61 - \$40.00	25
Certified Nursing Assistants	\$28.61 - \$30.00	5
Medical Staff (Therapists, Dieticians)	\$28.61 - \$38.00	14

Support Staff	\$28.61 - \$30.00	10
Team Leads (Floor Leads, Vocational Leads, Frontline Shift Supervisors)	\$28.61 - \$50.00	6
<b>Job Number 2 (HUA)</b>		
Certified Nursing Assistants	\$18.00 - \$20.00	25
	\$20.01 - \$25.00	30
Licensed Vocational Nurses	\$21.00 - \$25.00	10
	\$25.01 - \$28.38	5
Medical Staff (Respiratory Therapists, Dieticians)	\$21.01 - \$25.00	10
	\$25.01 - \$28.36	6
Support Staff	\$18.50 - \$20.00	20
	\$20.01 - \$25.00	17
	\$25.01 - \$28.00	3
Team Leads (Frontline Shift Supervisors, Floor Leads)	\$21.01 - \$25.00	2
	\$25.01 - \$28.38	2
<b>Job Number 3 (Job Creation - HUA)</b>		
Resident Nurses	\$35.00 - \$45.00	20
Certified Nursing Assistants	\$18.00 - \$20.00	10
	\$20.01 - \$25.00	10
Licensed Vocational Nurses	\$25.01 - \$35.00	25
Support Staff	\$18.50 - \$20.00	2
	\$20.01 - \$25.00	3
	\$25.01 - \$28.00	2
Medical Staff (Respiratory Therapists, Dieticians, Vocational Therapists)	\$28.61 - \$35.00	3
Team Leads	\$25.01 - \$45.00	5

## **INTRODUCTION**

Located in Fresno, California, and founded in 2014, Fresno Skilled Nursing & Wellness Centre, LLC dba Healthcare Centre of Fresno (Fresno Skilled Nursing) (<https://www.fresnonursing.com/>) is a care facility that provides several healthcare services to patients that include post-acute care, rehabilitative services, IV Therapy and skilled nursing services with the goal of creating full service healthcare options for patients leaving a hospital environment through returning to home. The Company is building out positions within its facility that will support partnerships with local hospitals which will require 80 new full time employees. The Company's facility is located in a high unemployment area.

Fresno Skilled Nursing offers skilled nursing and rehabilitation services to seniors and other residents in need of 24-hour care. As a smaller community, the Company is able to offer more personalized care and attention to patients during their stay. Customized meals, engaging activities, and Happy Hours are incorporated to enhance the experience of the guests.

A common group of investors holds a majority investment (approximately 60%) of Fresno Skilled Nursing and other Wellness Centers throughout California. Although there is a common ownership association with the Centers, each facility has a separate CEAN and operates independently. Kings Healthcare & Wellness Center \$499,560; Alhambra Healthcare & Wellness Centre, LP \$393,185; Santa Ana Healthcare & Wellness Centre, LP \$377,200; Anaheim Point Healthcare & Wellness Center, LP dba Windsor Gardens Healthcare \$251,390 were approved in the prior fiscal year (22/23) and considered a separate contractor for ETP funding purposes.

### **Veterans Program**

Fresno Skilled Nursing has created a marketing campaign targeted at and giving preference to Veterans. The Company has partnered with "Hire a Vet, Troops to Trades," which is a local organization that aids in placing local veterans. A large military and ex-military demographic exists in the Central California market. Fresno Skilled Nursing would like to hire and train those members of the military, and plans to hire 15 Veterans within the next 12 months.

### **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

Fresno Skilled Nursing lost many workers during the pandemic and has created both recruiting and training programs to attract new healthcare workers into the industry. In addition, continued legislative changes to the Affordable Care Act along with other industry changes such as Centers for Medicare & Medicaid Services (CMS) are all driving significant changes affecting the staffing. Fresno Skilled Nursing faces the same challenges that many medical, skilled nursing companies face, including staffing shortages, enhanced quality focus, increased patient demands, cost and billing models based on better efficiency, shorter hospital stays, reduced hospital readmissions, and higher levels of acuity-effectively creating converging levels of care; all with a higher level of compliance and accuracy. These issues are in addition to an ever-growing elderly population. By 2025, it is estimated that there will be one senior potentially in need of health care to every two working people. This impact on health care services, along with the continually changing legislation and regulatory demands creates significant need to hire additional staff and keep pace with training and development.

The Company will hire 80 new employees (Job Number 3). This projection represents large percent of current workforce number. Over the last 6 months, Fresno Skilled Nursing has hired 64 new employees, and plans to hire an additional 60 employees over the next 12 months.

### **PROJECT DETAILS**

This will be Fresno Skilled Nursing's first ETP Contract. The Company's new employees range in skillsets, from having no healthcare education or skills to limited skills. Training programs are in place that allow new hires to move from entry level healthcare into a Licensed Vocational Nurse (LVN) or Resident Nurse (RN) position in coordination with local Community College programs. Expanded services including IV therapy, Parenteral Nutrition and Post-Operative care, require extensive training. Specifically, the Centers for Medicare and Medicaid Services (CMS) integration of the industry, along with its 5 star rating system and competency based skill criteria model, create the need for significant medical skills training for the RNs, LVNs, CNAs (Certified Nursing Assistants) and Therapists. Additionally, Antibiotic Stewardship training is needed that is designed to improve quality of patient care by reducing antibiotic resistance and misuse.

As Hospitals are tasked with the overall cost and experience of patient care, post-acute providers (PAC), such as Fresno Skilled Nursing, play an essential role in ensuring that patients receive the necessary care to heal and have a smooth transition back to a community-based setting, typically after discharge from a hospital. The industry faces competing needs, including improving patient experience, quality and satisfaction, improving the health of populations, and reducing the per capita cost of health care. PAC's have been identified as accounting for 76% of the variation in cost for Medicare spending, and as such have been a target for improvement in overall quality, process efficiency, systems, reporting, and skill level.

Like many areas of the country, the aging population in Fresno plays a significant role in the need for change. The Medicare/ Medicaid cost models, along with consumers becoming responsible for a growing percentage of cost of health care, long term care and in some cases skilled nursing, an even greater emphasis is put on SNF and PAC's to create value for all customers along the value stream and supply chain. Companies such as Fresno Skilled Nursing hold an important role in creating quality of care, efficiency of care and cost mitigation.

Another significant change in the Central Valley area that also impacts Fresno Skilled Nursing are the significantly growing numbers of Medicaid/Medicare patients discharged to the facility. The growing geriatric patient number has grown on average 125% and the number of facilities has not increased with demand. Furthermore, the cost modeling issue in this region has been in flux. Recently, there has been a movement to create preferred provider networks to cope with the increased demands for quality, efficiency, reduced costs and stability. Fresno Skilled Nursing works with several regional hospitals to provide post-acute cardiac and rehabilitation care in the valley. This partnership creates a need for a host of competency skill training for all medical job classifications, along with tactical upgrades with enhanced and expanded Electronic Medical Records software and procedures that align with the local hospitals' cardiac and primary care physicians. The end result of this partnership is a 25% increase in patient volume within the next 12-18 months that will cumulate to 40-50% over the next 3 years. The region continues to be challenged by a shortage of medical professionals and the SNF, PAC and IRFs continue to be dependent upon training, and specifically developing CNAs and supporting that training effort through the LVN ranks.

The training plan outlined in this proposal aligns with both the need for Fresno Skilled Nursing to meet its growth needs and develop highly skilled and professional medical and support staff.

## Training Plan

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

**Medical Skills:** (Preceptor & Didactic) This training will be offered to CNAs, LVNs, 30 RNs, and other medical staff (Therapists, Dieticians and Respiratory) and will include medical skills training within the Didactic or Clinical Preceptor areas based on needs and job functions. Course topics will include Body Mechanics, Change of Condition Management, Advanced Assessment Skills, Functional Mobility and Ambulation, Therapeutic Safety, and Clinical Certification Skills.

**Business Skills:** This training will be offered to Team Leads and Support Staff and will include course topics such as Communication, Client Relations, Employee Engagement, and Medical Report Terminology.

**Computer Skills:** This training will be offered to all occupations and will include course topics such as Electronic Medical Records Application Skills, Patient Services Billing Software and Point Click Care (PCC) Software).



**Continuous Improvement:** This training will be offered to all occupations and will include course topics such as Clinical Services System Management, Mobility Skills, Culturally Appropriate Care, and The Five Star Rating System.

### **Commitment to Training**

Fresno Skilled Nursing's current annual training budget is \$335,000. ETP will augment current training processes and will allow the company to train unskilled or semiskilled new hires and prepare them for a career in healthcare. This will include all foundational training and advanced training in both Clinical and Didactic Medical skills, as well as administrative, patient care and medical record documentation. 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

Fresno Skilled Nursing will have assistance from subcontractor to help facilitate administration of the contract. The plan includes monthly progress meetings to go over progress, issues, and compliance. Human Resources Coordinator, Training Development Manager, Human Resources Assistant, and Subcontractor, will be responsible for overseeing all aspects of the contract and will have assistance of two staff members who will manage internal administration.

A team of five internal instructors have been identified to conduct the training sessions, in conjunction with external training vendors. Fresno Skilled Nursing will ensure that all training from third party training vendors adheres to ETP requirements. The HR Coordinator will be responsible for collecting rosters at the training site. The coordinators will also ensure training is being completed on a daily basis, reporting back to Human Resources Assistant. The Company has a proven track record for training and trains on average of 13,000 hours per year. The training schedule of courses are planned in advance, and scheduled on a weekly basis.

### **Special Employment Training**

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

#### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90) for trainees in Job Number 1. The Company requests this modification.

In addition, all trainees in Jobs 1 - 3 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's sole location in Fresno is in an HUA.

Approximately 210 trainees, including Certified Nursing Assistants, Dieticians, Respiratory Therapists, Licensed Vocational Nurses, Team Leads (Frontline Shift Supervisors, Floor Leads) and Support Staff, will need the 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. Fresno Skilled Nursing requests the HUA wage Modification from \$30.90 to \$18.00 for Job 2 (130 Retrainees), and \$18.54 to \$18.00 for Job 3.

### **Temporary to Permanent Hiring**

The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 3). 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 2 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.

### **Impact/Outcome**

Certifications for 5 star patient care, Certified Nursing Assistant and other certifications in Clinical and Didactic training completions, in coordination with Community College courses, can lead to Licensed Vocation Nurse Certification.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$23,000.

### **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**

Premier Pharmacy Services in Baldwin Park has been retained to provide training for a fee of \$10,000.

Core Analytics Laboratory in Van Nuys has been retained to provide training for a fee of \$7,500.

Ramat Durable Medical Equipment in Los Angeles has been retained to provide training for a fee of \$7,500.

Other trainers will be identified as they are retained.

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Communication
- Coaching for Team Leads
- Client Relations
- Employee Engagement
- Billing process
- Appointment Scheduling
- Medical Report Terminology

#### **Computer Skills**

- Electronic Medical Records Application Skills
- Patient Services Billing Software
- PCC (Point click Care) Electronic Tablet for Bedside Charting
- PCC Electronic Medical Records CRM (Customer Relationship Management)
- PCC Clinical Key Performance Indicators

#### **Continuous Improvement Skills**

- Administration
- Medical Records
- Customer Service
- Communication Skills
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Incident/Accident Management
- Resident Centered Care
- Mobility Skills
- Documentation
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- The Five Star Rating System

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

- Administration of Antimicrobial Agent (ABT)
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support

- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Restorative Nursing
- Wound Management
- Advanced Assessment Skills
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
- Lab Electrolyte Imbalance
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)

**Medical Skills (Preceptor)**

- Advanced Assessment Skills
- Advanced Clinical Skills
- Infection Control
- Patient Safety
- Clinical Certification Skills
- Patient Assessment and Care
- Intravenous Therapy
- Feeding Tube, Insert, Remove
- Feed Tube Site Care
- Hemovac/Pnuemovac
- Neurovascular Conditions
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (Colostomy Care)

- Functional Mobility and Ambulation
- Bowel and Bladder Training of Patients
- Identification of Skin Impairments and Prevention
- Identification of Patient Change in Condition
- Monitoring of Cardiovascular Changes such as Vital Signs, Endurance, Level of Consciousness
- Breathing Patterns and Respiratory Function
- Positioning of Patients for Correct Body Alignment
- Monitor Blood Pressure of Patients
- Conduct Range of Motion Exercises with Patient
- Patient Care of Foot and Hand
- Charting
- Isolation Techniques
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Exercises
- Assistive Devices

**Peach Home Services**  
**dba Goetti Home Services, LLC**

**WITHDRAWN**



**Training Proposal for:**  
**Woodward HRT, Inc.**

**Contract Number: ET24-0179**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**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	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Association of Machinist and Aerospace Workers, District Lodge 725/Local 727N		
Number of Employees in:	CA: 650	U.S.: 6,000	Worldwide: 8,700
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$602,268

<b>Total ETP Funding</b>
\$427,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills OSHA 10/30	310	8-200	0-25	\$1,380	\$22.66
				Weighted Avg: 60			

\*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 \$2.46 per hour may be used to meet the Post-Retention Wages.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Logistics Staff	\$20.20-\$25.00	3
	\$25.01-\$36.56	17
Manufacturing Staff	\$20.20-\$25.01	20
	\$25.01-\$44.00	200
Quality Assurance Staff	\$23.35-\$25.00	2
	\$25.01-\$42.53	8
Maintenance/Mechanic Staff	\$27.89-\$44.16	15
Support Staff	\$32.00-\$48.00	15
Supervisor/Manager	\$40.77-\$67.57	20
Engineering Staff	\$42.00-\$78.75	10

**INTRODUCTION**

Founded in 1870 and headquartered in Fort Collins, CO, Woodward, HRT, Inc., (Woodward) ([www.woodward.com](http://www.woodward.com)) designs, manufactures, and supplies energy control optimization solutions for the aerospace, military, and industrial markets. With a commitment to innovation, the Company offers solutions encompassing fluid electrical energy, combustion control, motion control, software, and stringent safety standards. Woodward provides control solutions for equipment that produces electricity using conventional or renewable energy sources; solutions for the control of power quality; distribution and storage on the electrical grid; and control solutions for power equipment used in the extraction, distribution, and conversion of renewable and fossil fuels in marine, locomotive, and industrial equipment applications. These solutions provide customers with equipment that is cleaner, more reliable and more efficient.



Woodward has 42 locations in 13 countries, including Santa Clarita, Illinois, Michigan, South Carolina, Brazil, Europe, and the Middle East. This serves as Woodward's second ETP proposal, subsequent to a restructuring within the organization that took place over five years ago.

### **Veterans Program**

Although there is no Veteran component in this proposal, Woodward is firmly committed to the hiring and development of Veterans. The Company currently employs a total of 30 employees in California who self-identify as Veterans. Moreover, all qualified Veteran candidates are encouraged to apply for positions through the standard company hiring process.

### **Union Support**

Logistics, Manufacturing, Maintenance/Mechanic and Quality Assurance Staff are represented by the International Association of Machinists and Aerospace Workers, District Lodge 725/Local 727N. The union has submitted a letter of support for this training project.

### **PROJECT DETAILS**

Woodward's commitment to decarbonization is at the forefront of its collaboration with Airbus who also supports achieving zero-emission. The Company will deliver the Fuel Cell Balance of Plant solution for the ZEROe demonstrator, which is designed to introduce a zero-emission aircraft into commercial service by 2035. Its contributions to the project for more sustainable air travel include unsurpassed leading fuel component design capabilities, and a comprehensive package of monitoring and control means for hydrogen fuel and air for the hydrogen fuel cell system.

Additionally, the Company is in the process of mitigating supply chain shortages and risk through both short and long term insourcing of components. Part of this plan involves an investment of new equipment: a 5-axis milling machine, heat treater, and laser scanner metrology solution (the testing and designing of aircraft to calibrate during manufacturing of components). Woodward is additionally incorporating Cobot robot(s) into its manufacturing processes, making an equipment investment of \$141,798 for the UR10e robotic arm that will revolutionize the manufacturing landscape with its unmatched flexibility. This will allow the Company to expand its product development and inventory.

Recently, the Company introduced the use of HoloLens (runs the Windows 10 Mixed Reality (MR) platform under the Windows 10 operating system), for providing upgraded, critical training to its workforce. This technology allows for training via an augmented reality (AR/MR) headset developed and manufactured by Microsoft. This project is being partnered with Crane Morley to develop training content by leveraging this technology which will enhance skills learning and reduce time to competency. Thus, allowing the workforce to work in tandem from anywhere and solve problems in real time to improve workflow efficiency.

Woodward's collaborations and innovative manufacturing processes afford its workforce with extensive and critical new skills to enable them to work effectively contribute to the design, development, launch, sales, and support of Woodward's products. Furthermore, it will enable the incumbents to adeptly utilize the new processes and systems, thus fostering the Company's growth and enhancing its competitive position in the industry.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations to provide staff with the skills to effectively operate and grow the business. Training will improve the ability of the workforce to better manage the overall business while implementing the new processes and products. Topics include Business Process/Business Acumen, New Product/Technology Skills, Supply Chain Management and Train-the-Trainer Skills.

**Computer Skills:** Training will be offered to all occupations to sharpen proficiencies in Cybersecurity, Data Analytics, Engineering, and Proprietary System skills that are relevant to respective job roles and responsibilities.

**Continuous Improvement:** Training will be offered to all occupations and provide an overview of Woodward's unique operations model, as well as the skills proficiency necessary for high-level efficiency, quality, and customer service. Training will include topics such as Change Management, Design for Excellence, Leadership/Coaching Skills and Project/Program Management.

**Manufacturing Skills:** Training will be offered to its Manufacturing Staff including Advanced Safety Skills, Assembly/Fabrication Skills, Manufacturing Process Skills, and Equipment Operations Skills. Training will enable frontline workers to have the requisite skills to manufacture products using engineering design directives to produce products that meet the standards of the control systems and component manufacturing industry.

### **Certified Safety Training**

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

### **Productive Laboratory**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. PL-Manufacturing Skills training will be offered to 100 Manufacturing and Maintenance/Mechanic Staff. Training includes manufacturing and operating equipment: Tornos DECO 20, DEC) 13, E32 CITIZEN, Raycon machine, vertical hone, Shrink fit; and for assembly and test of actuators and servo valves: specific item assembly and Hydraulic pneumatic test stand (test stand consoles and controls are developed internally by Engineering team). Equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety standards are met. This training will be provided at a much slower pace than regular production as trainees gain proficiency. An internal subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment. A department supervisor will certify trainee competency once training is completed. Training will be under constant supervision.

Recognizing the intricate nature and crucial importance of minimizing operational disruption, resulting from a shortage of skilled workforce, Woodward aims to maintain a ratio of two trainees per trainer due to the intricate nuances associated for each defined operation. Woodward is requesting a trainer-to-trainee ratio of 1:2, and up to 25 hours per trainee. Training will provide incumbent workers the opportunity to acquire the essential technical competencies required to execute their roles with the highest level of safety and efficiency.

**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 courses.

**Green/Clean Operations**

Woodward has forged strategic partnerships with various Green clean initiatives, demonstrating its unwavering commitment to decarbonization and the growing need for lighter, innovative, as well as fuel efficient airplanes in order to minimize carbon emissions. The global aerospace parts manufacturing market, with an estimated worth at USD 851.5 billion in 2021, is projected to grow at a compound annual growth rate of 4.0% from 2022 to 2030.

**Commitment to Training**

Woodward invests \$690,000 annually for training which includes orientation and safety training at all of its facilities. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The Operations Training Manager will oversee the administration and implementation of this project along with four trainers who will oversee the training scheduling, delivery, and documentation. An outside consultant has been retained to assist with project administration and ensure that all training records meet ETP compliance. Woodward has a training schedule in place and is prepared to commence training upon contract approval.

**Impact/Outcome**

The ISO9001/AS9100 Internal Auditor training will enhance the auditing capabilities of its workforce. This training will help staff develop an understanding of the standard requirements and gain proficiency in conducting internal audits. Additionally, trainees will undergo AS9102B, First Article Inspection training, aimed at enabling them to perform First Article Inspections and generate corresponding reports. Upon successful completion, trainees will be awarded certifications under Continuous Improvement Skills.

**Alternate Recordkeeping**

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

**DEVELOPMENT SERVICES**

Training Funding Partners in Huntington Beach assisted with the proposal development for a flat fee of \$19,500.

**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 Process/Business Acumen
- Communication/Conflict Resolution Skills
- Documentation Skills
- Finance/Accounting Skills
- New Product/Technology Skills
- Supply Chain Management
- Train-the-Trainer (Training Within Industry)

**Computer Skills**

- Cybersecurity Skills
- Data Analytics/Database Systems
- Intermediate/Advanced Microsoft Office
- Engineering System Skills
- Proprietary System Skills

**Continuous Improvement Skills**

- Change Management
- Design for Excellence
- Engineering Process/Design Skills
- ISO/AS9100 Certification Skills
- Leadership/Coaching Skills
- Lean Management/Process Improvement
- Project/Program Management
- Risk Management

**Manufacturing Skills**

- Advanced Safety Skills
- Aircraft Structural Design/Development
- Assembly/Hydraulic testing/Fabrication Skills
- Equipment Operations Skills
- Manufacturing Process Skills
- Manufacturing Resource Planning

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

- OSHA 10

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

- OSHA 30

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Assembly/Hydraulic and Electrical testing
- Fabrication Skills/Deburring/Grinding
- Equipment Operations Skills/lathe/mill/drill
- Manufacturing Process Skills / CNC machining/EDM

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- Data Collection: Inventory and Maintenance 231 (1 hour)
- Data Manipulation 360 (1 hour)
- Essentials of Communication 120 (1 hour)

**Continuous Improvement Skills**

- Conducting Kaizen Events 191 (1 hour)
- Conflict Resolution for Different Groups 155 (1 hour)
- Conflict Resolution Principles 150 (1 hour)
- Continuous Process Improvement: Identifying and Eliminating Waste 125 (1 hour)
- Continuous Process Improvement: Managing Flow 124 (1 hour)
- Developing a Lean Culture 135 (1 hour)
- Essentials of Leadership 110 (1 hour)
- Six Sigma Goals and Tools 310 (1 hour)
- Team Leadership 160 (1 hour)
- Total Quality Management Overview 261 (1 hour)

**Manufacturing Skills**

- 3D Laser Scanners 376 (1 hour)
- Abrasive Finishing Processes 271 (1 hour)
- AC Motor Applications 322 (1 hour)
- AC Power Sources 281 (1 hour)
- Acceleration Methods 385 (1 hour)
- Actuator Applications 361 (1 hour)
- Additive Manufacturing as a Secondary Process 231 (1 hour)
- Additive Manufacturing Materials Science 211 (1 hour)
- Additive Manufacturing Methods and Materials 141 (1 hour)
- Additive Manufacturing: Prototype to Production 162 (1 hour)
- Advanced Hole Inspection 341 (1 hour)
- Advanced Thermoset Resins for Composites 130 (1 hour)
- Advanced Tool Materials 345 (1 hour)
- ANSI Insert Selection 341 (1 hour)
- Applications for Robots 130 (1 hour)
- Applied and Engineering Sciences 110 (1 hour)

- Approaches to Maintenance 131 (1 hour)
- Arc Welding Aluminum Alloys 310 (1 hour)
- Automated Systems and Control 135 (1 hour)
- Automatic Identification Technology 141 (1 hour)
- Blueprint Reading 131 (1 hour)
- Blueprint Reading 131: Woodward Zeeland Course (1 hour)
- Calculations for Programming the Lathe 311 (1 hour)
- Calculations for Programming the Mill 312 (1 hour)
- Calibration and Documentation 371 (1 hour)
- Coil Handling Equipment 140 (1 hour)
- Coil Loading Procedures 250 (1 hour)
- Composite Inspection and Defect Prevention 240 (1 hour)
- Concepts of Calculus 310 (1 hour)
- Concepts of Robot Programming 341 (1 hour)
- Conductor Selection 291 (1 hour)
- Contamination and Filter Selection 381 (1 hour)
- Control Devices 211 (1 hour)
- Control Panel Functions for the CNC Lathe 251 (1 hour)
- Control Panel Functions for the CNC Mill 252 (1 hour)
- Coordinates for the CNC Lathe 221 (1 hour)
- Coordinates for the CNC Mill 222 (1 hour)
- Creating a CNC Milling Program 302 (1 hour)
- Creating a CNC Turning Program 301 (1 hour)
- Creating a Mazatrol Program for the Lathe 289 (1 hour)
- Design for Fused Deposition Modeling 301 (1 hour)
- Design for Manufacturing 201 (1 hour)
- Die Components 130 (1 hour)
- Die Setting Procedures 300 (1 hour)
- Dressing and Truing 341 (1 hour)
- Drill Bushing Selection 230 (1 hour)
- Drill Tool Geometry 371 (1 hour)
- Electrical Instruments 251 (1 hour)
- Electrical Maintenance for Motor Drive Systems 348 (1 hour)
- Electrical Print Reading 261 (1 hour)
- Electrode Selection 270 (1 hour)
- Fanuc Lathe: Entering Offsets 265 (1 hour)
- Fanuc Lathe: First Part Runs 325 (1 hour)
- Fanuc Lathe: Locating Program Zero 275 (1 hour)
- Fanuc Lathe: Program Execution 285 (1 hour)
- Fanuc Lathe: Program Storage 315 (1 hour)
- Fanuc Mill: Entering Offsets 260 (1 hour)
- Fanuc Mill: First Part Runs 320 (1 hour)
- Fanuc Mill: Locating Program Zero 270 (1 hour)
- Fanuc Mill: Program Storage 310 (1 hour)
- Ferrous Metals 231 (1 hour)
- Fittings for Fluid Systems 251 (1 hour)
- Forces of Machines 121 (1 hour)
- GD&T Applications 312 (1 hour)

