

PANEL PACKET

October 2019



Employment Training Panel



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M e m o r a n d u m

To: Panel Members

From: Stewart Knox
Executive Director

Date November 1, 2019

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on **Friday, November 1, 2019 at 9:30 a.m.**

**Sacramento City Hall
Historic Hearing Room, #204
915 I Street, Sacramento, CA 95814**

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

Directions to the Sacramento City Hall

From Sacramento International Airport:

- Take **Hwy 5** South
- Exit on **“J” Street** to **10th St.**
- Turn left on **10th Street**
- Turn left onto **“I” Street**
- **Parking available at the Cal/EPA building**
(Corner of **10th** and **“I” St.**)

From San Francisco:

- Take 80 East
- Go towards Capitol City Freeway (not Reno)
- Take **I -5** North
- Exit **“J” Street** to **10th Street**
- Turn left on **10th Street**
- Turn left onto **“I” Street**
- **Parking available at the Cal/EPA building**
(Corner of **10th** and **“I” St.**)



M e m o r a n d u m

To: Panel Members

Date November 1, 2019

From: Stewart Knox
Executive Director

Subject: **Future Meeting Sites**

<i>November 1, 2019 (October Panel)</i>	City Hall Time: 09:30 AM Council Chamber 915 I Street, Sacramento, CA 95814
<i>November 2019</i>	NO NOVEMBER PANEL MEETING
<i>December 13, 2019</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814
<i>January 24, 2020</i>	California Environmental Protection Agency (Cal/EPA) Time: 09:30 AM Sierra Hearing Room, 2nd Floor 1001 I Street, Sacramento, CA 95814



Employment Training Panel

STATE OF CALIFORNIA

EMPLOYMENT TRAINING PANEL

CalEPA Headquarters Building
Sierra Hearing Room, Second Floor
1001 I Street
Sacramento, CA 95814
August 23, 2019
(916) 327-5640

Panel Members

Janice Roberts
Acting Chair

Gloria Bell
Member

Cheryl Akin
Ex-Officio Member

Gretchen Newsom
Member

Rick Smiles
Member

Ernesto Morales
Member

Ali Tweini
Member

Executive Staff

Peter Cooper
Assistant Director

Jill McAloon Chief
Deputy Director

Michael Cable
General Counsel

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
CalEPA Headquarters Building
1001 I Street, Sierra Hearing Room, Second Floor
Sacramento, CA 95814
August 23, 2019

I. PUBLIC PANEL MEETING CALL TO ORDER

Acting Chairperson Janice Roberts called the meeting to order at 9:30 a.m.

II. ROLL CALL

Present

Gloria Bell
Gretchen Newsom
Janice Roberts
Rick Smiles
Chris Dombrowski

Absent

Ernesto Morales
Ali Tweini

Executive Staff

Michael A. Cable

III. AGENDA

Acting Chairperson Roberts asked if the Panel Members reviewed the Agenda.

ACTION: Ms. Bell moved and Ms. Newsom seconded approval of the Agenda. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 – 0.

IV. MINUTES

Acting Chairperson Roberts asked if the Panel Members reviewed the draft Meeting Minutes from the last Panel Meeting.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Meeting Minutes. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 – 0.

V. REPORT OF THE EXECUTIVE DIRECTOR

Former Executive Director Stewart Knox, currently Undersecretary for the California Labor and Workforce Development Agency, announced that he would be reading the Report of the Executive Director today. Mr. Knox welcomed the Panel Members, applicants, and stakeholders. Mr. Knox reported that following the last Panel Meeting in July we have a moderate Panel Meeting. Today's Meeting is approximately \$10.4M with another \$204,653 in delegation orders, for a total just over \$10.6M.

Mr. Knox recognized the following persons in attendance: Ryan Swier, North Hollywood Regional Office Manager; Chris Hoover, San Francisco Bay Area Regional Office Manager; Lis Testa, Program Projects Unit Manager; and Jana Lazarewicz, Sacramento Regional Office Manager

Regarding budget and Alternative Funds, the Alternative and Renewable Fuel and Vehicle Technology Program in partnership with the California Energy Commission \$2M approved through an interagency agreement. ETP had 3 proposals in the last few months for small amounts and will be marketing that program more heavily. More to come later regarding that allocation, with an additional \$2M.

Mr. Knox reported that today the Panel would be considering Proposals in the amount of \$10.4M, with an additional \$204,000 approved by Delegation Order. Upon the Panel approving just over \$26.2M in projects for FY 2019/20, ETP will have approximately \$76M remaining for FY 2019/20.

It was reported, regarding Delegation Orders: All such project proposals are capped at \$75K; all such project proposals are to be approved by the Executive Director on a continuous flow basis; and the 5 projects subject to Delegation Orders for today's Panel Meeting is just over \$204,000.

It was reported, regarding FY 2019/20, total program funding to date: Approximately 799 projects have been submitted to the Panel, pushing the amount to approximately \$91M, the Panel will possibly approve \$26M with 85 projects to date, if all proposals are funded today.

It was reported regarding Single Employer Contracts: Regional Offices requests are at \$62M in demand, with \$42M in allocations. MEC: Regional Offices/AAU requests are at \$9M in demand, with \$19M in allocations. Small Businesses request are at \$11M in demand, with \$5.8M in allocations and Critical Proposals are at \$1.4M in demand, with 1.6M in allocations. Apprenticeship programs are at \$6.4M in demand, with \$7.3M in allocations. Overall demand is approximately \$91M.

It was reported the number of total projects in FY 2019/20: applications received by the Regional Offices currently is 132; the total number of projects currently in the Applications and Assessment Unit is 667; and the number of total projects is 799. As discussed in recent Policy Committee Meetings and at the last Panel Meeting, ETP is trying to keep meetings at around \$10M per meeting so ETP does not run low on funds at the end of the year.

Regarding Legislation, the ETP Legislation has a new bill (SB 792). It was reported that SB 792 is a two-year bill, it is a committee bill, and at this point, the hope is to work with the Legislative Committee in the Fall.

Mr. Knox requested a motion to approve the Consent Calendar.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Consent Calendar. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 – 0.

VI. RECOGNITION OF FORMER EXECUTIVE DIRECTOR STEWART KNOX

Acting Chairperson Roberts and other Panel Members began to share personal stories and thoughts about Mr. Knox. Acting Chairperson Roberts then opened up the discussion for staff and others to share some facts and stories regarding Mr. Knox.

Following Acting Chairperson Roberts personal stories, other Panel Members then began to share stories and words of appreciation for Mr. Knox; followed by present executive staff members, including Peter Cooper, Steve Duscha, Gloria Bell, Gretchen Newsom; wanting to impress upon Mr. Knox how much he did for ETP, and to thank Mr. Knox for his extensive work and dedication to the ETP program.

Mr. Knox responded with a heartfelt discussion that recapped some of his experiences at ETP over the years, and how his job is to not only protect ETP, but all of the Labor Agencies investments in California, and making sure that we continue to do the work that we do in California and strive to make sure that California stay strong and that our business community is a workforce development system are meeting our business community's needs and went on to say that ETP is a machine, it gets money out which a lot of agencies struggle with, and ETP staff continues to do this on a daily basis on a monthly basis and making sure that it's equitable and then fairly and thinks that the panel does an amazing job of making sure that we continue to serve the businesses.

Mr. Knox thanked everyone for the recognition and exited the building while everyone in the room stood up in appreciation.

VII. POLICY COMMITTEE MEETING REPORT TO PANEL

Acting Chairperson Roberts stated that on the Thursday afternoon before the recent Panel Meeting there was another Policy Committee Meeting and she wanted to inform everyone that Gloria Bell, our Panel Member, will be acting as Vice-Chairperson on the Panel in case Acting Chairperson Roberts is unable to attend, she will step in and take over, Acting Chairperson Roberts then introduced Ms. Newsom for a recap from the meeting yesterday.

Ms. Newsom stated that it was another great afternoon at Policy Committee. The following is a brief overview and report of what took place. There were four discussion Items:

- 1. A Report Regarding Development Monitoring and Recordkeeping Practices** Ms. Newsom reported that Mr. Swier from the North Hollywood Regional Office provided an overview and report on current Development, Monitoring, and Recordkeeping practices – and shared some information and statistics about these practices specifically within the North Hollywood Regional Office. After a good discussion about current practices, with various issues to be brought up under the Agenda Items about Contract Changes and Electronic Recordkeeping, General Counsel suggested and the Policy Committee agreed: that ETP Staff will work internally on these practices and procedures to ensure internal consistency throughout the Regional Offices; and that ETP Staff will [in particular] look for ways to streamline practices and procedures, especially with repeat contractors and those working with consultants.
- 2. A Report Regarding Electronic Recordkeeping Requirements** Ms. Newsom then reported that the Policy Committee reviewed and discussed the Electronic Recordkeeping Recommendations first presented by Phillip Herrera at our February Committee Meeting. After working through a discussion about the issues raised in Mr. Herrera's proposal, we walked away with the following: Some changes can likely be made by modifying the contract [such as those regarding copies and signature requirements], so the Policy Committee requested that a specific proposal that clearly indicates all applicable contract modifications be prepared and brought to our next Policy Committee Meeting, which will be next month. However, some changes cannot be made because they are mandated by ETP's Regulations. Accordingly, our General Counsel has reported that those suggestions requiring a regulatory change have been identified – and will be brought up for further discussion when ETP commences formal rulemaking on these issues.
- 3. A Report Regarding ETP's Veterans Program and Guidelines** Ms. Newsom next reported that Willie Atkinson, Assessment and Program Division Manager, and Meghan McMahon, Legal Analyst, provided a report and held a discussion about their research into ETP's Veterans Program and Guidelines – and highlighted certain issues they wanted to address in revising ETP's Veterans Program, such as Eligibility Requirements and Incentives. After receiving input and suggestions from those present, the Policy Committee instructed Mr. Atkinson and Ms. McMahon to come back to the Policy Committee Meeting next month in order to present a complete and detailed proposal that incorporates the ideas and suggestions made at Committee.
- 4. A Discussion About the Agenda for Our Next Policy Committee Meeting** General Counsel reported that he is still: tracking the issues for review, as identified in the Policy Committee Meetings; and ensuring that those policy issues are being scheduled for a Policy Committee Meeting as soon as possible. There were TWO Proposal Items:

a. Proposal Re: ETP's Contract General Terms and Conditions General Counsel provided a brief overview of particular contract changes that were included in the Committee Memo for this Agenda Item. Additionally, since there are additional revisions to be made [resulting from other requests – and from the discussion about ETP's current recordkeeping requirements], the Policy Committee instructed General Counsel to come back next month with a final proposal about making changes to ETP's General Terms and Conditions – which should include: all of the changes to be made and a rollout proposal with a date for when those changes will take place.

b. Proposal Re: Demographic Information for Trainees General Counsel explained the background and legislative history regarding why ETP requests demographic information about trainees. Additionally, there was a lot of discussion about the underlying benefits for receiving demographic information about ETP's trainee population. General Counsel also discussed AB 677 – and how there is now a requirement for ETP to collect voluntary self-identification information pertaining to sexual orientation and gender identity. The Policy Committee instructed General Counsel to return next month with a specific proposal for how ETP will comply with AB 677 and address the issue raised as to whether ETP can employ a sampling of demographic information.

As noted, our next Policy Committee Meeting should include: A discussion about the use of affiliates in regards to Single Employer Contracts; a further discussion responding to specific questions about Best Practices [e.g., questions about recordkeeping practices, how other agencies prioritize projects, how other agencies monitor projects] – ETP Staff having now researched many similar agencies throughout the country; a final proposal regarding changes to be made to ETP's Contract General Terms and Conditions, which will include some of the roster and recordkeeping changes discussed yesterday [e.g., copies instead of original rosters and signature requirements], and will include a rollout proposal with a date for when those changes will take place proposal regarding requested Trainee Demographic Information, and in particular ETP's compliance with AB 677 [which mandates the collection of voluntary self-identification information pertaining to sexual orientation and gender identity]; and a proposal regarding ETP's Veterans Programs, which will incorporate the ideas and suggestions made yesterday, especially those pertaining to incentives for training veterans.

Acting Chairperson Roberts asked if anyone had any comments about the Policy Committee Meeting and introduced Ms. Elisabeth Testa, Program Projects Unit Manager.

IX. REQUEST FOR APPROVAL OF INTERNAL PROCESSING PROCEDURES FOR CANNABIS INDUSTRY PROJECTS

Ms. Testa presented to the Panel a PowerPoint presentation highlighting the Cannabis Industry projects and gave some history noting that between Fall of 2016 and the beginning

of this year, adult use of cannabis was legalized through a series of legislation and regulations and regulatory agencies were set up, as well as different licensing systems depending on what kind of cannabis business the companies would be forming. In December of 2018, an ETP Policy Committee discussed a guideline for how it would process the Cannabis Industry projects and were concerned at that time about making sure that the workers were being treated fairly since it was a new industry and wanting to make sure that they were covering all of their bases. Then, this year in the spring, ETP met with representatives from the Cannabis Industry, a few Cannabis businesses, and the Senior Advisor of Cannabis at GoBIZ to discuss the status of the industry and to finally alleviate any concerns they had originally during our discussions of how the industry was progressing, how workers were being treated, etc. And also receive their first Cannabis Industry Preliminary Application, which was for a Single Employer that manufacturer's cannabis edibles. In June of this year, ETP brought updates on the Cannabis Industry to the Policy Committee and the Committee requested that Staff develop some internal processing procedures for how they would work with these companies, and last month Staff brought their proposal to Committee for how they would handle these companies, and today Staff will present that process for a full vote for approval, so that they can begin to serve this industry. So in general, all Cannabis Industry Preliminary Applications will be treated the same way as every other Preliminary Application. When Staff determines eligibility, they are going to do things like verify what the legal name is, make sure that their CEAN (which is the California Employer Account Number for tax purposes) is active and valid, check that they're registered with the Secretary of State, etc. In addition, Staff will check that they have their valid state-level cannabis license, that it's active, and that they're in good standing.

There are three licensing databases where you can check for all of the six different types of cannabis industry licenses that are available. They are the Bureau of Cannabis Control, the Department of Food and Agriculture's CalCannabis Cultivation Licensing Division, and the California Department of Public Health issues the Manufactured Cannabis Safety Licenses for companies that manufacture cannabis edibles. They all have their own license search portal, so it's fairly easy to go on there, check the license, get the license number, and make sure that they are in active status. Our Application and Assessment Unit will do this for all cannabis applications that come in.

For Multiple Employer projects, Cannabis Industry companies can come in as a Participant Employer in a MEC. Now, the participating employers in the MEC are not contract holders, but they do have to submit a Certification Statement depending on what kind of company they are, in order to participate in the MEC. The cannabis companies will still have to submit a Certification Statement, just like any other Participating Employer would, but Staff will add a few things to those paper Certification Statements that will basically be self-certification by the cannabis company that they do hold an active state-level license and that it's valid and active. We are going to provide a fill-in field for them to give us their state-level license numbers so that Staff can verify it and look it up in the databases, and Staff is also going to ask that they self-certify that they hold all local county- and city-level licenses, as well, because all across the state, every county and a lot of municipalities have instituted their own licensing and permitting requirements for these businesses and ETP just wants to make sure that they're following all of the laws that they need to. The paper certifications will be

given to the Participating Employers by the MEC, just like they are now, the MEC will collect them from the Participating Employers, and then can enter the information from the Cert Statement into our online system. That process will not change for the MECs, it's just an additional couple of fields that they need to put on the paper certs and then the certs will need to be held by the MEC for auditing purposes just like they are now. There will be language added to the panel proposal and the 100 Form basically saying that they have to meet their licensing requirements for both Single Employers and Participating Employers. Staff is requesting a motion to approve the internal procedures for processing Cannabis Industry projects for Single Employers and MECs as outlined above, and want to simultaneously confirm that there is not a moratorium on any Cannabis Industry projects. Ms. Testa asked the Panel if there were any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Proposal for Internal Processing Procedures for Cannabis Industry Projects. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 – 0.

X. PRESENTATION CLARIFYING THE APPLICATION OF THE \$2.50 HEALTH BENEFITS

Ms. Testa then stated there is a clarification for the Health Benefits Rule, the \$2.50 that ETP has as a cap of what can be applied for health benefits. Just to give some history on this, in the summer of 2017, at Panel (the Policy Committee had not yet formed, so these discussions took place at Panel) it was discussed how health benefits are used to help contractors meet the ETP required minimum wage, whichever minimum wage that they are being held to in their contract. Then in September of that year, Panel approved what was called the “\$2.50 Rule,” in regards to companies being able to use health benefits to help them meet the minimum wage. In June of this year, the \$2.50 Rule was discussed at the Policy Committee because there have been a lot of questions raised about how this rule is applied. There were quite a few people thinking that this rule was a “safe harbor”, meaning that they could just claim \$2.50 of health benefits to help them meet the wage even if their employees were not taking the health benefits package that were offered to them or if they weren't giving health benefits at all. In July of 2019, Staff brought to Committee a full clarification of how the health benefits rule works, how it's supposed to be applied, who can use it, when they can use it, if it's auditable or not, etc. To clarify for everyone how the \$2.50 Health Benefit Rule works, in order to receive credit to use health benefits to help them meet the ETP minimum wage, the contractor must demonstrate that they are actually paying health benefits to those trainees in the dollar amount that they're requesting to help them meet the wage. The \$2.50 rule is a cap, which means that they cannot request more than \$2.50 of health benefits to help them meet the ETP minimum wage with the following one exception, and that is if the trainees are covered by a collective bargaining agreement that

shows clearly within the agreement that they're getting more than \$2.50 an hour for health benefits. Then Staff will apply the health benefit amounts that are included in the CBA to help them meet the minimum wage.

The \$2.50 rule is not a safe harbor. The contractor must actually offer the health benefits to the employee, the employee must accept and use the health benefits, and they must be demonstrated through payroll reporting and wage reporting, that the company is actually paying that amount of health benefits in order for them to have credit to meet the ETP minimum wage. And this is auditable. ETP's Audit Department does check this when they do their audits. If during an audit, they have a disallowed cost as a result of the \$2.50 Rule, perhaps they are claiming more than \$2.50 or they are claiming \$1.25 but they only pay \$1 of health benefits. Those disputes will all be handled on a case-by-case basis as the project moves through its audit.

Upon completion of Ms. Testa's presentation of the Action Item and Clarifying the Application of the \$2.50 Health Benefits, Acting Chairperson Roberts asked if any Panel Members have any questions. They did not.

XI. REVIEW AND ACTION ON PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No 6: DreamWorks Animation LLC

Mr. Swier stated that this is a proposal for DreamWorks Animation LLC. The company produces animated films, TV programs, live entertainment, commercials, and virtual communities. In addition, they produce, distribute, and release films and market-licensed merchandise. This project has been designated a Critical Proposal by GO-Biz because of the company's expansion efforts consisting of a 150 new positions at its California facilities. DreamWorks has committed to train 20 veterans in this training project under Job No. 2. The company is requesting \$257,600 in funding to train 720 incumbent workers and a 150 Job Creation employees. The Animation Guild Local 839 has provided a letter of support to ETP for training of its Union members. Training will focus on the Company's new and updated IT systems as well as the training of the newly hired employees.

Mr. Swier stated staff recommends approval of this project and introduced Ryan Kuo-Atkinson, Training Productions Supervisor, and J.C. Cornwell, Director of Education.

Ms. Newsom stated that this is a really exciting proposal and welcomed them back. Ms. Newsom also mentioned that this project has been right-sized from their previous contracts and thanked them for that.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Proposal for DreamWorks Animation LLC in the amount of \$257,600. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 – 0.

Tab No. 7: Panasonic Avionics Corporation

Ms. Tarrac stated Panasonic Avionics Corporation, headquartered in Lake Forest, California, is a first-time Single Employer and this is a Priority Industry Retraining project. Panasonic Avionics is requesting \$639,630 in ETP funding and plans to train 1,030 trainees, the bulk of which will be engineers, IT, and technical support. Panasonic is shifting from hardware to software service solutions and plans to upgrade their inflight entertainment options for its major airline customers. They plan to train workers at their two California facilities, one located in Irvine, California, and one recently opened facility in Pleasanton, California. This new facility will focus on training in cloud technology and software architecture in an effort to keep high-paying jobs in California. Although this new facility includes hiring 160 engineers and IT staff, a Job Creation component is not included in this proposal. The project will be overseen by the Director of Global Talent Management with the support of the Training Specialist and will include 10 in-house trainers and an administrative subcontractor, Bright Training Solutions in Menifee, California.

Ms. Tarrac stated staff recommends approval of this proposal and introduced Steve Thorne, Director of Global Talent Management, and Kimberlee Colletti, Training Specialist.

Acting Chairperson Roberts asked what their experience has been with ETP. Acting Chairperson Roberts observed that this is their first contract and it looks like they are not working with a consultant. Acting Chairperson Roberts asked if they have experience within their office.

Mr. Throne confirmed that this was their first ETP project, but stated that they do have a consultant that they are going to be working with and do have somebody that they hired to partner with for this project from Menifee.

Ms. Bell stated she is glad Acting Chairperson Roberts asked that, because the first time is a little challenging at times and suggested for them to reach out to their representatives in the area because the Panel wants them to be successful and come back.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Proposal for Panasonic Avionics Corporation in the amount of \$639,630. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 8: Agilent Technologies, Inc.