- Gear Applications 251 (1 hour)
- Gear Geometry 261 (1 hour)
- Grinding Ferrous Metals 311 (1 hour)
- Grinding Nonferrous Materials 321 (1 hour)
- Grinding Processes 201 (1 hour)
- Grinding Variables 301 (1 hour)
- Grinding Wheel Geometry 361 (1 hour)
- Grinding Wheel Materials 331 (1 hour)
- Grinding Wheel Selection 351 (1 hour)
- GTAW Applications 331 (1 hour)
- Guiding System Components 230 (1 hour)
- Haas Lathe: Entering Offsets 265 (1 hour)
- Haas Lathe: Locating Program Zero 275 (1 hour)
- Haas Lathe: Program Execution 285 (1 hour)
- Haas Lathe: Program Storage 315 (1 hour)
- Haas Mill Classic Controls: Entering Offsets 260 (1 hour)
- Haas Mill: Program Execution 280 (1 hour)
- Haas Mill: Program Storage 310 (1 hour)
- Haas NGC: Entering Lathe Offsets 202 (1 hour)
- Haas NGC: Entering Mill Offsets 201 (1 hour)
- Haas NGC: Locating Program Zero on the Lathe 212 (1 hour)
- Hardness Testing 221 (1 hour)
- Hardware for PLCs 211 (1 hour)
- High-Speed Machining 310 (1 hour)
- History and Definition of CNC 202 (1 hour)
- Hole Standards and Inspection 141 (1 hour)
- Hole making on the Manual Mill 271 (1 hour)
- Hydraulic Control Valves 341 (1 hour)
- Hydraulic Power Sources 302 (1 hour)
- Hydraulic Power Variables 301 (1 hour)
- Hydraulic Principles and System Design 391 (1 hour)
- Integrating Additive Manufacturing with Traditional Manufacturing 221 (1 hour)
- Interpreting Blueprints 230 (1 hour)
- Interpreting GD&T 310 (1994) (1 hour)
- Interpreting Prints 231 (1 hour)
- ISO 9000 Review 121 (1 hour)
- ISO 9001:2015 Review 122 (1 hour)
- Lead-Free Soldering 230 (1 hour)
- Lee Plug Installation 110 (1 hour)
- Manual Mill Setup 221 (1 hour)
- Manufacturing Management 180 (1 hour)
- Manufacturing Process Applications: Part I 124 (1 hour)
- Manufacturing Process Applications: Part II 125 (1 hour)
- Math for PLCs 320 (1 hour)
- Math: Fractions and Decimals 111 (1 hour)
- Mazak Lathe: Entering Offsets 285 (1 hour)
- Mazak Lathe: Locating Program Zero 275 (1 hour)
- Mazak Lathe: Program Execution 295 (1 hour)

- Mazak Lathe: Program Storage 315 (1 hour)
- Mazak Mill: Locating Program Zero 270 (1 hour)
- Measuring Lean Systems 350 (1 hour)
- Measuring System Analysis 300 (1 hour)
- Mechanical Maintenance for Motor Drive Systems 349 (1 hour)
- Mechanical Power Variables 202 (1 hour)
- Metal Manufacturing 140 (1 hour)
- Metrics for Lean 231 (1 hour)
- Metrology for Additive Manufacturing 202 (1 hour)
- Mill Tool Geometry 361 (1 hour)
- Monitoring Press Operations 220 (1 hour)
- Motor Drive Systems and Maintenance 347 (1 hour)
- Multi-Axis CNC Operations 218 (1 hour)
- Nondestructive Testing for Additive Manufacturing 241 (1 hour)
- Nonferrous Metals 241 (1 hour)
- Offsets on the CNC Lathe 261 (1 hour)
- Offsets on the CNC Mill 262 (1 hour)
- Operating the Press Brake 200 (1 hour)
- Optimizing Tool Life and Process 381 (1 hour)
- PPE for Welding 111 (1 hour)
- Press Brake Components 110 (1 hour)
- Press Brake Specifications 220 (1 hour)
- Preventive Maintenance for Fluid Systems 261 (1 hour)
- Principles of Injection Molding 255 (1 hour)
- Principles of Thermoforming 265 (1 hour)
- Prints for Metal Cutting Operations 241 (1 hour)
- Process Flow Charting 241 (1 hour)
- Product Design and Development 134 (1 hour)
- Production System Design and Development 136 (1 hour)
- Properties for Fasteners 200 (1 hour)
- Quality and Customer Service 175 (1 hour)
- Rapid Prototyping 161 (1 hour)
- Relays, Contactors, and Motor Starters 201 (1 hour)
- Reversing Motor Circuits 341 (1 hour)
- Robot Applications 215 (1 hour)
- Robot Axes 140 (1 hour)
- Robot Axes and Pathways 280 (1 hour)
- Specs for Servomotors 330 (1 hour)
- Speed and Feed for the Lathe 301 (1 hour)
- Speed and Feed for the Mill 311 (1 hour)
- Spring Applications 231 (1 hour)
- Strategies for Setup Reduction 251 (1 hour)
- Stripper System Components 235 (1 hour)
- Structured Light 3D Scanners 375 (1 hour)
- Surface Finishing Composites 190 (1 hour)
- Surface Grinder Operation 251 (1 hour)
- Surface Measurement 140 (1 hour)
- Surface Preparation 210 (1 hour)



- Surface Preparation for Coatings 120 (1 hour)
- Surface Texture and Inspection 201 (1 hour)
- Taper Turning on the Engine Lathe 311 (1 hour)
- The Additive Manufacturing Supply Chain 251 (1 hour)
- The Forces of Fluid Power 201 (1 hour)
- Thermoplastics 251 (1 hour)
- Thread Standards and Inspection 151 (1 hour)
- Threaded Fastener Selection 255 (1 hour)
- Threading on the Engine Lathe 301 (1 hour)
- Timers and Counters 340 (1 hour)
- Tool holders for Turning 260 (1 hour)
- Tools for Threaded Fasteners 235 (1 hour)
- Total Productive Maintenance 141 (1 hour)
- Traditional Composites 125 (1 hour)
- Troubleshooting Coating Defects 170 (1 hour)



*International Association of Machinists and  
Aerospace Workers*

39047 10<sup>th</sup> Street East, Palmdale, CA 93550  
(661) 273-1433 • FAX (661) 273-3813



July 26, 2023

Via email

Employment Training  
Panel 1100 J Street

Sacramento, CA

95814 Dear Panel

Members,

We understand that Woodward, Inc. is requesting ETP funding. The proposed training plan for the 265 Logistics Staff, Maintenance/Mechanic Staff, Manufacturing Staff, and Quality Assurance Staff has our support.

The International Association of Machinists and Aerospace Workers, District Lodge 725 with respective Local 727N 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,

Edwin Marroquin  
Business Representative  
International Association of Machinists and Aerospace Workers.  
District Lodge 725  
Cell (323) 404-5199  
Office (661) 273-1433  
emarroquin@iam 725 .org



**Training Proposal for:**  
**A.M. Ortega Construction, Inc.**

**Contract Number: ET24-0180**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SRACPFWA Local 250; UAPPF Local 345, IBEW Local 47		
Number of Employees in:	CA: 187	U.S.:187	Worldwide: 187
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$367,400

<b>Total ETP Funding</b>
\$335,340

**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. Skills, Cont. Impr. Skills, Comp. Skills, PL-Comm. Skills	183	8-200	0	\$1,380	\$30.90
				Weighted Avg: 60			
2	Job Creation SET Priority Rate	Business Skills, Comm. Skills, Cont. Impr. Skills, Comp. Skills, PL-Comm. Skills	60	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/Priority Industry):** \$30.90 per hour; **Job Number 2 (Job Creation):** \$18.54 per hour in San Diego & Riverside 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 & up to \$2.00 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Priority Industry)</b>		
Electrician	\$28.70 - \$36.79	20
Front Line Managers/Supervisors	\$28.49 - \$44.01	2
Operations Staff	\$28.40 - \$34.48	2
Pipe Fitters	\$28.41 - \$39.40	82
Production Workers	\$28.57 - \$34.73	2
Welders	\$28.57 - \$34.73	73
Technical Support Staff	\$28.63 - \$36.35	2
<b>Job Number 2 (Job Creation)</b>		
Administrative Staff	\$16.54 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$33.48	2
Engineering Staff	\$27.66 - \$35.45	2
Field Staff	\$27.40 - \$38.00	40
Front Line Managers/Supervisors	\$27.39 - \$43.75	2
Production Workers	\$17.00 - \$33.46	1

	\$20.01 - \$25.00	1
	\$25.01 - \$33.46	2
Technical Support Staff	\$26.99 - \$35.89	8

## **INTRODUCTION**

Founded in 1974 and headquartered in Lakeside, A.M. Ortega Construction, Inc. (A.M. Ortega) ([www.amortega.com](http://www.amortega.com)) serves as a Southern California Underground Utility Construction provider. The Company has 3 divisions: Pipeline (Lakeside), the Dry Utilities (Corona), and the Paving & Grading (Lakeside). The Company performs standard to critical projects that include, high-pressure natural gas steel pipeline installations, underground electric distribution/transmission projects, and steel bollard installations. Customers include, utility companies, refineries, petroleum producers, municipalities, and other private system operators. Some of the prominent clients include Southern California Gas Company, San Diego Gas & Electric Company, Southern California Edison Company, and Southwest Gas Corporation.

Previous training focused on upgraded enterprise technology implementation along with updated training processes. Training under this project will concentrate on establishing better construction processes creating a more effective and efficient workflow and enhancing employees' skills. This will be A.M. Ortega's second contract with ETP. Training will take place at the Company's three locations in the cities of Corona, Lakeside and El Cajon.

### **Veterans Program**

While the Company does not have a formal targeted Veteran program, the Company encourages veterans to apply for open positions. Veterans are given special consideration when they apply for jobs with the Company.

### **Union Support**

ETP has received letters of support from the following for its respective members to participate in the proposed training plan:

<b>Electricians</b>	<b>20</b>	International Brotherhood of Electrical Workers Local 47
<b>Welders and Apprentices</b>	<b>73</b>	Steam, Refrigeration, Air Conditioning, Pipe Fitters, Welders and Apprentices of the United Association of the United States and Canada Local 250
<b>Pipe Fitters</b>	<b>171</b>	United Association of Journeyman and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada Local 345

## **PROJECT DETAILS**

A.M. Ortega has faced a significant increase in demand for its services, making training a necessity to ensure the effective execution of business and construction procedures. In addition, training will boost the Company's ability to retain and hire more employees, while offering better internal-growth opportunities for both Retrainee and Job Creation trainees. The Company's training and skill-upgrading initiatives will aid in meeting demand and contain costs.

In the Company's first project, the focus was on the implementation of new technology, specifically, its project management software which includes macro and micro views of sales,

estimating, project management, field production, and final performance results. The Company also implemented a streamlined training program for current and new workers.

Training efforts planned for this new project will build on the knowledge gained and create an opportunity for the Company to implement efficient business and construction processes. Training is needed to prepare employees to work more productively and in a cost-effective manner. This will allow the Company to balance the rising costs of materials and supplies, with the expanding demand for services.

## **Training Plan**

Training will be conducted via Class/Lab, E-Learning and Productive Lab (PL) delivery methods by in-house subject matter experts and potential training vendors acquired during the proposal agreement in the following:

**Business Skills:** Training will be offered to all occupations and will include, Business Processes, Controlling Costs, Creating Project Timelines and Material Procurement. This training will improve operation processes within the Company, resulting in improved efficiencies and construction projects completed on time and on budget.

**Commercial Skills:** Training will be offered to Field Staff and Technical Support Staff. These occupations will receive training in Updated Construction Processes, Electric Company Updates, Gas Company Procedures, Installation Techniques, Inspection Techniques, Underground Infrastructure and Updated Construction Processes. This training will give the Company the resources it needs to meet customer deadlines while maintaining efficiency.

**Computer Skills:** This training will be offered to all occupations and will include Material Tracking, Estimating Software, Plan/Shop Drawings and Project Management Software. Use of this computer system will improve operational efficiency within the Company, resulting in improved Customer Service and satisfaction.

**Continuous Improvement:** This training will be offered to all occupations and will include Best Work Practices, Construction Preparation, and Quality Systems. This training will help the Company reduce construction errors, complete projects on time, and reduce waste, increasing efficiency and improving customer service.

## **Productive Laboratory – Commercial Skills**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training. During training, the goal is for trainees to operate construction equipment, learn to construct distribution gas pipelines and duct bank facilities for electric, and telecommunication services. Commercial Skills training must be provided at a construction site for both new and existing employees. Trainees will receive up to 15 hours of PL as this method has proven most beneficial for trainees.

As the Company will be maintaining projects and training on different job sites over a 2 year period. 125 trainees in the following occupations: Field Staff, Production Worker, Technical Support Staff, Electrician, Pipe Fitter, Welder will receive productive lab with a 1:1 trainer to trainee ratio.

Productive Lab will focus on Demolition Equipment, Equipment Cross-Train, Fabrication Tools & Equipment, Site Preparation and Maintenance and Underground Infrastructure.

### **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 was severely affected by the pandemic, moving from 250 people in 2020 to 187 today. However, it is quickly recovering thanks to the acquisition of three large projects, which is boosting the need for employing staff to meet demand. The Company expects to hire 60 new employees (Job Number 2) at a pace of 8 workers per month totaling 96 new workers over the next 12 months. The 3 major projects include Hemphil Gas Project/SDG&E to install a gas distribution network, City of Oceanside Fire Station Project/Siege Electric to install an electrical system and Ketner Cross Project/Holland Construction, Inc. to relocate a high pressure gas line.

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

### **Special Employment Training**

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

#### **➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for 183 trainees in Job Number 1 and 8 trainees in Job Number 2.

### **Commitment to Training**

A.M. Ortega's training budget is approximately \$352,000. Training includes state-mandated training, legal compliance training, and new-hire orientation. Training will take place at the Company's three southern California locations in Corona, Lakeside and El Cajon. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

The Company's HR Coordinator will oversee the project. There will be approximately 10 Foreman who will be providing the training and collect rosters for review and upload. Training rosters will be collected and sent to the administrative subcontractor every month for further review and upload.

### **Electronic Recordkeeping/LMS**

A.M. Ortega will be utilizing a Learning Management System (LMS), Heavy Construction Systems Specialists (HCSS). The system has been in use by Company for four years. Training data is recorded via a mobile tablet in the field, then uploaded to the HCSS system. The HCSS system

is managed by the Company's HR Coordinator and training data is sent to National Training Company for processing through the Cal-E-Force system. ETP staff has reviewed and approved the use of this LMS to meet ETP recordkeeping requirements.

**Impact/Outcome**

The support of ETP funding allows the Company to offer training above industry standards and across multiple trades, upgrading the skills of its employees. Employees will qualify for more advancement opportunities within the Company and industry sector as a result.

**Alternate Recordkeeping**

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

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0119	Lakeside	7/1/2020 - 6/30/2022	\$327,060	\$325,445 (99%)

**DEVELOPMENT SERVICES**

The Company retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

National Training Company, 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:

**Business Skills**

- Accounting Skills
- Advanced Estimating Skills
- Business Development
- Business Processes
- Client Dispute Management
- Client Relations
- Construction Terminology
- Controlling Costs
- Creating Project Timelines
- Developing Efficient Habits
- Estimating Projects
- Handling Difficult Subcontractors
- Improving Operating Costs
- Material Procurement
- Supplier Sourcing
- Supply Chain Optimization
- Team Communication
- Time Management

**Commercial Skills**

- Advanced Engineering
- Blueprint Reading
- Construction On-Site Tools
- Demolition Equipment
- Electric Company Updates
- Equipment Cross-Training
- Equipment Maintenance
- Fabrication Tools & Equipment
- Gas Company Procedures
- Gas Company Regulation Updates
- Grading, Paving, and Fencing
- Inspection Techniques
- Installation Techniques
- Minimizing Construction Problems
- On-Site Best Practices
- Safety Procedures
- Site Preparation and Maintenance
- Standard Operating Procedures
- Underground Infrastructure
- Updated Construction Processes

**Computer Skills**

- Advanced Design Software
- Cyber Security
- Estimating Software
- Material Tracking
- Microsoft Dynamics
- Mobile Tablet
- MS Office 365
- Plan/Shop Drawings
- Project Management Software

**Continuous Improvement Skills**

- Best Work Practices
- Construction Preparation
- Covid-19 Procedures
- Innovative Construction Processes
- Problem-Solving
- Process Improvement
- Quality Systems

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

Trainees may receive any of the following:

**Commercial Skills**

- Construction On-Site Tools
- Demolition Equipment
- Equipment Cross-Train
- Fabrication Tools & Equipment
- Site Preparation and Maintenance
- Underground Infrastructure

# Local Union 250

JASON GUERRERO  
President

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

BRANDON MORTORFF  
Assistant Business Manager

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



18355 SOUTH FIGUEROA STREET, GARDENA, CA 90248-4217

Bus. Mgr. (310) 660-0035

Fax (310) 329-2465

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

**Organizers**  
CRYSTAL LEWIS  
JESSE SANCHEZ  
PETE WOHLGEZOGEN

January 6, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand A.M. Ortega Construction 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:

There will be 73 Welders participating in this ETP project.

## ETP - Exhibit E

*UA Local 250 has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.*

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

Sincerely,

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

BC/sm  
peiu30/afl-cio

ORT11A- Local 250 Union Support-010623



*United Association Local 345*  
*Landscape/Irrigation, Sewer & Storm Drain,*  
*Underground Specialty Piping*

January 18, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand A.M. Ortega Construction 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:

There will be 171 Pipe Fitters participating in this ETP project.

**ETP - 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,

Ricardo M. Perez  
Business Manager/Financial Secretary-Treasurer

RMP:acs/opei# 537

cc: A.M. Ortega Construction, Inc.

1430 HUNTINGTON DRIVE -DUARTE, CALIFORNIA 91010

TEL: (626) 357-9345 -FAX: (626) 359-0359

Email: info@ua345.org -Website: www.ua345.org





**IBEW LOCAL #47**

Colin Lavin  
Business Manager/  
Financial Secretary

Tyrone Chamois  
President

600 N. Diamond Bar Blvd  
Diamond Bar, CA 91765  
Ph: 909-860-4239  
Fax: 909-860-2136

Dispatch  
1405 Spruce St, Suite H  
Riverside, CA 92507  
Ph: 951-784-7507  
Fax: 951-784-4818

[www.ibew47.org](http://www.ibew47.org)

January 6, 2023

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand A.M. Ortega Construction 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:

There will be 20 Electricians participating in this ETP project.

ETP - 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,

*Colin Lavin*  
Colin Lavin  
Business Manager



**Training Proposal for:**  
**DPR Construction, Inc.**  
**Contract Number: ET24-0181**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET Priority Rate	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Sacramento, San Diego, San Francisco, San Mateo, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Union of Painters and Allied Trades-District Council 16; Southern California District Council of Laborers; Carpenters 46 Northern California Conference Board		
Number of Employees in:	CA: 2,107	U.S.: 8,791	Worldwide: 8,791
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

In-Kind Contribution
\$260,104

Total ETP Funding
\$119,600

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Literacy Skills, OSHA 10/30	260	8-200	0-60	\$460	\$30.90
				Weighted Avg: 20			

\*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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Superintendent/Front Line Manager	\$34.00 - \$71.65	40
Information Technology/Engineering Staff	\$36.00 - \$64.94	70
Construction Field Staff (Carpenters, Plasterers, Painters & Drywallers)	\$28.40 - \$52.40	70
Support Staff	\$28.40 - \$62.27	40
Estimation Staff	\$42.00 - \$76.28	40

**INTRODUCTION**

Founded in 1990, and headquartered in Redwood City, DPR Construction, Inc. (DPR) ([www.dpr.com](http://www.dpr.com)) is a commercial general contractor and construction management firm specializing in highly complex and sustainable construction projects for life sciences, healthcare, higher education and commercial office markets. DPR has seven offices in California, twenty offices in the U.S. and three internationally. Training will be conducted at all seven CA locations (San Diego, Los Angeles, Orange, Sacramento, San Francisco, Santa Clara and San Mateo counties.)

**Veterans Program**

Although there is no dedicated job number, DPR works with Orion Talent to source, recruit and acquire skilled, military candidates.

**Union Support**

Construction Field Staff are represented by the three unions stated below. All unions have submitted a letter of support for this training project.

Construction Staff (Carpenters, Plasterers, Painters & Drywallers), Estimation Staff, Superintendents/Front Line Managers	50	International Union of painters and Allied Trades – District council 16
Construction Staff (Carpenters, Plasterers, Painters & Drywallers), Estimation Staff, Superintendents/Front Line Managers	50	Southern California District Council of Laborers
Construction Staff (Carpenters, Plasterers, Painters & Drywallers), Estimation Staff, Superintendents/Front Line Managers	50	Carpenters 46 Northern California Conference Board

## **PROJECT DETAILS**

This is DPR Construction, Inc. second ETP Contract in the last five years. Prior training focused on modifying work procedures and developing a training plan for all operational responsibilities in preparation for the new technology implementation. Training in this proposal will continue to train staff how to utilize VDC software. This will increase efficiency and production capabilities by allowing staff to view the project site construction plans from start to finish before actually breaking ground on the project, increasing its efficiency and production capabilities.

DPR is adopting new initiatives to stay competitive, attract and retain new talent and provide growth opportunities. These initiatives include an Operation Business Practices Program, Situational Leadership Program and the continuance of the cutting-edge technology used in the previous contract Virtual Design and Construction (VDC), in order to stay relevant in the rapidly evolving construction industry.

As part of the Operations Business Practices Program initiative, the Company will concentrate on the overall construction project and procedures, with an emphasis on project setup, change/subcontract management, job cost forecasting, and public reporting. This will aid the company to assure efficiency and effectiveness with this project to remain competitively successful.

The third initiative, the Situational Leadership Program, will help DPR develop new leaders across the organization by putting a strong emphasis on goal-setting and coaching best practice trainings to ensure that new leaders are able to lead successfully in response to the demands of each individual contributor and the situation.

### **Training Plan**

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

**Business Skills:** Training will be provided to all occupations to improve customer service through Business/Technical Writing Skills, Proposal/Contract Skills, Sales/Marketing Skills and Presentation Skills.

**Commercial Skills:** Training will be provided to Support Staff and include specific job responsibilities designing and building structures for DPR's diverse customer base.

**Computer Skills:** Training will be provided to all occupations in systems and computer applications.



**Continuous Improvement:** Training will be provided to all occupations to increase performance in Project Management/Planning Skills, Change Management, Leadership Skills and Process Improvement/Innovation Skills.

**Literacy Skills:** Training will be provided to Construction Field Staff and include English as a Second Language (ESL) training to improve communication and understanding on the job.

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

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

CBT will be provided to supplement class/lab which is a more convenient means of delivering training. Trainees will receive between 0-60 hours of CBT.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). 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.

### **Frontline Managers**

In this proposal, DPR will train Superintendent/Frontline Managers occupations. 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.

### **Commitment to Training**

In 2023, DPR has invested approximately \$1,000,000 in training at its CA facilities. Training includes basic job skills training, new employee orientation/on boarding, anti-harassment and basic computer skills. This training will be provided at DPR’s expense during the term of the proposed contract.

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

DPR is ready to begin the training plan upon approval. The Social Responsibility Leader will oversee project administration. The Company maintains a training coordinator in each region and 67 internal instructors to manage training scheduling, delivery and documentation. In addition, the Company retained an administrative subcontractor to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

### **Impact/Outcome**

The support of ETP funding allows DPR to offer training above industry standards and across multiple trades, upgrading the skills of its employees and providing career paths. Employees will qualify for more advancement opportunities within the company and industry sector as a result.

### **Electronic Recordkeeping/LMS**

ETP staff has reviewed and approved the Company's learning management system.

### **Alternate Recordkeeping**

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

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0279	San Diego	3/10/2020 – 3/9/2022	\$368,000	\$128,941 (35%)

The COVID-19 pandemic shutdowns and the social distance regulations that resulted in the closure of all in-person instructor-led training hindered the Company's ability to provide critical training to its employees. The Company has reinstated complete in-person, instructor-led and has resumed its normal training schedule.

### **DEVELOPMENT SERVICES**

Training Funding Partners in Fountain Valley assisted with development for a flat fee of \$5,980.

### **ADMINISTRATIVE SERVICES**

Training Funding Partners will also perform administrative services 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/Technical Writing Skills
- Communication Skills
- Customer Service/Customer Account Skills
- Finance/Accounting Skills
- Proposal/Contract Skills
- Sales/Marketing Skills
- Presentation Skills
- Train-the-Trainer

**Commercial Skills**

- Advanced Safety Skills
- Construction Contracting Skills
- Construction Equipment Skills
- Construction Process Management Skills
- Mechanical/Electrical/Plumbing Skills
- Preconstruction/Scheduling Skills
- Project Engineering Skills
- Virtual Design and Construction Skills

**Computer Skills**

- Autodesk Construction Cloud System Skills
- Construction Safety Software Skills
- Data Center/Document Management Skills
- DPR Proprietary System Skills
- Proposal Generation Software Skills

**Continuous Improvement Skills**

- Business Process Management skills
- Change Management Skills
- Facilitation Skills
- Meeting Management Skills
- Situational Leadership Skills
- Time Management Skills

**Literacy Skills**

- English as a Second Language Skills

**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:

**Business Skills**

- 5 Essentials for Powerful Presentations (0.5 hours)
- ACC in 33 (Learn ACC Mobile for the Field in 33 Minutes) (0.55 hours)
- Brand Marketing (0.5 hours)
- Cable Cutters - Milwaukee Operator Overview (0.67 hours)
- Conflict De-Escalation Techniques (0.5 hours)
- Conflict Resolution (1 hour)
- Effective Presentation Design (0.55 hours)
- Increase Your Listening Power! (Effective Communications) (1 hour)
- Leading Engaging Zoom Meetings (1.05 hours)
- Managing Conflict (US) (0.5 hours)
- Marketing- New Hire Self-Guided Tasks (0.75 hours)

**Commercial Skills**

- Concrete & Structural Service Workflow (0.5 hours)
- DMA: Constructability - Module 9: Part 3 (0.5 hours)
- DMA: Constructability- Module 9: Part 4 (0.75 hours)
- DOT Driver Compliance (US) (0.53 hours)
- DPR Code - Knowledge Check (0.67 hours)
- Electrical Safety Awareness (0.5 hours)
- Fall Protection (Global) (0.75 hours)
- Fall Protection (US) (0.75 hours)
- Fundamentals of Construction Contracts (1.5 hours)
- Introduction to Construction Drawings and Specifications (1 hour)
- Introduction to Subcontracts (1.83 hours)
- Introduction to VueOps -Warranty (0.5 hours)
- Lockout/Tagout (LOTO) (US) (0.6 hours)
- LS-O101 Introduction to Life Sciences (0.53 hours)
- LS-O102 Managing Life Science Clients (0.5 hours)
- LS-O201 CQV 3: Mechanical Completion Program in cGMP Facilities (1.5 hours)
- LS-P104: CQV 5: Hygienic Piping Systems Delivery (1 hour)
- LS-P202 Life Sciences: Plasma Fractionation Process (0.75 hours)
- LS-PX105: CQV 4: eTOPs (Enhanced Turn Over Packages) (1.17 hours)
- LS-R201: CQV 1: CQV Professional Overview (1.5 hours)
- LS-R203 Introduction to Biocontainment (BSL2, BSL3, BSL4) (0.5 hours)
- Material Price Escalation: Options for Estimates & Contracts (1.5 hours)
- MEP 123: Plumbing Scope Challenges (0.75 hours)
- MEP 201: Practical approaches to evaluating HVAC systems (1.5 hours)
- Mobile Elevating Work Platforms (MEWP) - Aerial and Scissor Lift Safety (0.5 hours)
- Overview of the Attachment 2 Generator (0.5 hours)
- Power BI Essentials (1.42 hours)
- Power BI: Analyze and Interactively Visualize Business Data (3.77 hours)

- Powered Industrial Trucks: Operators' Overview (0.53 hours)
- PPE (Personal Protective Equipment) (0.5 hours)
- Safe Driving Behaviors for Commercial Motor Vehicles (CMV) (0.58 hours)
- VDC at vConstruct- Drywall and Architectural (0.62 hours)
- VDC: Basic Assemble Systems (eLearning) (1 hour)
- VDC: Basic Navisworks (eLearning) (1 hour)
- VDC: Intermediate Assemble Systems (eLearning) (1 hour)
- VDC: Intermediate Navisworks (eLearning) (1 hour)
- Virtual Facilitation & Presentation Best Practices (1.67 hours)
- Wet Bulb Globe Temperature Awareness 2021 (0.6 hours)

### **Computer Skills**

- ADA Compliance: Creating Accessible Files in the Microsoft Suite and Adobe: Intermediate (1 hour)
- Adobe Acrobat DC Pro: Advanced (1 hour)
- Adobe Illustrator CC: Advanced (1 hour)
- Adobe InDesign CC: Advanced (1 hour)
- Adobe Photoshop CC: Intermediate (1 hour)
- Advanced Microsoft PowerPoint 2016 Training (1 hour)
- AWS Certified Cloud Practitioner Essentials Course (3.05 hours)
- AWS Certified Developer - Associate Tutorial (Step 2) (4.38 hours)
- AWS Certified Solutions Architect - Associate (Prep) (3.12 hours)
- Azure: Active Directory (1.87 hours)
- Azure: Automation and Log Analytics (0.85 hours)
- Azure: Azure Storage (1 hour)
- Azure: Deploying Virtual Machines (2.38 hours)
- Azure: Deploying Websites (0.58 hours)
- Azure: Introduction to Azure (0.85 hours)
- Azure: Networking (0.72 hours)
- Azure: SQL (0.7 hours)
- Begin Python Programming in 7 Days (4 hours)
- Cloud Native Application Development with Java EE (2.7 hours)
- Data Analysis with Python (2.43 hours)
- Excel 2016 - Evaluating Data (0.73hours)
- Excel 2016 - Frequently Used Formulas and Functions (1.42hours)
- Excel 2016 - Statistical Analysis (1.33 hours)
- Excel 2016: Advanced (2.32 hours)
- Excel 2016: Intermediate (4 hours)
- Getting Actionable Insights from Power BI (1.93 hours)
- HR Dashboard of Metrics and Analytics (0.5 hours)
- JIRA 6 Essentials (2.28 hours)
- Learning Microsoft Power BI (4 hours)
- Learning Path: Statistics and Data Mining for Data Science (5.85 hours)
- Mastering CSS (3 hours)
- Mastering Microsoft Teams (2020) (5.68 hours)
- Microsoft Office Excel 2016: Part 2 (Intermediate) (2.1 hours)
- Microsoft Office Excel 2016: Part 3 (Expert) (3.28 hours)
- Microsoft Office Outlook 2016: Part 2 (Advanced) (3.55 hours)

- Microsoft Office PowerPoint 2016: Part 2 (Advanced) (3.5 hours)
- Microsoft Power BI Recipes (2.93 hours)
- Microsoft Word 2016: Part 2 - Intermediate Level (2.67 hours)
- Miro Member Training (1 hour)
- Miro Team Admin Training (1 hour)
- Office 365 - Create Presentations with Sway (0.5 hours)
- PowerPoint 2016: Advanced (5.2 hours)
- PowerPoint 365: Advanced (2.98 hours)
- Premiere Pro Creative Cloud 2015 (1.75 hours)
- SharePoint Online Essentials (0.5 hours)
- Sheet Management (0.63 hours)
- Snagit (0.85 hours)
- Windows 10 Troubleshooting: Advanced (1 hour)
- Word 2016: Advanced (2.72 hours)

### **Continuous Improvement Skills**

- Lean at DPR (0.5 hours)
- New Manager Starter Kit (0.83 hours)
- Principle 1 Characteristics of a Lean Leader (Lean Leadership) (1 hour)
- Principle 10 Time Management and Leader Standard Work (0.67 hours)
- Principle 12 Building Teams (0.75 hours)
- Principle 3 Focus Alignment and Constancy of Purpose (0.67 hours)
- Principle 4 Leader as a Student and Teacher (Lean Leadership) (0.5 hours)
- Principle 5 Advocacy vs. Inquiry (0.7 hours)
- Principle 7 Value Stream Thinking (0.75 hours)
- Principle 8 Effective Measurement (0.5 hours)
- Quality at our Core: Construction (0.5 hours)
- Quality at our Core: Pre-Construction (1.5 hours)
- RFI Management (1 hour)
- Strategic Delegation (0.83 hours)
- Takt Planning: Basics (1 hour)
- The Art of Execution (0.77 hours)
- Using the Grow Model to Coach 2 (US) (0.5 hours)
- Takt Planning: Basics (#1 of 4 in this series) (0.85 hours)
- 3 Steps to Critical Thinking (0.5 hours)
- Advanced React Recipes (3.43hours)
- Agile Project Management: 02: Traditional vs. Agile Project Management (1 hour)
- Agile Project Management: 03: Agile Manifesto Principles 1-6 (1 hour)
- Agile Project Management: 04: Agile Manifesto Principles 7-12 (1 hour)
- Agile Project Management: 05: Value Driven Project Management (1.5 hours)
- Agile Project Management: 06: Setting Vision and Prioritization in Agile Projects (1.25 hours)
- Agile Project Management: 07: Scrum and Extreme Programming (XP) Methodologies (1.5 hours)
- Agile Project Management: 08: Other Less-Common Agile Methodologies (1.25 hours)
- Agile Project Management: 09: Planning Agile Projects (1.5 hours)

- Agile Project Management: 10: Estimating Agile Projects (1.5 hours)
- Agile Project Management: 11: Implementing Agile Projects (1.5 hours)
- Agile Project Management: 12: Team Formation and Creating an Agile Environment (1.5 hours)
- Agile Project Management: 13: Communication in Agile Projects (1.5 hours)
- Agile Project Management: 14: Increasing Agile Stakeholder Engagements (1.25 hours)
- Agile Project Management: 15: Soft Skills and Servant Leadership in Agile Projects (1.25 hours)
- Agile Project Management: 16: Testing and Risk Management in Agile Projects (1.5 hours)
- Agile Project Management: 17: Problem Detection, Metrics, and Resolution in Agile Projects (1.25 hours)
- Agile Project Management: 18: Quality and Earned Value Management in Agile Projects (1.5 hours)
- Agile Project Management: 19: Continuous Improvement for Management and Project Agility (1.25 hours)
- Agile Project Management: 20: PMI Code of Conduct in Agile Management (1 hour)
- Agile Scrum Course: Scrum Fundamentals -Scrum Certification (3.45 hours)
- BQB EU - Week 1 - Quality Mindset (0.83 hours)
- BQB EU - Week 2 - Quality Language and Leadership (1 hour)
- BQB EU - Week 3 - How to Apply The Quality Approach (0.9 hours)
- BQB EU - Week 4 - How to Execute the Quality Approach (0.83hours)
- Building Quality Builders - Week 1: Why a Behavioral Approach to Quality? (1 hour)
- Building Quality Builders - Week 3: How to apply the DPR Quality Approach (1 hour)
- Building Quality Builders - Week 4: Action Plan (1 hour)
- Building Quality Builders Week 2: Quality Language and Leadership (1 hour)
- Creating and Running an Agile Project in JIRA (1.83 hours)
- Critical Thinking & Bloom's Taxonomy (0.65 hours)
- Design Management Fundamentals: DM110 - People (0.5 hours)
- Design Management Fundamentals: DM111 - The Designers' Role (0.5 hours)
- Design Management Fundamentals: DM120 - Process (1.5 hours)
- Designing and Facilitating Training (0.5 hours)
- Emotions versus Evidence (0.5 hours)
- Employee Development 2021 - 01 Kickoff and Authentic Partnership (1 hour)
- Employee Development 2021 - 02 Competency Framework (1 hour)
- Employee Development 2021 - 03 Feedback & Performance Discussions (1 hour)



# District Council 16

## International Union of Painters and Allied Trades

**Robert A. Williams III**  
Business Manager/Secretary-Treasurer

2705 Constitution Drive • Livermore, CA 94551  
Telephone (925) 245-1080 • Fax (925) 245-1084

December 1, 2022

### High Performance High Value

Auto, Marine &  
Specialty Painters

Carpet, Linoleum,  
Resilient Floor  
Covering &  
Soft Tile Layers

Drywall Finishers

Glaziers,  
Architectural Metal  
& Glass Workers

Painters

Paint, Varnish &  
Lacquer Makers

Sign, Pictorial &  
Display Painters

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

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

District Council 16 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 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,

Robert Williams, III  
Business Manager / Secretary-Treasurer  
District Council 16





**October 26, 2022**

**DPR Construction, Inc.  
Cari Williams/Global Social Responsibility Leader**

**To: International Union of Painters and  
Allied Trades – District Council 16**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: March 2023**

**CBA Represented Workers: Construction/Field 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.*

1. Information Regarding the proposed training plan: The Training Plan will include training on Commercial Skills, Continuous Improvement Skills, Continuous Improvement Skills and related Computer Skills.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 50 Construction/Field Staff

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,

Cari L. Williams

A handwritten signature in black ink, appearing to read 'Cari L. Williams', with a stylized flourish at the end.

Global Social Responsibility Leader  
DPR Construction



**JON P. PRECIADO**  
Business Manager

**PETER SANTILLAN**  
Secretary-Treasurer

**SERGIO RASCÓN**  
President

**AFFILIATED LOCALS**  
**SOUTHERN CALIFORNIA**

**BURBANK**  
LOCAL 345

**HOLLYWOOD**  
LOCAL 724

**LONG BEACH**  
LOCAL 1309

**LOS ANGELES**  
LOCAL 300

**ORANGE COUNTY**  
LOCAL 652

**POMONA**  
LOCAL 1414

**RIVERSIDE AND IMPERIAL**  
**COUNTIES**  
LOCAL 1184

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

**SAN DIEGO**  
LOCAL 89

**VENTURA**  
LOCAL 585

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

**ARIZONA**  
PHOENIX, AZ  
LOCAL 1184

**NEW MEXICO**  
ALBUQUERQUE, NM  
LOCAL 16

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

# **LiUNA!** SOUTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS

*Feel the Power*

November 28, 2022

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

Dear Panel Members,

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

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

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

Sincerely,

**SOUTHERN CALIFORNIA DISTRICT**  
**COUNCIL OF LABORERS**

**Jon P. Preciado**  
Business Manager



**October 26, 2022**

**DPR Construction, Inc.**  
**Cari Williams/Global Social Responsibility Leader**

**To: Southern California District Council  
of Laborers**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: March 2023**

**CBA Represented Workers: Construction/Field 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.*

1. Information Regarding the proposed training plan: The Training Plan will include training on Commercial Skills, Continuous Improvement Skills, Continuous Improvement Skills and related Computer Skills.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 50 Construction/Field Staff

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:

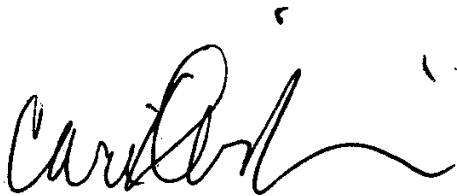
## Exhibit E

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,

Cari L. Williams

A handwritten signature in black ink, appearing to read 'Cari L. Williams', with a stylized flourish at the end.

Global Social Responsibility Leader  
DPR Construction



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# CARPENTERS

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46 Northern California Counties Conference Board

**CHRIS PEDROZA**  
Executive Director

December 7, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members:

We understand DPR Construction is requesting Employment Training Panel (ETP) funding. The proposed training plan for the specified members has our support. The trainees covered under the collective bargaining agreement for Northern California Carpenters (Carpenters Trust Fund Account #052670) will be 50 Carpenters.


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

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

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

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

Sincerely,



Chris Pedroza  
Executive Director

CP:jc



**October 26, 2022**

**DPR Construction, Inc.**  
**Cari Williams/Global Social Responsibility Leader**

**To: Carpenters 46 Northern California**  
**Conference Board**

**RE: Notice of Intent**

**Projected Effective Date of ETP Contract: March 2023**

**CBA Represented Workers: Construction/Field 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.*

1. Information Regarding the proposed training plan: The Training Plan will include training on Commercial Skills, Continuous Improvement Skills, Continuous Improvement Skills and related Computer Skills.

2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as specified in the proposed training plan: 50 Construction/Field Staff

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,

Cari L. Williams

A handwritten signature in black ink, appearing to read 'Cari L. Williams', with a stylized flourish at the end.

Global Social Responsibility Leader  
DPR Construction





**Training Proposal for:**  
**Sempra Energy dba Southern California Gas Company**

**Contract Number: ET24-0172**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Services (G) Utilities (22)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Utility Workers Union of America Locals 132, 483, 522 and International Chemical Workers Union Council Locals 478 and 350		
Number of Employees in:	CA: 8,500	U.S.:15,900	Worldwide: 20,000
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

In-Kind Contribution
\$818,424

Total ETP Funding
\$400,200

**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 Priority Rate SET	Commercial Skills	290	8-200	0	\$1,380	\$35.72
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (SET/Priority Industry):**\$30.90 per hour in Kern 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
Construction Technicians	\$35.72 - \$51.57	290

**INTRODUCTION**

Found in 1998, Sempra Energy dba Southern California Gas Company (SoCal Gas), ([www.socalgas.com](http://www.socalgas.com)), is a natural gas distribution utility company that delivers clean, safe and reliable energy to 21.8 million customers through 5.9 million meters in more than 500 communities in California. The Company's service territory encompasses approximately 24,000 square miles in diverse terrain throughout Central and Southern California, from Visalia to the Mexican border. SoCal Gas operates from its two locations in California, Pico Rivera and Bakersfield.

SoCal Gas is facing challenges from a number of sources including shifts in the workforce, aging infrastructure and new technological advancements. In addition, the Company has also developed various environmental initiatives. The SoCal Gas distribution organization performs roughly 12,000 projects annually that include major and complex projects such as thousands of feet of main line replacement or complex installation locations such as bridges, mountains, or river crossings to larger new housing communities. This volume of work requires constant hiring and up-skilling of new construction technicians as they advance in their careers in addition to numerous other jobs to support these efforts. This will be the Company's fifth ETP Agreement and the second within the last five years.

**Veterans Program**

Although there is not a Veteran component to this project, the Company does actively recruit Veterans. Some Veterans will be included in this proposal.

## Union Support

The 290 Construction Technicians participating in this project are represented by the Joint Steering Committee. The Joint Steering committee includes the below 2 unions and has provided a letter of support for this training project.

- The Utility Workers Union of America Locals 132, 483, 522 and
- International Chemical Workers Union Council Locals 478 and 350

## PROJECT DETAILS

Training under the previous Contract primarily focused on new technology and equipment as well as updates for all laws, regulations and policies controlling the gas industry's compliance requirements. The training in this project will continue to emphasize the latest technical developments, business procedures, state and federal compliance regulations, and initiatives that have been adopted since the previous Contract.

To meet the current aforementioned changes and challenges more focused training hours are required for a marginally increased number of trainees in this project. SoCal Gas plans to train and develop worker skills, efficiency and ultimately increase employee retention, minimize outsourcing and increase career-path building opportunities.

SoCal Gas is undergoing a digital transformation and rapidly adopting new and advanced software applications with the goal of improving productivity and safety for its workforce. Trainees will be required to gain new skills and knowledge in order to adapt to these changes. The Company deployed a new software named Electronic Leak Survey Patrol which supports compliance, safety and efficiency improvement requirements, material traceability initiative and a Mobile Performance Support System that links performance support resources from SharePoint to a mobile app that incorporates QR codes and search capabilities.

In addition, SoCal Gas adopted environmental initiatives that include supporting a clean energy economy by advancing low-carbon hydrogen production that will require training new and existing employees. The Hydrogen Energy Association describes hydrogen blending as integrating concentrations of hydrogen into existing natural gas pipelines to reduce the carbon intensity of the methane. Blending hydrogen alongside other gases into the existing gas grid is considered a first step towards decarbonizing natural gas systems. Training is necessary on new safety procedures, device configuration standards, equipment types, and calibration and test procedures in order to carry on this process.

SoCal Gas has developed a training model that will utilize a software program called Criterion Referenced Instruction (CRI) to track training that leads to certifications. CRI is a comprehensive set of methods designed to measure trainee's performance at specific phases. SoCal Gas employs a blended approach that exploits the best features of a multitude of training modalities.

## Training Plan

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

**Commercial Skills:** Training will be offered to Construction Technicians to develop employee skills, knowledge and competency in gas transmission, distribution, storage, and technical services. Topics include Excavating & Backfilling Trenches, Valve Identification, Lockout/Tagout, Pipeline Installation Methods, Leakage, Clamps and Repair.

**Alternate Recordkeeping**

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

**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**

SoCal Gas' annual training budget is \$6,000,000 which includes training on the basic job requirements for each job classification using simulation and on-the-job training setting in various areas of gas operations, damage prevention and troubleshooting. ETP funds will not displace the existing financial commitment to training. In addition, safety training is, and will continue to be provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

SoCal Gas has a detailed training plan in place and is ready to start training upon approval. The Capital Projects Outreach Manager will oversee the project and will work closely with the Technical Specialist, Training Coordinators and Project Specialist who will facilitate training at both the Pico Rivera and Bakersfield training centers. Training will be delivered by SoCal gas's in-house experts and vendors as needed.

**Impact/Outcome**

Upon completion of training, trainees will receive certification as Construction Technicians. Trainees will attain documented certification of competency for each California Public Utilities Commission covered task by successfully passing the program's operational qualification tests and assessments.

Training will help the Company achieve its all-encompassing focused training objectives which include, job preparation training for employees transitioning to new positions, training to stay current with rapidly changing technology and regulatory needs, and training to close performance gaps.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0344	Los Angeles	12/11/2018 - 12/16/2020	\$191,464	\$191,464 (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:

#### **Commercial Skills**

- Excavating & Backfilling Trenches
- Lockout/Tagout
- Oxy-Acetylene and Gas Cylinder Handling
- Operating and Maintaining Small and Pneumatic Tools
- Shoring and Sloping
- Leakage, Clamps and Repair
- Pipeline Installation Methods
- Testing, Pressure and Time Requirements
- Valve Identification



1155 Amelia ave  
Glendora, CA 91742  
909-305-9802

## JOINT STEERING COMMITTEE U.W.U.A. – I.C.W.U.C.



4100 E. Jurupa St., Suite 108  
Ontario, CA 91764  
Office: (909) 476-7600

October 12, 2022

Employment Training Panel (ETP)  
ETP Chairperson  
1101 J Street  
Sacramento, CA 95814

Dear Chairperson,

As the Joint Steering Committee Chair, I speak for the Utility Workers Union of America (UWUA) Locals 132, 483 and 522 and the International Chemical Workers Union Council (ICWUC) Locals 478 and 350.

Regarding SoCal Gas Company's application for ETP funds, I am enthusiastically supportive. Funds from ETP would be a great asset for training employees for Construction Technician's.

The additional funds will be used to better engage and equip new and existing employees to transition into and retain higher wage and higher skilled jobs. The ETP contract will assist in accomplishing this through the acquisition of realistic training props, updates to training curriculum, utilization of technology to a greater degree and turning the centralized training center into a more stimulating learning environment. All of which will help employees acquire skills to become more productive, efficient, and work safely.

### 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.

Respectfully,

Jim Gennett  
Deputy Trustee UWUA Local 132 AFL-CIO  
Chair, JSC  
[jgennett@uwua.net](mailto:jgennett@uwua.net)  
630-915-2765



**David S. Cameron**  
*Manager – Labor and Employee Relations*

Southern California Gas Company  
555 W. Fifth Street  
M.L. GT16A3  
Los Angeles, CA 90013-1035

Tel: (213) 244-3006  
Fax: (213) 244-8048

July 19, 2023

ETP Proposed Contractor: Southern California Gas Company

Joe J. Moreno  
Chair of the Joint Steering Committee  
Utility Workers Union of America, AFL-CIO  
1155 Amelia Ave.  
Glendora, CA 91740

RE: Notice of Intent Regarding Request for ETP Training Funds

Contract Date: 01/09/2023

Represented Workers: Construction Technicians

As a proposed Contractor requesting funds from the California Employment Training Panel (ETP), this letter serves as Notice of Intent in accordance with ETP regulation § 4404. Collective Bargaining Agreements, which states:

*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.*

Southern California Gas Company (SoCalGas), Gas Operations Training is applying for an ETP contract in support of training the following the **Construction Technician**. We intend to train 290 employees in the Construction Technician classification.

This training is essential as we fill positions to complete a backlog of infrastructure and technology upgrade projects while limiting outsourcing. We welcome the Union's participation in the agreement's development, and the effective date of the application.

SoCalGas is requesting that the Union support our application, as in the past, by submitting a Union Support Letter, on the Union's letterhead. The letter must contain the following exhibit language to ensure SoCalGas' adherence with ETP Regulations:

Exhibit E

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,

A handwritten signature in blue ink, appearing to read "David S. Cameron", with a stylized, cursive script.

David S. Cameron

ECC: Labor Relations Department



Retrainee-Job Creation  
**Training Proposal for:**  
**Envoy, Inc. dba Envoy**  
**Contract Number: ET24-0208**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Other (J) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 235	U.S.: 333	Worldwide: 347
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$750,000

<b>Total ETP Funding</b>
\$499,790

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comp. Skills, Cont. Impr. Skills	176	8–200	0	\$2,415	\$43.00
				Weighted Avg: 105			
2	Job Creation Initiative Retrainee Priority Rate	Business Skills, Comp. Skills, Cont. Impr. Skills	25	8–200	0	\$2,990	\$43.00
				Weighted Avg: 130			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** \$24.72 per hour for San Francisco County.

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

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Engineer	\$70.00 - \$100.00	60
Research and Development Staff	\$70.00 - \$95.00	40
Team Lead Support Staff	\$70.00 - \$95.00	30
Technical Support Technician	\$43.00 - \$55.00	30
Customer Support	\$43.00 - \$55.00	16
<b>Job Number 2: Job Creation</b>		
Engineer	\$70.00 - \$100.00	8
Research and Development Staff	\$70.00 - \$95.00	5
Team Lead Support Staff	\$70.00 - \$95.00	4
Technical Support Technician	\$43.00 - \$55.00	4
Customer Support	\$43.00 - \$55.00	4

**INTRODUCTION**

Founded in 2013 and headquartered in San Francisco, Envoy, Inc. dba Envoy (Envoy) ([www.envoy.com](http://www.envoy.com)) is an information technology development company that creates applications and tools to help manage workplace safety. The Company develops applications that support touchless sign-in processes for anyone entering a building. Its technology helps to manage capacity levels in a building including details such as meeting room booking while managing traffic

and personnel proximity to improve safety. Its other applications include vendor and mail touchless delivery protocols and scheduling as well as health monitoring. Envoy has also focused on hybrid work spaces in an effort to bring employees back to offices. Its customers are local and global businesses that have a physical office space that includes Mazda, Golden State Warriors, Hulu, Stripe, and Xerox. ETP training will be delivered for trainees at its headquarters in San Francisco.

This will be Envoy's second ETP Contract, and it's second in the last five years. The last project was a Critical Proposal funded under the COVID Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) program focused on meeting customer demands resulting largely from COVID-19 pandemic. The demand for its products led the Company to hire new staff. ETP funds were used to reach goals such as the continuing development and managing of its new products. A new product called Protect, launched, addressing safety and health during the re-opening processes post COVID-19 lockdowns.

This proposal focuses on training to assist Envoy with attaining goals related to the continuous improvement of next generation product developments and to skill upgrade needs of its workforce resulting from companywide assessments and qualitative reviews. Recently, new equipment investments totaling approximately \$375,000 were made and new tools are being used by its Research and Development and Engineering Staff including tracking software technology that will improve efficiency and remain competitive. This new equipment requires additional training to reduce errors and continue to improve the quality of products being developed to meet the Company's efficiency goals. In this proposal, training will be conducted using customized coursework that was not delivered under any previous ETP Contract and any similarly worded course titles are represented to be refreshed with updated content.

### **Veterans Program**

Although Envoy does not have a formal veterans' program in place for recruitment, the Company does hire and employ veterans through its normal hiring practices. Envoy has a formal veterans-hiring program working with Skillbridge with preference given to veterans. Additionally, it posts open positions onto the Employment Development Department's employment website that reportedly links to America's Job Bank and is accessible to potential veteran candidates.

### **PROJECT DETAILS**

Training for this proposal will focus on the continuing development and managing of Envoy's new products (Workplace and Desks), while also including training on upgraded versions of its existing product applications. The Company reports new software development tools such as Deliveries and Connect are being rolled out that have evolved from earlier generation products. Further, its existing products are being modified to fit specific industries such as Biotech, Pharma, Healthcare, and Manufacturing.

ETP training is needed to upgrade the skills of the Company's workforce (including certifications) and boost the competencies of Envoy's staff and provide its employees with transferrable skills in the industry, while helping the Company remain competitive possessing customer desired or standardized industry certifications.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 25 new employees (Job Number 2) including Research and Development Staff, Customer Support Staff, Engineers, Technical Support Staff and Team Lead Support Staff. The date-of-hire for trainees will be within the three-month period before

contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to an increasing demand in Envoy's services the Company represents it is expanding existing business capacity by adding newly-hired employees to an existing function. Due to this business-capacity growth, the Company continues to grow globally.

## Training Plan

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

**Business Skills:** Training will be offered to Customer Support Staff, Team Lead Support Staff, and Technical Support Technician on course topics that include Negotiation Skills, Communication, and Marketing Skills to ensure Envoy meets business needs such as remaining competitive and managing growing customer accounts along with continued development of new products.

**Computer Skills:** Training will be offered to Engineers, Technical Support Technicians, and Research and Development Staff on course topics that include Web Application Development, Programming End Cycling, and Python Software to assist its staff with upgrading skills using new tools and proprietary software updates.

**Continuous Improvement:** Training will be offered to all occupations on course topics that include Kaizen, Lean Process, and Leadership Skills to focus on product quality improvement and efficiency goals resulting from internal training needs assessments.