Mr. Hoover stated Agilent Technologies, Inc. is a Priority Industry and Repeat Contractor with total ETP funding being requested of \$749,892. This proposal for Agilent has been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the company's growth as it continues to expand business operations at its Folsom manufacturing site, increase its overall expenditures by \$52M in capital improvements, and commitment to adding 139 jobs in California. The company is headquartered in Santa Clara, where the majority of its research is conducted, and operates two manufacturing sites in Folsom and Carpinteria. ETP funded training will be delivered at these three locations. This will be Agilent sixth ETP project and it's second in the last five years, there is a Job Creation component due to Agilent planned capital investment of approximately \$40M in new equipment, facility, and technology upgrades at its Folsom and Carpinteria facilities. The company will hire 139 net-new employees in Job Number 2.

Acting Chairperson Roberts asked to clarify that this is their sixth ETP project, but only their second in the last five years.

Mr. Hoover confirmed and went on to describe their training infrastructure - the Director of Global Talent will oversee the ETP project and the Manager of Global Talent Development will be the dedicated administrator and is assigned to meet and coordinate with the ETP staff. Agilent will utilize its internal training department for scheduling and training delivery. In addition, Agilent has retained Herrera & Company to assist with the ETP administrative duties.

Mr. Hoover stated that Staff recommends approval of this proposal, and introduced Vian Davis, Program Manager, and Phillip Herrera of Herrera & Company.

Ms. Davis thanked the Panel and briefly described Agilent's training programs. Ms. Davis stated that Agilent is seeking the Panel's support to not only train, but retain their employees, and one of the ways they do this is through education by getting their employees up to speed with all of their technology and equipment and making sure that they are doing what they need to do on the job and out in the field with their technical expertise.

Ms. Newsom stated that they do a good job of retaining their employees by paying them well and thanked them for the high wages. Ms. Newsom asked Ms. Davis to elaborate more where they noted on the Impact and Outcomes section, that their trainees who successfully complete any IT course will receive skills certifications that are transferable to anywhere in the industry. Ms. Newsom asked if she might be able to elaborate a bit more on the impact to the workforce for that. Ms. Newsom acknowledged that they have a really low turnover rate, as well, and pointed out that those trainees are staying with the company.

Ms. Davis responded that obviously they pay well, but it's not just the salaries, it's more of the whole compensation package. They find through their employee surveys, that their employees have a very positive response to working at the company and a question they

ask is if they would leave the company for more money, to which they have very positive responses because of the education and training that they offer.

Ms. Newsom then asked if those certificates are transferable out of state, and if they are recognized in the industry.

Mr. Herrera stated they have a great LMS, and in it they have certifications on the equipment that they use and that equipment is used for any kind of measurement. Mr. Herrera gave the example that for cannabis you can measure THC levels and toxins in the water. So a lot of the field service guys and girls are able to get certified in this equipment and that certification goes with them to another employer and it crosses industries and you can see that they are certified in that piece of equipment.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Proposal for Agilent Technologies, Inc. in the amount of \$749,892. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Ms. Lazarewicz stated that Tab No. 9 Collins Electrical Company has been pulled from this panel.

MULTIPLE EMPLOYER CONTRACTS

Tab No. 10: Los Angeles Trade Technical College Foundation

Mr. Swier stated that Los Angeles Trade Technical College Foundation (LATTC) is one of the community colleges administered by the Los Angeles Community College District (LACCD). Under the lead, eight other community colleges will participate in this proposal. The college is requesting \$495,080 inclusive of support costs. This project will train approximately 765 retrainees and 95 Small Business retrainees statewide. The proposed training will be provided to a broad spectrum of employers from Manufacturing, Aerospace, Energy, Biomedicine, Transportation, Logistics and service related industries. The core group of employers include LSG Sky Chefs trainees represented by UNIT HERE Local 11. A letter of support was submitted to ETP. This will be LATTC's, ninth ETP contract and its fourth in the last five years.

Mr. Swier stated that Staff recommends approval of this proposal and introduced Steve Moch, Program Specialist.

Mr. Moch thanked the Panel for having them here to review their proposal and stated that over the last three ETP programs that he has been part of, they have trained over 5,700 employees in the local LA area, and earned over \$2.6 million of ETP funds and would appreciate the Panel taking this under consideration for a new proposal and looking forward to another successful go with ETP.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Proposal for Los Angeles Trade Technical College Foundation in the amount of \$495,080. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 11: Workforce Development Corporation of South East Los Angeles County Inc. dba. Southeast Los Angeles County Workforce Development Board

Mr. Swier stated that this is a proposal for the Workforce Development Corporation of South East Los Angeles County Inc. dba. Southeast Los Angeles County Workforce Development Board SELACO requesting \$749,806 in funding, inclusive of support costs. This project will train approximately 456 retrainees, 41 Small Business employees, and 18 HUA retrainees. SELACO specializes in training business solutions for employers seeking the resources to provide upscale training for existing and new employees. Although training will be offered statewide, the majority of the training will take place in LA and Orange County areas. SELACO is seeking an HUA wage waiver in Job Number 4 for employers located in the cities of Vernon, Compton, and Commerce. SELACO will be training Machinists and Glaziers, but the training in this proposal will not displace existing apprenticeship training programs for these occupations. The core group of employers include International Association of Machinists and Aerospace Workers, Local 1481 and Teamsters Local 630. The most recent updated performance shows that the organization has tracked 96% of the current agreement and projects earnings of 100%.

Mr. Swier stated that Staff recommends approval of this project and introduced Larry Lee, Business Services, Kay Ford, Director of Fund Development, and Kevin Kucera, Board Member.

Mr. Lee wanted to thank the Panel for having them there and stated that this marks 20 years that SELACO has been a multiple employer contractor with the Employment Training Panel. As a result of that, they have been able to upgrade the skills and more than 16,000 California workers. Mr. Lee stated that a large portion of those 16,000 were individuals that had second jobs, or they had family responsibilities, they couldn't go to a community college, they couldn't go to adult ED. But ETP came in with customized training on-site and provided them the best opportunity available to upgrade their skills. So those employees benefited, by having greater knowledge. Their employers benefited by having a more productive and knowledgeable

workforce and the state benefited by having a steady tax stream from that company and he calls that the ETP trifecta.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Proposal for Workforce Development Corporation of South East Los Angeles County Inc. dba. Southeast Los Angeles County Workforce Development Board in the amount of \$749,806. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 12: Northern California Surveyors Joint Apprenticeship Committee

Mr. Hoover stated that this is a proposal for the Northern California Surveyors Joint Apprenticeship Committee. This is a Repeat Contractor and a Priority Industry and total ETP funding being sought is \$475,280. They're headquartered in Alameda, and the Northern California Surveyors Joint Apprenticeship Committee (NCSJAC) is the educational organization that provides Pre-Apprentice, Apprentice and Journeyworker training services for union surveyors throughout Northern and Central California. This will be NCSJAC's fifth ETP contract, the fourth in the last five years. ETP funded training will take place at NCSJAC Alameda headquarters as well as at various adult schools and employer sites across Northern and Central California. The NCSJAC administrator will be the dedicated administrator overseeing the project along with three additional administrative staff to assist in scheduling training and other internal ETP administrative duties. The JAC has 11 in-house instructors that will deliver training and the trainers are qualified journeyworkers with extensive practical and training experience. The JAC also hired a third party administrator, Steve Duscha Advisories, who will assist with the ETP online systems.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Joanie Thornton, Administrator; Lois Blackwell, Coordinator; and Steve Duscha, of Steve Duscha Advisories.

Ms. Newsom asked what they are doing to attract more veterans into their apprenticeship and what are they doing to attract more women to join their trade?

Ms. Blackwell responded they have 12 females in their program right now and some of the outreach they do is attend BACA meetings every month on the second Tuesday, and then have CAC meetings quarterly to hear about outreach programs. Ms. Blackwell stated that they also do the TIP Program that's based out of Sonoma, Women Can Build, and Trades Woman Inc. Ms. Blackwell stated for Veterans, they attend VA job fairs and sign up for the VA newsletter that gets sent out about once a week that lets you know if there's any career fairs that you can sign up for. They are also involved with Swords to Plowshare and Rising

Sun, which will sometimes send them veterans and female cohorts that have finished their program. Additionally, they do Helmets to Hardhats, and have 17 veterans currently in their program.

Acting Chairperson Roberts brought up the high speed high speed rail, since she saw that there's been a lot of controversy around that and asked to know more about it and how much of this money is going towards that project?

Ms. Blackwell stated they currently have about 10 apprentices working on the high speed rail and just finished a pre-apprentice boot camp in June and had two brand new Green apprentices get dispatched out there and then in March, they had another two get dispatched.

Acting Chairperson Roberts asked if they are just surveying at this point.

Ms. Blackwell confirmed.

Acting Chairperson Roberts asked if they are working in Fowler, by American Avenue. Ms. Blackwell confirmed and added they are in Fresno, as well.

Ms. Newsom asked how many people were in the pre-apprenticeship boot camp.

Ms. Blackwell responded with 20.

Ms. Newsom asked of the 20, how many have transitioned into the apprenticeship.

Ms. Blackwell responded with none of them are on the out-of-work list.

Ms. Blackwell stated they're all working. They've all been dispatched.

Acting Chairperson Roberts noted that they upped their amount from the last time but got that clarified by Steve through hours and so forth.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Proposal for Northern California Surveyors Joint Apprenticeship Committee in the amount of \$475,280. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

[Ms. Newsom stated she was going to recuse herself from this next proposal.]

Tab No. 13: San Diego Electrical Training Trust Fund

Mr. Hoover stated that this is a proposal for the San Diego Electrical Training Trust Fund, which is a Priority Industry and a Repeat Contractor. The total ETP funding being requested is \$749,880.

Acting Chairperson Roberts stated she wanted to make a comment that Ms. Newsom recused herself for this.

Mr. Hoover affirmed and stated that the SDETT trains electrical workers to install power, lighting, controls, sound and communication controls and other electrical equipment in commercial, industrial, and residential facilities. ETP training is entirely center-based and will be delivered at SDETT's training centers which include a 32,000 square-foot training center in San Diego and a 5,000 square-foot satellite facility in Imperial County. This is SDETT's fifth ETP contract, the third in the last five years. This does include a Veterans Program component, the SDETT is committed to train 40 veterans under Job Number 3 and to supporting job related training to help veterans transition into the California workforce. It recruits veterans in cooperation with Helmets to Hardhats. The training infrastructure includes a SDETT Training Director who is the dedicated administrator and 14 administrative staff members who will assist with the ETP administration, including scheduling classes, marketing, recruitment, and employer needs assessments. 20 SDETT trainers will deliver the training, these trainers are former or current members of the trade and some have received master certification status by the NJATC. Strategy Workplace Communications has also been hired to assist with administration services.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Kevin Johnson, Training Director; Nica Constante, Project Coordinator with California Labor Federation; and Kelly Greer of Strategy Workplace Communications.

Mr. Johnson said thank you to the Panel for taking time to review the proposal and wanted to give some of the numbers that they currently have over this last contract. Currently they are at 557 apprentices and took in 20 more veterans over the past year, which brings them up to 84 veterans. 15% of their population are veterans in the apprenticeship and have a personal goal of 25% for veterans, and continuing outreach with that and currently have 15 females, which puts them at 3% and have a goal of 15% female. They have done over 1,100 journeymen hours over the past year of continuing training and improvements to their program with ETP's help and have also added 34 new computers to aid in Auto CAD BIM software training to the journeymen and apprentices because everything's going digital now and everybody's getting away from paper prints and they want them to be up to speed on the latest software. Mr. Johnson stated that they added Battery Storage Trainers, with over \$24,000 for those trainers, including new trainers in all the other classrooms. They also upgraded their lighting control training to include LED lighting and the latest controls which seemed to change every six months.

Mr. Johnson went on to state that they have been doing staff training on computer skills (Excel, Word, and Outlook) to improve their administration staff, as well, and then hired an outreach coordinator back in September of last year to do fulltime outreach who was a Sound graduate from their program about two years ago. And as a female, she's able to go out and hopefully increase the number of female applicants they get because they only see about 3

or 4 women out of 400 applicants on a quarterly basis and they want to see that number improve and that way they could actually intake more females but need for them to apply first, that's the first step. They did their first pre-apprenticeship this last summer ending on August 8, and took in 14 that had no experience in the electrical industry, and introduced them with a six week class, put them to work for two weeks that was part of the pre-apprenticeship requirement, and they're all still employed with a contractor. They did the mandatory 40 hours and they did so well on the job site they're still employed in the electrical industry and are applying to their apprenticeship. They had three females in that pre-apprenticeship, which would have never even considered applying to the apprenticeship, but since they introduced them for six weeks to the industry, that helped them get over that hump and actually learn the industry itself.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Bell seconded approval of the Proposal for The San Diego Electrical Training Trust Fund in the amount of \$749,880. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 4 to 0.

[Ms. Newsom returned to the room.]

Tab No. 14: San Mateo County Electrical Joint Apprenticeship and Training Committee

Mr. Hoover presented a proposal on behalf of the San Mateo County Electrical Joint Apprenticeship and Training Committee, which is a Priority Industry and a Repeat Contractor with total ETP funding requested of \$742,110. The San Mateo Electrical Joint Apprenticeship Training Committee (SMJATC) is located in San Carlos and all training will take place at the San Mateo Training Center in San Carlos. This will be SMJATC'S seventh ETP contract, sixth in the last five years. This does include a Veterans Program component and in this proposal, SMJATC is committed to train 40 veterans under Job Number 3, and to supporting job related training that helps veterans transition to the California workforce. It recruits veterans in cooperation with Helmets to Hardhat, which, like the last one is a national joint labor management program that recognizes the link between skills required in the military service and the building trades. SMJATC's training director and three administrative staff will assist with the ETP administration including marketing, recruitment, and employer needs assessments. Administrative staff will also coordinate the Class/Labs scheduling. SMJATC has 12 trainers who will deliver the training and these trainers are former or current members of the trade and some have received Master Certification status by the NJATC. SMJATC also retained Strategy Workplace Communication to assist with its ETP administration.

Mr. Hoover stated that Staff recommends approval of this proposal and introduced Kathleen Barber, Training Director; Nica Constante, Project Coordinator with California Federation; and Kelly Greer of Strategy Workplace Communications.

Ms. Barber thanked the Panel for allowing her to speak and stated that their primary goal is to reach out to veterans, but as a journeyman electrician herself, she makes it a particular point of outreaching the women that come into their industry. And to that effort, they have found that the best way to do so is through pre-apprenticeship, so that everybody understands what's involved. SMJATC has a pre-apprenticeship program that they have been doing for the last four years, and of that four years, they have brought in 20 women directly into the apprenticeship who are currently working and are quite successful. Ms. Barber stated that they are starting their fifth pre-apprenticeship class and out of that 25, have eight women that are part of that class and have a turnout rate of 97.6% who will go right into the first year class. It also is quite helpful for their veterans that are coming in and are a part of Helmets to Hardhats, which is a very effective way to bring in the veterans. Ms. Barber stated that she spoke to the director of Swords to Plowshare regarding a better recruitment through their organization. Ms. Barber went on to say she wanted to share how fast things are changing and they now have four staff people, and just hired another one, and are up to 18 instructors and that's only occurred in the last two and a half months. Their population is 273 apprentices for San Mateo County, which is not a large County, but that's a pretty hefty number for them. They also have 25 pre-apprentices and they support ongoing continuing education for journeymen upgrades and another program that they working with as providing the educational side for their incoming electricians.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Ms. Bell seconded approval of the Proposal for the San Mateo County Electrical Joint Apprenticeship and Training Committee in the amount of \$742,110. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 15: Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund

Mr. Hoover presented a proposal on behalf of the Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund. This is a Priority Industry and total ETP funding requested is \$721,750. This will be the first ETP contract for Stationary Engineers of Northern California and Northern Nevada Apprenticeship and Training Trust Fund, which is the Stationary Engineers Local 39 IUOE AFL CIO. Training will be delivered between IUOE's seven training centers throughout Northern California with classrooms and laboratories equipped for specialized skills training. Stationary Engineers continues to serve veterans and participates in veteran outreach and hiring activities internally to recruit applicants. However, the Trust is not requesting a separate job number at this time. Stationary Engineers operate and maintain systems equipment in buildings airports, hospitals, biotech research, and manufacturing facilities, food and beverage facilities, public and private office buildings, housing, water and waste treatment plants, and technology industries. The Apprenticeship Coordinator who is the dedicated administrator and the

Trust's seven in-house instructors (one per training site) will assist in administration including scheduling of the training, and LMS documentation. Attendance is kept by the 13 journey-level instructors and passed along to the administrative staff. The Stationary Trust retained Steve Duscha Advisories to assist with the administration.

Mr. Hoover stated that Staff recommends approval for this proposal and introduced James Anderson, Apprenticeship Coordinator, and Steve Duscha, of Steve Duscha Advisories.

Acting Chairperson Roberts asked why it took them so long to come to Panel.

Mr. Anderson responded that he has been the coordinator for about five years and heard about ETP when he was going to the CAC meetings and talking to some of the other coordinators and wasn't aware of it and before that.

Acting Chairperson Roberts stated this is the first time she had heard about Stationery Engineers and asked where that name come from.

Mr. Anderson responded that they are tied to the Operating Engineers out of the International and they're like the Hoist and Portable side of the industry. They are stationary, because they are in buildings, like a hospital, they don't travel around, but they operate and maintain all the mechanical equipment in a building.

Acting Chairperson Roberts asked if any Panel Members have any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Proposal for The Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund in the amount of \$721,750. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 16: Orange County Electrical Joint Apprenticeship and Training Trust Fund

Ms. Lazarewicz presented a proposal on behalf of the Orange County Electrical Joint Apprenticeship and Training Trust Fund. The requested amount of \$742,195 will train pre-apprentice and journey-level workers, including veterans. This is Orange County Electrical's eighth ETP project and sixth in the last five years with good performance. There are a couple updates to the prior project performance, Orange County Electrical's ET17 contract is currently at 100% and their ET19 is at 91% of the approved amount. Orange County Electrical provides up to date industry skills training and new technologies that focus on renewable energy and highly efficient electrical control systems, which leads to employment in a variety of projects including Disney's Marvel Land, Disney's Four Diamond Hotel, Garden Grove Hotel, and Boeing Huntington Beach. The training director will oversee all project administration and four staff members will assist to coordinate the training schedule. Orange

County Electrical has also retained the services of a third-party administrator to assist with administrative duties.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced David Lawhorn, Training Director, and Nica Constante, Project Coordinator, California Labor Federation.

Mr. Lawhorn stated he is the Training Director for the Orange County Electrical JATC. The funding they receive from ETP is used to add lab equipment and training for the ever changing electrical industry and they currently partner with WINTER to recruit more women into the program and also currently have 16 out of their 400 apprentices are women and are continuing to try to increase that number. They also have 46 veterans currently in the program and offer an expedited path for veterans to apply where they basically bypass the regular application process with an honorable DD 214 and they go right to interview which saves a few months.

Acting Chairperson Roberts stated it sounded like they have a higher percentage of women in their apprenticeship programs and that is great.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Orange County Electrical Joint Apprenticeship and Training Trust Fund in the amount of \$742,195. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 17: Pipe Trades Joint Apprenticeship and Training Committee of Santa Clara and San Benito Counties

Ms. Lazarewicz presented a proposal on behalf of the Pipe Trades Joint Apprenticeship and Training Committee of Santa Clara and San Benito Counties with a total requested amount of \$749,470 that will train apprentice and journey-level workers, including veterans. This is Pipe Trades' sixth ETP project and the fifth in the last five years with good performance. Pipe Trades provides training to all the pipe trades involved in commercial, industrial, and residential plumbing. Courses are provided at their 100,000 square-foot training center that includes 48 classrooms, as well as welding and computer laboratories. Courses include Commercial Skills, Computer Skills, and OSHA 1030 training with an emphasis on Green Technology. Pipe Trades' Industry Skills Training leads to employment in a variety of projects including Google Campus, San Jose airport terminal expansion, and ongoing construction projects at Stanford University. The training director in the JATC administrative staff will oversee all project administration, Pipe Trades has also retained the services of a third-party administrator to assist with administrative duties.

Ms. Lazarewicz stated that Staff recommends approval of this proposal, and introduced Carl Cimino, Training Director, and Nica Constante, Project Coordinator, California Labor Federation.

Mr. Cimino thanked the Panel for the past support of their program. The monies that they have received have helped them to expand at a great rate to keep up with the super-hot economy and it's also helped them to keep up with the changes in their industry, specifically the technical advances. They are going to be hiring a Construction Technology Coordinator, so that they can keep up with the changing technologies and in construction and in their trades and are happy to answer any questions and looking forward to continuing the partnership that they have with ETP.

Ms. Newsom asked Mr. Cimino to speak to the success story of their Veterans in Piping program and how many veterans are going through that program through their Local or if it is clustered regionally?