## Commitment to Training

Envoy invests \$745,000 annually on training for all its California locations. Training includes basic-software programming, application skills, and cross-platform product-knowledge 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

Envoy's H.R. Training Director (dedicated administrator) will oversee all ETP-funded training. Three additional HR-management staff will assist in scheduling training and collecting rosters. Training will be delivered by 12 in-house trainers who are subject-matter experts across all occupations and by outside-training vendors. It has retained a third-party subcontractor to assist with ETP administration and staff.

## Impact/Outcome

As a result of ETP training, the following certifications will be attained by Envoy's employees:

- Software-suite certifications: 65 Engineers and Research and Development Staff will be certified after receiving Python Software and Sprints Development Software courses.
- 15 Engineers and 5 Research and Development Staff will receive development-tools certification after taking MVP Development and SaaS Development courses.
- 60 Engineers will receive coding certifications.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-2016 (COVID RESPOND)	San Francisco	12/21/20 - 12/20/22	\$517,500	\$494,994 (96%)

**DEVELOPMENT SERVICES**

Envoy retained Synergy Management Consultant, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$20,000.

**ADMINISTRATIVE SERVICES**

The Company also retained Synergy Management Consultant, 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:

**BUSINESS SKILLS**

- Communication
- Customer Relationship Management
- Sales Skills
- Presentation Skills
- Safety Skills for COVID-19 Interaction
- Negotiation Skills
- Marketing Skills
- Collaborative Teamwork
- Project Management

**COMPUTER SKILLS**

- MVP Development
- SaaS Development
- Web App Development
- Mobile App Development
- API, Plugins, and Integrations
- Bug Squashing
- Optimization and Refactoring
- Managed Hosting
- Cloud Apps
- HTML5
- Python Software
- Sprints Development Software
- Systems Development and Design
- Programming
- Scripting and Programming Foundations
- Database Usage and Technology
- Proprietary Systems
- Touchless Sign in Protocol
- Protect Product
- Deliveries Product
- Rooms Product
- Mobile Technologies for Envoy
- How to Research and Development
- Design Phase Learning
- Intervention Phase Learning
- End of Cycle Learning

**CONTINUOUS IMPROVEMENT**

- Coaching for Leaders
- Motivating Employees
- Business Acumen

- Developing Skillsets
- Hybrid Workplace Effectiveness





Retrainee-Job Creation

**Critical Proposal for:**

**Lam Research Corporation**

**Contract Number: ET24-0195**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** S. Wang

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	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: 4,250	U.S.:8,750	Worldwide: 13,000	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	0%			

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,500,200

<b>Total ETP Funding</b>
\$749,800

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Improv., HazMat, Mfg. Skills	350	8-200	0-71	\$1,380	\$29.86
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation Initiative	Computer Skills, Cont. Improv., HazMat, Mfg. Skills	145	8-200	0-71	\$1,840	\$28.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1:** Alameda County - \$24.72 per hr.;

**Job Number 2:** Alameda County - \$20.60 per hr.

**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	\$29.86 - \$48.56	50
Engineer	\$40.00 - \$60.00	150
Technician	\$35.00 - \$50.00	150
<b>Job Number 2: Job Creation</b>		
Administrator	\$28.00 - \$48.00	45
Engineer	\$35.00 - \$50.00	50
Technician	\$30.00 - \$50.00	50

**CRITICAL PROPOSAL**

Lam Research Corporation is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development. 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. According to company representatives, the CHIPS Act is an effective and meaningful economic development tool to create long-term growth in the domestic semiconductor industry to support US economic and national security. Lam’s plans include constructing approximately 70,000 square feet of additional manufacturing space and updating its research, design, quality control and prototyping equipment in Fremont and Livermore. Lam has committed \$750 million to plant expansions and to create 500 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 1980 and headquartered in Fremont, Lam Research Corporation (Lam) ([www.lamresearch.com](http://www.lamresearch.com)) designs, manufactures, markets, and services semiconductor processing equipment used in the fabrication of integrated circuits. Lam's wafer fabrication equipment, products, and services are designed to help computer-chip makers build smaller, faster, and better-performing products to be used in a variety of electronics including mobile phones, personal computers, servers, wearables, automotive devices, storage devices, and networking equipment. ETP-funded training will be conducted at the Company's facilities in Fremont and Livermore.

Lam's customer base is comprised of leading semiconductor and memory, foundry, and integrated device manufacturers such as: Intel, Nvidia, Qualcomm, Micron, Texas Instruments, and Advanced Micro Devices.

This will be Lam's tenth ETP project, the fourth in the last five years. In its previous proposal, training focused on upskilling incumbent and newly hired frontline workers in the development and production of new products to meet customer demand. This proposal will focus on upskilling Lam's engineering and technical workforce in the design, development, production, maintenance, and calibration of new / updated semiconductor manufacturing tools and equipment.

### **Veterans Program**

Even though there is not a separate Veterans Job Number, Lam uses a recruitment firm, Orion Talent, who maintains a web portal for veterans guaranteeing easy access to job opportunities. This recruitment tool shows how experiences in the military translate into careers at Lam.

### **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.

According to company representatives, Lam 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. The Company will hire 145 new employees (Job Number 2) to meet this demand.

## **PROJECT DETAILS**

Training in this proposal will focus on improving the skills of the Company's front-line Administrator, Engineer, and Technician at its Fremont and Livermore locations. According to company representatives, Lam now holds a larger role in California's electronics industry due to the global semiconductor shortage and CHIPS Act funding. Lam's future success depends, in part, upon its ability to develop and deliver new products with improved capabilities and relies on a highly trained, skilled, and innovative workforce. Therefore, training is needed for front-line Administrator, Engineer, and Technician in materials sciences, engineering innovation, CAD / CAM, and other advanced technology topics.

### **Training Plan**

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

**Computer Skills:** This training will be offered to all occupations in course topics such as Advanced Desktop Productivity Applications, Business System Processing, Project Management Software Tools, and Software and Informatics. 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, Problem Solving Tools and Techniques, and Process Improvement Training 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, Factory Automation Tools and Techniques, and Multipart Machine Automation Development. The development, design, and manufacture of its products is complex, requiring an elevated degree of technical knowledge from its engineering and technical support employees.

### **Certified Safety Training**

1. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, 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 regulatory 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 which is a more convenient means of delivering basic training. Trainees will receive between 0-71 hours of CBT.

### **Commitment to Training**

Lam’s annual training budget in CA is approximately \$1,500,000. The Company currently funds all training in OSHA and FDA-mandated safety regulations, sexual harassment prevention, rudimentary job skills, basic desktop training in Microsoft Word, Excel, and PowerPoint, and executive development programs. The resources provided by ETP will supplement Lam’s 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**

Lam’s Senior Director of Organizational Learning and Development (dedicated administrator) will oversee the ETP-funded 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 the ETP system.

### **Electronic Recordkeeping/LMS**

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

### **Impact/Outcome**

Lam's proposed training will be in advanced technologies and delivered to Engineer and Technician. Advanced technology training completion certificates will be issued to employees who successfully complete the following courses: CAD/CAM, lab automation and robotics, geometric tolerancing, materials sciences, advance manufacturing innovation. Training will provide transferable employment skills to other semiconductor equipment manufacturing employers.

### **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) (\$ %)
ET22-0153	\$494,500	11/22/21–11/21/23	338	916	916	\$494,500 (100%)

Based on ETP Systems, 38,812 reimbursable hours have been tracked for potential earnings of \$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 August 23, 2023.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0159	Fremont, Livermore	10/7/19 – 10/6/21	\$562,350	\$562,350 (100%)
ET18-0175	Fremont, Livermore	4/3/18 – 4/2/20	\$49,680	\$49,680 (100%)

### **DEVELOPMENT SERVICES**

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

### **ADMINISTRATIVE SERVICES**

Lam retained Herrera & Company in Stockton to 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**

- Advanced Desktop Productivity Applications
- Advanced eBusiness Applications
- Advanced Manufacturing Control Systems
- Advanced Manufacturing Lab Applications
- Business System Processing
- Computer Assisted Design (CAD)
- Computer Assisted Manufacturing (CAM)
- Management and Manufacturing Control Systems
- Materials and Logistics Software Development
- Operating System Programming Language
- Programming Languages
- Project Management Software Tools
- Lab Automation and Robotics
- Software and Informatics

**Continuous Improvement Skills**

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

**Hazardous Materials Skills**

- Restricting of Hazardous Substances
- Risk Management and Waste Management

**Manufacturing Skills**

- Advanced Programming Development Applications
- Application Engineering Services
- Casting Anode and Cathode Plates
- Chemical-Mechanical Linearization Technologies
- Electromagnetic Properties, Waves, and Dielectrics

- Factory Automation Tools and Techniques
- Instrument Modeling/Integration Software Development
- Lithium Surface / Interaction Overview
- Manufacturability for Prismatic and Cylindrical Cells
- Measurement Lithography Practice and Theory
- Multipart Machine Automation Development
- Multi-scale Modeling for Nonmaterial Design
- Nano-scale Device Physics and Technology
- Particle and Energy Balance in Global Models
- Photolithography, Microlithography and Optical Lithography
- Physics of Electrode Coating
- System Data Modeling and Architecture

### **Computer-Based Training**

Trainees may receive any of the following:

#### **Computer Skills**

- Advanced Desktop Applications (2 hrs.)
- Customer Relationship Management Systems (1 hr.)
- Computer Assisted Design (CAD) (2 hrs.)
- Computer Assisted Manufacturing (CAM) (2 hrs.)
- Management and Manufacturing Control Systems (1 hr.)
- Materials and Logistics Software Development
  - Introduction to Logistics (1 hr.)
  - Systems Integration (1 hr.)
  - Data Analytics (2 hr.)
  - Business Intelligence (2 hr.)
- Operating System Programming Language (1 hr.)
- Programming Languages (1 hr.)
- Project Management Software Tools (1.5 hrs.)
- Single-Vendor Enterprise Resources Planning (1 hr.)

#### **Continuous Improvement Skills**

- Business Excellence and Finance
  - Financial Statement Analysis (2 hr.)
  - Working Capital Management (2 hr.)
  - Financial Risk Management (2 hr.)
- Customer Communications and Awareness (3 hrs.)
- Effective Teams
  - Cross-Cultural Teamwork (1 hr.)
  - Teamwork Exercises (1 hr.)
  - Leadership in Teams (1 hr.)
  - Team Performance and evaluation (1 hr.)

- Facilitation Skills and Mentorship (3 hrs.)
- Finance and Accounting Skills (1 hr.)
- Leadership / Coaching Skills (3 hrs.)
- Manufacturing Procedures and Protocols
  - Business Intelligence (1 hr.)
  - Data Analytics (2 hrs.)
  - Inventory Management (2 hrs.)
  - Introduction to Logistics (2 hrs.)
  - Production Scheduling (2 hrs.)
  - Production Planning (2 hrs.)
  - Systems Integration (1 hr.)
- Manufacturing Quality and Reliability (2.5 hr.)
- Marketing Promotion and Position (2 hrs.)
- Problem Solving Tools and Techniques
  - Critical Thinking (2 hrs.)
  - Decision Making (2 hrs.)
  - Root Cause Analysis (4 hrs.)
- Process and Capability Mapping (1.5 hrs.)
- Process Improvement Training (3 hrs.)
- Product knowledge and market validation (2.5 hrs.)
- Production System Procedure Review (0.5 hr.)
- Quality Fundamentals/Core Skills (1 hr.)
- Quality Management Systems (QMS) Procedures (1 hr.)
- Sales and Negotiation Skills (1 hr.)
- Technical presentations (1.5 hrs.)





**Training Proposal for:**  
**NVIDIA Corporation**

**Contract Number: ET24-0127**

**Panel Meeting of:** August 25, 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 must continue to pioneer, design, and deliver groundbreaking solutions to accelerated computing to stay current with technology and product needs for its customers. The Company's work in Artificial Intelligence (AI) and the metaverse is transforming one of the world's largest industries and profoundly impacting society. AI is the simulation of human intelligence processes by machines, especially computer systems. Specific applications of AI include expert systems, natural language processing, speech recognition, and machine vision. NVIDIA's products constantly push the limits of what is possible. Achieving this requires constant innovation in both technology and process. Training that equips the Company's employees for constant innovation and generates results is required for success.

NVIDIA's customers use its products to solve incredibly hard problems in an ever-expanding set of domains. It is critical for NVIDIA to constantly learn the details of the problems its customers are trying to solve and the techniques they rely on, so that it can deliver technologies that accelerate solutions for its customers.

As part of the California Advanced Defense Ecosystems & National Consortia Effort (CADENCE), ETP supports the training of California advanced manufacturing workers in the Department of Defense supply chains identified by CADENCE in technologies essential to national security, including microelectronics, 5G, AI/machine learning, cybersecurity, and space. This project also aligns with statewide efforts under the CHIPS Act to advance the workforce competitiveness of semiconductor manufacturers and technology companies located in California.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and will include courses such as Business Process Skills, Marketing/Sales Skills, and Presentation Skills.

**Commercial Skills:** This training will be offered to all occupations and will include courses such as Artificial Intelligence and Engineering/Product Design Skills.

**Computer Skills:** Training will be offered to all occupations and will include courses such as Device Engineering and Computer Language Skills.

**Continuous Improvement:** Training will be offered to all occupations and will include 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, and compliance 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 Huntington Beach 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
- 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:**

**Norman S. Wright Mechanical Equipment Corporation**

**Contract Number: ET24-0209**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** N. Shafqat

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SET	Industry Sector(s):	Construction (C) Trade Wholesale (42)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, 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: 278	U.S.: 278	Worldwide: 278
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$310,522

<b>Total ETP Funding</b>
\$300,150

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	237	8–200	0–76	\$1,150	\$30.90
				Weighted Avg: 50			
2	Job Creation Initiative Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Impr. Skills	20	8–200	0–76	\$1,380	\$18.54
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$30.90 per hour for statewide.  
**Job Number 2 (Job Creation)** \$20.60 per hour for Alameda County; \$18.54 per hour for Sacramento County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee)</b>		
Technician	\$28.40 - \$40.00	97
Administration Staff	\$28.40 - \$38.00	40
Sales Staff	\$28.40 - \$32.00	100
<b>Job Number 2 (Job Creation)</b>		
Technician	\$18.00 - \$20.00	4
	\$20.01 - \$25.00	14
	\$25.01 - \$40.00	2

**INTRODUCTION**

Founded in 1906 and headquartered in Brisbane, the Norman S. Wright Mechanical Equipment Corporation (NSW) <https://normanwright.com/> has represented many of the construction industry's most respected high-performance product lines and has relentlessly delivered customer satisfaction. The Company is known worldwide for expertise in streamlining and optimizing complex Heating Ventilation Air Conditioning (HVAC) projects at every stage. With the help of the Sales Staff and Application Engineers, NSW designs and constructs fully

integrated systems while considering every HVAC detail to create solutions that deliver optimal results. It has other locations in Brisbane, Chico, Escalon, Hayward, Rancho Cordova, Santa Clara, and Santa Rosa. ETP-funded training will be delivered at NSW's Hayward and Rancho Cordova locations.

The Company's customer base includes organizations that have complex requirements for HVAC and related systems such as Offices, Health Care, Multifamily and High Rise Residential, Life Sciences and Laboratories, Education, and Data Centers and Clean Rooms. In addition to the sectors listed, it has decades of experience with government and military applications, hotel and entertainment venues, sound & vibration-sensitive facilities, and existing building retrofits. This will be NSW's first ETP Contract.

### **Veterans Program**

Even though there is not a separate Veteran's Job Number, NSW uses recruitment firms that specialize in hiring veterans into careers at the Company.

### **PROJECT DETAILS**

NSW represents and sells many products in construction field and requires training seminars to ensure the employees are familiar with all the array of products. Additionally, the product line is consistently updated and requires consistent training for the employees. NSW's future success depends upon its ability to develop and deliver new products with improved capabilities and relies on a highly trained and skilled workforce. Therefore, training is needed for the employees in construction procedures, HVAC, and other advanced technology topics.

The primary focus of the proposed training is to upskill NSW's administrative and technical workforce. Majority of the training will be delivered via live instructor lead sessions via Class/Lab, E-Learning, and will include some Computer-Based Training (CBT). With ETP support, the proposed training will foster an elevated level of products, reliability, and knowledge.

### **Retrainee - Job Creation**

In this proposal, the Company will hire 20 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, electrification and de-carbonization efforts NSW is required to hire more employees for efficiency of this business and to meet the increasing demand. The Company is committed to annually hiring five to seven percent of new employees.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations on topics that include Business Case Analysis and Development, Contract Administration, Project Management, and Finance Modeling. The training will be especially valuable to the Administrative Staff in providing a greater customer service experience to the Company's customer base.

**Commercial Skills:** Training will be offered to Technicians on topics that include Blueprint Reading, Construction Procedures, Heating Ventilation Air Conditioning, Lighting Systems

Automated Controls, Plumbing, and Process Piping. Training will help upskill the workforce in providing improved products and services to remain competitive in the construction field.

**Computer Skills:** Training will be offered to all occupations on topics that include ACAD 2012 Civil 3D, Adobe Acrobat, building Design Suites, SMARTS System, and WaterCAD. Training will help employees gain necessary computer skills for enhanced understanding of the job duties.

**Continuous Improvement:** Training will be provided to all occupations on topics that include meeting management, planning, and quality improvement to drive compliance and quality performance throughout the organization. Trainees will learn techniques to reduce costs, improve teamwork, become more effective as employees, and improve problem-solving.

### **Computer-Based Training**

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–76 hours of CBT.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests and staff recommends this wage modification for Job Number 1.

### **Commitment to Training**

The Company's statewide annual training expenditure of all locations in California for non-ETP related training is in excess of \$250,000. 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**

NSW's CFO (dedicated administrator) will oversee the project. Training will be administered and coordinated by its training and HR departments that oversees training across the organization. Training will be delivered by in-house subject-matter experts and by external-training vendors. It has retained a third-party subcontractor to assist with ETP administration. Additionally, there will be several full-time administration training staff within NSW assigned to this project to work with its third-party administrator and with ETP.

### **Impact/Outcome**

NSW's proposed training will focus on creating a more productive and educated team. A portion of the training will focus on programs such as ACAD, AutoCAD, Microsoft Office, and Building Design Suites that are vital to skill up the employee, while improving product line and efficiency. ETP training will improve its staff's knowledge and job skills, which will give trainees a greater

chance of earning promotions and career opportunities. ETP funds will supplement NSW's training budget by helping the Company to further its efforts to deliver more and better-quality training.

**Alternate Recordkeeping**

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

**DEVELOPMENT SERVICES**

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

**ADMINISTRATIVE SERVICES**

The Company also retained TFS to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Case Analysis and Development
- Business Development
- Business Partnering
- Contract Administration
- Interpersonal Communication
- Leadership
- Project Management
- Public Sector Finance, Government and Accountability
- Work Procedures and Accountability
  - Time Management
  - Service Costing and Finance Modeling
  - Writing
  - Work Procedures

**COMMERCIAL SKILLS**

- Blueprint Reading
- Construction Procedures
- Direct Digital Control
- Energy Saving
- Field Operational Procedures
- Heating Ventilation Air Conditioning (HVAC)
- Leadership Energy Environmental Design (LEED)
- Lighting Systems Automated Controls
- Maintenance
- Plumbing
- Process Piping
- Site Management

**COMPUTER SKILLS**

- ACAD 2012 Civil 3D
- Adobe Acrobat
- AutoCAD 2012 Civil 3D (New Software Version)
- Architectural Desktop
- AutoCAD LT (Alpha)
- AutoCAD MEP (Alpha)
- Building Design Suite
- Fabrication CADmep
- Fabrication CAMduct
- Google Earth / Mapping Tools
- HazMap
- Microsoft Office (Intermediate / Advanced)
- NavisWorks-ACAD
- Primavera

- Prolog
- REVIT MEP 2012
- SMARTS system
- Storm Water Management Pollution Prevention Plan (SWPPP)
- Timberline
- WaterCAD
- Water Quality Management Plan (WQMP)
- Windows 7

### **CONTINUOUS IMPROVEMENT**

- Goal Setting
- Meeting Management
- Planning
- Process improvement
- Quality Improvement

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

#### **COMMERCIAL SKILLS**

- MicroTech® III Modules 1–4 (8 hours)
  - Module 1 - Fundamentals (2 hours)
  - Module 2 - Temporary Operations (2 hours)
  - Module 3 - Startup and Commissioning (2 hours)
  - Module 4 - Service with the MicroTech III Controller (2 hours)
- MicroTech® III Module 5: Service & Troubleshooting (8 hours)
  - Steps to Start-Up (4 hours)
  - Troubleshoot Daikin AAH Units (4 hours)
- MicroTech® 4 Modules 1–4 (8 hours)
  - Module 1 - Fundamentals (2 hours)
  - Module 2 - Temporary Operations (2 hours)
  - Module 3 - Startup and Commissioning (2 hours)
  - Module 4 - Service with the MicroTech 4 Controller (2 hours)
- MicroTech® 4 Module 5: Service & Troubleshooting (8 hours)
  - Steps to Start-Up (4 hours)
  - Troubleshoot Daikin AAH Units (4 hours)
- Rebel Service (8 hours)
  - Review Install and Commission Daikin Rooftop (1 hour)
  - Function of Rooftop Components (1 hour)
  - Sequence of Operation (1 hour)
  - Navigate & Modify Adjustment Settings (1 hour)
  - Utilize Electrical Meters, Wiring Diagrams, and MT III (1 hour)
  - Preparation, Set-up and Operation for Daikin Rooftop (1 hour)



- Prepare and Report Accurate Commissioning Data (1 hour)
  - Preventative Maintenance (1 hour)
- Rebel® Applied (8 hours)
  - Module 0 - Foundational HVAC Microvideos (1 hour)
  - Module 1 - Rebel Applied Fundamentals (1 hour)
  - Module 2 - Rebel Applied Installation (1 hours)
  - Module 3 - Rebel Applied Startup and Commissioning (2 hours)
  - Module 4 - Rebel Applied Service and Troubleshooting (3 hours)
- Scroll Chiller Maintenance & Operation (8 hours)
  - Define and Analyze the Basic Cycle of Air and Water-Cooled Chillers (1 hour)
  - Define, Identify and Analyze Unit Components (1 hour)
  - Identify the Microtech®II (MTII) Chiller Controllers for Earlier Vintage AGZ/ACZ Models. (1 hour)
  - Identify the Microtech®II Chiller Controllers for Current WGZ/TGZ Models. (1 hour)
  - Navigation of MT III Menus, Entering Passwords and Assess Setting Changes. (2 hour)
  - Define, Identify and Analyze Unit Components, Compressors, Heat Exchangers & MT III Controllers for AGZ-D Chillers. (1 hour)
  - Define, Identify and Analyze Unit Components on AGZ-E And AMZ-A Chillers (1 hour)
- Screw Chiller Maintenance & Operation (8 hours)
  - Screw and Semi-hermetic Compressors (0.5 hours)
  - Difference between the AWS Chiller and the AWV Screw Chillers. (0.5 hours)
  - Slide Position Sensor (0.5 hours)
  - Types of Motors, Starters, and VFDs (0.5 hours)
  - MicroTech-III Controller Operation (1 hour)
  - Turbo Screw Compressor Sizes and Sections. (1 hour)
  - Identify the Water-Cooled Screw Chiller's Features, Nomenclature, Operating limits, and Components. (1 hour)
  - Maintenance Procedures for the Scroll and Screw Chiller. (1 hour)
  - Affects of Short Cycling on Oil Maintenance. (0.5 hours)
  - Mounting Electronic Flow Sensor (1 hour)
  - Importance of Water Quality (0.5 hours)
- Centrifugal Chiller Maintenance & Operation for WSC, WDC, WCC (6 hours)
  - Microtech II Intro and Navigation (.75 hours)
  - Centrifugal MicroTech-II Interface Touchscreen (OITs and HMI) and Graphing (0.5 hours)

- MicroTech-II Electronic Expansion Valve and Control (0.25 hours)
- WSC Maintenance & Operation Overview (1.5 hours)
- WDC Maintenance & Operation Overview (1.5 hours)
- WCC Maintenance & Operation Overview (1.5 hours)
- WMC Maintenance & Operation (6 hours)
  - MicroTech II Introduction & Navigation (0.75 hours)
  - Centrifugal MicroTech II Interface Touchscreen (OITS & HMI) & Graphing (1.25 hours)
  - Microtech II Electronic Expansion Valve & Control (1 hour)
  - WMC Product Overview (1 hour)
  - WMC Turbocor Mag Bearing Compressor (1 hour)
  - WMC Software and Settings (1 hour)



Retrainee-Job Creation  
**Training Proposal for:**  
**Wellpath Management, Inc.**  
**Contract Number: ET24-0210**

**Panel Meeting of:** August 25, 2023

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

**Analyst:** R. Jackson

**PROJECT PROFILE**

Contract Attributes:	Retrainee	Industry Sector(s):	Services (G)
	Priority Rate		Healthcare (62)
	Medical Skills Training		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Job Creation Initiative		
	SET		
	HUA		
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: 3,547	U.S.: 3,547	Worldwide: 3,547
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

In-Kind Contribution
\$620,006

Total ETP Funding
\$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	Priority Rate Medical Skills Training SET	Medical Skills (Didactic), Cont. Impr. Skills, Computer Skills	1,200	8–200	0–1	\$230	\$30.90
				Weighted Avg: 10			
2	Job Creation Initiative Priority Rate Medical Skills Training SET	Medical Skills (Didactic), Cont. Impr. Skills, Computer Skills	300	8–200	0–1	\$690	\$30.90
				Weighted Avg: 30			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (SET/Modified Statewide Average):** \$30.90 per hour statewide.

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

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

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

Up to \$1.90 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: Retrainee</b>		
Nurse	\$30.90 - \$60.00	895
Nurse Assistant	\$29.00 - \$50.00	148
Provider	\$70.00 - \$100.00	91
Therapist	\$30.00 - \$40.00	66
<b>Job Number 2: Job Creation</b>		
Nurse	\$30.90 - \$60.00	300

**INTRODUCTION**

Founded 2018 and headquartered in Nashville, TN, Wellpath Management, Inc. (Wellpath) (<http://wellpathcare.com>) provides on-site medical and behavioral health care services exclusively to county jails, detention facilities, and neuro-behavioral hospitals across the United States. The Company has a primary California location in Alpine. Wellpath is requesting to include two affiliates (Wellpath LLC and California Health and Recovery Solutions, P.C.), which both were reviewed and approved by ETP staff. Training will be provided at its Alpine facility and at worksites (county jails and detention facilities) statewide.