Mr. Cimino explained that the Veterans in Piping program was established by their National Union and it is very unusual because it's the only program of its kind that actually takes place on the actual military bases. They have been granted access to put their trailers down and train the military folks before they are turned loose before they finish their terms. It's an 18-week training program, they're required to take some cursory math courses and prep courses that will allow them success into their apprenticeship programs and then they gain a welding certifications as well. Once they complete the course, they can select whatever union they want to be dispatched to anywhere in the country. Mr. Cimino stated that they have been fortunate because they have about a dozen right now in the program and love getting them there because of the quick transition; they don't spend any time on the couch losing track of all those wonderful traits that they've gained by being in the military, such as taking orders, being on time, and being diligent., Mr. Cimino stated that it's a tremendous program and they benefited incredibly by it.

Ms. Newsom stated that this is the kind of program she wanted to see.

Acting Chairperson Roberts asked what military bases they are currently on here in California.

Mr. Cimino responded it's on seven military bases throughout the country and in California it's Camp Pendleton, down there by San Diego and they get candidates from all over.

Acting Chairperson Roberts ask if the Panel has any questions

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: ` Ms. Newsom moved and Ms. Bell seconded approval of the Proposal for Pipe Trades Joint Apprenticeship and Training Committee of Santa Clara and San Benito Counties in the amount of \$749,470. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 18: Tulare Joint Union High School District

Ms. Lazarewicz presented a proposal on behalf of Tulare Joint Union High School District. The total requested ETP funding amount of \$295,200 will train 24 Certified Nurse Assistants in Licensed Vocational Nurse skills. Tulare Adult School provides vocational skills in general education diploma prep classes to adult students throughout Tulare County. This is Tulare Adult School's fourth ETP project and the second in the last five years. Tulare Adult School developed their LVN program to address the Central Valley nursing shortage. The LVN program provides a curriculum approved by the Bureau of Vocational Nursing and Psychiatric Technicians, and is designed for the working adult who may not be able to attend school full time, by providing instruction three days a week for 18 months. Training will provide trainees the skills and support necessary to transition into nursing and find permanent employment. Tulare Adult School has assigned four staff members overseen by the director to be responsible for all administrative duties including coordinating training and reviewing attendance rosters.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Larriann Torrez, Director of Tulare Adult School.

Ms. Torrez thanked the Panel for allowing her the opportunity to be there and for funding their last proposal which was very successful and also the potential to fund this one as well. Tulare Adult School currently offers a semester-long Nurse Assistant Program each semester and an 18-month Vocational Nursing Program and is proud to say that both of those programs rank high on the NCLEX. In fact, Tulare Adult Schools Vocational Nursing Program is ranked number nine in California based on the NCLEX rates, and very proud of that. The most recent graduating class in those were the students that were in the last proposal, all 30 of the students that started, graduated and completed that program and 29 have taken the NCLEX and passed and still have one more to do that. But all of those 29 students that were in that last funding are placed and they're working actually in the field. Tulare Adult Schools Nursing Program, their successes are due to the director, Ms. Sylvia Silva and the nursing team. They take pride in making sure that they keep up to date not only in the curriculum, but stay up to date with ATI, and making sure that the curriculum and everything that they do in the program meets the needs of what the students need out in the industry and are very proud of that. Also, in the spring of 2019, Tulare Adult School was also approved as a state testing site for the Nursing Assistant Program and that has been very beneficial to not only the students but other programs in the area. Since the spring, they have actually tested nine different cohorts, three of those have been their own nursing assistant cohorts and their most recent one, which would be for this funding proposal, those students are now in the current LVN program.

Acting Chairperson Roberts pointed out that the average cost per trainee is over \$12,000 and the weighted average cost of hours is 500 hours. Acting Chairperson Roberts asked if that was unusual, because it seems really high and really odd.

Ms. Lazarewicz stated that she has seen similar with the CNA to LVN programs and didn't see it as odd for this type of proposal.

Acting Chairperson Roberts stated that it seemed like a higher number than they normally see on these contracts and they get a lot of health care contracts all the time and never sees weighted averages like that.

Ms. Lazarewicz stated that she would check other ones and get back to her.

Ms. Torrez stated she knows those were the hours in their last funding project, as well as their prior first two.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Ms. Bell seconded approval of the Tulare Joint Union High School District in the amount of \$295,200. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 19: Joint Journeymen and Apprentice Training Trust

Ms. Testa presented a proposal for the Joint Journeyman and Apprentice Training Trust in the amount of \$748,386. The Joint Journeyman and Apprentice Training Trust was founded in 1949 to provide training for Air Conditioning and Refrigeration Technicians in southern California. The JJATT will include veterans in this proposed project, although a separate veteran's job number has not been requested. This project will include both apprentices and journeymen, as well as additional supportive occupations of Tradesmen and Mechanical Equipment Service Technicians. Training will focus especially on energy efficiency in air conditioning and refrigeration units, and for systems being installed in supermarkets. Ms. Testa stated that all of JJATT's prior projects were strong performers, and their current project has already tracked enough hours to earn more than the full contract value.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Luis Reyes, Director of Training, Jon Newbro, Training Coordinator, and Steve Duscha, Consultant.

Mr. Newbro shared that he also has Oscar Meyer here from LA USD and stated regarding their Veterans in Piping program, as well as providing veterans a direct entry into their program, they actually allow those individuals to go into the second year of the apprenticeship, bypass the first year, and get the second year wage package as part of it. Most of them elect to go through the whole five-year program and get the second year pay as a first-year apprentice. Mr. Newbro stated that they are doing the training at seven training centers from San Luis Obispo to San Diego They have 400 apprentices, 88 instructors, upwards of 400

journeymen, and have had a 50% increase in apprentices over the last three years and are not stopping.

Ms. Newsom asked Mr. Newbro what their efforts were to attract more women into their trade.

Mr. Newbro stated that they have a relationship with the WINTER Program, as well, out of East LA, and he personally has the privilege of giving tours of JJATC's facility to them. Mr. Newbro explained that the WINTER Program has an eight-week program and when they get to the air conditioning part of their training, they contact him and he gives them a tour of the JJATC facility and it surprises them. When people think air conditioning, they just think unit on a wall. They have no idea that a 400 ton chiller takes care of hospitals, high rises, and pumps. Mr. Newbro expressed that it's a very pleasant experience to have such an interest and the surprise that air conditioning and refrigeration has for opportunities.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Joint Journeyman and Apprentice Training Trust in the amount of \$748,386. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 20: SOMA AEC Inc. dba Oxman College

Ms. Testa presented a proposal on behalf of SOMA AEC Inc. dba Oxman College requesting ETP funding in the amount of \$748,897. Oxman College is a private post-secondary school certified by the Bureau of Private Post-Secondary Education that offers training in Computer Programming, Computer Applications, Continuous Improvement, and Healthcare. Although not requesting a separate veteran's job number, Oxman gives priority enrollment and hiring status to veterans. This project will focus on training for CAD software called Autodesk REVIT, and on medical skills training. This project also features a Retrainee Job Creation Job Number for individuals with multiple barriers to employment. Oxman College consistently earns at or close to 90% of their contract value, and is on track to earn 100% of their current contract, as well, which is now at 95%.

Ms. Testa stated staff recommends approval of this proposal and introduced Michael Dvorkin, Principle.

Mr. Dvorkin stated hello Panel Members and that he is an Electrical Engineer himself and was in the construction trade for many years and is a teacher at National Electrical. Mr. Dvorkin thanked Mr. Duscha because he has been his consultant for the last 25 years and a couple

of days ago was very happy to hear they had just received 100% performance on their current contract.

Acting Chairperson Roberts asked to verify that their college is located in San Francisco and noted that they have more than 50% of their employers in Southern California. Acting Chairperson Roberts asked if Oxman College had local trainers in Southern California.

Mr. Dvorkin responded that they had local trainers every place they provide training.

Mr. Dvorkin stated that they are in the Bay Area and some people are just for marketing and some people specifically medical, or engineers.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Mr. Dombrowski seconded approval of the SOMA AEC Inc. dba Oxman College in the amount of \$748,897. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 21: Southern California Floor Covering Apprentice Trust Fund

Ms. Testa presented a proposal on behalf of the Southern California Floor Covering Apprentice Trust Fund requesting total ETP funding in the amount of \$391,100. SoCal Flooring is headquartered in Santa Fe Springs, and has multiple training centers that serve apprentices and journeymen in 10 Southern California counties training students to install a variety of flooring materials, including vinyl, carpet, green flooring materials, and artificial turf. This project will train both apprentices and journeymen who have the opportunity to earn a few different certifications on specific flooring materials during the course of their training. SoCal Floor Covering's last 2 closed contracts earned their full contract value, and their current contract which has an updated status of 91% potential earned is also projected to earn a full 100%.

Ms. Testa stated that Staff recommends approval of this proposal and introduced Sean Padilla, Apprenticeship Coordinator, and Steve Duscha, Consultant.

Mr. Padilla Greeted the Panel and stated that just like all the other crafts, SoCal Floor Covering has experienced a lot of changes, they are growing, and have almost twice as many apprentices than they had three years ago and are up to 270 apprentices now. Mr. Padilla stated that they are growing, expanding, and also always bringing more in and are currently working with the WINTER Program out of LA. They are offering tours to their program, to

outreach to women, and want to get a lot of women in their program. Mr. Padilla explained they also want to get veterans into the program and he recently attended the LA veteran's job fair expo in Pomona. They are reaching out to the veterans, trying to bring a lot of veterans into the program and with ETP help, they can add the training that they need, journeymen upgrades, the extra instructor time, and all the extra material they need to acquire for their training.

Ms. Newsom asked for clarification, noting their first year apprentice starts off at a wage of \$18.18 and asked how soon after they take a few classes do they move up?

Mr. Padilla stated they go six months before advancement and went on to explain that means they go to class two times - they go for a full week, then they go back to work with their company, and three months later go back to their second class and then they advance. But they also have to have their 800 hours completed before they can advance to the next level. MR. Padilla confirmed that it's two classes, 800 hours, then they advance.

Ms. Newsom asked if they advance in their wages, as well.

Mr. Padilla confirmed.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Southern California Floor Covering Apprentice Trust Fund in the amount of \$391,100. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

Tab No. 22: Ventura County Electrical Joint Apprenticeship and Training Trust Fund

Ms. Testa presented a proposal on behalf of the Ventura County Electrical Joint Apprenticeship and Training Trust Fund requesting total ETP funding in the amount of \$252,800. This JATC's five-year apprenticeship program trains Inside Wiremen who install and maintain electrical systems in commercial and industrial facilities, electric vehicle charging stations, and transit systems. They have requested a separate veteran's job number (Job Number 3) for some of their apprentice trainees. This project will also include journey workers. Ventura County Electrical has been a strong performer on their past ETP contracts, and their most recent project is projected to earn the full 100% of the contract value.

Ms. Testa stated that Staff recommends approval of this proposal and pointed out that the original representative had a family medical emergency and taking his place is John Brauer, California Labor Federation, and then introduced Nica Constante, Consultant.

Mr. Brauer stated that the Labor Federation Workforce and Economic Development Program actually works with this IBEW Local and a couple of the other locals that have come today on the Automated Demand Response Training and are working with the multi-craft core curriculum, pre-apprentice programs, and helping those folks get people from disadvantaged communities into the IBEW Local and then having that be delivered during their fourth or fifth year of the apprenticeship. Mr. Brauer stated that Mr. Earhart had asked him to point out that a couple of his staff are on the board of the National Association of Women in Construction and they use a magic camp that they have offered for a number of years in Ventura County as a pre-apprenticeship and hands-on way to get more women into the trades. Mr. Brauer stated that they are at 4.5% of their apprentices being women and roughly 28% are veterans and using Helmets to Hardhats.

Acting Chairperson Roberts ask if the Panel has any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded approval of the Ventura County Electrical Joint Apprenticeship and Training Trust Fund in the amount of \$252,800. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 5 to 0.

XII. AGENDA ITEMS FOR FUTURE MEETINGS

Acting Chairperson Roberts asked for any future agenda items, and whether anyone wanted to bring any questions or concerns to the Policy Committee Meeting, which could also be sent to Mr. Cable, since not all Panel Members attend.

XIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

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

None were given.

XIV. MEETING ADJOURNMENT

Acting Chairperson Roberts adjourned the meeting at 11:17 a.m.

Single Employer Contractor

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

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at \$650,000.

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 \$750,000 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 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 information item.



Training Proposal for:
Academy for Professional Development, Inc.

Contract Number: ET20-0194

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Priority Rate New Hire Veterans HUA	Industry Sector(s):	MEC (H) Services (61,71,72,81,92) Manufacturing (33) Information / Multi Media (51) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus, San Joaquin, Merced	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$115,000		\$18,400 20%		\$133,400
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Priority Rate Veterans HUA	Business Skills, Commercial Skills, Computer Skills, Cont. Improv., Mfg. Skills, MS-Didactic, MS-Preceptor	50	8-260	0	\$2,668	*\$12.00
				Weighted Avg: 100			

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

Minimum Wage by County: \$12.00 in Stanislaus, San Joaquin, and Merced 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		5
Emergency Medical Technician		28
Information Technology Staff		4
Manager/Supervisor		2
Production Worker		4
Security Specialist		5
Technical Staff		2

INTRODUCTION

Founded in 2014 and located in Modesto, Academy for Professional Development, Inc. (The Academy)(www.afpdus.com) offers training programs for Emergency Medical Technicians (EMT), Executive Security Specialists, Physical Security Specialists, and Supply Chain Management. The Academy offers tools and support necessary for Veterans to ensure successful transition from military service to civilian life. Training will be delivered at The Academy's location in Modesto. This will be The Academy's first ETP contract, exclusively for Veterans.

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).

The Academy is eligible as a training agency based on the following:

- BPPE licensure valid until August 23, 2020.

Veterans Program

The Panel has established incentives for training California veterans. Higher support costs are available to reach participants for this program. Incidental placement with public and nonprofit entities is permissible for Veteran trainees, not to exceed 25%. At least 50% of total training must consist of vocational skills training. The remaining hours may consist of literacy training, or other basic skills training necessary to transition into civilian workforce. Full-time employment definition is reduced to 30 hours per week during the consecutive 90-day retention period or alternate retention of 500 hours within 272 working days.

PROJECT DETAILS

The Academy assists Veterans with the transition to civilian life by providing comprehensive training in EMT skills, executive protection, physical security, and supply management. The Academy will train 50 Veterans in skills needed to obtain certifications to obtain a position in emergency medical service companies, large corporations, or manufacturing and service companies.

Curriculum Development

The curriculum is based on required training needed to obtain certification in EMT, Executive Protection, Physical Security, and Close Protection. Employer and trainee feedback is obtained after training and placement with employers. Feedback is gathered from trainees and employers to evaluate and execute necessary program and curriculum changes to ensure long term success in transitioning Veterans to a civilian workforce.

Training Plan

Newly hired Veterans trainees will receive up to 100 hours of training in the following:

Business Skills: Training will be offered to all occupations. Training will focus on increasing communication skills to better serve customers. Training topics include Business Processes, Time Management, and Creating Action Plans.

Commercial Skills: Training will be offered to Security Specialists. Training will focus on providing security skills. Training topics include Security & Protection Services.

Computer Skills: Training will be offered to all occupations. Training will focus on computer-related topics. Training topics include Cybersecurity, Internet Security Systems, and Information Technology Solutions/Internet Tools.

Continuous Improvement: Training will be offered to all occupations. Training will focus on identifying and utilizing problem-solving techniques to make decisions and implement solutions

to reduce waste, excess inventory and downtime. Training topics include Detailed Scheduling and Planning; and Logistics, Transportation, and Distribution.

Manufacturing Skills: Training will be offered to Production Workers and Technical Staff. Training will focus on producing more products and meeting customer demands. Training topics include Manufacturing Processes, Project Flow, and Reading Blueprints.

Medical Skills: Training will be offered to Emergency Medical Technicians. Trainees will participate in clinical skills training, including didactic and clinical preceptor training. Emergency Medical Technicians will receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. Didactic training will be provided in conjunction with Clinical with Preceptor (ratio 1:1) training to enhance the learning environment. Together, these training environments will enhance learning opportunities and allow trainees to better understand clinical processes and prepare them for work in a health care environment. Training will focus on increasing health support. Training topics include Assessing the Patient's Condition, Dealing with Blood Loss, and Standards of Care.

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 Academy's President will oversee this training project. There are also dedicated staff members responsible for marketing, recruitment, job placement, conducting needs assessment, scheduling training, and collecting rosters. Additionally, the Company has hired a third-party administer with extensive ETP administration experience to work closely with staff to complete the project successfully.

High Unemployment Area

Trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. The Academy is requesting a wage modification from \$14.48 per hour to \$12.00 per hour.

Marketing and Support Costs

The Academy works with local employers and has created a network of emergency service companies and security companies to employ graduates. The Academy advertises its classes on its website and the National Veterans Transition Services website.

The Academy requests support costs of 20% for Veterans for trainee and employer outreach, recruitment, and job placement to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends approval of the support costs.

Tuition Reimbursement

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

Trainer Qualifications

All of The Academy's instructors have a minimum of two years of job related experience and are considered to be subject matter experts.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Academy retained National Training Company Inc. in Irvine to assist with development of this proposal for a flat fee of \$10,000.

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

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-260

Trainees may receive any of the following:

BUSINESS SKILLS

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

COMMERCIAL SKILLS

- 🚩 Choreography & Formations
- 🚩 Close Protection
- 🚩 Layering Concepts
- 🚩 Motorcade & Convoy Security
- 🚩 Physical Security
- 🚩 Preliminary Assessments
- 🚩 Protective Intelligence Sourcing & Analysts
- 🚩 Protective Operations
- 🚩 Protective Perimeter
- 🚩 Route Selections & Surveys
- 🚩 Security & Protection Services
- 🚩 Surveillance Detection Concepts

COMPUTER SKILLS

- 🚩 Cybersecurity
- 🚩 Information Technology Solutions/Internet Tools
- 🚩 Internet Security Systems
- 🚩 Microsoft Office (Intermediate/Advanced)
- 🚩 Microsoft Project

CONTINUOUS IMPROVEMENT

- 🚩 Detailed Scheduling and Planning
- 🚩 Execution and Control Operations
- 🚩 Logistics, Transportation, and Distribution
- 🚩 Production and Inventory Management
- 🚩 Strategic Management of Resources
- 🚩 Supply Chain & Distribution Management
- 🚩 Team Building

MANUFACTURING SKILLS

- 🚩 Manufacturing Processes
- 🚩 Project Flow
- 🚩 Reading Blueprints
- 🚩 Standard Operating Procedures

MEDICAL SKILLS - DIDACTIC

- ✚ Assessing the Patient's Condition
- ✚ Bandaging
- ✚ Dealing with Blood Loss
- ✚ Disease Transmission
- ✚ Emergency Childbirth
- ✚ EMS System Communication
- ✚ First Response Treatment for Common Injuries
- ✚ Managing Respiratory Problems
- ✚ Pathophysiology
- ✚ Performing CPR
- ✚ Pharmacology
- ✚ Scene Safety
- ✚ Standards of Care

MEDICAL SKILLS - PRECEPTOR

- ✚ Supervised Clinical Field Ambulance Training

<p>Note: Reimbursement for new hire training is capped at 260 total training hours per trainee.</p>



RETRAINEE - JOB CREATION

Training Proposal for:

Bar Bakers, LLC

Contract Number: ET20-0152

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 210	U.S.: 210	Worldwide: 210
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$275,136

Total ETP Funding
\$199,295

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 Improvement, Manufacturing Skills	203	8 - 200	0	\$805	\$18.14
				Weighted Avg: 35			
2	Retrainee Priority Rate Job Creation Initiative	Computer Skills, Continuous Improvement, Manufacturing Skills	40	8 – 200	0	\$897	\$15.12
				Weighted Avg: 39			

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

Minimum Wage by County: \$18.14 per hour for Job Number 1; and \$15.12 per hour for Job Number 2 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 \$1.39 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$0.12 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Staff		17
Operations Support Staff		22
Quality Staff		26
Production Staff		63
Warehouse Staff		22
Maintenance Staff		21
Frontline Manager/Supervisor		32
Job Number 2:		
Quality Staff		5
Production Staff		15
Warehouse Staff		15
Maintenance Staff		5

INTRODUCTION

Founded in 2013 and located in Los Alamitos, Bar Bakers, LLC (Bar Bakers) (www.barbakers.com) manufactures baked goods for the natural and organic markets. In December 2014, the Company began its first production line operations and, in 2015, Bar Bakers moved into a 135,000 square-foot second facility, adding a new warehouse and five production lines.

Today, Bar Bakers operates nine production lines, employing more than 200 full-time employees. The Company also maintains a full Research & Development (R&D) Department which consists of Food Scientists and other technical employees who assists customers with new product development.

Bar Bakers primarily manufactures nutritional bars and other baked goods for brand owners, such as Better For You, which are sold in retail markets including major grocery and health food stores, gyms, and other venues for nutritional products.

Products include cold processed, baked, and co-extruded nutritional bars; rotary molded, wire-cut, and wafer cookies; and sandwich crèmes and ingredients. The Company also provides nut roasting and granola production, as well as offers complete product development.

Veterans Program

Bar Bakers currently does not have a specific Veterans recruitment program in place and no Veteran workers are currently reported within the organization. However, the company plans to implement Veteran recruitment strategies.

PROJECT DETAILS

Since it began its operations in 2013, Bar Bakers has experienced consistent business growth. The expansion of its facility mentioned above and the addition of new equipment have resulted in an increased demand from customers. To address this continued growth, Bar Bakers must increase its production by another 30% in order to meet customer demands in the next two years.

To do this, Bar Bakers will expand its warehouse and implement a third production shift which will be fully operational by the end of 2019. As a result, the Company will hire 40 new hire employees (Job Number 2) to support business expansion and increased customer demand.

Training Plan

Bar Bakers plans to provide workforce a comprehensive computer, continuous improvement, and manufacturing skills training to reduce product costs, quality errors, and product cycle times. Additionally, Bar Bakers will focus on providing new employees with extensive training programs to acquire full knowledge and skills on Bar Bakers' manufacturing processes specifically in Good Manufacturing Practices (GMP).

A vendor will provide 40 hours of Lean Manufacturing/Six Sigma training to 60 trainees and 35 hours of frontline leadership skills training to 45 Leads and Supervisors.

Training will occur at the Company's Los Alamitos facility, delivered via Class/Lab in the following:

Computer Skills – Training topics include application skills in Material Requirements Planning (MRP) System, Customer Relationship Management (CRM) System, and Intermediate and Advanced Microsoft Office Suite.

Continuous Improvement – Training topics include Leadership Skills for frontline workers, Lean Manufacturing/Six Sigma, and Total Productive Maintenance.

Manufacturing Skills – Training topics include Production Equipment Usage, Maintenance Skills, and Good Manufacturing Practices (GMP).

Retrainee - Job Creation

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

To support company growth and the facility expansion, Bar Bakers plans to add approximately 40 newly-hired Quality, Production, Warehouse, and Maintenance Staff to its existing business functions (as shown in Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Temporary to Permanent Hiring

Bar Bakers will train approximately 20 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company will hire these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is three months following completion of successful performance evaluation. 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. 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

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’s annual training budget is approximately \$125,000.

➤ **Training Infrastructure**

Bar Bakers’ Director of Human Resources will oversee this project. The Training Manager and Human Resources Coordinator will assist with administration.

The Training Manager and Human Resources Coordinator will coordinate and manage training schedule, ensure proper documentation of ETP training, maintain completed attendance rosters, and upload data in the ETP’s Online Systems. Staff will also meet with ETP staff during monitoring meetings.

Training will be delivered by in-house instructors and vendors, as needed. Training will start upon contract approval.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Bar Bakers retained Kirkpatrick Enterprises International (KEI) in Valencia to assist with the development of this proposal at no cost.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Bar Bakers also retained KEI as a training vendor to provide Continuous Improvement skills training in Lean Manufacturing and Six Sigma to 18 trainees and Leadership skills training to 45 trainees for \$79,488.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

COMPUTER SKILLS

- Material Requirements Planning (MRP) System
- Customer Relationship Management (CRM) System
- Intermediate and Advanced Microsoft Office Suite

CONTINUOUS IMPROVEMENT

- Leadership Skills for frontline workers
- Lean Manufacturing/Six Sigma
- Total Productive Maintenance

MANUFACTURING SKILLS

- Production Equipment Usage
- Maintenance Skills
- Good Manufacturing Practices (GMP)

Note: Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery.
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Training Proposal for:
California Plumbing & Mechanical Contractors Association

Contract Number: ET20-0160

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate SET	Industry Sector(s):	Construction (C) 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 Southern Californias Pipe Trades District Council 16		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$115,460		\$8,000 8%		\$123,460

In-Kind Contribution:	50% of Total ETP Funding Required	\$324,000
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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 SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr	100	8-200	0	\$861	\$24.13
				Weighted Avg: 35			
2	Retrainee Priority Rate SB <100 SET	Business Skills, Computer Skills, Commercial Skills, Continuous Impr	40	8-200	0	\$934	\$24.13
				Weighted Avg: 38			

Minimum Wage by County: SET statewide priority industry wage of \$24.13 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

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

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Project Manager		34
Administrative Support		58
Engineers		14
Superintendents		14
Foreman		20

INTRODUCTION

The California Plumbing & Mechanical Contractors Association (CPMCA) (www.cpmca.org) represents the Mechanical Contracting Industry in Southern California. Founded in 1997, CPMCA has been serving a membership of contract employers engaged in the installation and service of heating, ventilating, air conditioning, plumbing, and piping equipment.

CPMCA represents contractors in collective bargaining with the Southern California Pipe Trades District Council (District 16). The Association works to expand union work in the pipe trades industry; and provides training for supervisory and administrative workers in the industry and in related fields. Headquartered in Burbank, CPMCA provides a partnership for progress between labor and management. This will be the fourth Agreement between CPMCA and the Employment Training Panel and the fourth in the last five years.

PROJECT DETAILS

The CPMCA membership has expressed a need to train full-time permanent administrative workers to keep pace with construction industry practices and improve success. Further, as construction activity continues to grow, new employees are being hired who often lack formal training in construction practices and systems.

CPMCA's training plan includes a variety of subjects related to project planning and management including estimating, water audits, energy conservation codes, and construction documentation, setting priorities, and meeting deadlines, and specialized technical skills including anchoring systems in concrete and seismic bracing. Trainees will also learn general business skills such as improved communications, successful negotiation techniques, marketing, leadership, and supervision, as well as industry-specific computer software.

Participating employers will be drawn largely from the Associations membership. They will include large and small pipe trades companies serving Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura Counties. There is a "core group" of employers committed to participation, sufficient to earn 85% of requested funding. The additional 15% of employers includes members of the Finishing Contractors Association of Southern California (FCASC).

FCASC represents union contractors engaged in architectural glass and metal, drywall finishing, floor covering, industrial coating, paint and wall covering, and sign work. FCASC represents contractors in collective bargaining with the International Union of Painters and Allied Trades, District Council 36. However, only non-union administration workers will be trained under this proposal. Since the FCASC does not have its own training program for administrative (non-represented) employees, it partners with the CPMCA. District Council 16 has submitted a letter of support for this proposal.

Training Plan

Training will be delivered via class/lab at employer worksites or CPMCA facilities in Southern California. In-house subject-matter experts and vendors will be utilized to deliver training in the following:

Business Skills: This training will be offered to all occupations to improve project management, customer service and specific construction administration and management activities.

Commercial Skills: This training will be offered to all occupations to learn specialized technical skills.

Computer Skills: This training will be offered to all occupations to enhance the use of computers in project management and administrative applications.

Continuous Improvement: This training will be offered to all occupations to learn quality and performance improvement concepts and implementation procedures.

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

Approximately 50% of training will be held at the employer worksites and 50% at facilities in the area. Third-party vendors will deliver 60% of the overall training. CPMCA's Director of Education will oversee the training program. The remaining training will be delivered by in-house subject-matter experts. Trainers will collect trainee data and rosters for submission to the Director. Two designated staff will be dedicated to marketing, employer recruitment, needs assessments,

scheduling, and ETP administration. CPMCA has also retained a third party administrator to assist with administration.

Marketing and Support Costs

CPMCA has provided training for members since 2000. The organization markets to association members and members of the FCASC through web postings, mailings, and presentations at meetings.

The CPMCA is requesting 8% support costs to pay for recruiting employers and assessing their individual training needs. Although the “core” group of employers has been identified, additional employers will be added during the course of the Agreement. ETP staff recommends the 8% additional funding to support CPMCA staff time dedicated to recruitment and the large number of employers potentially eligible to participate in this program.

Curriculum Development and Feedback

As an employer association, the CPMCA receives continuous information regarding training needs from its membership. The curriculum was developed by CPMCA staff and is based on expressed needs of member employers and input from its Board. Curriculum content is refined and revised based on feedback in the form of trainee evaluations for each class and, subsequently, from their employers. This information is used to determine the relevance of training topics and the effectiveness of training delivery.

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.

For trainees employed in a priority industry, the Panel may modify the Special Employment Training (SET) wage up to 25% below the statewide average hourly wage (from \$32.18 to \$24.13).

Electronic Recordkeeping

CPMCA will utilize Cvent software system for electronic recordkeeping to document training. The system is capable of producing electronic printouts by trainee with the information required by ETP for monitoring purposes. ETP has reviewed and approved the use of CPMCA’s electronic record keeping system.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET17-0349	Statewide	12/30/16- 12/29/18	\$198,816	\$123,549 (62%)
ET15-0140	Statewide	07/07/14- 07/06/16	\$198,816	\$151,701 (76%)
ET13-0295	Statewide	02/02/13- 02/01/15	\$99,066	\$98,472 (99%)

*ET17-0349: CPMCA completed more than 100% of the planned training hours; however, had difficulty obtaining participants' social security numbers required to participate in ETP-funded training. To prevent this issue in the proposed project, CPMCA has installed a new registration system that will only allow employees to participate in the training program if they can provide required trainee eligibility information.

DEVELOPMENT SERVICES

CPMCA retained Steve Duscha Advisories in Sacramento to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

CPMCA also retained Steve Duscha Advisories to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Administering Construction Contracts
- Building Information Modeling Concepts and Applications
- Communications Skills
- Cost Projection Process
- Customer Service
- Developing and Coaching Employees
- Estimating
- Forecasting
- Foreperson Development
- Green Building and LEED Certification
- Interpreting Construction Documents
- Job Budgets
- Legal Issues in Construction Management
- Managing Change Orders
- Negotiating
- Negotiating Construction Contracts
- Project Management
- Project Management Body of Knowledge System

COMPUTER SKILLS

- Construction Applications
- Cost Tracking Systems
- Estimating Applications
- Paperless Documentation
- Project Management Software
- Sharing Data
- Using Advanced Applications in Construction

CONTINUOUS IMPROVEMENT

- Advanced Foreman Training
- Becoming a High Performance Business
- Conflict Resolution
- Creative Problem Solving
- Dealing with Difficult People
- Effective Decision Making
- Leadership Training for the Construction Industry
- Performance Improvement
- Planning, Goal Setting
- Quality Management Tools for Construction Management

COMMERCIAL SKILLS

- Anchoring Systems in Concrete
- Seismic Bracing

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

California Plumbing & Mechanical Contractors Association

CCG No.: ET20-0160

Reference No: 19-0679

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ACCO Engineered Systems

Address: 888 E Walnut Ave.

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

Estimated # of employees to be retrained under this Contract: 100

Total # of full-time company employees worldwide: 4,200

Total # of full-time company employees in California: 4,000

Company: Pan-Pacific Mechanical

Address: 18250 Euclid St.

City, State, Zip: Fountain Valley, CA 92708

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

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

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 1,200

Company: Suttles Plumbing and Mechanical Corporation

Address: 21541 Nordhoff St.

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): Southern California Pipe Trades District Council 16

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

Total # of full-time company employees worldwide: 80

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



Southern California Pipe Trades District Council 16

July 24, 2019

Mr. Steve Duscha
P.O. Box 22650
Sacramento, CA 95822

Dear Steve:

We support the application of the CPMCA to the Employment Training Panel.

Please call our office if you have further questions.

Thanks in advance,

Rodney Cobos
Business Manager/Financial Secretary-Treasurer
So. CA Pipe Trades District Council 16

RC:cl
OPEIU#537/AFL-CIO, CLC



Training Proposal for:

CSI Electrical Contractors, Inc.

Contract Number: ET20-0154

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Diego, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Int'l Brotherhood of Electrical Workers, Local 100, 440, 441, 569, 617		
Number of Employees in:	CA: 900	U.S.: 900	Worldwide: 900
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$276,480

Total ETP Funding
\$151,800

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Imp., Hazardous Mat., OSHA 10/30	300	8-200	0-100	\$506	\$17.70
				Weighted Avg. 22			

Minimum Wage by County: \$19.31 per hour for Santa Clara County; \$18.56 per hour for Los Angeles County; and \$17.70 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 \$2.31 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Corporate Support/Operations Staff		96
Estimating Staff		18
Engineering/Information Technology Staff		25
Electrician/Field Staff (non-apprentice)		103
Foreman/Superintendent/Frontline Manager		58

INTRODUCTION

Founded in 1990 and headquartered in Santa Fe Springs, CSI Electrical Contractors, Inc. (CSI) is a commercial provider of electrical design and construction services. CSI offers the following services to their customer base: arc flash hazard analysis; project management; preventive maintenance for facilities systems; uninterruptable power systems; variable frequency drives; automatic transfer switches; standby emergency power systems; circuit breaker and ground-fault circuit interrupter (GFCI) testing and certification. The Company also designs and installs alternative/renewable energy solutions such as solar, wind, fuel cell, and co-generation systems. In addition, CSI provides lighting design/retrofit, data center greening, LEED consulting, building energy modeling, and HVAC/mechanical system improvement services. CSI California office sites include: Palmdale, Santa Clarita, San Jose, and San Marcos. Training will be provided at all company locations in California.

Union Support

The Company's Electrician/Field Staff employees are represented by the International Brotherhood of Electrical Workers Local Unions 100, 440, 441, 569, and 617. ETP has received letters of support for this training project.

Veterans Program

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

PROJECT DETAILS

To remain competitive within the electrical contracting field, CSI must provide comprehensive training to its field and office staff on current industry processes, products, and technology. The Company recently implemented several new software systems and platforms to increase efficiency and competitiveness.

CSI has implemented Greenlee BendWorks software to help optimize the design of conduit runs to increase efficiency and improve accurate fabrication. This software will reduce costs and save production time for CSI's frontline workforce by insuring all conduit runs are error-free and export-ready for prefabrication or onsite bending.

The Company is also in the process of implementing ToolWatch, a cloud-based platform for efficient management of tools, equipment, materials, and consumables. ToolWatch will increase productivity, decrease tool loss, improve information analysis/sharing, and streamline operations using real-time data.

CSI has recently entered into new markets, including new technology that involves Tesla power storage and vehicle charging stations. CSI has been involved in solar equipment for several years, and battery charging is an extension of this technology. This new market requires training on the design and installation of new power storage systems. The Company's engineers must learn Tesla's specification for their systems, and field crews need to learn how to properly install and maintain these systems.

In addition, the Company has developed its own Medium Voltage Division, allowing CSI to perform work in-house as opposed to outsourcing for tasks involving utility connections. This new area of business requires training for power transmission and all tools associated with medium voltage work.

Training Plan

Training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT) methods at CSI locations in Santa Fe Springs, Palmdale, Santa Clarita, San Marcos, and San Jose. 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. Trainees will learn how to provide consistent customer service and support through improved Business Acumen, Client Relations Management, Design/Build Budgeting, and Negotiation Skills.

Commercial Skills: Training will be offered to Electrician/Field Staff, Engineering Staff, and Frontline Managers. Training will focus on industry-specific skills such as Installation Techniques, Green Construction, Battery Storage Facilities Design/Development, and Site Procedures/Logistics.

Computer Skills: Training will be offered to all occupations. Trainees will learn to work more efficiently through the use of innovative business software applications. Topics will include AutoCad System Skills, Bluebean Efficiency Software, Revit System Skills, and ToolWatch.

Continuous Improvement: Training will be offered to all occupations. This training will equip frontline workers with the skills to improve their performance in the areas of Leadership Development, Goal Setting, Quality Control, and Teamwork. These training modules are designed to improve workplace efficiency and reduce operating costs.

Hazardous Materials: Training will be offered to Electrician/Field Staff, Engineering Staff, and Frontline Managers. Training will ensure that workers are prepared to operate in an appropriate manner when handling hazardous materials and conditions.

OSHA 10/30: Training will be offered to Electrician/Field Staff, Engineering Staff, and Frontline Managers. 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.

Electronic Recordkeeping

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

Commitment to Training

CSI's training budget for all California facilities is approximately \$750,000 for 2019/2020. The Company provides basic job skills training, stress management/self-improvement, new employee orientation and onboarding, anti-harassment, and basic computer skills. CSI will continue to provide this training at the Company's expense during the proposed Contract term and beyond. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

CSI's Human Resources Education & Relationship Coordinator will oversee administration of this project. Six additional staff will be responsible for scheduling, delivering, and documenting training at all CSI facilities. Training will primarily be provided by internal trainers, vendors may be used if necessary. CSI has retained an outside administrative consultant to assist with ETP administrative requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$10,626.

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**

8-200 Hours

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting/Finance
- Business Acumen
- Business Development
- Client Relations Management
- Communication/Conflict Resolution
- Design/Build Budgeting
- Estimating/Job Costing/Purchasing
- Marketing & Business Development/Sales
- Negotiation Skills
- New Markets
- Presentation Skills
- Time Management
- Train-the-Trainer

COMMERCIAL SKILLS

- Advanced Safety Training
- Battery Storage Facilities Design/Development
- Change Orders
- Documentation, Daily Logs, RFI (Request for Information)
- Energy Efficiency
- Equipment Operations
- Estimating
- Field Operational Procedures
- Green Construction
- Installation Techniques
- Materials Ordering, Handling and Storage
- Medium Voltage Skills
- Scaffold, Signs, Signals and Barricades
- Site Procedures/Logistics
- Storm Water Pollution Prevention Program
- Underground Utility
- Walk Through Procedures
- Workflow/Work Practices

COMPUTER SKILLS

- AutoCad System Skills
- Bluebeam Efficiency/Collaboration Software
- Box File Sharing System
- CoSential Customer Relationship Management
- Cyber Security
- GeoTab Software Skills
- Information Technology Firewall Skills
- Intermediate/Advanced Microsoft Office Skills

- Office 365
- Power Purchase Material Management Software
- Revit System Skills
- Saba
- SilkRoad
- Time Management
- ToolWatch
- Vista by Viewpoint Accounting Software

CONTINUOUS IMPROVEMENT

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

HAZARDOUS MATERIALS

- Globally Harmonized System
- Handling Hazardous Materials

OSHA 10/30

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee, excluding Hazmat and OSHA 10/30.

CBT Hours 0-100

CBT - BUSINESS SKILLS

- Business Acumen for Project Managers (1.25 hours)
- Business Etiquette: Phone, Email, and Text (0.97 hours)
- Conflict Resolution Foundations (0.85 hours)
- Customer Service: Serving Internal Customers (0.72 hours)
- Delivering Bad News Effectively (0.72 hours)
- Human Resources Foundations (0.63 hours)
- Improving Your Listening Skills (0.48 hours)
- Marketing Fundamentals (2.13 hours)
- Negotiation Foundations (1.08 hours)
- Public Speaking Foundations (1.05 hours)
- Working with Difficult People (1.77 hours)

CBT – COMMERCIAL SKILLS

- Construction Management Foundations (1.63 hours)
- Construction Management Weekly (4.27 hours)
- Construction Management: Tech on the Jobsite (0.75 hours)

CBT – COMPUTER SKILLS

- Assessing Digital Maturity (0.65 hours)
- AutoCAD MEP Essential Training (3.18 hours)
- BIM Manager: Managing AutoCAD MEP & Civil 3D (1.25 hours)
- Bluebeam: Draw Layouts and Detail (1.9 hours)
- Bluebeam: Manage Safety Submittals (1.55 hours)
- Bluebeam: Tips and Tricks (3.27 hours)
- Construction Drawings: BlueBeam for the iPad (1.02 hours)
- Construction Management: Reading Drawings & Specs (2.33 hours)
- Excel 2019 Essential Training Intermediate/Advanced (2.13 hours)
- Learning BIM 360 Field (0.8 hours)
- Learning BIM 360 Glue (2.72 hours)
- Learning Bluebeam (4.17 hours)
- Learning Excel 2016 (1.67 hours)
- Learning Microsoft Flow 2017 (0.95 hours)
- Learning Office 365 (1.67 hours)
- Microsoft Flow Essential Training (1.82 hours)
- Microsoft Forms First Look (0.32 hours)
- Office for iPad and iPhone Essential Training (1.63 hours)
- PlanGrid: Managing Construction Activities (1.35 hours)
- Revit: Families (2.07 hours)
- The new markup properties bar (4.78 hours)

CBT – CONTINUOUS IMPROVEMENT

- Being a Good Mentee (0.92 hours)
- Being an Effective Team Member (0.52 hours)
- Coaching and Developing Employees (1.08 hours)
- Developing Your Emotional Intelligence (1.17 hours)
- Finding Your Time Management Style (1.23 hours)
- Getting Things Done (0.5 hours)
- Leadership Development (1.4 hours)
- Lean Foundations (1.6 hours)
- Lean Six Sigma Foundations (1.17 hours)
- Management: Top Tips (2.07 hours)
- Program Management Foundations (0.88 hours)
- Project Management Found: Solving Common Project Problems (1.08 hours)
- Project Management Foundations: Budgets (1.17 hours)
- Project Management Foundations: Quality (1.37 hours)
- Project Management Foundations: Requirements (1.58 hours)

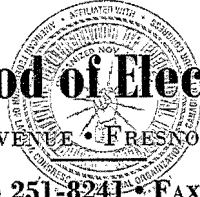
- Project Management Foundations: Schedules (2.12 hours)
- Project Management Foundations: Small Projects (1.48 hours)
- Project Management Foundations: Teams (1.48 hours)
- Project Management: Technical Projects (1.32 hours)
- Project Management Foundations: Rescuing Troubled Projects (1.02 hours)
- Setting Team and Employee Goals (1.15 hours)
- Strategic Thinking (0.63 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

International Brotherhood of Electrical Workers Local 100

5410 EAST HOME AVENUE • FRESNO, CALIFORNIA 93727

TELEPHONE (559) 251-8241 • FAX (559) 251-0543



611

April 8, 2019

Employment Training Panel
4640 Lankershim Blvd., Suite 311
North Hollywood, CA, 91602-1841

Re: Application to Employment Training Panel for CSI Electrical Contractors, Inc.