This will be Wellpath's second ETP Contract, and it's second in the last five years. In the previous project, the focus was to maintain compliance standards and adjust to the implementation of a new Electronic Medical Records Software system. In this proposal, training is focused on upskilling trainees with medical skills, new software equipment, and new procedures resulting from

continuous improvement goals and maintaining requirements in allied-medical professions. Changes resulting from COVID-19 pandemic impacted work settings dramatically pertaining to Personal Protective Equipment and new disease prevention protocols. Consequently, the changes occurring in medical fields have spurred the need for meeting renewed competencies at Wellpath and the roll out of best practices its leadership team determined should be implemented. Trainees will receive coursework that was not delivered under its previous ETP Contract and any similarly worded course titles are represented to be refreshed with updated content.

### **Veterans Program**

Although there is no Veteran's Job Number or component in the proposed training, veterans may be included in the training population. Wellpath and its affiliates represent that it regularly posts open positions onto the Employment Development Department's employment website that links to America's Job Bank and jobs are accessible to potential veteran candidates.

### **PROJECT DETAILS**

Wellpath's management conducted internal assessments using feedback from evidence-based analysis from Healthcare Effectiveness Data to pinpoint training objectives and has introduced a new Human Capital Management System that aims to improve upward mobility and efficiency. Additionally, Wellpath Now and Healthcare Cloud are new interactive environments and software recently implemented at Wellpath's work-sites to provide healthcare virtually that is prompting the need for ETP training.

### **Retrainee - Job Creation**

In this proposal, the Company plans to hire approximately 300 new Nurses (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.

As a consequence of an increase in business capacity, Wellpath is now engaging in hiring activities driven by the expansion of their customer base and the acquisition of new contracts. As new contracts come onboard, Wellpath's territories served may continue to expand. Thus, the proposed plan includes a hiring component of 300 Nurses due to the growing contracts secured in California by Wellpath and its participating affiliates.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations and includes CorEMR and Electronic Medical Records' Systems. Management determined customized training to address needs of users to improve quality and efficiency in performance of job duties.

**Continuous Improvement:** Training will be offered to all occupations and includes Crisis Prevention Intervention. Training will increase awareness, maximize safety and maintain compliance by developing and practicing workplace safety skills by implementing best practices.

**Medical Skills (Didactic):** Training will be offered to Nurses, Nurse Assistants, and Therapists on courses that include Basic Life Support, Behavioral Health and Birth and Beyond depending on their respective roles (approximately 1,206 staff members). Medical skills includes a mix of supplemental and mandated continuing education topics that staff need to perform their job duties or to maintain credentials.

## Computer-Based Training

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Wellpath represents CBT is needed in Continuous Improvement where trainees will receive between 0–1 hours of CBT.

## Special Employment Training

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

### ➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests and staff recommends this wage modification for Job Number 1.

### ➤ Retention Modification

The Panel may also modify the retention period for these trainees, making it as low as 24 hours for medical occupations per ETP's Medical Skills (MS) guidelines. Also, per MS guidelines, a trainee will 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. Wellpath will use its fulltime employment (FTE) definition that includes the health benefits as the hour determinant for the enrolled population of trainees. The Company requests and staff recommends this retention modification of 24 hours as its FTE for its frontline workers in nursing and allied healthcare occupations in both Job Numbers 1 & 2.

## High Unemployment Area

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

## Impact/Outcome

The proposed training aims to help produce the following results:

- Meet best-practice skill-upgrade training to enhance job performance, improve safety, and improve the quality of care in order to remain competitive and keep pace with the Company's growth stemming from customer needs.
- Assist Wellpath's staff in adapting to a demanding and changing environment in medical fields in response to prevalent infectious diseases among some of the most vulnerable populations in the state and lower risks for providers and patients to improve medical outcomes.
- Reinforce Wellpath's training program to efficiently train and grow new recruits for long-term careers in high-wage high-skilled positions in medical occupations.

## Commitment to Training

Wellpath invests \$100,000 on its annual training budget in California. This includes basic-computer skills, violence in the workplace, orientation for newly hired staff, and anti-harassment

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

➤ Training Infrastructure

Wellpath's Sr. Director Organizational Development and DEI (dedicated administrator) will oversee the project. The Company has identified five internal staff to oversee the administration of the project that includes three Organizational Development staff and two Vice Presidents. Training will be delivered by 50 in-house trainers who are subject-matter experts. The Company has also hired a third-party subcontractor to assist with ETP administration.

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0223-000	Monterey	2/5/18 – 2/4/20	\$407,452	\$278,859 (68%)

According to Wellpath's staff, its first ETP Contract performed low due to administrative hurdles such as properly tracking eligible training, competing interests as a newly formed company, and a lack of recordkeeping infrastructure to support ETP's contract standards.

In this new proposal, Job Number 1 (incumbent workers) is right-sized down below the dollar amount earned based on the review of prior performance as required. Due to Job Creation occurring in Job Number 2 and the addition of two affiliates in this proposal round, staff is allowing the total requested funds to exceed the total amount earned using a modest rightsizing approach. Some of the variables affecting the last ETP Contract and the facts pertinent to this new proposal concerning the Company's rapid expansion in California led to allowing it to ask for more than what was earned especially considering ETP's strategic goal concerning supporting medical fields and priority industries in general.

To improve the performance on this ETP Contract, Wellpath has a new internal administrative team involved to administer the ETP Contract to ensure recordkeeping is maintained and to ensure compliance with contract standards to improve the outcomes on this repeat application. Furthermore, since the last ETP Contract, Wellpath has improved its training department and incorporated lessons learned from prior performance to correct communication and has implemented new administrative processes to meet ETP's contract requirements. Wellpath anticipates hiring to be much higher than 300 for Nurses, but it has agreed to be rightsized in Job Number 2 reflecting only 50% of the projected hiring to keep the request conservative.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

N/A

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

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Computer Programs & Systems
- Online Resources and Application Skills
- Electronic Medical Records Application and Order Entry Skills
- CorEMR Training (Electronic Medical Records System)
- Electronic Medical Records System Training
- Team Member Systems
- Internet and Electronic Communication

**CONTINUOUS IMPROVEMENT**

- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Documentation Skills
- Frontline Leadership Skills
- Safety and Site-Specific Policies Training
- IT Training
- National Patient Safety Goals
- Criminal Justice Information Services (CJIS)

**MEDICAL SKILLS (DIDACTIC)**

- Advanced Cardiac Life Support
- Basic Life Support
- Behavioral Health
- Birth and Beyond Training
- Care of Psychiatric Patients in Medical Setting
- Care of the Cardiac Patient
- Care of the Stroke Patient
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Mgmt.
- Dialysis: Peritoneal & Continuous Renal Replacement Therapy (CRRT)
- Dysrhythmia Recognition & Interpretation
- Electrocardiogram (EKG) & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginners& Advanced)
- Emergency Department Nursing Skills
- Equipment Skills
- Evidence Based Practices
- Gastrointestinal Assessment and Management



- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Neurological Assessment
- Nursing Process Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient and Family Education
- Patient Assessment & Care
- Pediatric Advanced Life Support
- Pre- and Post-Operative Care
- Rapid Response Skills
- Updated Stroke Training (Joint Commission)
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care
- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Fundamental Nursing Skills
- Critical Care Nursing Skills
- Patient Assessment & Care
- Dialysis: Continuous Renal Replacement Therapy
- Clinical Respiratory Protocol Training
- Essentials of HIV/AIDS for Healthcare Workers
- Correctional Mental Health Care
- Forensic Didactic: Psychological Autopsies
- Trauma-Informed Care
- Clinical Practice Competencies
- Protective Equipment
- Clinical Practice
- Patient Sex Education/Rights
- Infection Control
- Nursing Codes and Responses
- Choking Intervention and Prevention
- Incident Reporting
- Cardiopulmonary Resuscitation (CPR)
- Mandt System- Conceptual, Relational, Technical Training

- Kern AES Overview of Psychological Disorders
- Kern Trauma Informed Care and Recovery
- Kern Competency Restoration
- Kern Group Treatment
- Kern AES Motivational Interviewing
- Kern Professional Boundaries
- Kern Coordination and Communication
- Kern AES Suicide Prevention
- Kern AES Managing Aggression and Self-Injurious Behaviors
- Malingering
- Multicultural Mental Health
- Working with Patients with Disabilities
- Improving Documentation

### **Computer-Based Training**

#### **CONTINUOUS IMPROVEMENT**

- Continuous Quality Improvement (CQI) (1 hour)



**Training Proposal for:**  
**Gallo Glass Company**  
**Contract Number: ET24-0170**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Steel Workers Local 18; United Steel Workers Local 17M		
Number of Employees in:	CA: 745	U.S.: 745	Worldwide: 745
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$769,200

<b>Total ETP Funding</b>
\$499,790

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., HazMat, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	530	8-200	0-20	\$943	\$22.66
				Weighted Avg: 41			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Number 1: \$22.66 per hour in Stanislaus County.

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

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

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
Administrative Staff	\$22.66-\$25.00	12
	\$25.01-\$52.00	26
Machine Repair	\$28.83-\$48.28	20
Maintenance/Electrician	\$26.19-\$50.74	94
Manager/Supervisor	\$38.00-\$92.00	30
Forming Operator/Upkeep	\$39.21-\$44.58	103
Batch/Furnace Operator	\$34.09-\$41.89	40
Packing Inspector/Utility	\$24.44-\$25.00	1
	\$25.01-\$26.80	99
Warehouse Equipment Operator/Utility	\$24.45-\$25.00	40
	\$25.01-\$28.11	35
Mold Makers	\$33.16-\$46.17	30

**INTRODUCTION**

Founded in 1958 and headquartered in Modesto, Gallo Glass Company (Gallo Glass) ([www.galloglass.com](http://www.galloglass.com)), a subsidiary of Dry Creek Corporation, produces and distributes glass bottles in support of the wine and spirits industry. Gallo Glass is the largest glass container plant in the United States. The Company serves wine and spirit distributors, grocery stores, wholesalers, restaurants, and hotels. Training under this proposal will take place at the Company's headquarters in Modesto. This is Gallo Glass's first ETP Contract.

## Veterans Program

Gallo Glass values and actively recruits the Veteran workforce. However, the Company is not requesting a Veteran Job number for this project.

## Union Support

Gallo Glass will training approximately 20 Machine Repair, 60 Maintenance/Electrician, 130 Forming Operator/Upkeep, 40 Batch/Furnace Operator, 100 Packing Inspector/Utility, and 75 Warehouse Equipment Operator/Utility are represented by United Steel Workers Local 17M; and 30 Mold Makers are represented by United Steel Workers Local 18. The unions have submitted letters of support for this training project.

## PROJECT DETAILS

Gallo Glass has developed a training plan that focuses on new glass forming machines, lean manufacturing and quality food safety. The Company has purchased new glass forming machines and the upgraded equipment requires equipment, maintenance and troubleshooting safety training. The Company's goal is to increase overall ISO training completion, and qualify food safety with the expected outcome of developing new skills and knowledge for employees. Training will result in a cultural change in the business and a focus on Lean Manufacturing that will increase efficiency in production and help eliminate waste through defective product. The Company will be providing training that results in certification in Lift Licensing, ISO, and Quality Food Safety. Trainees who complete training will be provided avenues for upward mobility within the company.

### Training Plan

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

**Business Skills:** Training will be offered to all occupations and focus on improving business functions. Training topics include Business Fundamentals, Good Documentation Practices and Project Management.

**Computer Skills:** Training will be offered to all occupations focus on building competency around the Company's software systems. Topics include Accounting Software, Customer Relationship Management and Enterprise Resource Planning Software.

**Continuous Improvement:** Training will be offered to all occupations focus on process improvement. Training topics include ISO training, Lean Manufacturing and Six-Sigma.

**Hazardous Material Skills:** Training will be offered to all occupations with exception to Administrative Staff and Manager/Supervisor. Training will focus on safe handling of hazardous materials. Training topics include Environmental Health & Safety, Hazardous Materials Response and Lead General Awareness.

**Management Skills:** Training will be offered to Managers/Supervisors focus on cultivating good leaders. Training topics include Performance Management, Project Management for Supervisors, and Situational Leadership.

**Manufacturing Skills:** Training will be offered to all occupations with exception to Administrative Staff and Manager/Supervisor. Training will focus on operating and maintaining technical manufacturing equipment. Training topics include CNC Operator Certificate, Drill, Mill & Lathe Training, and Glass Forming.

## **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 0-20 hours of CBT.

## **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. Gallo Glass in-house experts will deliver PL-Manufacturing Skills training to Forming Operator/Upkeep, Batch/Furnace Operator, Warehouse Equipment Operator/Utility, and Mold Makers on equipment operating procedures. Training will be on machines used to make glass bottles, machines that check bottles for defects, machines that build cases of bottles, and machines used to transport the glass bottles. Since equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety standards are met. This training will be provided at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. An internal subject matter expert will conduct training. The trainer will demonstrate how to use the equipment, then supervise trainees' use of the equipment. Training will be under constant supervision.

Gallo Glass requests a trainer-to-trainee ratio of 1:3 and up to 10 hours per trainee. The Company provides PL training in teams of three for consistency of training and some machines require teams for safe operation. Students will be observed to see if they meet performance guidelines and then are coached to fill any gaps in skill. Each equipment requires a maximum of three employees operating for safety precautions.

## **High Unemployment Area**

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

### **➤ Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. However, the Company is not requesting a wage modification.

## **Commitment to Training**

Gallo Glass currently invests \$500,000 annually for training and includes new hire on-boarding, mandatory safety training and harassment/discrimination prevention. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **➤ Training Infrastructure**

The Training Manager will oversee project administration with the assistance of the training department who will be responsible for coordination of this project. Each department will have an associate from the training department to assist with documenting and collecting training rosters. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully. Training will be delivered by in-house experts and vendors as needed.

## **DEVELOPMENT SERVICES**

California Manufacturers & Technology Association (CMTA), in Sacramento, assisted with development for a flat fee of \$14,000.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Accounting Principles
- Business Fundamentals
- Communication Skills
- Cost Control
- Customer Service
- Financial Analysis
- Good Documentation Practices
- Incident Reporting
- Internal Audit
- International Shipping
- Inventory Control
- Negotiating Skills
- Planning and Organization Skills
- Presentation Skills
- Product Knowledge
- Project Management
- Record Keeping & Documentation Control
- Relationship Building through Sales & Service
- Sales Strategies
- Supply Chain Management
- Time Management Skills
- Writing Skills

**Computer Skills**

- Accounting Software
- CAD/CAM
- CNC Software
- Computer Security
- Customer Relationship Management Software
- Cybersecurity
- Database Management Training
- End-User Training
- Enterprise Resource Planning Software
- Microsoft Office Suite (Advanced/Intermediate)

**Continuous Improvement Skills**

- 5S (Sort, Set, Shine, Standardize, Sustain)
- 6S (Sort, Set, Shine, Standardize, Sustain, Safety)
- Benchmarking
- Building Successful Teams
- Coaching
- Incident Investigation Training



- Interpreting and Analyzing Data
- ISO Training
- Kaizen Methodology
- Key Performance Indicator
- Leadership Skills for Front-Line Workers
- Lean Manufacturing
- Performance Management
- Problem Solving
- Quality Assurance Training
- Quality Control Training
- Quality Deficiency Report Training
- Root Cause Analysis
- Six-Sigma
- Standard Work
- Statistical Process Control
- Team Building
- Team Problem Solving
- Train the Trainer

**Hazardous Materials Skills**

- Cullet/Broken Glass Handling
- Environmental Health & Safety
- Fire Prevention and Extinguisher Training
- Hazard Analysis Critical Control Point Training
- Hazards Communication
- Hazardous Materials Handling, Storage and Clean-Up
- Hazardous Materials Response
- Lead General Awareness
- Material Safety Data Sheet
- Respirator Training
- Stormwater Pollution Prevention Plan

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

- Building Effective Partnerships
- Developing Others
- Effective Career Discussions
- Emotional Intelligence
- Financial Drivers of Business
- Leadership Skills
- Leading Through Change and Change Management
- Managing Change
- Performance Management
- Prioritize/Delegate
- Project Management for Supervisors
- Situational Leadership
- Transitioning into Management

**Manufacturing Skills**

- Aerial Lift/Scissor Lift Training
- American Welding Society Certified Welder
- Basement Environment Training
- CNC Operator Certificate
- Confined Space Entry and Operations
- Connecting and Disconnecting 480V Equipment
- Construction Safety
- Crane and Hoist Safety
- Cross-Training in Equipment/Production
- Cullet/Broken Glass Handling
- Defect Causes and Remedies
- Drill, Mill & Lathe Training
- Electrical Safety
- Electronics Training
- Electrode Boost Emergency Shut Off
- Emhart Mechanical and Operational Training
- Equipment Maintenance
- Equipment Operations
- Fall Protection
- Food Handling Basics
- Forklift Training
- Forming and Packing
- Front End Loader Operator
- Furnace Bowman Lehrs
- Furnace Deluge System
- Furnace Gas Safety Valve Reset
- Furnace Job Change Operations
- Furnace Operations
- Glass Furnace Operator Training
- Geometric Dimensioning and Tolerancing
- Glass Forming
- Glass Handling
- Good Manufacturing Practices
- Hand-Tools Usage and Safety Training
- Hazard Analysis and Critical Control Points (Food Safety)
- Hazardous Energy Control
- Hearing Conservation
- Heat Illness Prevention Training
- Human-Machine Interface
- Hydraulics Training
- Industrial Math
- Intensive Brewing
- Introduction to Practical Brewing
- Job Instruction/Analyzing Jobs for Efficiency
- Kleenmold Swabbing
- Labeling Equipment Training
- Ladder Safety

- Laser Safety
- Lift Jack/Pallet Jack Safety
- Lock-Out/Tag-Out Training
- Machine/Equipment Safety
- Machine Guarding
- Motor Controls
- MTC Thermocouple Installation
- National Institute for Metalworking Skills Certification
- NFPA 70E Electrical Safety
- Onsite Water Treatment Systems
- Packaging Procedures Training
- Pallet Jack Operator
- Personal Protective Equipment Safety
- Powered Industrial Truck Operator
- Power Tool Safety Operations (Saw, Grinders & Drills)
- Pneumatics
- Press Brake Training
- Production Operations
- Programmable Logic Controllers
- Pulling Blanks
- Safe Quality Food
- Safety Fire Prevention and Hot Work
- Skid Steer Truck Operator
- Symplex Gob Imaging
- Tiama Hot Lab Standard Operation
- Warehousing Operations & Distribution
- Wayne One Slot Inserter Operator Training
- Welding and Soldering Fundamentals/Techniques
- Wiring
- Yamamura MTC Thermocouple

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

Trainees may receive any of the following:

#### **Manufacturing Skills**

- Assembler Operator
- Bander and Wrapper Operator
- Cross-Training in Equipment/Production
- Emmeti Operator
- Equipment/Machine Operation
- Forklift Driving
- Glass Molding/Forming Operation
- Glass Testing/Inspection
- Kaufman Operator
- Packing Inspection
- Palletizer Operator
- Pearson Operator

**Computer-Based Training**

Trainees may receive any of the following:

**Business Skills**

- CORP- Capital Contracting Process (0.25)
- CORP- Capital Contracts Quicker Process (0.25)
- CORP- Capital Procurement Process (0.25)
- CORP- Capital Procurement Self-Service Status Checks (0.25)
- CORP- Capital Procurement Strategy (0.25)
- CORP- Capital Sourcing Request in ServiceNow (0.25)
- CORP- Funding Your Capital Project - Appropriation Requests (0.25)
- CORP- How to Develop Intrapreneurial Practices (0.25)
- CORP- Procurement Mechanisms (0.25)
- CORP- Return to Office (0.25)
- CORP- The Importance of Intrapreneurship and Ownership (0.25)
- CORP- What It Means to "Own the Work" (0.25)
- CORP- Work Performance Investigation Tools and Training (0.33)

**Computer Skills**

- CORP- Data Security- Data Entry Phishing Interactive (0.25)
- CORP- Security Awareness Training (0.33)

**Continuous Improvement Skills**

- CORP- Incident Management (0.25)

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

- CORP- HR- Effective Discussions for Managers- 2023 (0.25)
- CORP- HR- Telecommuting for Managers (0.25)

**Manufacturing Skills**

- GLASS- EHS- EMS Environmental Compliance and ISO 14001 (0.25)
- GLASS- QUALITY- Food Safety Basics-What is HACCP (MYFDA Registrar Corp.) (0.5)
- GLASS- QUALITY- Food Safety Basics-Allergen Management (MYFDA Registrar Corp.) (0.5)
- GLASS- QUALITY- Food Safety Basics-Food Defense (MYFDA Registrar Corp.) (0.5)
- GLASS- QUALITY- Food Safety Basics-Good Manufacturing Practices (MYFDA Registrar Corp.) (0.5)



December 6, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

I am writing on behalf of the United Steel, Paper and Forestry, Rubber Manufacturing, Energy, Allied Industrial and Service Workers International Union and its Local No. 18. We understand the Gallo Glass Company is requesting ETP funding. The proposed training plan for the specified members has our support.

This application has been jointly developed by labor and management and will assist the Gallo Glass Company in meeting our goals. The proposed training will assist our union members in developing new skills.

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 "Richard Cubillo".

Richard Cubillo  
President  
USW Local 18  
rcubillo64@gmail.com  
(209) 345-1364



November 1, 2022

Gallo Glass Company  
605 S Santa Cruz Ave  
Modesto, CA 95354

ETP Reference / ET Number: Pending

To: USW & Local 18

RE: Notice of Intent

Projected Effective Date of ETP Contract/Revision: January 1, 2023

CBA Represented Workers: Production 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: (Attached)
2. Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as

specified in the proposed training plan:

Mold Makers – Approximately 30 Workers

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,

Nathan Ellsworth

Gallo Glass Company

Manager, Operations Industrial Training and Education

Nathan.Ellsworth@GalloGlass.com

(209) 480-5171



November 21, 2022

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

I am writing on behalf of the United Steel, Paper and Forestry, Rubber Manufacturing, Energy, Allied Industrial and Service Workers International Union and its Local No. 17M. We understand the Gallo Glass Company is requesting ETP funding. The proposed training plan for the specified members has our support.

This application has been jointly developed by labor and management and will assist the Gallo Glass Company in meeting our goals. The proposed training will assist our union members in developing new skills.

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,

Anthony Vergara  
President  
USW Local 17  
anthony.vergara17m@gmail.com  
(209) 765-4778





November 1, 2022

Gallo Glass Company  
605 S Santa Cruz Ave  
Modesto, CA 95354

ETP Reference / ET Number: Pending

To: USW & Local 17M

RE: Notice of Intent

Projected Effective Date of ETP Contract/Revision: January 1, 2023

CBA Represented Workers: Production 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.*

Information Regarding the proposed training plan: (Attached)

Occupations & number of workers planned covered under the Collective Bargaining Agreement (CBA) as

specified in the proposed training plan:

Forming Operators/Upkeeps	Approximately 130 Workers
Batch/Furnace Operators	Approximately 40 Workers
Machine Repair	Approximately 20 Workers
Maintenance/Electricians	Approximately 60 Workers
Packing Inspectors/Utilities	Approximately 100 Workers
Warehouse Equipment Operators/Utilities	Approximately 75 Workers

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,

Nathan Ellsworth  
Gallo Glass Company  
Manager, Operations Industrial Training and Education  
Nathan.Ellsworth@GalloGlass.com  
(209) 480-5171



**Training Proposal for:**  
**Hall Ambulance Services, Inc.**  
**Contract Number: ET24-0198**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SET HUA Medical Skills Training	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 420	U.S.: 420	Worldwide: 420
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$696,000

<b>Total ETP Funding</b>
\$441,600

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate Medical Skills Training SET HUA	MST Didactic & Clinical Preceptor	120	8-200	0	\$3,680	\$17.00
				Weighted Avg: 160			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (Retrainee/HUA):** \$17.00 per hour for Kern 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 \$0.76 per hour may be used for health benefits to meet the Post-Retention Wage for Job 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainee/SET/HUA)</b>		
EMT	\$16.24 - \$20.00	60
	\$20.01 - \$25.00	40
Paramedic	\$20.00 - \$25.00	20

**INTRODUCTION**

Founded in 1971 and headquartered in Bakersfield, Hall Ambulance Services, Inc. (Hall Ambulance) ([www.hallamb.com](http://www.hallamb.com)) is the largest emergency and non-emergency medical transportation provider in Kern County providing transport services to 90% of the County. The Company has 16 locations that also serves the communities of Lamont, Arvin, Frazier Park, Taft, Shafter, Mojave, Tehachapi, Boron, California City, and Rosamond. All locations will be participating in this proposal. The Company is a member of the California Ambulance Association and the American Ambulance Association. This is Hall Ambulance's fourth ETP Contract and the fourth in the last five years.

**Veterans Program**

Although Hall Ambulance hires Veterans using standard hiring practices, there is not a Veterans component in this project.

**PROJECT DETAILS**

Hall Ambulance is continuously experiencing a shortage of EMTs. In the previous project, the Company focused on promoting its existing EMTs to Paramedics. Under this project, Hall Ambulance will focus its efforts by continuing to train EMTs and Paramedics. These employees will need extensive training to gain competence in pre-hospital assessment and care of patients of all ages with a variety of medical conditions and traumatic injuries. Training will include an

introduction to emergency medical care, anatomy and physiology, medical emergencies, trauma, pre-hospital setting, and patient transportation. Incumbent Paramedics will continue to receive medical skills training to ensure they are current with the latest medical techniques and healthcare requirements. Both EMTs and Paramedics training programs average well above 200 hours, however, the Company is only requesting a weighted average of 160 hours.

Although there are training topics included in the curriculum that are similar to topics from the previous Contract, trainees will not receive duplicate training.

## **Training Plan**

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

**Medical Skills:** Training will be offered to all occupations. Training will focus on patient care and life support, equipment operation, and transport techniques to ensure competency and maximize patient satisfaction and safety. Training topics include Electronic Medical Records (EMS) System, Pediatric Advanced Life Support (PALS), and Advanced Cardiac Life Support (ACLS).

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

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

### **➤ Wage and Retention Modifications**

All trainees in Job Numbers 1 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Kern County are in an HUA.

Hall Ambulance is requesting a wage modification from \$30.90 per hour to \$17.00 per hour for Job Number 1.

## **Commitment to Training**

Hall Ambulance invests \$300,000 for all its locations annually including new hire orientation, sexual harassment, and general 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**

Hall Ambulance's General Manager will be responsible for overseeing all training aspects of this project with the assistance of the Assistant Training Center Coordinator including roster collection, scheduling training, and enrolling trainees. The General Manager will communicate with each location's assigned contact person to ensure proper recordkeeping requirements are met. Training will be provided by dedicated in-house trainers and subject-matter experts. The Company has a well-established training program and internal administrative procedures resulting from prior ETP contracts. The Company has also retained the services of a third party subcontractor to assist with the administration of this project.