Dear Mr. Reeves:

The International Brotherhood of Electrical Workers, Local 100, covers Fresno, Madera, Kings, and Tulare counties in the heart of California's San Joaquin Valley. IBEW Local 100 represents workers employed by union contractor CSI Electrical Contractors at locations statewide.

Training is vital with the ever changing electrical technologies and the California State General Electrician certification requiring 32 hours of continuing education in the electrical field to renew the certification. We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, IBEW Local 100 supports CSI Electrical Contractors' application for funding from the Employment Training Panel.

Best regards,

Ronny Jungk
IBEW Local 100
Business Manager/
Financial Secretary



INTERNATIONAL
BROTHERHOOD of
ELECTRICAL
WORKERS

Local Union 440

1405 Spruce Street, Suite G
Riverside, CA 92507
TEL (951) 684-5665
FAX (951) 369-9032

April 8, 2019

Employment Training Panel
4640 Lankershim Blvd., Suite 311
North Hollywood, CA, 91602-1841

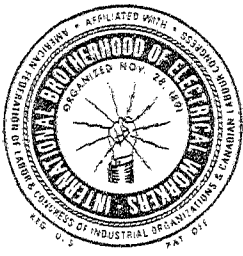
Re: Application to Employment Training Panel for CSI Electrical Contractors, Inc.

Dear Mr. Reeves:

The IBEW Local 440 - Riverside County represents workers employed by union contractor CSI Electrical Contractors at locations statewide. We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, IBEW Local 440 supports CSI Electrical Contractors' application for funding from the Employment Training Panel.

Best regards,

Roger Roper
Business Manager



*International
Brotherhood of
Electrical
Workers*

Local Union 441

309 N. Rampart Street
Suite M
Orange, CA 92868-1855

(714) 939-3131
(714) 939-3132 FAX
www.ibewoc.com

Richard Samaniego
Business Manager

Affiliated with:

*Los Angeles/Orange Counties
Building and Construction
Trades Council*

*State Building and Construction
Trades Council of California*

*California State Association of
Electrical Workers*

California Labor Federation

American Federation of Labor

*Congress of Industrial
Organizations*

*Orange County Federation
of Labor, AFL-CIO*

April 10, 2019

Employment Training Panel
4640 Lankershim Blvd., Suite 311
North Hollywood, CA, 91602-1841

Re: CSI Electrical Contractors, Inc. – Application for Funding

Mr. Reeves:

IBEW Local Union 441 represents workers employed by union contractor CSI Electrical Contractors at locations throughout Orange County. As workforce training improves upon the skills of the workers we represent, we support CSI Electrical Contractors' application for funding from the Employment Training Panel.

Feel free to contact our office with any questions.

Sincerely,

Richard Samaniego
Business Manager

:rs/jc
Opeiu #537/afl-cio



Local Union 569 San Diego



INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS

4545 Viewridge Avenue, Suite 100 San Diego, CA 92123-5615 (858) 569-8900

April 9, 2019

Mark Reeves, Analyst
Employment Training Panel
4640 Lankershim Blvd., Suite 311
North Hollywood, CA, 91602-1841

Re: Application to Employment Training Panel for CSI Electrical Contractors, Inc.

Dear Mr. Reeves:

The IBEW Local 569 - San Diego and Imperial Counties represents workers employed by union contractor CSI Electrical Contractors at locations statewide. We support the training of the workforce, as it improves upon the skills of the workers we represent. Therefore, IBEW Local 569 supports CSI Electrical Contractors' application for funding from the Employment Training Panel.

Best regards,

Nicholas J. Segura, Jr.
Business Manager

NJS:jrl
Opeiu #537, afl-cio, clc

IBEW LOCAL



UNION 617

1701 LESLIE STREET
SAN MATEO, CA 94402

POWERING SAN MATEO COUNTY
SINCE 1908

(650) 574-4239
FAX (650) 574-1408

April 9, 2019

Employment Training Panel
4640 Lankershim Blvd., Suite 311
North Hollywood, CA, 91602-1841

Re: Application to Employment Training Panel for CSI Electrical Contractors, Inc.

Dear Mr. Reeves:

The IBEW Local Union 617 represents workers employed by union contractor CSI Electrical Contractors, Inc. at locations throughout San Mateo County. We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, IBEW Local 617 supports CSI Electrical Contractors' application for funding from the Employment Training Panel.

Best regards,

A handwritten signature in dark ink, appearing to read "David M. Mauro".

David M. Mauro
Business Manager/Financial Secretary

DMM:mg/opeiu #29/afl-cio



Training Proposal for:
Delicato Vineyards

Contract Number: ET20-0184

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Priority Retrainee HUA	Industry Sector(s):	Manufacturing- Food Processing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Joaquin, Napa	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: 700	U.S.:850	Worldwide: 850	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	15%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$129,428

Total ETP Funding
\$95,680

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Hazardous Materials, Management Skills, Manufacturing Skills, OSHA 10/30, PL-Mfg. Skills HAZWOPER	104	8-200	0	\$920	\$17.70
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1: \$17.70 for San Joaquin and Napa 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.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		62
Managers/Supervisors		16
Information Systems Staff		10
Finance Staff		10
Sales and Customer Service Staff		6

INTRODUCTION

Founded in 1924 and headquartered in Manteca, Delicato Vineyards (Delicato), (www.delicato.com) is a fourth generation family-owned company that crafts and bottles wines for distribution worldwide. Delicato sells approximately 13 million cases a year spanning across five continents through wholesale distribution, private label sales and direct to consumer sales. Products include Bota Box, Noble Vines, Gnarly Head, Z. Alexander Brown, and Black Stallion. Training under this project will include trainees at the Company's sites in Manteca and Napa. This will be Delicato's third ETP Contract; the first in the past five years.

Veterans Program

Delicato values Veterans' skills and expertise and actively looks to add them to their workforce. Over the last year, Delicato has hired several Veterans into its workforce.

PROJECT DETAILS

Delicato has experienced high demand for current products and growing demand for new products, brands and services over the past two years. The Company experienced sales growth from 11.4 million cases in 2018 to 13 million cases in 2019 with a forecast of 14 million cases in 2020. This has resulted in Delicato building a new 730,000 square-foot facility to help meet this demand. This state of the art facility will include a bottling hall, operation facilities, quality control labs, maintenance facilities, and distribution facilities, with room for future expansion. This new facility will be 100% operational by the end of 2019.

In addition, Delicato will be purchasing several new pieces of equipment that will need significant training and require new skills for employees. The Company is investing \$4.5 million into a new bottling line that will include five bag-in-box and two glass lines. The Company is also investing \$6 million in new Wine Storage tanks. Both projects are to be fully operational by July of 2020. As manufacturing shifts towards computer-based systems and automated equipment, equipment operation, maintenance, and troubleshooting will be instrumental to improving processes. The Company is also adding a new ERP system to accompany the new equipment that requires additional training.

Delicato implemented an Employee Development Program to train employees from entry-level to management. Cross-training is provided to entry-level employees so they can operate a variety of machinery. Team leads and managers participate in a multi-part leadership training series so they can be more efficient and effective at motivating staff. Delicato's goal with this program is to reduce reliance on temporary workforce and cultivate leadership from within.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, and Productive Lab methods. In-house subject matter experts and vendors may be utilized to deliver training in the following:

Business Skills: This training will be offered to all occupations. Trainees will learn all aspects of business and managing expectations. Topics include Business Writing Skills, PATHWAYS to Managerial Success, Atlas Leadership Training, and Project Management.

Commercial Skills: This training will be offered to the Sales and Customer Service Staff. Trainees will learn how to be competitive in the current and expanding markets. Topics will include Account Management, Marketing, and Product Knowledge.

Computer Skills: This training will be offered to all occupations. Trainees will learn how to operate the new ERP system. Topics include Intermediate/Advanced Microsoft Applications and SAP ERP System.

Continuous Improvement: This training will be offered to all occupations. Trainees will learn how to improve project timelines, budget and workflow efficiency to better meet production goals. Topics include Lean Management and Process Improvement.

Management Skills: This training will be offered to Managers and Supervisors. Trainees will learn how to become effective managers. Training will include First-Time Manager Training and Leadership Development.

Manufacturing Skills: This training will be offered to all occupations. Trainees will learn how to operate machines in order for the plant to run efficiently. Training will include Bottling Line, Equipment Operation, Maintenance and Troubleshooting, Operator Training, and Tank Monitoring Systems.

Hazardous Materials: Training will be provided to all occupations. Training topics include Hazardous Communication. Training will increase employees' knowledge and skills on how to effectively handle all types of hazards within their working environment.

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.

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.

Productive Laboratory (PL)

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

PL training in Manufacturing Skills will be provided in Bottling Line, Equipment Operation, Grape Production, Labeling and Packaging Systems, and Tank Monitoring Systems in to supplement Class/Lab training. Trainees will work with a trainer who will explain and demonstrate step-by-step instructions and then observe while trainees perform these same tasks. PL is necessary to strengthen skills and understanding the complexity of building parts, equipment, and machinery operation. Production will be affected and more materials will be wasted due to the trial and error process. Delicato will provide approximately 40 hours of PL training at a 1:3 trainer-to-trainee ratio. Delicato requests a 1:3 ratio because training will be conducted in shift groups to maintain consistency during training delivery. All PL training will take place onsite.

Commitment to Training

The Company’s annual training budget is approximately \$500,000 per year and includes orientation, compliance, safety training, and 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

Training will be provided by in-house experts and vendors. The Vice President and the VP of Human Resources Manager will oversee the ETP contract with assistance from the Learning and Development Specialist. Internal Facilitators will schedule and administer training. The Company also retained a third-party administrator to assist and perform administrative services.

High Unemployment Area

Some trainees (Job Number 1) work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Company’s location in San Joaquin County is in an HUA.

However, the Company is not requesting a HUA Wage modification for this project.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Economic Advisory Group, LLC in Phoenix, AZ, assisted with development of this proposal for a flat fee of \$7,000.

ADMINISTRATIVE SERVICES

Economic Advisory Group, LLC will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Brainstorm Inc. in Orem, UT, will provide training in Computer Skills including Microsoft Intermediate and Advanced courses as well as E-Learning Courses for an estimated total of \$17,400.

Other vendors will be identified as they are retained.

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Atlas Leadership Training
- Business Writing Skills
- Presentation Skills
- Facilitation Skills
- Leading Change
- PATHWAYS to Managerial Success
- Project Management
- Teambuilding

COMMERCIAL SKILLS

- Account Management
- Marketing
- Product Knowledge

COMPUTER SKILLS

- Microsoft Applications (Intermediate and Advanced)
- SAP ERP

CONTINUOUS IMPROVEMENT

- Lean Management
- Process Improvement

HAZARDOUS MATERIALS

- Hazardous Communication

MANAGEMENT SKILLS (Managers/Supervisors only)

- First Time Manager Training
- Leadership Development

MANUFACTURING SKILLS

- Aerial Lift/Boom Lift/Scissor Lift
- Basic Food Facility Defense
- Bottling Line
- Check Weighing
- Clean In Place/ Clean Out of Place Processes
- Compressed Air Use
- Conveyers
- Current Good Manufacturing Practices
- Equipment Operation, Maintenance, and Troubleshooting
- Food Allergens
- Food Safety Modernization Act (Safety)
- Food Safety Standards (Safety)

- Glass Handling
- Grape Production
- Hazard Analysis Critical Control Point (HACCP)
- Hearing Protection
- Housekeeping
- Labeling System
- Metal Detection & Monitoring
- Operator Training
- Packaging
- Sanitation
- Sustainability
- Tank Monitoring Systems

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

HAZWOPER

- HAZWOPER

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat & OSHA 10/30)

Productive Lab

0-40

MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)

- Bottling Line
- Check Weighing
- Equipment Operation, Maintenance and Troubleshooting
- Grape Production
- Labeling and Packaging Systems
- Tank Monitoring Systems

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



**Retrainee – Job Creation
Training Proposal for:**

Ebara Technologies Incorporated

Contract Number: ET20-0153

Panel Meeting of: November 1, 2019

ETP Regional Office: Central Office - PPU

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Veterans	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Sacramento, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 145	U.S.: 325	Worldwide: 16,000
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$197,777

Total ETP Funding
\$197,777

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, HAZWOPER; Manufacturing Skills; PL- Mfg. Skills	128	8-200	0	\$1,219	\$17.70
				Weighted Avg: 53			
2	Priority Rate Retrainee Job Creation	Business Skills, Computer Skills, HAZWOPER; Manufacturing Skills; PL- Mfg. Skills	19	8-200	0	\$1,748	\$15.00*
				Weighted Avg: 76			
3	Priority Rate Retrainee Veterans	Business Skills, Computer Skills, HAZWOPER; Manufacturing Skills; PL- Mfg. Skills	7	8-200	0	\$1,219	\$17.70
				Weighted Avg: 53			

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

Minimum Wage by County: Job Number 1 & 3: \$19.31 for Alameda & Santa Clara counties; \$17.70 for Sacramento County. Job Number 2: \$16.09 for Alameda & Santa Clara counties; \$15.00 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 for Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job 1 (Retrainees)		
Administrative Staff		13
Administrative Leads		5
Engineering Staff		37
Engineering Leads		10
IT Staff		3
Service Staff		23
Supply Chain Staff		17
Job 2 (Job Creation)		
Administrative Staff		2
Engineering Staff		14

Service Techs		2
Supply Chain Staff		1
Job 3 (Veterans)		
Administrative Staff		1
Administrative Leads		1
Engineering Staff		1
Engineering Leads		1
Service Staff		2
Supply Chain Staff		1

INTRODUCTION

Founded in 1991 and headquartered in Sacramento, Ebara Technologies Incorporated (Ebara) supplies a wide range of products and services to Semiconductor, Research & Development, University, Industrial, and Chemical process industries. Ebara designs, manufactures & refurbishes dry and turbomolecular pumps up to compliance with manufactured standards (ANSI/ISO/ASQ 9001:2015). Ebara also supplies Chemical Mechanical Polishing, Advanced Wafer Plating, and Bevel and Backside Cleaning Treatment Systems. The Company's locations in Alameda, Sacramento, and Santa Clara Counties will receive training under this proposal.

Veterans Program

Ebara has included seven Veterans in this project (Job Number 3). The Company attends military job fairs and other events to recruit and hire Veterans.

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.

Ebara is expanding business capacity by purchasing new equipment (a High Performance West Scrubber and a Knockdown Manufacturing Equipment). The Company will hire 19 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. Trainees will be hired into "net new jobs" as a condition of contract.

PROJECT DETAILS

Ebara requires training to stay in compliance with the ANSI/ISO/ASQ to remain competitive in California. Ebara's goal with this project is to reduce errors, maintain quality, and control costs. Training will focus on production, processes, and administrative functions. The Company also purchased new equipment, including a High Performance West Scrubber and a Knockdown Manufacturing Equipment, to improve production.

Training Plan

Business Skills: Training will be offered to all occupations. It will focus on communicating effectively, managing teams effectively, and increasing proficiency and productivity. Courses include Product knowledge, Customer Service, and Accounting Techniques.

Computer Skills: Training will be offered to all occupations. It will focus on Microsoft Outlook (Intermediate/Advanced) and Software Performance to allow trainees to utilize computer applications to collect and analyze data, develop performance metrics, and manage processes efficiently. Trainings include Cisco Networking, Solidworks, and SQL Server.

Manufacturing Skills: Training will be offered to Engineering Staff/Leads, Service Techs, & Supply Chain Staff. Training will focus on upgrading trainee skills to improve efficiency and increase production, reducing lead times and waste. Trainings include Assembly Processes, Equipment Maintenance, Manufacturing Basics, and Production Techniques.

Productive Laboratory

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

Ebara will train 75 Engineering Staff, Engineering Leads, and Service Techs in PL Manufacturing Skills. Training will include the operation and maintenance of equipment and the production and assembly processes. Topics are first covered in the classroom first to introduce trainees to machinery and concepts and then training is performed on the production floor. Since manufacturing equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. A subject-matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio, as machines require groups three trainees to operate.

Certified Safety Training

1. 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

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

Ebara's Human Resources/Payroll Manager and the HR generalist will oversee the ETP Project, along with the help of five staff members from each location to assist with reporting and internal data. Ebara has also retained Propel Consulting Group to assist with administration. The Company has a training schedule set in place and is ready to commence training upon approval.

Training will be delivered by four in-house instructors at each location and vendors, as needed. Ebara provides ongoing training; however, implementation of ETP training and documentation will start upon contract approval.

Electronic Recordkeeping/LMS

Ebara will use an LMS system to track training. It has been reviewed and approved by staff.

Impact/Outcome

Ebara has a certification program in place which will certify new employees and existing employees. Engineering Staff, Engineering Leads, IT Staff and Supply Chain Staff will receive certifications for CMP Tools (Chemical Mechanical Polishers), ISO 9000 & ISO 14000 and forklifts. These certifications can be used for promotional opportunities within the company or can be transferrable.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Ebara retained Propel Consulting Group in El Dorado Hills to assist with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum









Class/Lab Hours

8-200 Trainees may receive any of the following:














BUSINESS SKILLS

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





COMPUTER SKILLS

-  AutoCAD
-  Cisco Networking
-  Finesse
-  Intermediate/Advanced Microsoft Office
-  Microsoft Active Directory
-  Microsoft Exchange Server
-  Solidworks
-  SQL Server

MANUFACTURING SKILLS

-  Assembly Processes
-  Continuous Improvement
-  Electrical Components and Controls
-  Engineering Planning
-  Equipment Maintenance
-  Equipment Operation
-  Error Reduction
-  Good Manufacturing Practices
-  LEAN Manufacturing
-  Manufacturing Basics
-  Production Techniques
-  Product Handling
-  Quality Assurance







HAZWOPER

-  Hazard Communication
-  Waste Management
-  Materials Handling
-  Lockout Tagout

PL Hours

0-60

MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)

-  Assembly Processes
-  Continuous Improvement
-  Equipment Maintenance
-  Equipment Operation
-  Good Manufacturing Practices
-  Quality Assurance

Note: Reimbursement for Class/Lab training is capped at 200 total training hours per trainee, regardless of method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

ENGEO Incorporated

Contract Number: ET20-0182

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: B. China

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee Veterans	Industry Sector(s):	Construction (C) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Operating Engineers Local Union No. 3, Sacramento		
Number of Employees in:	CA: 219	U.S.: 222	Worldwide: 310
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$336,090

Total ETP Funding
\$199,686

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	Advanced Technology, Business Skills, Commerical Skills, PL- Commerical Skills, HAZWOPER	208	8-200	0-56	\$483	\$17.70
				Weighted Avg: 21			
2	Job Creation Retrainee Priority Rate	Advanced Technology, Business Skills, Commerical Skills, PL- Commerical Skills, HAZWOPER	42	8-200	0-56	\$2,231	*\$15.00
				Weighted Avg: 97			
3	Veterans Priority Rate	Advanced Technology, Business Skills, Commerical Skills, PL- Commerical Skills, HAZWOPER	8	8-200	0-56	\$690	\$17.70
				Weighted Avg: 30			

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

Minimum Wage by County: Job 1 & Job 3: \$17.70 per hour for San Joaquin, Placer and Santa Barbara counties; \$19.31 per hour for Alameda, San Francisco, Santa Clara and Contra Costa counties; \$18.56 per hour for Los Angeles County; and, \$18.14 per hour for Orange County.

Job 2: \$15.00 per hour for San Joaquin, Placer and Santa Barbara counties; \$16.09 per hour for Alameda, San Francisco, Santa Clara and Contra Costa counties; \$15.47 per hour for Los Angeles County; and, \$15.12 per hour for Orange County.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 : Retrainee		
Engineers		78
Geologists		39

Field Representatives		52
Lab Representatives		10
Project Assistant		18
Graphic Designers		7
Job Number 2: Job Creation		
Engineers		7
Geologists		3
Field Representatives		30
Lab Representatives		2
Job Number 3: Veterans		
Engineers		3
Field Representatives		2
Lab Representatives		1
Graphic Designers		1
Project Assistant		1

INTRODUCTION

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

ENGEO's clients include city, county, state, and local agencies, school districts, utility districts, land developers, land builders, financial institutions, land owners and land use attorneys. Recent projects include the California High Speed Rail (engineering-design services from San Francisco to Merced) and San Francisco International Airport Terminal 1 (provided geotechnical recommendations for enhancements at Boarding Area A of Terminal 1 including replacement of all Passenger Boarding Bridges and construction of a new bus terminal).

This is ENGEO's fourth ETP project, it's third in the last five years. In previous Contracts, training focused on regulatory changes, use of new equipment, and technical skills. In this proposal, the same occupations will receive training on regulatory changes (updated every two to four years) and use of new equipment including Ground Penetrating Radar, Drones, and Geographic Information System. ENGEO's curriculum includes leveled modules with each topic level building upon previous levels. No training will be duplicated for trainees who participated in prior ETP-funded training.

Veterans Program

In this proposal, ENGEO will deliver training to eight Veterans (Job Number 3). The Company is committed to serving and recruiting veterans and advertises open positions with Travis AFB as part of its veterans' outreach efforts.

Retrainee - Job Creation

ENGEO will hire 42 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before the Contract's approval or within the term of Contract. Trainees will be hired into net new jobs as a condition 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 its business development efforts, ENGEO has experienced a 100% market growth over the last two years in its California offices. The Company projects continued growth in its client base and revenue in the next two years. This, coupled with its business capacity growth; investment in new equipment such as drones and Ground Penetrating Radars (GPR), has driven the need for net-new jobs.

PROJECT DETAILS

Economic growth, increased competition, and low unemployment rates has resulted in a shortage of geologists, engineers, and skilled inspectors. In order to remain competitive, attract and retain qualified employees, and retrain lower-skilled workers into high-skilled positions, ETP-funded training will be used to address these needs.

Training Plan

ETP-funded training will be delivered via Class/Lab, E-Learning, Advanced Technology (AT), Productive Lab (PL) and Computer-Based Training (CBT) in the following:

Business Skills: This training will be offered to Engineers, Geologists, Field Representatives, Lab Representatives, Graphic Designers and Project Assistants. Courses will include: project management training, construction services management series, and technical acumen series training.

Commercial Skills: This training will be offered to all occupations on storm water pollution-prevention functions, management plans, concrete, field grading, and nuclear gauges (equipment used to measure and assess the moisture and density of soil or water).

Advanced Technology (AT): AT training will be provided to Engineers, Geologists, and Field Representatives to stay current with the frequently changing regulations (building code, DTSC, RWQCB, DSA) and technologies. ENGEO utilizes design and construction methods that significantly reduce or eliminate risk of ground failure and settlements. These methods require sophisticated lab testing, engineering analysis, and corrective grading or ground improvement techniques that are progressively advancing each year.

AT training costs are up to \$114 per hour per trainee, with one hour courses averaging from \$150 to \$500.

AT training will be delivered on equipment and software including:

- **Soil/Groundwater Collection Equipment:** Split spoon samplers, Shelby tubes, PVC liners, cores, hand samplers, brass/steel liners, Alquinox, submersible/peristaltic pumps, bailers, water level indicator, vapor canisters, vapor siphons, and buckets/bulks.

- **Laboratory Equipment:** Consolidation machine, triaxial machine, direct shear machine, sieve shaker, water meters, soil meters, turbidimeters, pH meters, polarized light microscopy, and proprietary lab equipment.
- **Engineering Software:** EZFrisk, SLIDE, SeepW, Shake, GSlope, LPile, AllPile, Settle3D, Cliq, RetainPro, Plaxis, Keywall, Gint, Quicklog, Epicenter, Agile Frameworks, and ArcGIS.

The trainer-to-trainee ratio for AT will be capped at 1:10 to allow in-depth coverage and personal attention from the instructor.

Productive Laboratory (PL) - Commercial Skills:

Field Representatives, Engineers, Geologists, and Lab Representatives who directly interface with new and/or improved processes and new equipment will receive PL- Commercial Skills' training. Examples of PL courses that will be delivered include: Nuclear Gauge, Field Safety, Field Testing/Locating/Stake Reading, Field Construction Activities, Laboratory, Soil Index Texting, Soil Strength Testing, and Materials Specification Testing.

ENGEO will deliver PL training to approximately 125 Field Representatives, Lab Representatives, Engineers, and Geologists. Laboratory-testing (PL) training will be performed at one of ENGEO's regional laboratories, and other PL training will be conducted on the construction site to physically observe the features being taught such as nuclear gauge usage, grading, concrete placement, and stake reading elements. In addition, PL training will be conducted in an office/classroom setting.

Each trainee will require about 0–60 hours of PL training, at a 1:1 trainer-to-trainee ratio.

Certified Safety Training

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 24 hours of CBT training 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.

Impact/Outcome

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

- Nuclear Gauge (Troxler, American Portable Nuclear Gauge)
- Hazwopper (OSHA 40)
- Civil3D or CAD (Computer-Aided Drafting)
- Geographic Information System
- ACI (America Concrete Institute) and ICC (International Code Council)

Commitment to Training

ENGEO has an annual training budget of \$950,000 allocated to its California-based facilities for employee training. Non-ETP training programs include: LinkedIn Learning, monthly-safety

meetings, job-site safety training, retirement and financial planning, and project-specific training. ENGEO is committed to continue providing company sponsored training. ETP funds will not displace existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

ENGEO's Project Assistant (dedicated administrator) will oversee and coordinate the project. The Director of Human Resources, Sr. Human Resource Generalist, and Principal Engineer will assist with ETP administration. Its administrative staff has been successful in overseeing prior projects, earning 100% reimbursement on its previous Contract. The Company has approximately 115 internal trainers. Additionally, outside-training vendors will be used to deliver ETP training and have been identified.

Temporary to Permanent Hiring

ENGEO will train 6 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 6 months. 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. 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.

Union Support

ENGEO has 12 employees represented by Operating Engineers Local Union No. 3. (10 Field Representatives and 2 Laboratory Representatives). The union provided a letter supporting its training initiatives.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0198	Statewide	9/5/16 – 9/4/18	\$168,298	\$168,298 (100%)
ET15-0191	Statewide	7/7/14 – 7/6/16	\$102,400	\$93,624 (91%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Pacific Nuclear Technology of Antioch has been retained to provide Nuclear Gauge training for a fee of \$6,000.

Other vendors will be identified for ETP record-keeping purposes as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Master Series Training
- Project Management Training
- Staff Engineer / Geologist Level I Training
- Technical Acumen Series Training
- Construction Services Management Series Training
- Software / Application Marketing Training
- Servant Leader Training
- Construction Services Manager Leadership Training
- Field Representative Training
- Field Representatives New Technologies Training
- Company Best Practices / Business Strategy / Tech-Talk Training
- Competitive Proposal Process Training
- Technical Writing and Editing Training

COMMERCIAL SKILLS

- Nuclear Gauge Operator Training
- Qualified SWPPP Developer (QSD)
- Qualified SWPPP Practitioner (QSP)
- Field Representative Performance Training
- Field Representative Winter Soils Training
- Field Representative Winter Office Internship
- ACI Concrete Field Grade I Training
- Qualified Industrial SWPPP Developer (QISD)
- Project Manager / Field Staff Best Practices Training
- Industry Leaders / Vendor Training
- Institutional (Professor) Small-Group Training
- Construction (Stormwater Pollution Prevention Plan) SWPPP Training
- Field Representative Winter Lab Training
- National Institute for Certification in Engineering Technologies (NICET) / International Code Council (ICC) Certification Series
- Analysis/Design Software Training (ESRI, Civil 3D, AutoCAD)

AT Hours

8-200

ADVANCED TECHNOLOGY (RATIO 1:10)**Geotechnical Engineers / Geologists**

- Soil Index / Strength Testing- Triaxial, Shear, Consolidation, Atterberg
- Construction Observation for Engineers / Geologists
- Foundation Construction Observation Fundamentals
- Geotechnical Exploration for Schools / Hospitals – CGS Note 48
- Grading Plan Review and Corrective Grading Plan Preparation

- Construction Observation for Engineers / Geologists
- Foundation Construction Observation Fundamentals
- Geotechnical Exploration for Schools / Hospitals – CGS Note 48
- Grading Plan Review and Corrective Grading Plan Preparation
- Liquefaction / Lateral Spreading Analysis
- Compressible Soils / Bay Mud Analysis
- Developing Foundation Design Criteria
- Ground Improvement Techniques
- Stabilized Earth Retaining Wall Design
- Structural Retaining Wall Design
- Soil Structure Interaction Analysis
- Paleontology Site Monitoring Training
- Landslide Exploration and Fault Exploration Training
- Geophysical Exploration Training
- Retaining Wall Design Training
- Ground Heat Exchange Analysis and Design Training
- Analysis Topic – Seismic Hazards and Site Response (e.g. Codes, EZFrisk, OpenSHA, DeepSoil)
- Analysis Topic – Ground Motion Studies (EZFrisk, Quake)

Environmental Engineers/Geologists

- Phase II Environmental Site Assessment Scoping / Field Work
- Phase III Environmental Site Assessment Scoping / Field Work
- Environmental Risk Assessment Analysis
- Environmental Sustainability Analysis
- Green and Sustainable Remediation Practices Analysis
- Phase I Environmental Site Assessment Scoping / Field Work
- Commercial and Industrial Site Field Reconnaissance Training
- Soil and Groundwater Assessment and Remediation Field Work
- Soil-Gas Vapor Extraction and Analysis Training
- Agrichemical and Stockpile Sampling and Analysis Training

Water Resource Engineers/Geologists

- Stormwater Management Plan Analysis / C3 BMP Analysis
- Stormwater Pollution Prevention Plan (SWPPP) / Erosion Control Plan
- Hydraulics/Hydrology – Creek Mitigation & Restoration Analysis
- Advanced Modeling Analysis
- Advanced AutoCAD and Civil 3D for modeling Analysis
- Stormwater Design Guideline Development Analysis
- Groundwater Modeling (Flow Rate, Impact, and Recharge)
- Dewatering System Design and Plan Development

Field Representatives

- Advanced Remedial / Corrective Grading Techniques and Methods
- Geotechnical Product Installation and Observations - Subdrainage, Geotextiles, Geogrid Reinforcement
- Foundation Construction Observations – Structural Mat, Piers, Footings, Piles, Soil-Nail Walls

- Welding Inspection
- Non-Destructive Testing (UT and MT) Training
- FAA Drone Pilot Training

Laboratory Representatives

- Advanced Soil Testing (Cyclic Direct Simple Shear, Constant Rate Strain Consolidation)
- Advanced Materials Testing (Cell-Crete Specimen Preparation and Testing, Lime/Cement Treated Soil Bench Scale and Production Testing)

Productive Lab (PL) Hours

0-60

PL- COMMERCIAL SKILLS (1:1 Ratio)**Engineers/Geologists (Job Creation Retrainees)**

- Laboratory Testing Introduction (Interpret, Assign Values for Analysis)
- Site USA and Field Exploration Types (Mud, Auger, Pitcher, Shelby)
- Environmental Site Reconnaissance (Greenfield, Brownfield, Commercial/Industrial)

Field Representatives

- Nuclear Gauge – Usage, Testing/Corrections, Data to Document
- Site Conditions / Access Training - Driving, Parking, Field Testing
- Field Test Locating and Stake Reading – Plans and Technology
- Moisture Only (Drybacks) and Fill Specification Selection
- Construction Observation Activities – Grading, Utilities, Streets, Walls
- Hot Mix Asphalt Placement (Equipment, Temperatures, Data)
- Foundation Construction - Pad Moisture Observations
- Construction Site SWPPP - BMP Monitoring and Sampling
- Lab Training (Construction Testing) – Curves, PI, Gradations, Sieves
- Reinforcement Inspection
- Tendon Inspection
- Concrete / Grout Placement
- Masonry Inspection
- High Strength Bolting
- Shotcrete Installation
- Tension/Torque Testing
- Adhesive Bolts/Anchor Bolts
- Fireproofing Inspection
- Smoke Testing Inspection
- Ground Penetrating Radar (GPR) Certification & Training
- Caltrans Field Representative Certification Training

Laboratory Representatives

- Soil Index Testing (Curve, Sieves, Atterberg, Sulfate, Durability)
- Soil Strength Testing (Unconfined, Triaxial UU, Direct Shear, R-Value)
- Cementitious Materials Testing (Mortar, Grout, Concrete)
- Materials Specification Testing (Hot Mix Asphalt and Aggregate)
- Laboratory Representative Certification Training (Caltrans)

- Ground Penetrating Radar (GPR) Certification & Training

CBT Hours

0-56

HAZWOPER (OSHA 40)

- OSHA Hazwoper Certification Course (**Total hours: 24**)
 - Legal Issues (Approx. 4 hours)
 - Toxicology (Approx. 4 hours)
 - Chemical Hazards (Approx. 4 hours)
 - Physical Hazards (Approx. 4 hours)
 - Basic PPE Overview (Approx. 4 hours)
 - Waste Site Operations(Approx. 4 hours)
- OSHA Hazwoper Refresher Course (**Total hours: 8**)
 - Session 1 (2 hours)
 - Legal Issues
 - Chemical Hazards
 - Decon and Conclusion
 - Session 2 (2 hours)
 - Toxicology
 - Waste Site Operations
 - Session 3 (2 hours)
 - Physical Hazards
 - Basic PPE Overview
 - Session 4 (2 hours)
 - Using Respiratory Protection
 - Using Chemical Protective Clothing

COMPUTER SKILLS

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

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



OPERATING ENGINEERS LOCAL UNION No. 3

3920 LENNANE DRIVE, SACRAMENTO, CA 95834 • (916) 993-2055 • FAX (916) 419-3491

Jurisdiction: Northern California, Northern Nevada, Utah, Hawaii, and the Mid-Pacific Islands

August 26, 2019

Ms. Jenny Swanson
ENGEO Incorporated
6 Morgan, Suite 152
Irvine, CA 92618

Re: California EPT Letter of Concurrence

Ms. Swanson,

The Operating Engineers Local Union No. 3 is in receipt of ENGEO's request for concurrence that employees covered by the collective bargaining agreement between ENGEO and the Operating Engineers Local Union No 3, AFL-CIO participate in training funded by the State of California's Employment Training Panel (EPT).

The Operating Engineers prides itself on offering the finest training available to the Technical Engineering Industry but always encourages our employer-partners to offer as an option, employer or site specific training it deems beneficial. Please accept this letter as our concurrence for any and all additional training ENGEO believes to be beneficial to members of the ENGEO / Operating Engineers family.

Respectfully,

Michael W. Strunk
Special Representative
IUOE Local Union No. 3



RETRAINEE – JOB CREATION

Training Proposal for:

Folsom Ready Mix, Inc.

Contract Number: ET20-0192

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, Placer, Shasta	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: 112	U.S.: 112	Worldwide: 112
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$131,225

Total ETP Funding
\$129,950

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, Mfg. Skills, PL-Comm'l. Skills, PL-Mfg. Skills, OSHA 10/30	85	8-200	0	\$1,150	\$17.70
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation	Business Skills, Comm'l. Skills, Computer Skills, Mfg. Skills, PL-Comm'l. Skills, PL-Mfg. Skills, OSHA 10/30	28	8-200	0	\$1,150	\$15.00*
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour for Placer, Sacramento and Shasta counties

Job Number 2 (Job Creation): \$14.48 per hour for Placer, Sacramento and Shasta 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	Wage Range	Estimated # of Trainees
Job Number 1		
Driver		57
Administrative/Finance Staff		3
Sales Staff		4
Safety Staff		1
Shop-Maintenance Staff		10
Dispatch		4
Plant Operator		5
Manager		1
Job Number 2		
Driver		20

Administrative/Finance Staff		2
Sales Staff		1
Shop-Maintenance Staff		2
Dispatch		2
Plant Operator		1

INTRODUCTION

Founded in 1999 and headquartered in Rancho Cordova, Folsom Ready Mix, Inc. (FRM) (www.folsomreadymix.com) manufactures and supplies ready-mix concrete to homeowners, contractors, and government agencies throughout Northern California. FRM Mix is applying for training funds on behalf of itself and its affiliate Folsom Ready Mix, LLC. Training will be delivered at the Company's three locations in Rancho Cordova, Roseville and Anderson. This is FRM's first ETP Contract.

Veterans Program

FRM regularly recruits Veterans using outreach programs, Veteran offices and job fairs in the Sacramento region.

PROJECT DETAILS

To remain competitive, FRM must increase productivity and enhance customer service. Staff must be cross-trained and develop skills on workflow processes including proactive communication. Training will help ensure the Company can meet and exceed customer expectations. Training will also focus on road operations to ensure delivery of products are made timely and safely. Training will address deficiencies and allow the Company to standardize its processes to assure clients will receive the highest quality product.

The Company has invested over \$180k on new equipment and software including new trucks and a new enterprise information platform, On Base. Staff will train on new software, and operation and maintenance of new equipment. Training will ensure seamless integration of new software and equipment.

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.

FRM expanded its product lines to include new products and services including recycled aggregates. To meet business needs, FRM must hire 28 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab (PL) in the following:

Business Skills: Training will be offered to all occupations and focus on increasing customer service skills. Training topics include Customer Relations/Customer Assurance and Customer Service Training.

Commercial Skills: Training will be offered to Drivers, Dispatch and Shop-Maintenance Staff. Training will focus on on-and-off road operations of delivery trucks. Training topics include Driver Visibility and Plant/Jobsite Traffic Awareness.

Computer Skills: Training will be offered to all occupations and focus on new software. Training topics include On Base Software and Command Computer System.

Manufacturing Skills: Training will be offered to all occupations. Training will focus on cross-training all staff on proper protocols and procedures. Training topics include Admixtures and Admix Products, Ingredients, and Slump Test.

Certified Safety Training

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

Productive Laboratory

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

PL-Manufacturing and Commercial skills will be provided to Drivers, Shop-Maintenance Staff, Dispatch, and Plant Operators on manufacturing and delivery processes. Due to the nature of its services, certain training cannot be replicated in a class/lab environment. PL training will allow practical, hands-on experience in a working environment. Equipment to be used during PL includes Mixers, Line Pumps and Boom Pumps.

Training will be taught by subject matter-experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent for each trade skillset. Staff will be trained in PL approximately 40 hours at a trainer-to-trainee ratio of 1:1.

Professional Employer Organization

FRM represents that it uses the services of Emplicity, a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor’s qualifications, and FRM 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 FRM has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with Emplicity clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that FRM retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

Commitment to Training

FRM spends approximately \$56,000 annually per facility for training. The Company provides dispatch, computer application, and quality control 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

FRM has a detailed training schedule and is ready to begin upon approval. The HR Manager with the assistance of the Senior Executive Team will be responsible for all administrative duties including scheduling training and recordkeeping. The Company has Administrative Staff at each location responsible for collecting rosters and communicating with the HR Manager to ensure all ETP guidelines are met. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- 🚧 American Concrete Institution Training Certification
- 🚧 Clock In Procedures (Emplicity, Payroll)
- 🚧 Communication Device
- 🚧 Communication Procedures
- 🚧 Company Culture
- 🚧 Conflict Resolution Training
- 🚧 Customer Relations/Customer Assurance
- 🚧 Customer Service Training
- 🚧 Environmental Certification Training
- 🚧 Phone System Training
- 🚧 Plant Specific Rules & Procedures
- 🚧 Public Works & Prevailing Wage
- 🚧 Quality Components Training

COMMERCIAL SKILLS

- 🚧 3 Points of Contact Safety
- 🚧 Accident/Injury Procedures
- 🚧 Backing & Hazard Recognition
- 🚧 Boom Pump
- 🚧 Chute Handling
- 🚧 Cash on Delivery
- 🚧 Defensive Driving
- 🚧 Delivery Points Procedures
- 🚧 Delivery Ticket Procedures
- 🚧 Driver Visibility
- 🚧 Fueling, Greasing, Fluid Levels
- 🚧 Get Out And Look (G.O.A.L.)
- 🚧 Heat Illness
- 🚧 Hours of Service/Drivers Log
- 🚧 Job Site Truck Washout
- 🚧 Line Pump
- 🚧 Line-Up Procedures, Truck Positioning
- 🚧 Load Management
- 🚧 Machine Pour
- 🚧 On/Off Road Operation
- 🚧 Plant Jobsite Traffic Awareness
- 🚧 Powerline Safety
- 🚧 Pre Entry Site Inspection Procedures
- 🚧 Pre-Post Trip Inspection Procedures
- 🚧 Pump Safety
- 🚧 Returned Concrete, Reclaiming
- 🚧 Rollover Prevention
- 🚧 Speed and Fuel Management
- 🚧 Staying Alert & Preventing Fatigue
- 🚧 Stopping Procedures
- 🚧 Tailgate Loads
- 🚧 Traffic Law & Local Regulation

- 🚧 Trench Backfill
- 🚧 Truck Cleaning Procedures
- 🚧 Truck Idling
- 🚧 Truck Orientation (Mixer, Mixer Controls, Mechanical Components, Maintenance)
- 🚧 Truck Washing Overview
- 🚧 Water Tanks, Filling, Pressurizing
- 🚧 Weight/Weighed Roads/Booster Axle
- 🚧 Wheelbarrow
- 🚧 Yard-Washout Procedures

COMPUTER SKILLS

- 🚧 Command Computer System
- 🚧 Data Entry Training
- 🚧 Microsoft Office (Intermediate/Advanced)
- 🚧 OnBase Software
- 🚧 QuickBooks Training

MANUFACTURING SKILLS

- 🚧 Admixtures and Admix Products
- 🚧 Cylinder Test
- 🚧 Ingredients
- 🚧 Mix Codes
- 🚧 Slump Test
- 🚧 Specialty Materials
- 🚧 Temperature and Temperature Control

OSHA 10/30 (Certified OSHA Instructor)

- 🚧 OSHA 10
- 🚧 OSHA 30

Productive Lab Hours

0-40

COMMERCIAL SKILLS (1:1 Ratio)

- 🚧 3 Points of Contact Safety
- 🚧 Backing & Hazard Recognition
- 🚧 Boom Pump
- 🚧 Chute Handling
- 🚧 Delivery Points Procedures
- 🚧 Delivery Ticket Procedures
- 🚧 Fueling, Greasing, Fluid Levels
- 🚧 G.O.A.L.
- 🚧 Job Site Truck Washout
- 🚧 Line Pump
- 🚧 Line-Up Procedures, Truck Positioning
- 🚧 Load Management
- 🚧 Machine Pour
- 🚧 Machine Pour
- 🚧 On/Off Road Operation
- 🚧 Powerline Safety
- 🚧 Pump Safety

- ✚ Returned Concrete, Reclaiming
- ✚ Rollover Prevention
- ✚ Stopping Procedures
- ✚ Tailgate Loads
- ✚ Trench Backfill
- ✚ Truck Cleaning Procedures
- ✚ Truck Orientation (Mixer, Mixer Controls, Mechanical Components, Maintenance)
- ✚ Water Tanks, Filling, Pressurizing
- ✚ Weight/Weighed Roads/Booster Axle
- ✚ Wheelbarrow
- ✚ Yard-Washout Procedures

MANUFACTURING SKILLS (1:1 Ratio)

- ✚ Admixtures and Admix Products
- ✚ Cylinder Test
- ✚ Ingredients
- ✚ Mix Codes
- ✚ Slump Test
- ✚ Specialty Materials
- ✚ Temperature and Temperature Control

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Inova Diagnostics, Inc.
Contract Number: ET20-0169

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

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:	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: 270	U.S.: 305	Worldwide: 305	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	17%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$133,633

Total ETP Funding
\$130,042

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Continuous Impr, HazMat, Manufacturing Skills	257	8-200	0	\$506	\$17.70
				Weighted Avg: 22			

Minimum Wage by County: Job Number 1: \$17.70/hr in San Diego

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	Wage Range	Estimated # of Trainees
Administrative Staff		1
Managers		44
Manufacturing & Logistics Staff		121
Research & Development Staff		38
Quality Assurance Staff		27
Tech Services Staff		6
Sales & Marketing Staff		20

INTRODUCTION

Founded in 1987 and headquartered in San Diego, Inova Diagnostics, Inc. (Inova Diagnostics) (www.inovadx.com), an affiliate of the Werfen Company since 2008, manufactures in vitro diagnostic (IVD) systems and reagents for autoimmune disease. Inova Diagnostics is a leader in the development, manufacture and commercialization of new autoimmune technologies and diagnostic markers. Inova Diagnostic's systems and reagents are used to assist in diagnosing, monitoring and treating patients with autoimmune disease, providing laboratories and clinicians with the tools they need to provide an accurate and early diagnosis of Antiphospholipid Syndrome (APS), Autoimmune Liver Disease, Celiac Disease, Connective Tissue Disease (CTD), Inflammatory Bowel Disease, Rheumatoid Arthritis and Vasculitis. Customer base includes medium to large reference laboratories (laboratories that conduct additional analysis or testing on a sample sent from another laboratory), hospitals and clinical laboratories throughout the world.