**Prior COVID Contract**

The Company has an active contract with ETP under the COVID Pilot Project (ET21-0256) with a term of 4/5/2021 to 4/4/2023 of an estimated 100 trainees, 137 have been enrolled and 101 have received the minimum hours of training. Hall Ambulance anticipates earning 100% of the contract amount for this project and is in the process of closing out.

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0197	Bakersfield	10/26/2020-10/25/2022	\$294,285	\$294,285 (100%)
ET18-0188	Bakersfield	04/02/2018–04/01/2020	\$415,800	\$294,613 (71%)*

**\*ET18-0188:** The original training plan was achieved ahead of schedule at 100% therefore, an amendment was executed to increase the funding amount; however, after the amendment was executed, the Company lost some trainers. Consequently, it took longer than expected to re-hire trainers, impacting training performance to meet the increased funding amount.

**DEVELOPMENT SERVICES**

Training Refund Group in Anaheim assisted with development of this proposal for a flat fee of \$8,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

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

- Advanced Cardiac Life Support (ACLS)
  - Lesson 1: Course Overview and Organization
  - Lesson 2: The Science of Resuscitation
  - Lesson 3: Systematic Approach
  - Lesson 4: Testing Station: High-Quality Basic Life Support (BLS)
  - Lesson 5: Testing Station: Airway Management
  - Lesson 6: Technology Review
  - Lesson 7: Team Dynamics and Megacode
  - Lesson 8: Learning Station: Megacode Practice
  - Lesson 9: Acute Coronary Syndrome (ACS) and Stroke Lessons
- Airway
- Anatomy
- Assessments
- Cardiology
- Clinical Rotation
- Documentation
- Electronic Medical Records System (EMS) Systems
- EMS Communications
- Geri-Abuse-Special-Home
- Hall EMT Academy Courses
  - Chapter 1: Introduction to Emergency Medical Care
  - Chapter 2: The Well-Being of the EMT
  - Chapter 3: Lifting and Moving Patients
  - Chapter 4: Medical/Legal and Ethical Issues
  - Chapter 5: Medical Terminology
  - Chapter 6: Anatomy and Physiology
  - Chapter 7: Ventilation, Perfusion, and Shock: Understanding Pathophysiology
  - Chapter 8: Life Span Development
  - Chapter 9: Airway Management
  - Chapter 10: Respiration and Artificial Ventilation
  - Chapter 11: Scene Size-Up
  - Chapter 12: The Primary Assessment
  - Chapter 13: Vital Signs and Monitoring Devices
  - Chapter 14: The Secondary Assessment
  - Chapter 15: Communication and Documentation
  - Chapter 16: General Pharmacology
  - Chapter 17: Respiratory Emergencies
  - Chapter 18: Cardiac Emergencies
  - Chapter 19: Diabetic Emergencies and Altered Mental Status
  - Chapter 20: Allergic Reaction

- Chapter 21: Poisoning and Overdose Emergencies
- Chapter 22: Abdominal Emergencies
- Chapter 23: Behavioral and Psychiatric Emergencies and Suicide
- Chapter 24: Hematologic and Renal Emergencies
- Chapter 25: Bleeding and Shock
- Chapter 26: Soft-Tissue Trauma
- Chapter 27: Chest and Abdominal Trauma
- Chapter 28: Musculoskeletal Trauma
- Chapter 29: Trauma to the Head, Neck, and Spine
- Chapter 30: Multisystem Trauma
- Chapter 31: Environmental Emergencies
- Chapter 32: Obstetric and Gynecologic Emergencies
- Chapter 33: Pediatric Emergencies
- Chapter 34: Geriatric Emergencies
- Chapter 35: Emergencies for Patients with Special Challenges
- Chapter 36: Emergency Medical Services (EMS) Operations
- Chapter 37: Hazardous Materials, Multiple-Casualty Incidents, and Incident Management
- Chapter 38: Highway Safety and Vehicle Extrication
- Chapter 39: EMS Response to Terrorism/Clinical & Ambulance Rotations
- Injury Prevention and Public Health
- Medical 1
- Medical 2
- Medical and Legal Procedures
- OB/GYN/Peds/Neo
- Operations
- Pediatric Advanced Life Support (PALS)
  - Lesson 1: PALS Course Organization
  - Lesson 2: Overview of PALS Science
  - Lesson 3: Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator(AED) Practice
  - Lesson 4: Mgt. of Respiratory Emergencies Skills Station
  - Lesson 5: Rhythm Disturbances/Electrical Therapy Skills Station
  - Lesson 6: Vascular Access Skills Station
  - Lesson 7: Resuscitation Team Concept
  - Lesson 8: Core Case Simulations Cardiac Cases 1 & 2
  - Lesson 8: Core Case Simulations Cardiac Cases 1 & 2
  - Lesson 9: Overview of Pediatric Assessment
  - Lesson 10: Overview of Core Case Discussions and Simulations
  - Lesson 11: Core Case Discussion: Cardiac Cases 3 & 4
  - Lesson 12: Core Case Simulations Cardiac Cases 3 & 4
  - Lesson 13: Core Case Discussion: Respiratory Cases 1 & 2
  - Lesson 14: Core Case Simulations
  - Lesson 15: Core Case Discussion: Respiratory Cases 3 & 4
  - Lesson 16: Core Case Simulations Respiratory Cases 3 & 4
  - Lesson 17: Core Case Discussion: Shock Cases 1 & 2
  - Lesson 18: Core Case Simulations Shock Cases 1 & 2



- Lesson 19: Core Case Discussion: Shock Cases 3 & 4
- Lesson 20: Core Case Simulations Shock Cases 3 & 4
- Lesson 21: Putting It All Together
- Lesson 22: Course Summary and Testing Details
- Lesson 23: PALS Written Test
- Lesson 24: Core Case Test Cardiac Cases 1-4
- Lesson 25: Core Case Test Respiratory Cases 1-4 Shock Cases 1-4
- Pathophysiology
- Pharmacology
- Research Principles and Evidence-Based Practice
- Trauma 1
- Trauma 2
- Well Being of a Paramedic

**Medical Skills (Preceptor)**

- Supervised Clinical Field Ambulance Training



Retrainee-Job Creation  
**Training Proposal for:**  
**Person Centered Services, Inc.**  
**Contract Number: ET24-0187**

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Retrainee Job Creation Initiative SET HUA	Industry Sector(s):	Other (J) Healthcare (62)  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 115	U.S.:115	Worldwide: 115
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$350,000

<b>Total ETP Funding</b>
\$100,045

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills	103	8-200	0	\$700	\$17.00
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative SET HUA	Business Skills, Commercial Skills, Computer Skills	27	8-200	0	\$1,035	\$17.00
				Weighted Avg: 45			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County: Job Number 1 (SET/HUA):** \$17.00 per hour for San Joaquin County. **Job Number 2 (SET/HUA/Job Creation):** \$17.00 per hour for San Joaquin County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1: Retrainee</b>		
Administrative Staff	\$28.50 - \$40.00	12
Clerical Staff	\$17.00 - \$20.00	4
	\$20.01 - \$25.00	3
Direct Service Staff	\$17.00 - \$20.00	35
	\$20.01 - \$25.00	26
	\$25.01 - \$33.00	5
IT Staff	\$18.50 - \$20.00	2
	\$20.01 - \$25.00	1
Team Leads	\$19.00 - \$20.00	10
	\$20.01 - \$25.00	5
<b>Job Number 2: Retrainee/Job Creation</b>		
Administrative Staff	\$28.50 - \$40.00	2
Clerical Staff	\$17.00 - \$20.00	2
Direct Service Staff	\$17.00 - \$20.00	16
IT Staff	\$18.50 - \$20.00	2
Team Leads	\$19.00 - \$20.00	5

## **INTRODUCTION**

Founded in 1982 and headquartered in Stockton, Person Centered Services, Inc. (PCS) ([www.personcenteredservices.com](http://www.personcenteredservices.com)) provides support services including comprehensive care, care coordination, and comprehensive transitional care to individuals with disabilities to help them live an independent life. Training under this proposal will be for the Company's five locations in Stockton (3), Lodi, and Lockeford. This is PCS's third ETP-funded project, and the third in the last five years.

### **Veterans Program**

PCS actively works with organizations and job placement firms through staffing/recruiting services, local workforce agencies, such as CalJobs, and Facebook community groups. However, the Company did not specifically include a Veteran component in this project.

## **PROJECT DETAILS**

In the previous proposal, training focused on the Company's processes and procedures for COVID-19 through an extensive pandemic response related to social distancing protocols, safety in the workplace and community, travel and mobility issues. Training under this proposal will focus on designing, implementing, and modifying customer's plan to ensure the Company can properly deliver the program to customers. Staff must train to effectively do their jobs in working with individuals with physical and intellectual disabilities while maintaining a level of safety. PCS's service programs have been redesigned to facilitate remote services and technology training while ensuring legal compliance and state/federal mandates.

In addition, the Company invested over \$75k on new remote equipment and software including laptops, webcams, and remote monitoring software in the previous Contract. PCS' advanced online training for hybrid classes to employees via Zoom and remote help desk service for consumers will be delivered. Training will focus on employees required to complete more duties and responsibilities on-line, using various team collaborative software, to meet new labor mandates and meet compliance mandates related to Microsoft Teams, Website usage, ZOOM, Webinars, Certifications for Health and Safety Monitoring).

Lastly, PCS will focus on its day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure that its operation infrastructures are aligned with the Company's long-term goals to improve patient services. PCS will be developing adaptive and interactive platforms to manage costs, and measure consumer needs and expectations. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. In addition, enhancing employee skills will enable PCS to remain competitive within the industry and offer higher workplace promotional opportunities.

Although training topics in this proposal are similar to those provided in prior projects, trainees will not repeat the same training courses previously received.

### **Retrainee - Job Creation**

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

PCS has expanded its services to include mobile counseling and 24-hour support housing. With new remote and mobile services, the Company anticipates hiring 27 new employees (Job Number 2) to facilitate these services effectively.

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

## Training Plan

Training will be provided via Class/Lab, E-Learning Training methods by in-house subject-matter experts and vendors in the following:

**Business Skills:** Training will be offered to all occupations and it will focus on effectively working with clients. Training topics include Communication Skills, Conflict Resolution, Customer Service, Risk Management, Social Distancing Learning, and Team Building.

**Commercial Skills:** Training will be offered to all occupations and it will focus on increasing knowledge of patient care. Training topics include Behavioral Scale/Data Sheets, Clinical In-Services, Data Collection, Documentation Procedures, Exposure Prevention, Incident Reporting, and Mobility Training.

**Computer Skills:** Training will be offered to all occupations and it will focus on mobile software. Training topics include Ultimate Kronos Group - Timekeeping/Attendance, Mobile Device Application/Usage, Microsoft Office, Skype, Zoom, and Penelope-Human Services Software.

## Special Employment Training/High Unemployment Area

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 SET minimum wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90).

In addition, trainees in Job Numbers (1 and 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin County are in a HUA. 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. PCS requests a wage modification from \$30.90 per hour to \$17.00 per hour for Job Number 1 – 96 employees in Administrative Staff, Clerical Staff, Direct Service Staff, IT Staff and Team Leads. PCS also requests a wage modification from \$18.54 per hour to \$17.00 per hour for Job Number 2 – 9 employees in Administrative Staff, Clerical Staff, Direct Service Staff, IT Staff and Team Leads.

## Full-Time Work Week

Full-time employment for purposes of ETP retention means at least 35 hours a week for 90 consecutive days. The Panel may approve less than 35 hours a week if that workweek is customary for the industry or occupation.

PCS is requesting to decrease the full-time employment hours from 35 hours per week to 30 hours per week for its employees. The Company handbook considers employees to be full-time at 30 hours per week and eligible for full-time benefits. This request is consistent with the definition of "full-time" under Title 22, California Code of Regulations, Section 440(h)(5).

## **Alternate Recordkeeping**

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

## **Commitment to Training**

The Company's total annual training budget is approximately \$400,000 for new hire orientations, company policies, basic training, staff development, 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.

ETP funds will allow the Company to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancements training to current and newly-hired nursing staff to support the Company's growth plans.

### ➤ Training Infrastructure

The Program Administrator will be responsible for overseeing all aspects of the project with the assistance of two support staff. Program Managers, HR Administration, Accounting Administration and Team Leads at each location will facilitate training and communicate with the Program Administrator to ensure roster collection. In addition, the Company has a detailed training schedule in place and is ready to begin training. In-House subject matter experts will deliver the training. The Company has also hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

## **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 \$ %
ET21-0159*	Stockton, Lodi, Lockeford	09/1/20 - 08/31/22	\$178,090	\$108,439 (61%)
ET17-0457**	Stockton, Lodi, Lockeford	03/21/17 - 03/20/19	\$91,124	\$68,073 (75%)

\*During the peak of the pandemic, PCS experienced mandates that greatly affected the training processes and delivery. In addition, trainees voluntarily left PCS due to the One-on-One service requirements of the job and concerns of COVID exposure. With mandates recently lifted and an updated remote procedure process in place, PCS has all training staff on board to perform at 100%.

\*\*Due to unforeseen circumstances, PCS had a delay in starting the training. The Company delivered a majority of the training during the second half of the project earning 75% of the Contract amount. To ensure performance for the next Contract, the Company has a detailed training schedule in place and has all managers are onboard to implement the plan.

## **DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted development of this proposal for a flat fee of \$7,500.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Budgeting and Finance
- Coaching/Mentoring
- Communicating Across Cultures
- Communication Skills
- Conflict Resolution
- Critical Incidents
- Customer Service
- Disaster Preparedness
- Leadership Skills
- Presentation Skills
- Professional Development
- Project Proposals
- Regulatory Compliance
- Report Writing
- Risk Management
- Social Distancing Learning
- Team Building

#### **Commercial Skills**

- Behavioral Scale/Data Sheets
- Behavior Effectiveness
- Clinical In-Services
- Communication Device Training
- Community Integration
- Curriculum/Skill Assessments
- Data Collection
- Developing Friendships/Socialization
- Dispute Resolution
- Documentation Procedures
- Driver Safety Training
- Exposure Prevention
- Incident Reporting
- Interpersonal Effectiveness
- IT Networking
- Mobility Training
- Motivational Support
- ProACT Crisis Training
- Problem Solving
- Self-Advocacy/Self Determination
- Self-Esteem/Personal Identity
- Self Control/Regulation



- Trauma Awareness
- Workplace Safety

**Computer Skills**

- Ultimate Kronos Group (UKG) -Benefit Enrollment/Website Usage
- UKG-Timekeeping/Attendance
- Microsoft Office (Intermediate/Advanced)
- Mobile Device Applications/Usage
- Penelope-Human Services Software
- Skype
- Windows Certification
- Zoom
- MS Teams



## RETRAINEE – JOB CREATION

Training Proposal for:

### Shasta Builder's Exchange

Contract Number: ET24-0205

Panel Meeting of: August 25, 2023

ETP Regional Office: Sacramento

Analyst: K. Mam

#### PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET HUA SB <100 Entrepreneurial	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Shasta, Glenn, Tehama, Siskiyou, Lassen, Del Norte, Humboldt, Butte, Plumas, Modoc, Trinity	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>
\$432,400		\$30,080 8%		\$462,480

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	Priority Rate Retrainee SET SB <100	Business Skills Commercial Skills, Computer Skills, HazWoper, OSHA 10/30	150	8-200	0	\$984	\$30.90
				Weighted Avg: 40			
2	Priority Rate Retrainee SET HUA SB<100	Business Skills Commercial Skills, Computer Skills, HazWoper, OSHA 10/30	151	8-200	0	\$984	\$22.66
				Weighted Avg: 40			
3	Priority Rate Retrainee Job Creation Initiative SB <100 SET	Business Skills Commercial Skills, Computer Skills, HazWoper, OSHA 10/30	133	8-200	0	\$984	\$20.16
				Weighted Avg: 40			
4	Priority Rate Entrepreneurial SET SB <100	Business Skills Commercial Skills, Computer Skills, HazWoper, OSHA 10/30	24	8-200	0	\$1,476	N/A
				Weighted Avg: 60			

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

**Minimum Wage by County: Job Number 1 (SET/Priority):** \$30.90 per hour for Shasta County  
**Job Number 2 (SET/HUA):** \$22.66 per hour for Glenn, Tehama, Siskiyou, Lassen, Del Norte, Humboldt, Butte, Plumas, Trinity, and Modoc counties.

**Job Number 3 (Job Creation):** \$18.54 per hour for Shasta, Glenn, Tehama, Siskiyou, Lassen, Del Norte, Humboldt, Butte, Plumas, Trinity, and Modoc counties.

**Job Number 4 (SET/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.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retrainees)</b>		
Draft & Design	\$28.40 - \$55.00	8
Field Lead	\$28.40 - \$35.00	25

Field Service	\$28.40 - \$35.00	95
Safety & Compliance	\$28.40 - \$35.00	23
<b>Job Number 2 (Retrainee/HUA)</b>		
Draft & Design	\$20.16 - \$25.00	2
Field Lead	\$20.16 - \$25.00	17
Field Service	\$20.16 - \$25.00	110
Safety & Compliance	\$20.16 - \$25.00	11
Support Staff	\$20.16 - \$25.00	10
<b>Job Number 3 (Job Creation)</b>		
Draft & Design	\$20.16 - \$25.00	10
Field Lead	\$20.16 - \$25.00	27
Field Service	\$20.16 - \$25.00	60
Safety & Compliance	\$20.16 - \$25.00	10
Support Staff	\$20.16 - \$25.00	26
<b>Job Number 4 (Entrepreneurial)</b>		
Small Business Owner	N/A	24

## **INTRODUCTION**

Founded in 1955 and headquartered in Redding, Shasta Builder's Exchange (SBE) ([www.shastabe.com](http://www.shastabe.com)) is a non-profit membership organization that provides marketing, training and education to its members to promote economic development. Members includes building contractors, building material suppliers, and other related construction industry businesses. Training will be delivered at the organization's location in Redding and at participating employers worksites. This is SBE's second ETP project, the second in the last five years.

### **Veterans Program**

SBE is not marketing training opportunities specifically to Veterans, however, participating employers may currently employ or recruit Veterans.

## **PROJECT DETAILS**

SBE's has experienced an increase in requests from its members for upskill training due to an aging workforce. To address the requests, SBE has customized training plans tailored for each participating employer to ensure training needs are met. Training under this proposal will focus on increasing reliance on technology-first tools in order for participating employers to remain productive and competitive.

California leads the nation in its effort in improving energy efficiencies, electrification, carbon emission reductions, work safety, and construction standards. Applicable codes, regulations, rules, and other standards are regularly reevaluated and updated to align with these goals which require that business and their employees stay abreast of these changes and learn how to implement them appropriately. In the previous project, SBE focused training on updated building regulations. Under this proposal, the Company will continue its efforts in training participating employers in staying compliant with these efforts.

## 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.

Demand is high for construction workers in the Shasta region including Shasta, Glenn, Tehama, Siskiyou, Lassen, Del Norte, Humboldt, Butte, Plumas, Trinity, and Modoc counties. There is a backlog of work and participating employers are continuously hiring construction workers with little to no experience in order to meet those demands. SBE anticipates that its members will hire approximately 133 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

## Training Plan

Training will be provided to trainees via Class/Lab and E-Learning.

**Business Skills:** Training will be offered to all occupations focusing on improving communication skills and customer service. Training topics include Business Development, Performance Management and Project Management.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on developing trade skills for new and existing employees. Training topics include Blueprint Reading, Building Code Updates, and Residential Construction.

**Computer Skills:** Training will be offered to all occupations and will focus on becoming more proficient in the use of software systems. Training topics include Online Plan Service, Point of Sale Software, and Mobile Devices.

**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.

## Commitment to Training

Training varies by participating employer and is both job specific and companywide. Training for these companies is generally provided on an as needed basis. 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 lead and oversee the project and the Member Relations Coordinator and Administrative Assistant will assist with collecting rosters and scheduling training. SBE has also retained the services of a third-party administrator that has extensive ETP experience to assist with administration. Training will be delivered primarily at SBE's headquarters with some participating employer-based classes.

### **Marketing and Support Costs**

SBE markets through weekly e-bulletin and individual notices sent to the SBE membership base companies. SBE has longstanding relationships with several organizations and government entities in the area. SBE works regularly with the cities within Shasta, Tehama, Glenn, Lassen, Trinity, and Siskiyou counties and various chambers of commerce.

SBE is requesting 8% support costs for the cost associated with employer recruitment; employer worksite visits to determine training needs; curricula design and scheduling of training; and assisting employers with training plan implementation. Staff recommends the 8% support costs.

### **Special Employment Training**

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

### ➤ **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for 150 trainees with occupations being Draft & Design, Field Lead, Field Service, Safety & Compliance, and Support Staff. Job in Job Number 1.

The trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Modoc and Trinity counties are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. Trainees in Job Number 2 qualify for the ETP Standard Minimum Wage by county.

### **Trainer Qualifications**

Training will be delivered by outside vendors that are subject matter experts. In addition, some training may also be provided by experienced trainers that work for participating employers.

### **Tuition Reimbursement**

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

**PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0113	Shasta	7/1/2020- 6/30/2022	\$179,088	\$179,088 (100%)

**DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with the development for a flat fee of \$15,000.

**ADMINISTRATIVE SERVICES**

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

**TRAINING VENDORS**

To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Development
- Certified Payroll
- Coaching & Motivation
- Communication Skills
- Conflict Resolution
- Customer Service
- Estimating
- Financial Management
- Introduction to Addiction
- Introduction to Addiction Counseling
- Leadership
- Lien and Contract Laws and Procedures
- Payroll Compliance
- Performance Management
- Problem Solving & Decision Making
- Professional Ethics
- Project Management
- Sales Skills
- Social Media Advertising
- Time Management
- Writing Business Plans

**Commercial Skills**

- Aerial Lifts and Platforms
- Basic Diagnostics and Testing
- Blueprint Reading
- Building Code Updates
- Code and Regulation Compliance
- Construction Codes
- Crane Operation
- Facility Operations
- Fall Protection
- Job Site Safety Evaluations and Reporting
- Powered Industrial Truck Operation
- Project Scheduling
- Residential Construction
- Site Set-Up/Clean-Up
- Title 24 Compliance
- Trade Equipment Operation
- Trade Tool Operations



**Computer Skills**

- Accucare and Other Healthcare Software Platforms
- Job Scheduling Software
- Mobile Devices
- MS Office (Intermediate/Advanced)
- Online Plan Service
- Outlook
- Point of Sale Software
- Project Management Software
- QuickBooks
- Takeoff and Estimating Platforms
- Web Marketing
- WordPress

**HazWoper**

- HazWoper

**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: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

Page 1 of 7

ALPHABETIZE BY COMPANY NAME

Company: A-1 Tree Service

Priority Industry? ☒ Yes ☐ No

Address: 1175 Hartnell Ave.

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

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

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 35

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

Company: Addy Solar and Electric

Priority Industry? ☒ Yes ☐ No

Address: 8865 Airport Rd. Suite E

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Beacon Fire Alarm and Safety

Priority Industry? ☒ Yes ☐ No

Address: 9387 Deschutes Rd. Suite 1

City, State, Zip: Palo Cedro, CA 96073

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: 17

Total # of full-time company employees in California: 17

Company: Cronic Disaster and Restoration

Priority Industry? ☒ Yes ☐ No

Address: 2510 Tarmac Rd.

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 22

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 30

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shasta Builder's Exchange		CCG No.: ET24-0205
Reference No: 22-0928		Page 2 of 7
<hr/>		
Company: Custom Plumbing		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2930 Innsbruck Dr.		
City, State, Zip: Redding, CA 96003		
Collective Bargaining Agreement(s): No		
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: 12		
Total # of full-time company employees in California: 12		
<hr/>		
Company: Don Ajamian Construction		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1870 Twin View Blvd.		
City, State, Zip: Redding, CA 96003		
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: 22		
Total # of full-time company employees in California: 22		
<hr/>		
Company: Empire Drywall		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13524 Hanna Way		
City, State, Zip: Redding, CA 96003		
Collective Bargaining Agreement(s): No		
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: 17		
Total # of full-time company employees in California: 17		
<hr/>		
Company: Gheen Builders		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 8719 Airport Rd. Suite B		
City, State, Zip: Redding, CA 96002		
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: 15		
Total # of full-time company employees in California: 15		
<hr/>		

## Participating Employers in Retrainee Multiple Employer Contracts

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

Contractor's Name: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

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ALPHABETIZE BY COMPANY NAME

Company: Gibson Heating and Air

Priority Industry? ☒ Yes ☐ No

Address: 1153 Prestige Way

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 11

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Harbert Roofing

Priority Industry? ☒ Yes ☐ No

Address: 19799 Hirsch Ct.

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 76

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 81

Company: Hat Creek Construction Materials

Priority Industry? ☒ Yes ☐ No

Address: 2439 CA-89

City, State, Zip: Burney, CA 96013

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 20

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 20

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

Total # of full-time company employees in California: 81

Company: Liberty Cabins dba Forever Tiny Homes

Priority Industry? ☒ Yes ☐ No

Address: 6200 Stainless Way, Suite F

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 7

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

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ALPHABETIZE BY COMPANY NAME

Company: Mchale Sign Company

Priority Industry? ☒ Yes ☐ No

Address: 3707 Electro Way

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Mike Boban Construction

Priority Industry? ☒ Yes ☐ No

Address: 2072 Princeton Way

City, State, Zip: Burney, CA 96013

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Redding Tile and Stone Works

Priority Industry? ☒ Yes ☐ No

Address: 2954 Innsbruck Dr.

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Sharp Electric

Priority Industry? ☒ Yes ☐ No

Address: P.O. Box 2187

City, State, Zip: Weaverville, CA 96093

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 18

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

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ALPHABETIZE BY COMPANY NAME

Company: SnL Group Inc.

Priority Industry? ☒ Yes ☐ No

Address: 9918 Holton Way

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

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

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: Timberline Heating and Air

Priority Industry? ☒ Yes ☐ No

Address: 2950 Innsbruck Dr.

City, State, Zip: Redding, CA 96003

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: 16

Total # of full-time company employees in California: 16

Company: Top Hat Energy

Priority Industry? ☒ Yes ☐ No

Address: 2520 Tarmac Rd.

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 13

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: True North Builders

Priority Industry? ☒ Yes ☐ No

Address: 1361 E. Cypress Ave., Suite F

City, State, Zip: Redding, CA 96002

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: 9

Total # of full-time company employees in California: 9

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

Page 6 of 7

ALPHABETIZE BY COMPANY NAME

Company: Tugwell Roofing

Priority Industry? ☒ Yes ☐ No

Address: 20550 Dersch Rd.