Veterans Program

Inova Diagnostics is committed to hiring and retaining veterans as an equal opportunity employer. The Company does not currently have a formal recruiting program for veterans nor any community service/outreach specifically targeted to the veteran population. However, San Diego is known as a military city and many employees come from military families, which include current employees and referrals for prospective veteran employees.

PROJECT DETAILS

To remain competitive in the global market, Inova Diagnostics must continue to invest in innovation as a catalyst for the growth. The Company is focusing training efforts on Continuous Improvement and Manufacturing Skills needed to manufacture products that meet FDA regulations. As a Federal Drug Administration (FDA) regulated facility, the Company must maintain strict procedural standards. To meet FDA standards, staff will be trained in Continuous Improvement focused on Lean processes and procedures and white belt certification. Additionally, the Company must increase manufacturing skills to improve processes to meet customer demand. Manufacturing Skills will be offered in good manufacturing practices and standard operating procedures to improve efficiency. Training will allow the Company to continue to innovate while maintaining and improving manufacturing efficiency.

Training Plan

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

Business Skills: Training will be provided to Managers in Communication, Project Management and Autoimmunity/disease states. Training will allow employees to define and create solutions that meet business needs, goals and objectives.

Continuous Improvement: Training will be provided to all occupations. Training will focus on best practices and white belt certification.

Manufacturing Skills: Training will be provided to Manufacturing & Logistics Staff focused on good manufacturing practices and standard operating procedures.

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, Manufacturing & Logistics Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Electronic Recordkeeping/LMS

Inova Diagnostics has requested to utilize its learning management system (LMS). ETP staff has reviewed and approved the Company's LMS.

Commitment to Training

In 2018, Inova Diagnostics invested \$900,000 in training at its California facility in compliance, FDA, equipment manufacturing skills, and safety trainings.

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

➤ Training Infrastructure

Training will be delivered by in-house trainers and vendors as needed. The Senior Human Resources Manager will oversee overall administration of the project. The Company's Human Resources department will collectively manage the training plan and coordinate training sessions to ensure proper record keeping procedures are in place. Inova Diagnostics has also retained California Manufacturing Technology Consultants to assist with project administration.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

California Manufacturing Technology Consultants (CMTC) in Torrance assisted with development at no charge.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Autoimmunity/Disease States (Onsite Training)
- Communication Skills (Onsite Training)
- Project Management (Onsite Training)
- Product Knowledge (Onsite Training)

CONTINUOUS IMPROVEMENT

- Lean Process Improvement (Onsite Training)
- Orientation to Continuous Improvement/Best Practices (Onsite Training)
- White Belt Training (Onsite Training)
- Work Instructions (Onsite Training)
- Operational Processes (Onsite Training)

HAZARDOUS MATERIALS

- Cut Prevention (Onsite Training)
- Emergency Action Plans (Onsite Training)
- Ergonomics Procedures (Onsite Training)
- Hazardous Waste Handling (Onsite Training)
- Lock Out Tag Out (Onsite Training)
- Personal Protective Equipment (PPE) (Onsite Training)
- Safety Programs and Procedures (Onsite Training)

MANUFACTURING SKILLS

- Good Manufacturing Practices (Document Training)
- Job Skills Process Training (Description-Comp)
- Job Specific Work Instructions (Document Training-SOP or WI Numbers)
- Manufacturing Records and Documentation (MR Numbers)
- Standard Operating Procedures (Document Training-SOP or WI Numbers)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
International Vitamin Corporation
Contract Number: ET20-0157

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 237	U.S.: 1,969	Worldwide: 3,269	
<u>Turnover Rate:</u>	15%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$179,979

Total ETP Funding
\$132,480

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Haz Mat., Lit Skills, Mmgt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills	144	08-200	0-8	\$920	\$17.70
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1: \$18.14/hr in Orange County and \$17.70/hr in Riverside County

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

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

Up to \$2.32 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Finance/Accounting/Human Resource Staff		7
Information Systems & Technologies Staff		9
Logistics & Supply Chain Staff		17
Maintenance Staff		10
Managers/Supervisors		15
Production Staff		48
Quality Staff		25
Research & Development Staff		2
Sales & Customer Service Staff		9
Service Projects Staff		2

INTRODUCTION

Founded in 1955 and headquartered in Irvine, International Vitamin Corporation (IVC), manufactures vitamins and nutritional supplements through private label, contract manufacturing and IVC's own brands. IVC receives raw materials from all over the world and processes them into tablets, soft gels, powder blends, chewables and capsules for sale and distribution. IVC produces hundreds of formulas and distributes thousands of SKUs for retailers in North America

and throughout the world. IVC's contract manufacturer services consists of research & development, formulating & stability services, brand promotion & recognition, packaging design and turn-key packaging solutions. IVC provides contract manufacturer services to national retailers in the chain drug stores, mass merchandise, warehouse club and natural products channels. IVC has contracts with Wal-Mart, Costco, Walgreens, Sam's Club, CVS, and Target.

IVC's own brands include Cran-Max, Posture-D, stress tabs, fast acting B12 and Soy Care. To meet production and distribution demand, IVC operates seven facilities in the U.S. including the Irvine headquarters and specialty manufacturing and packaging facilities located in Mira Loma CA, Greenville SC (2 facilities), Anderson SC, Irvington NJ and Philadelphia PA. Training will take place at the Irvine and Mira Loma facilities only.

Veterans Program

IVC is committed to hiring and retaining Veterans. Additionally, as job openings are filled IVC offers assistance in transitioning Veteran employees from public service to private employment.

PROJECT DETAILS

IVC is experiencing significant growth through client and product expansion, as well as through mergers and acquisitions. IVC grew their California workforce by 100% from 2017 to 2018, acquired 2 locations in 2018 and added a joint venture in 2019. The company's goal for these changes and improvements is to build capacity in the Company to deliver both high volume and flexible production solutions at the lowest operating costs and at the highest quality levels.

To execute this strategy IVC is reorganizing, streamlining and upgrading their production operations by developing and investing in smart technologies and new processes/systems. Smart technologies and new processes/systems include a new warehouse management system (Oracle), a new quality management system, an upgrade to their enterprise resources planning system and launching a new soft skills training program.

Assessments were conducted at each facility to identify how to improve productivity including reorganization of workflow and functions. Quality Staff, Logistics & Supply Chain Staff and Production Staff in California that had functions related to encapsulation, will now need to learn new processes/systems related to powder production functions. Significant training will be required at all staff levels to introduce reorganization processes, to introduce computer skills and functional usage and to improve production, efficiency and quality.

Training Plan

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

Business Skills: Training will be provided to Managers/Supervisors and Sales and Customer Service Staff to learn to be competitive in the current and expanding markets, to manage accounts as operations are improved and to sell, market and route new products and services.

Computer Skills: Training will be provided to Information Systems & Technologies Staff as internal technical assistance providers, these positions must learn to champion company changes and support new systems. This will include learning new project management skills, document control, and how to utilize systems for back office support. These trainees will participate in train-the-trainer courses to become trainers and super-users.

Continuous Improvement: Training will be provided to all occupations which will be customized by occupation and functions. All trainees will learn Lean manufacturing practices, efficiencies and

the importance of quality assurance. All trainees will learn new computer and technology skills to use the new systems being implemented.

Literacy Skills: Training will be provided to Quality Staff, Maintenance Staff, Logistics and Supply Chain Staff and Production Staff focused on vocational English instruction to support better communication between employees as well as with customers.

Management Skills: Training will be provided to Managers/Supervisors to build organizational capacity, how to communicate and team build which will be critical as the Company continues to grow, reorganize and implement efficiency strategies.

Manufacturing Skills: Training will be provided to Quality Staff, Maintenance Staff, Logistics and Supply Chain Staff and Production Staff focused on instruction and practical application of new and expanded job functions.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Productive Laboratory

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

Production Staff will receive a maximum of 60 hours of PL training. Production Staff will be instructed and coached to use equipment and machinery (i.e. filling machines, conveyor, etc.) properly, safely and efficiently to prevent loss of product, decreased productivity, or worksite injuries. Further, production lines require routine sampling that can be confusing, but is very important to ensure quality is tested and maintained. Quality Staff, Maintenance Staff, Logistics and Supply Chain Staff and Production Staff will participate in PL.

Trainers are subject-matter experts and trainees will be under direct supervision at all times. The trainer's role will be to impart knowledge, observe, verify comprehension, and submit appropriate training documentation to the training department. Training will be provided at a trainer-to-trainee ratio up to 1:3 because a percentage of PL is typically delivered in small teams of three.

Computer-Based Training (CBT)

CBT training will be provided as an extension to IVC's Class/Lab training. This additional training will ensure trainees are increasing information retention. CBT training will focus on critical Business Skills.

Commitment to Training

In 2018, IVC invested \$50,000 in training across its two California facilities in compliance trainings, FDA training, equipment manufacturing skills training, and iSpy interactive safety training.

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

➤ Training Infrastructure

Training will be delivered by in-house trainers and vendors as needed. IVC is ready to begin training upon approval. The Vice President of Corporate Quality Management & Regulatory Affairs will oversee administration of the project. IVC's Human Resources Managers will execute the training plan and coordinate training to ensure proper record keeping procedures are in place.

This team has worked closely with plant managers to develop a training plan that reflects IVC's business needs over the next two years at the California facilities.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Economic Incentives Advisory Group (EIAG) in Phoenix, Arizona, assisted with development at a cost of \$9,936.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Account Management
- Communications Skills
- Competitive Sales
- Human Resource (not CEU)
- Marketing
- Product Development/Configuration
- Project Management
- Society for Human Resource Management (SHRM) Certification
- Document Control
- Finance for Non Finance Employees
- Resolving Conflicts
- Sales and Customer Service
- Train-the-Trainer

COMPUTER SKILLS

- Advanced Excel training
- Enterprise Resource Planning (ERP) Software
- Manufacturing Resource Planning (MRP)
- Mastering Microsoft Access
- Microsoft Office Intermediate
- Oracle

CONTINUOUS IMPROVEMENT

- Best Practices on Good Manufacturing
- Lean Concepts
- Process Improvement
- Production Operations Workflow
- Project Management Essentials
- Quality Assurance and Compliance

HAZARDOUS MATERIALS

- Hazard Analysis Critical Control Point (HACCP)
- Hazardous Communication
- Hazardous Waste Management and Disposal

LITERACY SKILLS

- Vocational English as a Second Language

MANAGEMENT SKILLS (Managers and Supervisors Only)

- Building Organizational Capacity
- Coaching Skills
- Communication Best Practices
- First Time Manager Training
- HR Management Certification (not CEU)
- Key Management Skills
- Leadership Skills
- Situational Leadership

MANUFACTURING SKILLS

- Aerial Lift / Boomlift / Scissor Lift
- Analytical Testing
- Checkweighing
- Clean Out of Place Processes
- Compounding
- Computerized Inventory
- Current Good Manufacturing Practices
- Document Control
- Equipment Calibration, Operation, Maintenance & Troubleshooting
- Fork Lift
- Housekeeping and Sanitation
- Intro to Food Allergens
- Intro to Safe Quality Food Standards
- Inventory Control
- Labeling
- Material Handling Process and Control
- Metal Detection
- Microbiological testing
- Minor Ingredients and Packaging Component Training
- Mixer/compounding Training
- Packaging Operations
- Pallet Truck
- Physical Testing
- Powder Filling Technology
- Product Inspection and Release
- R&D formulation
- Sanitation Control
- Scale calibration and verification Training
- Shipping and Receiving Process and Control
- Single Serve Filling
- Water Meter Training
- Weigh Up Operations

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

PL Hours

0-60

MANUFACTURING SKILLS (1:3 Ratio)

- Aerial Lift / Boomlift / Scissor Lift
- Analytical Testing
- Checkweighing
- Computerized Inventory
- Dietary Supplement Manufacturing
- Document Control
- Equipment Calibration, Operation, Maintenance, Sanitation & Troubleshooting
- Fork Lift
- Housekeeping and Sanitation
- Inventory Control

- Labeling
- Material Handling/Shipping and Receiving
- Metal Detection
- Microbiological testing
- Minor Ingredients and Packaging Component Training
- Mixer/compounding Training
- Packaging Operations
- Pallet Truck
- Physical Testing
- Powder Filling Technology
- Product Inspection and Release
- Quality Assurance and Compliance
- R&D formulation
- Scale calibration and verification Training
- Single Serve Filling
- Water Meter Training
- Weigh Up Operations
- Welding/Cutting/Brazing

CBT Hours

0-08

BUSINESS SKILLS

- Marketing (4 hours)
- Sales (4 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE – Job CREATION

Training Proposal for:

JunoPacific, Inc. dba JunoPacific Plastics

Contract Number: ET20-0165

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Veterans Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Cruz and 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: 147	U.S.: 300	Worldwide: 300
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$179,504

Total ETP Funding
\$137,218

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	143	8-200	0-75	\$874	\$17.70
				Weighted Avg: 38			
2	Job Creation Initiative Priority Rate Retrainee	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills	10	8-200	0-75	\$874	*\$15.00
				Weighted Avg: 38			
3	Veteran Priority Rate Retrainee	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	4	8-200	0-75	\$874	\$17.70
				Weighted Avg: 38			

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

Minimum Wage by County: Job Numbers 1 & 3: San Mateo County- \$19.31 per hour and Santa Cruz County- \$17.70 per hour. Job Number 2: \$15.00 per hour for Santa Cruz County.

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

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

Job Numbers 1 & 3: up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Job Number 2: up to \$0.52 per hour may be used to meet the Post-Retention Wage

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Production Staff (Operator, Assembler)		79
Shipping & Receiving		2
Inventory and Materials		5
Technician		13
Quality		13
Administrative Staff (Buyer, Document Control)		3
Mangers & Supervisors		16
Accounting & Finance		2

Customer Service		1
Advanced Production Staff (Tool Maker, Machinist, Programmer)		5
Engineering		4
Job Number 2 (Job Creation)		
Production Staff (Operator, Assembler)		10
Job Number 3 (Veterans)		
Production Staff (Operator, Assembler)		1
Mangers & Supervisors		2
Engineering		1

INTRODUCTION

Founded in 1954 and headquartered in Anoka, MN, JunoPacific, Inc. dba JunoPacific Plastics (JunoPacific) (www.junopacific.com) is a subsidiary of Cretex Medical. JunoPacific is a medical device, development and manufacturing firm offering full product life-cycle services from prototype to high-volume manufacturing. With facilities located in Redwood City and Soquel, the Company provides a wide array of medical device services to its clients. JunoPacific's clients include medical and bio-tech companies from the Bay Area. This will be JunoPacific's first ETP-funded project. Training will be delivered at both its Redwood City and Soquel locations.

From 2019–2020, JunoPacific will invest over \$108,000 on new automated equipment, software, and training initiatives. The Company plans to implement new programs such as Routsis Training and the eDART System, which will help trainees develop advanced-processing skills and utilize data-driven injection-molding techniques. This training will continue JunoPacific's efficiency initiatives by promoting LEAN manufacturing principles through Lean Practitioner Training. Training will also focus on the Company's leaders through such courses as Principles of Leadership Excellence. ETP-funded training will upgrade the Company's workforce skills, reinforcing its trainees' career-advancement opportunities.

Veterans Program

JunoPacific has including four Veterans (Job Number 3). Even though the Company does not have a Veteran recruiting program, it actively solicits resumes with a military background by posting job openings to a diverse group of job sites targeting Veterans.

Retrainee - Job Creation

JunoPacific has committed to hiring 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition 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.

JunoPacific's hiring is needed to enhance its operations and to address business-capacity growth due to an increase in demand. In order to achieve this, the Company must reconfigure production workflow, purchase up-to-date automated machinery, and administer laborsaving software.

PROJECT DETAILS

After performing an assessment of its training needs, JunoPacific has implemented a training plan that upgrades the skills of its frontline workers to remain competitive within its industry. ETP-funded training will enable the Company to meet current quality and volume demands, while meeting training initiatives stemming from new equipment and software.

Training Plan

The following training will be delivered as Class/Lab, E-Learning, Productive Lab (PL), and computer-Based Training (CBT):

Business Skills: Training will be offered to Administrative Staff, Finance, and Managers/Supervisors to communicate more effectively and learn to manage projects. Training topics include Project Management, Product Knowledge, Communication Skills, and Principles of Leadership Excellence.

Computer Skills: Training will be offered to Administrative Staff, Finance, and Managers/Supervisors to support new systems and practice effective document control. Training topics include Customer Relationship Management Software, Enterprise Resource Planning (ERP) Software, Manufacturing Resource Planning (MRP), Moldex 3D, and Microsoft Office Intermediate.

Continuous Improvement: Training will be offered to all occupations on the principles of manufacturing and quality assurance. Training topics will include LEAN, Practitioner Training, Kaizen, and Process Improvement.

Management Skills: Training will be offered to Managers/Supervisors to build and develop organizational capacity, support advanced job skills, and improve ability to drive LEAN Principles. Training topics include Principles of Leadership Excellence and Train-the-Trainer.

Manufacturing Skills: Training will be offered to Production, Advanced Production, Technician, Engineering, Quality and Inventory/Materials staff. This training will provide industry-recognized core competencies, data-driven injection molding techniques, and instruction on operating new machinery. Training topics include Routsis, Geometric Dimensioning and Tolerance (GD&T), Process Validation and Computerized Inventory.

Productive Laboratory (PL)

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

Several of JunoPacific's courses are taught using a mixed-method approach with gradual instruction which includes PL- Manufacturing Skills as its culminating activity. PL- Manufacturing Skills drive the ability to learn, practice, and demonstrate actual knowledge, skills and abilities before the trainee becomes fully productive and independent.

Production Staff must be instructed and coached to use equipment and machinery (such as Robots, Process Control Machine, EDM, Injection Molding) properly, safely, and efficiently or else there can be loss of product, decreased productivity, or worksite injuries. Production lines require routine sampling that can be confusing, but is very important to ensure quality is tested and maintained.

Training will be delivered at a 1:3 ratio as PL training is typically done in shift groups to ensure consistency during PL-training delivery and task implementation. PL training is approximately 60 hours per trainee. PL training will be delivered by Engineering, Technician, and Production Staff.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. JunoPacific provides mandatory company-wide training, which includes legal compliance, FDA requirements, new-hire orientation, and cross-training. JunoPacific's annual training budget at its Redwood City facility is \$40,000, and \$150,000–\$200,000 at its Soquel facility.

➤ Training Infrastructure

JunoPacific's HR Manager will oversee this project with the assistance of the Operations Manager. The HR Manager will schedule the training. The Document Control Coordinator and the Compensation Manager will manage ETP-funded roster sheets and generate trainee tracking data. Additionally, JunoPacific has hired a third-party consultant, Economic Incentives Advisory Group (EIAG), to assist with administration. JunoPacific has a detailed training schedule in place and is ready to begin training upon approval.