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 15

Company: Value Home Plans

Priority Industry? ☒ Yes ☐ No

Address: 429 Redcliff Dr., Suite 205

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 16

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 20

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

Company: White Bear Construction

Priority Industry? ☒ Yes ☐ No

Address: 941 Co. Rd. 260

City, State, Zip: Alturas, CA 96101

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 16

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 20

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

Company: Winter Drafting and Design

Priority Industry? ☒ Yes ☐ No

Address: 2875 Chaucer Way

City, State, Zip: Shasta Lake, CA 96019

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Shasta Builder's Exchange

CCG No.: ET24-0205

Reference No: 22-0928

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ALPHABETIZE BY COMPANY NAME

Company: WSC Solar and Roofing

Priority Industry? ☒ Yes ☐ No

Address: 7671 Airport Rd.

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 19

Small Business? ☒ Yes ☐ No

Total # of full-time company employees worldwide: 23

Total # of full-time company employees in California: 23





Employment Training Panel

**LIST OF PROPOSALS  $\leq$  \$75,000 APPROVED  
BY DELEGATION ORDER FOR 07/11/23 – 08/14/23**

<i><b>Project</b></i>		<i><b>Approved Date</b></i>	<i><b>Approved Amount</b></i>
ET24-0154	Asher Biotherapeutics, Inc.	08/07/23	\$73,600
ET24-0150	EAJ, Inc. dba Certapro Painters	08/09/23	\$46,230
ET24-0155	Eurofins SF Analytical Laboratories, Inc. DBA Eurofins SFA SN Special Analysis West	08/08/23	\$16,100
ET24-0151	Hi Tech Electronic Manufacturing Corporation	08/11/23	\$18,400
ET24-0182	Motive Energy Telecommunications Group, Inc.	08/09/23	\$69,690
ET24-0149	Safety Striping Service, Inc.	08/14/23	\$44,160
ET24-0142	VDX dba VDX Veterinary Diagnostics and Preclinical Research Services	08/07/23	\$41,860
ET24-0145	WAYS Home Care & Health Agency LLC dba W.A.Y.S. Home Care & Health Agency, LLC	08/07/23	\$16,445

**Total -----\$326,485**



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Asher Biotherapeutics, Inc.**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET24-0154**

**Approval Date:** August 7, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Other (J) Professional, Scientific Technology (54)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 60	U.S.: 64	Worldwide: 64
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$1,430,000

**Total ETP Funding**

\$73,600

<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>	Scientists/Engineers, Project/Team Leaders, Operations Staff

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills, Commercial Skills, Continuous Impr, Management Skills	40	8-200	0	\$1,380	\$80.00
				Weighted Avg: 60			
2	Retrainee Priority Job Creation SB<100	Business Skills, Commercial Skills, Continuous Impr, Management Skills	10	8-200	0	\$1,840	\$80.00
				Weighted Avg: 80			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** Job Number 1: \$24.72 per hour for San Mateo County;  
Job Number 2 (Job Creation): \$20.60 per hour for San Mateo 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: Retrainee</b>		
Scientists/Engineers	\$85.00 - \$120.00	23
Project/Team Leaders	\$95.00 - \$128.00	10
Operations Staff	\$80.00 - \$115.00	7
<b>Job Number 2: Retrainee/Job Creation</b>		
Scientists/Engineers	\$85.00 - \$120.00	7
Operations Staff	\$80.00 - \$115.00	3

### OVERVIEW

<b>Year Company Founded:</b>	2019	<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>South San Francisco, San Mateo County</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Asher Biotherapeutics, Inc. (Asher Biotherapeutics) is a drug discovery and development company specializing in the treatment of various diseases through a cis-targeted immunotherapy approach. The Company applies the cis-targeting platform to address inherent limitations in activity and tolerability that have restricted the therapeutic potential of cytokines and other immunomodulators.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Patients with various diseases.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Asher Biotherapeutics is operating in a highly competitive Professional, Scientific and Technical Services industry. The industry continues to grow as technology evolves to more efficient and effective means of services and communication. To support the natural evolution of the industry, the Company must train its staff on regularly upgraded equipment and techniques in order to meet industry needs.</li> <li>The Company is in the process of advancing its product pipeline in both oncology and virology from early-drug discovery, which will be shifting from pre-clinical to clinical development (human clinical trials).</li> <li>Changes in delivery processes and regulations requires on-going development of Clinical Operations, Strategic Planning and Change Management.</li> </ul>

### Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>All occupations will focus training on improving their Business Skills. Training on Business Acumen, Clinical Development, Clinical Operations, Healthcare Economics, Project Management, and Strategic Planning will set the standard for the skill levels required and standardize the knowledge base.</li> <li>With a focus of progressing their product line into later-staged drug development, the Company plans on hiring additional employees to meet an increasing demand for its treatment services. Training will require the new employees to gain knowledge on all product and services, as well as, how to program the systems that are being used.</li> <li>Operations Staff and Project/Team Leaders will also receive training on Ideation &amp; Innovation and Good Pharmaceutical Practices. Training will improve efficiency and trainees will learn how to improve compliance and practice within industry regulations. Training will also provide knowledge on the tracking process and procedures during each phase.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Commercial Skills	Continuous Improvement
Management Skills		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Number 1 and 80 Hours for Job Number 2.
For Job Number 1, Asher Biotherapeutics will provide 60 hours of training to Scientists/Engineers, Project/Team Leaders, and Operations Staff due to the progression of the product line to a later-staged drug development from Pre-Clinical trials to Human Clinical trials. For Job Number 2, the Company will provide 80 hours of in-depth training to newly hired trainees on equipment, business operations, and Quality Assurance to insure trainees are well-informed on developing, processing, regulation compliance and experience with the equipment.	

### Alternate Recordkeeping

Staff has reviewed and approved the Company's request to use an alternate recordkeeping method.
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### Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> <li>Trainers:           <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement, Management Skills.</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills, Commercial Skills, Continuous Improvement, Management Skills.</li> </ul> <p>Hands On, LLC - Hands On, LLC is a professional learning provider with over 25 years experience and significant depth in supporting life sciences organizations with their professional employee development needs. Hands On will be providing the content, materials, and facilitators for the majority of our new learning curriculum. They have a learning catalog of over 400 different learning topics and a team of over 200 specialist learning facilitators who teach different learning programs based on their area of expertise.</p> </li> </ul>
<ul style="list-style-type: none"> <li>Administration:           <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>

- **Project Oversight:**

Asher Biotherapeutics' training budget is approximately \$30,000 annually for its location. Training includes state-mandated training, legal compliance training, and new-hire orientation.

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

The Company has a structured training plan in place. The HR Generalists will oversee project administration and work with two administrative coordinators for all training scheduling, attendance tracking and performance. Training will be delivered by in-house experts and vendors as needed.

## **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	Hands On, LLC	San Francisco	\$65,000

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

Trainees may receive any of the following:

**Business Skills**

- Budget & Resource Management
- Business Acumen
- Clinical Data Science
- Clinical Development
- Clinical Operations
- Drug Discovery & Development 101
- Drug Discovery & Development 201
- Finance for Non-Finance Managers
- Healthcare Economics
- Ideation & Innovation
- Preparing for Investigational New Drug Applications
- Preparing for Phase 3 Clinical Trials
- Project Management
- Strategic Planning
- Values-based Healthcare & Market Access

**Commercial Skills**

- Change Management
- Decision-Making
- Effective Communication Skills
- Effective Meetings
- Increasing Resiliency
- Marketing 101
- Marketing 201
- Negotiation Skills
- Preparing for Commercialization
- Presentation Skills
- Team Optimization

**Continuous Improvement Skills**

- Business Process & Continuous Improvement
- Good Pharmaceutical Practices
- Process Improvement
- Production Operations/ Workflow
- Quality Management
- Risk Management
- Root Cause Analysis & Problem Solving

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

- Delegation & Prioritization
- Leading Change
- Leading High-Performance Teams
- Leading Large Teams & Leading through Others
- Leading Projects
- Leading vs. Managing
- Managing Others





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**EAJ, Inc. dba Certapro Painters**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET24-0150**

**Approval Date:** August 9, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Construction (C) Construction (23)  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: 38	U.S.: 38	Worldwide: 38
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$48,025

**Total ETP Funding**

\$46,230

<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>	Field Technicians, Administrative Staff, Lead Technicians.

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	SB<100 Retrainee Priority SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	38	8-200	0	\$1,150	\$30.90
				Weighted Avg: 50			
2	SB<100 Job Creation Priority SET	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30 PL-Comm. Skills	2	8-200	0	\$1,265	\$18.54
				Weighted Avg: 55			

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

**Minimum Wage by County:**

Job Number 1 (SET/Priority Industry): \$30.90 per hour (San Diego County);

Job Number 2: \$18.54 (San Diego County).

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 & up to \$1.54 for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Field Technicians	\$28.40 – \$32.00	30
Administration	\$28.40 – \$32.00	4
Lead Technicians	\$29.00 – \$35.00	4
Job Number 2		
Field Technicians	\$17.00 – \$25.00	2

**OVERVIEW**

<b>Year Company Founded:</b>	1992	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> <i>Single location</i>
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>• <b>Carlsbad (San Diego)</b></li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• EAJ, Inc. dba Certapro Painters (<a href="http://www.certapro.com">www.certapro.com</a>) (EAJ, Inc.) founded in 1992 and headquartered in Carlsbad, specializes in interior and exterior design of painting, installing, removing wallpaper of residential, and commercial buildings.</li> <li>• The Company also provides additional services including: cabinet refinishing, concrete stain and epoxy finish, crown molding, deck and fence, drywall repair, power washing, stucco repair, light carpentry services - wood repair and replacement.</li> </ul>
<b>Customer Base</b>	<ul style="list-style-type: none"> <li>• Residential Homeowners</li> <li>• Commercial building owners.</li> <li>• Apartment Building Property management operators for multifamily housing complexes/buildings.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• EAJ, Inc. operates in a highly competitive construction industry requiring the company to continually train its staff to meet customer expectations, and keep up with changing industry requirements.</li> <li>• To keep its competitive advantage EAJ Inc. must adapt to the increased complexity of the projects the company is bidding on and being awarded.</li> <li>• EAJ, Inc. strives to maintain a positive workplace environment, investing in development opportunities to promote employee retention.</li> <li>• According to EAJ, Inc., this proposal shall not replace, compete with or duplicate in any way already existing approved apprenticeship programs.</li> </ul>
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**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• EAJ, Inc. must stay up to date in the technological advances of the industry and will provide training to convert from its current software and implement Microsoft Dynamics, Office 365 and Customer Relation software.</li> <li>• The company has also acquired new versions of paint equipment including: pressure washers, paint sprayers, and paint applicators. Employees will need training in safety handling, operation and best practices.</li> <li>• Training will also be provided for new and current employees in the area of leadership, product</li> </ul>
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	<p>knowledge, customer service, and process improvement.</p> <ul style="list-style-type: none"> <li>Field Technicians will receive training in carpentry skills and a painter development program created to strengthen employee field competencies to maximize customer service satisfaction and identify any preventable warranty issues.</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>OSHA 10/30</b>

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

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 hours for Job Number 1 & 55 hours for Job Number 2.
<p>In order to develop the abilities and ensure the degree of quality required to deliver a successful end product that satisfies the level of service required by the company's clients, Productive Lab is essential to the construction painting business. The Company continuously provides training to its employees to ensure proficiency with the equipment used for production such as hand tools, skillsaw, sawzall, drill, nail gun, compressor, sanders, chop saw, pressure washers, paint sprayers, texture hopper. More training is needed for new employees to ensure proficiency with the company's strategic model and equipment used to deliver successful results. The Company has a detailed training plan in place on how training will be delivered to employees to ensure they are able to meet the contract expectation.</p>	

**Alternate Recordkeeping**

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

**Training Infrastructure & Administrative Plan**

- **Trainers:**

☒ In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills and Continuous Improvement Skills.

☒ Vendor – Types of Training by vendor: HAZMAT  
Training will also be provided by The CertaPro Painters franchisor.

- **Administration:**

☒ In-house – Owner and Production Manager.

☒ Subcontractor – third party vendor

- **Project Oversight:**

EAJ, Inc.'s Owner will oversee the project's administration with the assistance of the company's production manager. The Company has also hired a third-party administrator to work closely with staff to complete the project successfully. EAJ, Inc. is ready to begin training upon Panel approval.

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	To be determined	To be determined	To be determined

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

Trainees may receive any of the following:

**Business Skills**

- Budget
- Coaching Skills
- Communication
- Conflict Management
- Customer Service
- Developing new Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination
- Profit & Loss
- Accounts Payable/Receivable

**Commercial Skills**

- Construction procedures/techniques
- Equipment/Tool Operations, maintenance and troubleshooting
- Installation/Application Techniques
- Job Costing
- Job Budgeting
- Materials Handling and Storage
- Painting & Staining
- Power Tool use and Guarding
- Prepping/Protecting Property
- Job Planning/Site Logistics
- Respiratory Protection
- Site Logistics

**Computer Skills**

- Dynamics 365 Customer Relationship Management System
- GPS Software- OneStopGPS
- Microsoft Office- Advanced
- QuickBooks
- Time Tracking - Clock Shark
- Management of Website

**Continuous Improvement Skills**

- Process Improvement
- Problem Solving/Decision making
- Productivity Improvement
- Leading Situationally
- Quality Systems and Procedures

- Team Building
- Customer Service/NPS (Net Promoter Score)

**Hazardous Materials Skills**

- Hazard communication
- Material Safety Data Sheet
- Toxic Substances

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

- OSHA 10

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

- OSHA 30

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

Trainees may receive any of the following:

**Commercial Skills**

- Equipment Operations
- Field Operational Procedures



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**Eurofins SF Analytical Laboratories, Inc. dba Eurofins SFA**  
**SN Special Analysis West**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET24-0155**

**Approval Date:** August 8, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET SB <100	Industry Sector(s):	Services (G) Healthcare (62) Biotechnology and Life Sciences (54+) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 7	U.S.: 75	Worldwide: 75
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$60,000

**Total ETP Funding**

\$16,100



<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>	Scientists

### 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 SET	Comm Skills Adv. Tech.	6	8-200	0	\$2,300	\$34.62
				Weighted Avg: 100			
2	Retrainee Job Creation SB<100 Priority SET	Comm Skills Adv. Tech.	1	8-200	0	\$2,300	\$34.62
				Weighted Avg: 100			

\*Post-Retention Wage is the Contractual Wage

#### Minimum Wage by County:

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

**Job Number 2 (Job Creation/SET/Priority Industry):** \$30.90 per hour for Orange 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>		
Scientists	\$34.62 - \$93.75	6
<b>Job Number 2 (Job Creation)</b>		
Scientists	\$34.62 - \$93.75	1

### OVERVIEW

<b>Parent Company</b>		Eurofins US Foods Division
<b>Year Company Founded:</b>	2014	<b>Company Headquarters:</b> <input type="checkbox"/> Single location

<b>Facility Locations Outside CA</b>	<ul style="list-style-type: none"> <li>• New Berlin, WI</li> <li>• Horsham, PA</li> <li>• Wilson, NC</li> <li>• Indianapolis, NC</li> <li>• 61 additional international locations</li> </ul>
<b>Total Number of Facility locations in California</b>	<ul style="list-style-type: none"> <li>• 29</li> </ul>
<b>Facility location where training will occur</b>	<ul style="list-style-type: none"> <li>• Tustin (Orange County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Eurofins SF Analytical Laboratories, Inc. dba Eurofins SFA SN Special Analysis West (Eurofins) (<a href="https://www.eurofinsus.com/food-testing/laboratories/eurofins-sf-analytical-laboratories/">https://www.eurofinsus.com/food-testing/laboratories/eurofins-sf-analytical-laboratories/</a>) is a provider of food and environmental testing services. The Company offers food-dairy and animal feeds; microbiological, water and wastewater testing; specialty testing and investigative analysis for research, development and industrial engineering services.</li> <li>• Testing, inspection, and certification of ingredients, food, beverages, dietary supplements, packaging, and pharmaceutical and medical devices.</li> <li>• Foreign material identification, legal and insurance claims, chemical and ingredient verification, and investigative and special projects.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Food and Beverage Companies</li> <li>• Pharmaceutical Companies</li> <li>• Emerging Technology Companies</li> <li>• Medical Device Providers</li> <li>• Dietary Supplement Providers</li> <li>• Ingredient Providers</li> <li>• Industrial Companies</li> <li>• Customers range from Fortune 500 companies and blue chips to start-ups</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Eurofins is pursuing International Organization for Standard (ISO) 17025 and will offer expanded testing services to grow sales.</li> <li>• Training is required to comply with ISO-17025 accreditation and 21 Code of Federal Regulations Part 58 Good Laboratory Practice (GLP) compliance. This will ensure accurate, fit for purpose, scientifically-defensible results and reports.</li> <li>• Eurofins is investing \$1.4 million to build a state-of-the-art, 3,955 square foot laboratory.</li> <li>• The employees work in a laboratory with the latest technology in testing products. The technology is a necessary part of the laboratory's work in testing products.</li> </ul>
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## Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• A project-specific, instrument-specific training is needed for each staff member in order to comply with regulations, ISO-Quality Management System and 21 CFR Part 58 GLP.</li> <li>• The extensive training requirements are due to complexity of the instruments. There are over 60 sophisticated instruments and dozens of software systems used in an advance laboratory.</li> <li>• The analytical methods and high stakes from investigative work performed are complex. In many cases, there are millions of dollars of vendor or insurance claims, in addition to product safety risk.</li> <li>• ETP funding will accelerate training and hiring of new lab staff, increase sales, and improve efficiency of existing testing and service offerings.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab      ☒ E-Learning

<b>Advanced Technology</b>	<b>Commercial Skills</b>
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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	100 Hours
The training the Scientists will be receiving is complex and sophisticated. The equipment being utilized is complicated and are typically used by individuals who possess a Doctor of Philosophy. The Scientists in this training program possess Bachelor's Degrees. The Company will be going from good scientific practices to an ISO-17025. There will also be a Current Good Manufacturing Practice training.	

## Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	180
Employer-paid healthcare premiums while on temporary status.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## Training Infrastructure & Administrative Plan

- **Trainers:**

All trainers will be internal Scientific Staff. Four staff, including Quality Managers and Scientists, have been identified as trainers. The training type will be commercial skills and include advanced technology.

- ☒ In-house – Types of Training: Commercial Skills, Commercial Skills – Advanced Technology  
☐ Vendor – Types of Training by vendor:

- **Administration:**

An administrative subcontractor has been retained to assist in the project administration and ensure that all training records meet ETP compliance. Administration of training will also be provided by the President and Tustin Site leader, and complimented with coordination from the Quality Director, Business Unit Manager and Quality Specialist.

- ☒ In-house  
☒ Subcontractor

- **Project Oversight:**

The subcontractor will maintain training class rosters, handle invoices, and provide ongoing guidance and support for Eurofins during the training period. The Eurofins SFA Labs Inc. President will be responsible for overseeing the training program. Training will be conducted by in-house experts. The Company has a detailed training schedule in place, and is prepared to commence upon contract approval.

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	MarksNelson	Overland Park, KS	\$2,500
Administrative	MarksNelson	Overland Park, KS	13%
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Commercial Skills**

- Silicones by Gas Chromatography (GC)
- Cyclosporin by High Performance Liquid Chromatography (HPLC)
- Analysis of 4-Methoxyphenol by High Performance Liquid Chromatography
- Analysis of Aldehydes by High Performance Liquid Chromatography
- pH of Sushi Rice
- Analysis of n-Hexane in Intraocular Lenses Using Gas Chromatography with Mass Spectral Detection (GC-MS)
- Analysis of n-Hexane in Intraocular Lenses Using Gas Chromatography with Mass Spectral Detection (GC-MS) or Gas Chromatography with Flame Ionization Detection (GC-FI)
- Gas Chromatography-Mass Spectroscopic Method of Analysis of Rosin Esters in Acetone
- 1st Line Supervisor Skills, New Leader Training
- Routine Test Quoting, Commlims Quotation (CLQ), Customer Resource Management (CRM), Client Onboarding
- Project/Study Quoting
- Project Management Basics
- Coupa Purchasing
- Ejira/D4 Customer Complaint Documentation

**Advanced Technology**

- Hitachi S-3400N
- Oxford X-Max 50
- Keyence VHX-6000
- Horiba XploraPI
- Nanalysis 60Pro
- Thermo ISQ-LT
- Thermo TSQ9000
- Thermo Trace 1310
- Perkin Elmer Frontier/Spotlight 200
- Perkin Elmer Spectrum 100
- Thermo/Dionex Ultimate 3000 (x4)
- Thermo Surveyor Plus
- Shimadzu ELSD-LTII
- Dionex ICS-1100 (x2)
- Thermo DXR
- TA Instruments Q500
- TA Instruments Discovery
- Rigaku MiniFlex 600
- Varian 500-MS
- Beckman Coulter LS230
- Beckman Coulter DU800

- AND HR-202 Analytical Balance
- Ohaus PRSeries Analytical Balance
- Mettler M3 Microbalance
- Mettler Toledo PR503 Top Load Balance
- Ohaus CS5000 Heavy Balance
- Pelco SC-6 Sputter Coater
- Orion pH Meter
- Mettler pH Meter
- Titrator
- Mini Furnace
- Siemens Water Polisher
- American Scientific Products Oven
- VWR Programmable Oven
- VWR High Temp Oven
- Centrifuge
- Mini Centrifuge (VWR)



**Training Proposal for:**

**Hi Tech Electronic Manufacturing Corporation**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET24-0151**

**Approval Date:** August 11, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** A. Reyes

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	Manufacturing (E)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 94	U.S.: 94	Worldwide: 94	
<u>Turnover Rate:</u>	3%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

**\$23,872**

**Total ETP Funding**

**\$18,400**

<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>	Assemblers, Office Staff, Supervisors, 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 Priority	Business Skills Continuous Impr. Mfg. Skills Mgmt. Skills, HazMat	40	8-200	0	\$460	\$22.66
				Weighted Avg: 20			

\*Post-Retention Wage is the Contractual Wage

**Minimum Wage by County:** \$22.66 per hour in San Diego County**Health Benefits: Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Assemblers	\$20.16 - \$25.00	21
Office Staff	\$20.66 - \$31.05	9
Supervisors	\$30.00 - \$36.00	6
Managers	\$36.00 - \$45.00	4

**OVERVIEW**

<b>Year Company Founded:</b>	1997	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location San Diego
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>San Diego (San Diego County)</li> </ul>	
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>Hi Tech Electronic Manufacturing Corporation (HiTEM) is an electronic manufacturing services provider of high-caliber printed-circuit card assembly services and total system integration box builds.</li> <li>The Company's services include turnkey and consignment contract manufacturing, surface mount technology, through-hole technology, functional testing, cable assemblies, and quick-turn prototypes.</li> </ul>	



<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Customers include Original Equipment Manufacturers in the aerospace, military/defense, and specialized commercial markets.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>HiTEM is looking to expand to new customers and obtain key certifications from the National Aerospace and Defense Contractors Accreditation Program (NADCAP) and the Joint Certification Program (JCP).</li> <li>HiTEM has moved to a different location since the previous contract, resulting in the loss of some key employees. The Company has since hired new employees that need training to be able to perform their specific tasks.</li> <li>The Company is also striving to improve their processes and keep up-to-date with new safety standards.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>HiTEM plans to expand on the training from the previous contracts and work towards continuous improvement on processes that are currently utilized. As an ISO 9001:2015 registered company, training is needed to ensure that their processes are up to standard. Training will provide employees with skills needed to help further their careers with the Company.</li> <li>Additionally, the Company will use this opportunity to train select employees on NADCAP and JCP certifications. HiTEM will have opportunities to create new business partners and projects that require these certifications once training is completed.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab      ☒ E-Learning

<b>Business Skills</b>	<b>Continuous Improvement</b>	<b>Hazardous Materials Skills</b>
<b>Manufacturing Skills</b>	<b>Management Skills</b>	

**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, Continuous Improvement, HazMat, Management and Manufacturing Skills</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
Administration: <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul>

- **Project Oversight:**

The project will be overseen by a Human Resources representative and will provide the administration of the contract. Training will be conducted by managers at the Company's facility. HiTeM has a detailed training plan in place and is ready to begin training upon approval.

## 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>• Previous training focused on Quality Management System requirements as well as AS9100 Rev D Certification and ISO 13485 Certification. Additional training focused on new equipment and changes in internal processes and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>• This project will focus on new processes and new certification for trainees including NADCAP and JCP. These certifications are required for HiTEM to expand its customer base.</li> <li>• In addition, HiTEM has moved to a new location and has hired new employees to make up for the loss of some key employees. There will be a large amount of training to bring them up to the competency of the lost employees.</li> </ul>

## PRIOR PROJECTS

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0173	Oceanside	10/8/2019 - 10/7/2021	\$11,385	\$10,465 (92%)

## SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Analysis Of Data
- Bid-No Bid
- Control of Documents
- Control of Records
- Customer Feedback
- Customer Property - Customer Furnished Materials
- Customer Related Processes
- Information Management Control Plan
- Internal Audit
- Inventory Cycle Count
- New Product Introduction
- Operational Planning and Control
- Product Realization
- Purchasing
- Quality Policy
- Quality Assurance/Quality Control
- Request for Quote Procedure
- Sales Order Procedure
- Turnkey Quote Procedure
- Work Order Status

**Continuous Improvement Skills**

- International Traffic in Arms Regulations Manuel

**Hazardous Materials Skills**

- Handling Hazardous Materials

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

- Management Responsibility Authority Communication

**Manufacturing Skills**

- Board Cleanliness Procedure
- Control of Moisture Sensitive Devices
- Control of Monitoring and Measuring Equipment
- Control of Nonconforming Product
- Control of Production Equipment Tools Numerical Control Machine Programs
- Counterfeit Prevention Procedure
- Distributing and Collecting Manufacturing Instruction's
- Eco Procedure
- Electrostatic Discharge Control Program
- Foreign Object Debris Control Procedure
- Functional Test

- Hand Placement and Hand Soldering of Surface-Mount Technology (SMT) Components
- Identification Traceability
- In Process Inspection
- Inspection and Testing
- Joint Certification Program
- MI Approval Procedure
- Monitoring and Measurement of Product
- National Aerospace and Defense Contractors Accreditation Program
- Preservation of Product - Material Handling Storage
- Preservation of Product - Packing And Delivery Handling
- Preventative Maintenance
- Receiving
- Redline Procedure
- SMT Process
- SMT Program Backup Procedure



**Training Proposal for:**

**Motive Energy Telecommunications Group, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET24-0182**

**Approval Date:** August 9, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET HUA	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, Sacramento, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 652	U.S.: 1,011	Worldwide: 1,011	
<u>Turnover Rate:</u>	16%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**In-Kind Contribution**

\$120,000

**Total ETP Funding**

\$69,690

<b>Out-of-State Competition:</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	DC Power Tech, Laborer, Project Coordinator, Lead, Supervisor, Traffic Control Technician, Construction Technician, Lineman, Foreman

**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 Computer Skills Continuous Impr. HazMat OSHA 10/30	199	8-200	0	\$345	\$30.90
				15			
2	Retrainee Priority SET HUA	Business Skills Computer Skills HazMat OSHA 10/30	3	8-200	0	\$345	\$17.00
				15			

\*Post-Retention Wage is the Contractual wage.

**Minimum Wage by County:**

Job Number 1 (SET/Priority Industry): \$30.90 per hour Statewide for Los Angeles, Orange, Riverside and Sacramento County

Job Number 2 (SET/Priority Industry/HUA): \$17.00 per hour for San Bernardino and Tulare County

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Laborer	\$28.40-\$37.50	24
Project Coordinator	\$28.40-\$34.65	20
Lead	\$28.40-\$39.00	25
Supervisor	\$28.40-\$56.50	40
Traffic Control Technician	\$28.40-\$34.89	15
Construction Technician	\$28.40-\$42.75	20
Lineman	\$29.00-\$38.30	35
Foreman	\$29.75-\$46.00	20
<b>Job Number 2</b>		
DC Power Tech	\$17.00-\$20.00	1
	\$20.01-\$25.00	1
	\$25.01-\$61.00	1

**OVERVIEW**

<b>Year Company Founded:</b>	1979	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Fountain Valley, CA
<b>Total Number of Facility locations in California</b>	7	
<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• Corona (Riverside County)</li> <li>• Fountain Valley and Tustin (Orange County)</li> <li>• Sacramento (Sacramento County)</li> <li>• West Hills (Los Angeles County)</li> <li>• Victorville (San Bernardino County)</li> <li>• Visalia CA (Tulare County)</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Motive Energy Telecommunication Group, Inc., (MET), (<a href="http://www.motivecompanies.com">www.motivecompanies.com</a>) specializes in designing, and implementing customized and turnkey solutions for renewable energy, infrastructure development, and telecommunication (5G deployment, wireline services and broadband installation). MET transforms the way businesses source, store, and manage energy by providing a diverse range of cost-effective strategies that contribute to a more efficient, reliable and sustainable future.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Commercial</li> <li>• Industrial</li> <li>• Residential with Clean Energy</li> <li>• Construction</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Keep pace with the industry's evolving technological advancements and shifting customer demand/expectations.</li> <li>• Increase worker proficiency in software applications to fully understand and utilize the Company's proprietary Energy Infrastructure Management system.</li> <li>• Ongoing safety protocol changes within the industry require continuous workforce upskilling construction techniques including, tower climbing, rigging and capstan.</li> <li>• MET has invested \$25,000 in new equipment and software to help fully integrate all aspects of the Company's proprietary management system and computer processes. Training is not included in the purchase price.</li> </ul>
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**Training Plan:**

<b><i>Need for Training:</i></b>	<ul style="list-style-type: none"> <li>Proposed training will allow workers to manage projects and improve communication skills with internal staff and external customers.</li> <li>Incorporate cross functional standard operating procedures to eliminate waste and downtime as well as increase flexibility to meet demand and customer satisfaction in a timely manner.</li> <li>Learn new LMS platform to be implemented for Leadership</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>Certified Safety Training</b>	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)	

**Special Employment Training**

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

**➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). MET requests this modification for trainees in Job Number 1.

**High Unemployment Area**

Three DC Power Tech trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%, under the Panel Standards. MET's locations in Victorville (San Bernardino County) and Visalia (Tulare County) are in an 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. MET is requesting a wage modification from \$30.90 per hour to \$17.00 per hour for Job Number 2. These trainees will start at a minimum of \$17.00 with a wage progression of 5% or more by the end of the retention period.



**Alternate Recordkeeping**

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

<b>Number of Veterans</b>	While this proposal does not include a specific Veteran component in this proposal, MET holds a strong dedication to the recruitment and advancement of Veterans. MET has established a partnership with Warriors for Wireless, a charitable organization that exists solely to assist Veterans secure well-paying careers in the 5G wireless workforce.
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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, Computer Skills, Continuous Improvement and Management Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <ul style="list-style-type: none"> <li>Professional Development Manager and Training Specialist Staff</li> <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>The Company's Professional Development Manager will oversee the implementation of this project with the assistance of Staff Specialists at each location. Staff Specialists will be responsible for enrollment, scheduling training, securing rosters, and monitoring. Training will be conducted by in-house experts and vendors as needed. A training schedule is in place for the proposed training and MET is ready to start training upon contract approval.</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>• Training previously focused on the implementation of the Company's new Enterprise Resource Planning system and processes.</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 in this proposal focuses on the Company's updated software applications, and standard operating procedures to increase MET's cross functional workforce efficiencies.</li> <li>• Moreover, it places significant emphasis on enhanced safety protocols/procedures for proper tool handling.</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 \$ %
ET21-0178	Fountain Valley	10/05/2020- 10/04/2022	\$147,775	\$69,719 (47%)

ET21-0178- Training occurred during a period of transition when MET's original Training Project Manager unexpectedly left the Company, resulting in a substantial disruption to the ETP training program. As a replacement, the current Project Manager who had no prior experience, was assigned, consequently the training performance was below expectations. The new proposal has been appropriately adjusted and right sized to align with its prior earnings under the same leadership of the current manager, who has gained considerable knowledge and experience. Furthermore, the Company has designated Staff Specialists from each location to assist with the facilitation and success of ETP's training program.

## **SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A		
Administrative	N/A		
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Business Communication
- Customer Relationship Management
- Bloodborne Pathogens
- Leadership Skills
- Organizational Skills
- Professional Development

**Computer Skills**

- Computer Networking LAN/WAN
- Infrastructure Implementation
- Construction Safety Software Skills
- Microsoft Office

**Continuous Improvement Skills**

- Problem Solving
- Strategic Planning
- Process Improvement
- Equipment Operation
- Teams Building

**Hazardous Materials Skills**

- Hazardous Chemical Cleaning
- Hazardous Waste Handling
- Respiratory Protection

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

- OSHA 10

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

- OSHA 30



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**  
**Safety Striping Service, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET24-0149**

**Approval Date:** August 14, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SB <100 SET Job Creation Initiative HUA	Industry Sector(s):	Construction (C)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers' International Union of North America Local 1184 and Northern California Laborers' Joint Apprenticeship Training Committee		
Number of Employees in:	CA: 24	U.S.: 24	Worldwide: 24
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**In-Kind Contribution**

\$48,000

**Total ETP Funding**

\$44,160

<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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Occupations to be Trained:</b>	Office Administrator, Estimator, Laborer Apprentice, Laborer Journeyman, Safety and Quality Administrator, Shop Mechanic, Shop/Yard Laborer

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SET SB<100 HUA	Business Skills Comm Skills Computer Skills	20	8-200	0	\$1,380	\$17.00
				Weighted Avg: 60			
2	Job Creation Retrainee Priority SET SB<100 HUA	Business Skills Comm Skills Computer Skills	12	8-200	0	\$1,380	\$17.00
				Weighted Avg: 60			

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

**Minimum Wage by County:** Job Number 1: (SET/Priority Industry/HUA): \$17.00 per hour for Tulare County

Job Number 2 (SET/Priority Industry/Job Creation/HUA): \$17.00 per hour for Tulare County

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Shop/Yard Laborer	\$17.00-\$20.00	2
Office Administrator	\$18.00-\$22.00	2

	\$25.00-\$40.00	1
Laborer Apprentice	\$24.00-\$30.00	3
Shop Mechanic	\$25.00-\$35.00	1
Laborer Journeyman	\$32.00-\$40.00	11
<b>JOB NUMBER 2 (Job Creation/SET/HUA)</b>		
Shop/Yard Laborer	\$17.00-\$20.00	2
Safety and Quality Administrator	\$22.00-\$28.00	1
Laborer Apprentice	\$24.00-\$30.00	6
Estimator	\$25.00-\$30.00	1
Shop Mechanic	\$25.00-\$35.00	2

## **OVERVIEW**

<b>Year Company Founded:</b>	1950	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Irvine
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Goshen (Tulare County)</li> </ul>
<b>Nature of Business:</b>		<ul style="list-style-type: none"> <li>Safety Stripping Service, Inc., (SSSI) (<a href="http://www.safetystriping.com">www.safetystriping.com</a>) is a California family owned highway improvement contractor that specializes in installing and striping roadside signs and pavement markings.</li> </ul>
<b>Customer Base</b>		<ul style="list-style-type: none"> <li>General Contractors and Public Works Projects</li> </ul>
<b>Business / Industry Needs / Changes</b>		<ul style="list-style-type: none"> <li>Keep pace with new emerging products for safety and paving markings on roadways.</li> <li>SSSI anticipates a 50% workforce surge as well as a 20% revenue increase owing to the funding allocated by the Federal Infrastructure Bill for roads and roadway safety.</li> <li>Maintain compliance with yearly safety protocols mandated by State and Federal regulations.</li> <li>SSSI has invested \$200,000 in new equipment and software</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• To remain competitive with the latest roadway safety signs and pavement application techniques.</li> <li>• The frontline workforce must acquire new installation skills to effectively implement updated pavement markings and safety products for autonomous and electric mobility in accordance with regulations.</li> <li>• Extensive training and certifications are essential for elevating the skill level of the new workforce.</li> <li>• SSSI is investing in new equipment and software requiring employee training for its full utilization and quality standard operation. Training is not included in the purchase price.</li> </ul>
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**Union Support**

The training project is supported by Laborers' International Union of North America Local 1184 and Northern California Laborers' Joint Apprenticeship Training Committee. A letter of support has been provided for each of the unions.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training

☒ Class/lab

☒ E-Learning

Business Skills	Computer Skills	Commercial Skills
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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.  SSSI sales performance reached \$6.1 million last year, and there is an expectation that it will exceed \$10 million this year due to the following contributing factors: <ul style="list-style-type: none"> <li>• Current projects awarded total approximately \$3.9 million, excluding the anticipated funding from the Federal Infrastructure program.</li> <li>• SSSI has been awarded a \$2.2 million deck rehabilitation project (disabled veteran business incentive), marking a fifty percent increase over last year.</li> <li>• An additional \$500,000 in revenue attributed to the damages caused by California's winter storm.</li> <li>• Caltrans has communicated an extraordinary amount of industry work for the upcoming 3 years, therefore, projecting an unprecedented level of demand.</li> </ul>
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## Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours (Job Number 1 – Retrainee); 60 Hours (Job Number 2 – Job Creation)
Job Number 1: Given the recent shifts in safety regulations governing road and work zones, incumbents require substantial training of 60 hours to ensure compliance. Job Number 2: In order to achieve the same level of competence and meet the business's quality standards, newly hired personnel must undergo a minimum of 60 hours of training to work autonomously.	

## Special Employment Training

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

### ➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). SSSI requests this modification.

## High Unemployment Area

Four trainees in Job Number 1 and two trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%, under the Panel Standards. SSSI's location in Goshen (Tulare County) is in an HUA.

### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. SSSI is requesting this modification from \$22.66 to \$17.00 per hour in Job Number 1 and Job Number 2. These trainees will start at a minimum of \$17.00 with wage progression of 5% or more by the end of the retention period.

## Alternate Recordkeeping

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

## Training Infrastructure & Administrative Plan

### • Trainers:

- ☒ In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills
- ☒ Vendor – Types of Training by vendor: To Be Determined

### • Administration:

Vice President of Operations, Safety and Quality Administrator, Office Manager

- ☒ In-house
- ☒ Subcontractor



- **Project Oversight:**

The Company's Vice President of Operations, Safety and Quality Administrator, and Office Manager will oversee the project and training implementation of enrollment, scheduling training, securing rosters, and monitoring. An outside consultant has also been retained to assist in the project administration and ensure that all training records meet ETP compliance. Training will be conducted by in-house experts and vendors as needed. The Company has a detailed training schedule in place, and is prepared to commence upon contract approval.

<ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>	1 – ET18-0233
<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 prior project primarily emphasized training on equipment that has since become obsolete and is no longer in use.</li> <li>• Training previously focused on OSHA 10/30 and HAZWOPER certification for frontline Supervisors and Shop Laborers.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>	<ul style="list-style-type: none"> <li>• To keep up with the ever-expanding innovative and diverse transportation mobility, this training plan will incorporate a pressing need for new digital and technological education focused on new road and pavement products and materials.</li> <li>• In response to the State's newly implemented training requirements, trainees will not repeat the same training courses, albeit similar topics.</li> <li>• The California Air Resources Board has recently sanctioned the industry to convert their fleets to zero emission trucks and equipment, thereby, making it essential to provide specialized training for mechanics and operators in this project.</li> <li>• Extensive training for both existing and incoming workforce on recently purchased software and equipment.</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 \$ %
ET18-0233	Goshen	06/04/2018- 09/01/2020	\$53,040	\$41,792 (79%)

**SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	Propel Consulting Group	El Dorado Hills	\$5,000
Administrative	Propel Consulting Group	El Dorado Hills	13% of payment earned
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

**Business Skills**

- Customer Service
- Finance
- Leadership
- Managing People
- Marketing
- Negotiating
- Project Management
- Sales
- Time Management

**Commercial Skills**

- Air Resource Board Compliance
- CAT Skid Steer Operation
- Commercial Driving
- Flagger Training
- Forklift
- Hand Equipment
- Job Costing
- Material Handling/Storage
- Mini Mac Equipment
- Mobile Retro Reflectometer
- Paint Striping/Marking Equipment Pavement Marking Technician Training
- Silica Compliance
- Site Prep
- Skid Steers
- Stripe Removal
- Street Sweepers
- Storm Water Pollution Prevention Plan Thermo Striping Equipment
- Truck Mounted Attenuator
- Traffic Control Technician
- Vendor Certification Courses

**Computer Skills**

- Digital Daily Reporting
- Fleet Management Software
- Microsoft Office
- Mobile Timekeeping
- Networking/IT
- Pro Contractor/Viewpoint
- Traffic Control Software



Laborers'  
International  
Union of  
North America

**LIUNA!**  
**Local No.1184**

*Local No.1184*

*Serving  
Southern California  
and Arizona*

**MICHAEL S. DEA**  
BUSINESS MANAGER  
SECRETARY-TREASURER

*William G. Smith*  
PRESIDENT

**MAIN OFFICE**  
1128 E. La Cadena Drive  
Riverside, CA 92507  
Telephone: 951-684-1484  
Fax: 951-779-1445

**ARIZONA OFFICE**  
1401 E. Washington St  
Phoenix, AZ 85034  
(602) 258-6521  
Fax (602) 495-1464

**THOUSAND PALMS OFFICE**  
72732 Ramon Rd.  
P.O. BOX 155  
Thousand Palms, CA 92276  
(760) 343-0533  
Fax (760) 343-0883  
(800) 203-3111

**EL CENTRO OFFICE**  
690 Broadway St., Suite. #5  
El Centro, CA 92243  
(760) 337-3909  
Fax (760) 337-3911

June 7<sup>th</sup>, 2023

VIA E-MAIL: [david@safetystriping.com](mailto:david@safetystriping.com), [james@safetystriping.com](mailto:james@safetystriping.com)

Safety Striping Service, Inc.  
Attn: David Preston  
Attn: James Malloy  
PO Box 1020  
Goshen, CA 93227

RE: Union Letter of Support, Employment Training (ETP Program)

Laborers' Local 1184 is supportive of Safety Striping applying for the program. We understand that the California Employment Training Panel (ETP) is a business and labor supported state agency that assists companies in upgrading the skills of their workforce enabling them to remain competitive. The training received under this program will assist Safety Striping to upgrade the skills of their workforce.

Sincerely,

Michael S. Dea  
Business Manager  
Secretary-Treasurer

MSD:cmu

*Feel the Power*



**Northern California Laborers' Joint Apprenticeship Training Committee**

1001 Westside Drive, San Ramon, CA 94583-4098 Telephone: (925) 828-2513

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

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June 8, 2023

RE: Letter of Support

Safety Striping Service's Application for California Employment Training Panel funds

To Whom it may concern,

The Northern California Laborers Apprenticeship Program is supportive of Safety Striping Service applying for the program. We understand that the California Employment Training Panel (ETP) is a business and labor supported state agency that assists companies in upgrading the skills of their workforce enabling them to remain competitive. The training received under this program will assist Safety Striping Service to upgrade the skills of their workforce.

Sincerely,

Hugo de la Torre  
Director of Apprenticeship  
Northern California Laborers J.A.T.C.





**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**VDX dba VDX Veterinary Diagnostics and Preclinical  
Research Services**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET24-0142**

**Approval Date:** August 7, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 37	U.S.: 37	Worldwide: 37
Turnover Rate:	4%		
Managers/Supervisors: (% of total trainees)	N/A		

**In-Kind Contribution**

\$84,117

**Total ETP Funding**

\$41,860

<b>Small Business Only:</b>	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Out-of-State Competition:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Occupations to be Trained:</b>	Administrative Staff, Clinical Staff, Clinical Pathology Staff, Histology Staff, Owner, Pathologist, Research Staff

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	30	8-200	0	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Priority Job Creation SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat	4	8-200	0	\$1,840	\$21.00
				Weighted Avg: 80			

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

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

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

Up to \$1.66 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$28.50 - \$28.50	1
Clinical Staff	\$21.00 - \$24.36	4
	\$26.77 - \$38.50	6
Clinical Pathology Staff	\$98.65 - \$128.11	3
Histology Staff	\$21.00 - \$25.00	4
Owner	N/A	1
Pathologist	\$74.34 - \$117.36	4
Research Staff	\$21.00 - \$24.36	3
	\$25.81 - \$46.96	4

<b>Job Number 2</b>		
Administrative Staff	\$30.00 - \$40.00	1
Clinical Staff	\$21.00 - \$25.00	1
Clinical Pathology Staff	\$75.00 - \$99.00	1
Histology Staff	\$21.00 - \$25.00	1

## **OVERVIEW**

<b>Year Company Founded:</b>	2001	<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>Davis, Yolo County</li> </ul>	

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>VDX dba VDX Veterinary Diagnostics and Preclinical Research Services (VDX) is a veterinary pathology laboratory, specializing in diagnostic pathology (biopsy and cytology and advanced cancer diagnostics) for small animal veterinarians and industrial pathology, predominantly for medical device companies seeking FDA approval for their products/devices.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Veterinarians</li> <li>Veterinarian Clinics</li> <li>Pet Owners</li> <li>Medical Device Companies</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>Company is in the process of purchasing new equipment including a stainer, photomicroscope, digital scanner, and ground section histology equipment.</li> <li>For VDX to expand, trainees must be cross trained to maintain proper processes and keep within regulations.</li> <li>VDX is in the process of developing an internal software system and will go live with the system in the next six months. All occupations will need to be trained on the system.</li> </ul>

## **Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>All occupations except for Administrative Staff will receive extensive training on proper use and troubleshooting the stainer, photomicroscope, digital scanner, and ground section histology equipment.</li> <li>The Company will also cross train the Clinical Staff, Pathologists, and Research Staff so they can work together to ensure accuracy of the products/designs VDX wants to present and ultimately receive</li> </ul>
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	<p>approval from the FDA. By cross training, the Clinical Staff will learn about the research and how the product is created. The Research Staff will learn how pathogens or disease are located and how to limit the occurrence.</p> <ul style="list-style-type: none"> <li>• Administrative Staff and Clinical Staff will also receive training on operational skills and process improvement. Training will improve efficiency and trainees will learn how to improve compliance and learn how to properly use the current equipment. Training will also provide knowledge on the tracking process and procedures during each phase.</li> <li>• All occupations will receive software training including the new internal software, Willoughby, so trainees know how to track their billable research time for individual projects.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

<b>Business Skills</b>	<b>Commercial Skills</b>	<b>Computer Skills</b>
<b>Continuous Improvement</b>	<b>Hazardous Materials Skills</b>	

<b>Job Creation Justification</b>	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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### Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 Hours for Job Number 1 and 80 Hours for Job Number 2.
<p>For Job Number 1, VDX will provide 50 hours of training to Clinical Staff, Clinical Pathology Staff, Pathologist, Research Staff, and Histology Staff due to new equipment, software and the expansion of the product lines the Company is seeking FDA approval on. Administrative Staff will receive training in Business Skills and Computer Skills. For Job Number 2, VDX will provide 80 hours of training to Job Creation trainees on equipment, Operational Skills, and quality assurance (QA) to insure trainees are well-informed on processing and experienced with the equipment.</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, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials</li> <li><input type="checkbox"/> Vendor – Types of Training by vendor:</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>Sierra Consulting Services, Inc.</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>VDX 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 VDX's Davis location. The Company's annual training budget is approximately \$50,000 annually and includes new hire orientation and safety training.</p> <p>VDX's Quality Assurance manager will oversee the Contract along with a Human Resource Administrator who will coordinate training and gather rosters. Training will be delivered by in-house experts and vendors as needed. 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	Sierra Consulting Services, Inc.	Cameron Park	\$4,100
Administrative	Sierra Consulting Services, Inc.	Cameron Park	13% of funding earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

**Business Skills**

- Business Fundamentals
- Customer Service
- Employee Coaching
- Employee Engagement
- Leadership Marketing/Sales Techniques & Strategy
- Operational Skills
- Organizational Structure Development
- Photo Editing
- Planning and Organizing
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Strategic Planning
- Time Management

**Commercial Skills**

- Biopsy
- Clinical
- Cytology
- Digital Scanner
- Equipment Operation
- Flow Cytometry
- Good Laboratory Practices (GLP)
- Ground Section Equipment
- Histology
- Morphometry
- Pathology Report Writing
- Pathology
- Photomicroscope
- Polymerase Chain Reaction Antigen Receptor Rearrangement (PARR)
- Quality Assurance (QA)
- Recycler Training
- Research Training
- Slide Scanning
- Stainer

**Computer Skills**

- Microsoft Office Intermediate and Advanced
- Quickbooks
- Willoughby

**Continuous Improvement Skills**

- Communication Skills
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Project Management
- Project Methodology
- Project Requirements Analysis and Specifications
- Team Building

**Hazardous Materials Skills**

- Alcohol and Xylene Handling
- Decal Preparation and Handling
- Formalin Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Materials Handling
- Sharps Disposal
- Waste Disposal



**RETRAINEE-JOB CREATION**  
**Training Proposal for:**

**WAYS Home Care & Health Agency LLC dba W.A.Y.S. Home  
Care & Health Agency, LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET24-0145**

**Approval Date:** August 7, 2023

**Panel Meeting of:** August 25, 2023

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 HUA Job Creation Initiative SET Priority Rate	Industry Sector(s):	Services (G) Healthcare (62)  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 30	U.S.: 30	Worldwide: 30
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

**In-Kind Contribution**

\$99,000

**Total ETP Funding**

\$16,445

<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>	Home Care Coordinator, Office Manager, Regional Coordinator, Office Assistant, Certified Nurse Assistant, Clerical Staff

### TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100 HUA SET Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	9	8-200	0	\$805	\$17.00
				Weighted Avg: 35			
2	Retrainee Job Creation SB<100 HUA SET Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	10	8-200	0	\$920	\$17.00
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1 (HUA): \$17.00 per hour in Los Angeles County. Job Number 2 (HUA/Job Creation): \$17.00 per hour in Los Angeles County.

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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Home Care Coordinator	\$17.00-\$20.00	1
Office Manager	\$17.00-\$20.00	1
Regional Coordinator	\$17.00-\$20.00	1
Office Assistant	\$17.00-\$20.00	1
Certified Nurse Assistant	\$17.00-\$20.00	5

<b>Job Number 2 (Job Creation)</b>		
Certified Nurse Assistant	\$17.00-\$20.00	5
Clerical Staff	\$17.00-\$20.00	5

## OVERVIEW

<b>Year Company Founded:</b>	2016	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location Inglewood, CA
<b>Facility location(s) where training will occur</b>		<ul style="list-style-type: none"> <li>Inglewood (Los Angeles County)</li> </ul>

<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>WAYS Home Care &amp; Health Agency LLC dba W.A.Y.S. Home Care &amp; Health Agency, LLC (WAYS) is a Home Health-Care and Skilled Nursing Facility.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>Provides in-home, skilled nursing to the elderly and infirmed.</li> <li>Offers long-term care and respite care.</li> </ul>

<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>WAYS plans to expand its workforce in response to growing demand of in-home health care due to an ageing population.</li> <li>The Company hires workers with limited experience which requires training to gain skills and knowledge.</li> </ul>
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## Training Plan:

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>In relation to the expansion plans, WAYS wishes to create growth opportunities to its workers by providing skills to help promote in the Company.</li> <li>ETP-funded training will cultivate job retention and job advancement.</li> <li>WAYS training will facilitate strategies to expand, enhance and retain workers.</li> <li>WAYS will offer training in healthcare information systems and medical devices to enhance patient care. These skills will be core knowledge as the trainees began their career in the healthcare field.</li> <li>Training goals are for staff to gain new skills, become more versatile, and feel valued which will result in increased job satisfaction and motivation.</li> </ul>
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

Business Skills	Computer Skills	Commercial Skills
Continuous Improvement		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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### Special Employment Training

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

#### ➤ Wage and Retention Modifications

The 19 trainees in Job Numbers 1 & 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Los Angeles County are in a HUA. WAYS is requesting a wage modification from \$30.90 per hour to \$17.00 per hour in Job Number 1 and \$18.54 per hour to \$17.00 per hour in Job Number 2.

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.

Approximately 19 Home Care Coordinators, Office Manager, Regional Coordinator, Office Assistant, Certified Nurse Assistant, and Clerical Staff will need the wage modification

### 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, and Commercial Skills</li><li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Administration:</b><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>The Companies CEO will oversee administration of this project with assistance from the company's COO. They will coordinate training, collect ETP rosters and enter them into the ETP</p></li></ul>



systems. Training will be provided by qualified in-house trainers and the Company will seek training vendors if needed.

## **SUBCONTRACTORS**

<b>Subcontractor Type</b>	<b>Subcontractor Name</b>	<b>City</b>	<b>Cost / %</b>
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To Be Determined	To Be Determined	To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Business Administration
- Strategic Planning
- Documentation Skills
- Interpersonal Skills
- Customer Relations.
- Billing/Coding skills
- Communication Skills

#### **Commercial Skills**

- Basic Life Support
- Body Mechanics
- Dementia Care
- Depression
- Elder Abuse
- End of Life Care
- Infection Control

#### **Computer Skills**

- Clinical Services System Management
- Electronic Medical Records Application Skills
- MS Office Suite (Intermediate & Advanced only)
  - Word
  - Excel
  - PowerPoint

#### **Continuous Improvement**

- Coordination of Care
- Customer Service
- Case Management
- Interdisciplinary Team Process
- National Patient Safety Goals
- Problem Solving
- Team Building
- Quality Assessment and Improvement
- Activities of Daily Living