Impact/Outcome

ETP-training courses in Lean Practitioner Training, Kaizen, and Process Improvement will lead to an in-house certificate that expands employment opportunities.

Temporary to Permanent Hiring

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

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training. 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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Economic Incentives Advisory Group (EIAG) of Phoenix, AZ assisted in the development of this proposal for a flat fee of \$10,290.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

MRA—The Management Association of Waukesha, WI has been retained to provide Management Skills and Business Skills training, totaling \$17,000. Other trainers will be identified as they are retained.

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project Management
- Product Knowledge
- Communication Skills
- Principles of Leadership Excellence

COMPUTER SKILLS

- Enterprise Resource Planning (ERP) Software
- Manufacturing Resource Planning (MRP)
- Moldex 3D
- Microsoft Office Intermediate
- Customer Relationship Management Software

CONTINUOUS IMPROVEMENT

- LEAN
- Lean Practitioner Training
- Kaizen
- Process Improvement

MANAGEMENT SKILLS (management trainees only)

- Principles of Leadership Excellence
- Train-the-Trainer

MANUFACTURING SKILLS

- Routsis
- Geometric Dimensioning and Tolerancing (GD&T)
- Statistics
- Process Validation
- Clean Room Training
- Computerized Inventory
- Current Good Manufacturing Practices
- Equipment Operation, Maintenance & Troubleshooting
- Fork Lift
- Housekeeping
- Labeling Systems
- Material Handling / Shipping
- New Equipment Line

Productive Lab (PL) Hours

0–60

PL- MANUFACTURING SKILLS (limited ratio 1:3)

- Routsis Training
- Computerized Inventory
- Equipment Operation, Maintenance & Troubleshooting
- Fork Lift
- Labeling Systems

CBT Hours

0–75

MANUFACTURING SKILLS

- Injection Molding Professional Certification Test - Level 1 (1.5 hours)
- 0101c An Introduction to Injection Molding (1 hour)
- 0201c The Injection Molding Machine (1 hour)
- 0202c The Injection Molding Process (1 hour)
- 0203c The Injection Mold (1 hour)
- 0204c Understanding Plastics Materials (1 hour)
- 0205c Establishing a Scientific Injection Molding Process (1.25 hours)
- 0301c Math for Scientific Molders - Part 1 (1.25 hours)
- 0401c Material Drying Technology - Part 1 (1 hour)
- 0501s Using a GoNoGo Gauge (.15 hours)
- 0502s Using Pin Gauges (.15 hours)
- 0503s Using Thickness Gauges (.15 hours)
- 0504s Using Gauge Blocks (.15 hours)
- 0505s Using a Linear Indicator (.15 hours)
- 0601s Slide Calipers for Outside Measurement (.15 hours)
- 0602s Slide Calipers for Inside Measurement (.15 hours)
- 0603s Slide Calipers for Depth Measurement (.15 hours)
- 0604s Field Checking Slide Calipers (.25 hours)
- 0701c Processing Parameters for Scientific Molders – Introduction (1 hour)
- 0702c Processing Parameters for Scientific Molders – Process (1.25 hours)
- 0703c Processing Parameters for Scientific Molders - Part Removal (1 hour)
- 0901c Understanding Electric Injection Molding Machines (1 hour)
- 1001c Injection Mold Maintenance (1 hour)
- 1002c Injection Mold Setup - Part 1 – Removal (1.25 hours)
- 1003c Injection Mold Setup - Part 2 – Installation (1.25 hours)
- 1101s SkillSet Mold Opening (.15 hours)
- 1102s SkillSet Part Ejection (.15 hours)
- 1103s SkillSet Mold Closing (.15 hours)
- 1104s SkillSet Mold Protect Force (.15 hours)
- 1201c Automation and Robotics for Scientific Molding - Part 1 (.75 hours)
- 1202c Automation and Robotics for Scientific Molding - Part 2 (1 hour)
- 1301c Process Documentation for Scientific Molding (1 hour)
- 1401s SkillSet Melt Temperature Measurement (.15 hours)
- 1402s SkillSet Mold Temperature Measurement (.15 hours)
- 1403s SkillSet Process Documentation (.25 hours)
- 1501s The 5S System - Step 1 – Sorting (.25 hours)

- 1502s The 5S System - Step 2 – Straightening (.25 hours)
- 1503s The 5S System - Step 3 – Sweeping (.25 hours)
- 1504s The 5S System - Step 4 – Standardizing (.25 hours)
- 1505s The 5S System - Step 5 – Sustaining (.25 hours)
- 1601c Processing with Electric Injection Molding Machines (1 hour)
- 1701s SkillSet 1st Stage Injection Speed (.25 hours)
- 1702s SkillSet 1st Stage Injection Transfer (.15 hours)
- 1703s SkillSet 1st Stage Injection Pressure (.15 hours)
- 1704s SkillSet 1st Stage Injection Time (.15 hours)
- 1801s SkillSet 2nd Stage Packing Pressure (.15 hours)
- 1802s SkillSet 2nd Stage Packing Time (.25 hours)
- 1803s SkillSet 2nd Stage Final Cushion (.25 hours)
- 1804s SkillSet 2nd Stage Clamp Force (.15 hours)
- 1901s SkillSet Screw Recovery Time (.15 hours)
- 2001c Injection Molding Machine Maintenance (1 hour)
- 2101s SkillSet 1st Stage Check Ring (.25 hours)
- 2201c Scientific Troubleshooting - Part 1 – Introduction (1 hour)
- 2202c Scientific Troubleshooting - Part 2 – Visual Defects (1.5 hours)
- 2203c Scientific Troubleshooting - Part 3 – Dimensional Defects (1 hour)
- 2204c Scientific Troubleshooting - Part 4 – Material & Cycle Defects (1 hour)
- 2301c Introduction to Engineering Drawings (.75 hours)
- 2302c Multiview Drawings (.75 hours)
- 2303c Sectional Views (.75 hours)
- 2304c Dimensions and Tolerances - Part 1 (.75 hours)
- 2305c Dimensions and Tolerances - Part 2 (.75 hours)
- 2306c Part Feature Specifications (.75 hours)
- 2401s Using an Outside Micrometer (.15 hours)
- 2402s Field Checking an Outside Micrometer (.25 hours)
- 2501s Using a Depth Gauge (.15 hours)
- 2502s Using a Height Gauge (.15 hours)
- 2503s Field Checking a Depth Gauge (.15 hours)
- 2504s Field Checking a Height Gauge (.15 hours)
- 2601c Material Drying Technology - Part 2 (1 hour)
- 2602c Injection Molding Hydraulics - Part 1 (1.5 hours)
- 2603c Injection Molding Hydraulics - Part 2 (.75 hours)
- 2604c Process Control Systems (.75 hours)
- 2701s SkillSet Measuring Mold Deflection (.25 hours)
- 2702s SkillSet Measuring Platen Deflection (.25 hours)
- 2801s Using an Inside Micrometer (.15 hours)
- 2802s Using a Depth Micrometer (.15 hours)
- 2803s Field Checking an Inside Micrometer (.25 hours)
- 2804s Field Checking a Depth Micrometer (.25 hours)
- 2901s Using a Dial Bore Gauge (.15 hours)
- 2902s Using a Telescoping or Hole Gauge (.15 hours)
- 3001c Injection Mold Fundamentals (1 hour)
- 3002c Mold Machining Methods - Part 1 (1 hour)
- 3003c Mold Machining Methods - Part 2 (1 hour)
- 3004c 2-Plate - 3-Plate - Hot Runner Molds (1 hour)
- 3005c Mold Bases - Tool Steels - Heat Treating (1 hour)
- 3006c External and Internal Actions (1 hour)

- 3007c Ejection - Venting – Cooling (1 hour)
- 3008c Part Gating Methods (1 hour)
- 3009c Runners - Filling Software – Design Process (1 hour)
- 3101c Purging for Scientific Molders – Compounds (1 hour)
- 3102c Purging for Scientific Molders – Analysis (.5 hours)
- 3201c Math for Scientific Molders - Part 2 (1.25 hours)
- 3202c Processing For Profit (1 hour)
- 3203c RJGs eDART (1 hour)
- 3301s SkillSet 1st Stage Fill Progression (.15 hours)
- 3302s SkillSet 1st Stage Rheology Curve (.25 hours)
- 3303s SkillSet 1st Stage Cavity Imbalance (.25 hours)
- 3304s SkillSet Coolant Temperature (.15 hours)
- 3305s SkillSet Cooling Time (.15 hours)
- 3306s SkillSet Rear Zone Temperature (.25 hours)
- 3307s SkillSet Comparative Rheology (.25 hours)
- 3401c GD&T Basic Principles (.75 hours)
- 3402c Interpreting GD&T Symbols (.75 hours)
- 3403c Form and Orientation Tolerances (.75 hours)
- 3404c Profile - Runout and Location Tolerances (.75 hours)
- 3501c Product Development & the Prototype Process (1 hour)
- 3502c Mechanical Behavior of Polymers (1 hour)
- 3503c Mold Filling - Gating & Weld Lines (1 hour)
- 3504c Shrinkage - Warpage - & Ejection (1 hour)
- 3505c Mechanical Fasteners - Press & Snap Fits (1 hour)
- 3506c Welding & Adhesives Bonding Technology (1 hour)
- 3601c Introduction to DECOUPLED MOLDING (1 hour)
- 3602c DECOUPLED MOLDING Techniques (1 hour)
- 3603c Reading and Interpreting Data (1 hour)
- 3604c Systematic Troubleshooting (1 hour)
- 3605c Intelligent Molder - Part 1 - Machine Evaluation (1 hour)
- 3606c Intelligent Molder - Part 2 - Mold Evaluation (1 hour)
- 3607c Intelligent Molder - Part 3 - Process Evaluation (1 hour)

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

LogicMonitor, Inc.

Contract Number: ET20-0146

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Barbara	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: 127	U.S.: 293	Worldwide: 393
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$269,685

Total ETP Funding
\$134,550

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr.	120	8-200	0	\$897	\$17.70
				Weighted Avg: 39			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr.	30	8-200	0	\$897	\$15.00
				Weighted Avg: 39			

Minimum Wage by County: Job Number 1: \$17.70 per hour for Santa Barbara County
Job Number 2 (Job Creation): \$15.00 per hour) for Santa Barbara 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 \$1.70 per hour may be used to meet the Post-Retention Wage for Job Number 1

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Research & Development Staff		38
Sales Staff		29
Marketing Staff		11
General & Administrative Staff		25
Manager/Supervisor Staff		17
Job Number 2		
Research & Development Staff		10
Sales Staff		8
Marketing Staff		2
General & Administrative Staff		5
Manager/Supervisor Staff		5

INTRODUCTION

Founded in 2007, LogicMonitor, Inc. (LogicMonitor) (www.logicmonitor.com) designs, develops and monitors a software platform that provides a unified infrastructure, services and applications on-premises, in data centers and in the cloud. The Company's main business is categorized into

three segments: Enterprises IT (focus in internal IT team with small, medium and enterprise scale companies); Market Service Providers (provide business and IT services to multiple clients); and WebTech (services for companies that live entirely in the cloud). The LogicMonitor platform allows customers to monitor and manage virtually anything and anywhere to avoid outages, reduce time needed to resolve issues in minutes and control costs effectively. LogicMonitor's sophisticated technologies are built for customers in all industries, which include dairy farmers (who monitor their cows' food and water consumption and track for disease), food chains (who monitor their refrigerators and deep fryers to ensure they are up to health code), fashion industry, universities and institutions, newspapers, banks, health care, and technology services (who monitor their websites, networks, servers, and applications to prevent service downtime, outages, or other infrastructure issues).

Headquartered in Santa Barbara, the Company has offices located in Texas, Massachusetts, New York, England, Singapore and Australia. This will be LogicMonitor's first ETP Contract. This training proposal will target workers at Santa Barbara where all training will take place.

Veterans Program

LogicMonitor recruits Veterans. However, the Company is not requesting specific inclusion of Veterans in this program.

PROJECT DETAILS

LogicMonitor is operating in a highly competitive technology industry. The Company strives to meet customers' expectations and demands by delivering the best software platform and services in a constantly changing environment. The Company's goal is to provide workers with the necessary technical skills required to integrate new services and products, adapt to new technologies and systems, develop more innovative products, exceed customer expectations, design a quick respond time and reduce costs. Training will help workers will gain the skills and experience needed for optimal job performance, career advancement, attract new customers and promote and support continued growth.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage. The Company will hire 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. These trainees will be hired into "net new jobs" as a condition of contract.

LogicMonitor has experienced a 50% growth in revenue annually over the past three years and expects another 50% for this coming year. To keep up with this business increase, the Company will expand its existing Santa Barbara office and hire 50 new employees over the next two years. However, the Company requests funding to train 30 net new employees (Job Number 2) including Research & Development Staff, Sales Staff, Marketing Staff, General & Administrative Staff and Manager/Supervisor. Business growth and facility expansion require retraining of existing employees, and hiring and training of new employees to keep up with the increase in business and service level.

Training Plan

Classroom/Laboratory and Videoconference training will be provided in the following:

Business Skills: Training will be offered to all occupations and include customer service, project management, product knowledge, organization and overall business functions, to improve job performance.

Computer Skills: This training will be offered to all occupations in 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. A large percentage (70%) of Computer Skills will be provided to all occupations.

Continuous Improvement: Training will be offered to all occupations to promote teamwork, problem solving, improve services and processes that will help save time and enhance delivery processes.

Commitment to Training

LogicMonitor has an annual training budget of approximately \$108,087 for Santa Barbara. Training consists of new hire orientation, mandated training, basic and advanced computer skills, business and leadership skills, product knowledge and continuous improvement training. Training is delivered via class/lab, CBT and on-the-job training; and all training is both job specific and company-wide. ETP funding will support the Company's ongoing financial commitment in training. After the completion of the ETP program, the Company will continue to focus on developing and upgrading employee abilities and ensuring that employees have the skills sets needed to be successful and career oriented. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house staff and vendors if needed. LogicMonitor has designated a team that includes a Learning & Development Generalist, a HR Director and a HR Coordinator to oversee ETP training and all administrative responsibilities including enrollment, recording, tracking and scheduling training, securing rosters and ensuring compliance with all ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business, Financial & Organizational Acumen
- Project Management
- Communication Skills
- Interpersonal Skills
- Negotiating Skills
- Conflict Management
- Customer Service
- Sales
- Product Training
- Motivation
- Coaching

COMPUTER SKILLS

- AdminApp
- Adobe Creative Cloud
- Asana
- Atlassian
- Amazon Web Services
- BackBlaze
- Bing Ad
- BrightSign
- Calendly
- Cirrus Insight
- Cloudshare
- Dialpad
- Drift
- Dynamic Signal
- Expensify
- FiveTran
- FloQast
- Gainsight
- Google Analytics
- Google AdWords
- GoToWebinar
- Greenhouse
- Harvest
- InsightSquared
- Internal Content Portal
- Jamf
- Jet Brains
- Juniper Networks
- LinkedIn Sales Navigator
- LinkedIn Learning

- LM CERT
- Looker
- Marketo
- Merikai
- Microsoft Azure
- Namely
- Okta
- Outreach
- Pendo
- Printfection
- QA AdminApp
- QAUAT
- RegistryUI
- ROI Shop
- Salesforce
- Scenario Lab
- Sendoso
- Skilljar
- Slack
- Smartsheet
- Snagit
- SnapEngage
- Snowflake
- Standuply
- SumoLogic
- Twillio
- Wistia
- YouEarnedIt
- ZenDesk
- Zoom
- Zuora

CONTINUOUS IMPROVEMENT

- Problem Solving
- Teambuilding
- Decision Making
- Leadership Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Owens Design Incorporated
Contract Number: ET20-0185

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: B. China

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	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: 81	U.S.: 81	Worldwide: 81	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	20%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$153,250

Total ETP Funding
\$145,360

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Continuous Improvement, Computer Skills, Management Skills, Manufacturing Skills, PL- Manufacturing Skills	80	8-200	0	\$1,817	\$19.31
				Weighted Avg: 79			

Minimum Wage by County: \$19.31 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 \$1.56 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		11
Engineers		21
Managers / Supervisors		4
Marketing / Sales Staff		2
Technicians		24
Senior Managers		12
Team Leads		6

INTRODUCTION

Founded in 1983, Owens Design Incorporated (Owens Design) (www.owensdesign.com) is a full-service contract manufacturer that designs, manufactures, assembles, and tests capital equipment (machinery and robotics) for Original Equipment Manufacturers (OEMs) across various industries. Owens Design's products include wafer, hard-disk (handling) equipment, and cleaning-solutions systems used by OEMs to manufacture solar cells and panels, hybrid energy for electric vehicles (EV), computer games, and hard-disk storage. ETP-funded training will be delivered at its two facilities in Fremont and approved vendor sites in California.

The Company serves domestic and international large OEMs and small to medium sized supply-chain manufacturers. Clients include: Tesla, Thermo Fisher, Lam Research, Applied Materials, Cepheid, Flextronics, KLA-Tencor, MiaSole, Bloom, Seagate, Western Digital, and Veeco.

This will be Owens Design's fifth ETP project, it's second in the last five years. Previous Projects assisted Owens Design in entering new industries such as Light Emitting Diodes, Solar and Nanotechnology, bringing its consumer-electronic manufacturing back to the U.S. while attaining industry advancements. In this proposal, workers will receive training on new laser technology, leadership and management, and lean manufacturing among other skill-competency training. No training will be duplicated for trainees who participated in prior ETP-funded training.

Veterans Program

Owens Design does not currently have a formal veterans-outreach program, but several of the Company's long-tenured employees are veterans and have been with the Company for 10–20 years.

PROJECT DETAILS

ETP funds will enable Owens Design to meet industry demand for current and new products and advance its product line and facilities to meet the hi-tech and quality expectations of customers.

Training Plan

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

Business Skills: This training will be offered to Administrative Support Staff, Engineers, Managers, and Marketing and Sales Staff. Courses include Program Management, Communication Skills, and Sales and Marketing for New Products, Industries, and Processes.

Computer Skills: This training will be offered to Engineers and Technicians. Courses include Computer Aided Drafting (CAD) and Computer Aided Manufacturing (CAM) Systems, GrabCAD, GitHub, and Robotic Controls Systems.

Continuous Improvement: This training will be offered to Engineers, Technicians, Managers and Team Leads. Courses include updated ISO (9001 and 13495) certification, Lean Manufacturing, and Team Building.

Manufacturing Skills: This training will be offered to Technicians and Team Leads. Courses include Standard Operating Procedures and Equipment Operation.

Management Skills: This training will be offered to Managers and Team Leads. Courses include Leadership Development, Entrepreneurial Workplace Development, Situational Leadership for Managers and Leads, Leadership and Management Training – Leads, and Interpersonal Skills courses.

Productive Lab (PL) - Manufacturing Skills

Approximately, 65 employees (Engineers, Team Leads, Supervisors, Senior Managers, Marketing/Sales Staff, and Technicians) will receive PL training on new and/or improved manufacturing processes and equipment. Courses will include Design and Engineering, Equipment Operations, and Production Skills. Each trainee will receive an estimate of 20 hours of PL training.

As certain functions can only be performed in a live setting and are not available in a simulated-lab environment, PL training is needed in Manufacturing Skills for hands-on demonstration of the proper way to navigate and implement new products. This is specifically required for Owens Design's 'Advanced Techniques for Laser Technology' training.

PL training will be delivered in small groups at a 1:3 trainer-to-trainee ratio due to the following factors:

Limited equipment. As Owens Design is still in the process of purchasing laser equipment, training will be delivered at their training partner's (Turner Laser Systems) site or/and at Owens Design's production floors. All training will be done on products going to Owens Design's customers.

Teams needed to operate equipment. During production, employees form small groups tasked with: setting up the laser equipment, performing calibration, integration quality checks and providing proof of concept to customer's specifications. PL training will be performed in small groups as more than one trainee is needed for setup and calibration of the laser equipment.

Impact/Outcome

Since Owens Design's ISO 9001: 2015 certification will expire in 2020, ETP funds will be used to training staff in the latest ISO requirements and deliver updates on its ISO 13485 certification to maintain its customer base. ETP training will also result in workers receiving the following skills' certifications that are transferrable in the industry:

- MS Office (Advanced) Certification
- CAD (programs-related) Certification
- Lean and 6S Certification
- Leadership Development Certification

Commitment to Training

Owens Design has an annual California-training budget of \$200,000. Additionally, the Company awards up to \$2,500 annually to each employee for approved personal-development training as part its employee-development program. The training is typically professional in nature and may result in certifications transferrable in the industry. 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

Owens Design's Director of Human Resource (dedicated administrator) will oversee administration, coordination of training. An AP Clerk will assist with the collection and verification of training rosters. Approximately 15 (in-house) trainers will be used to deliver the ETP training.

Training Vendor Limitation

The Panel's Training Vendor Limitation prohibits any vendor/subcontractor from providing both training and project development/administration services. Exceptions to this rule may be allowed on a case-by-case basis, as approved by Executive Staff. In this project, the Contractor will provide all of the administrative duties required under the Contract. However, Manex will provide development services and some training.

Manex is the Northern CA Regional Operations Center for the Manufacturing Extension Program (MEP) that is under the National Institute of Standards and Technology (NIST), a division of the Department of Commerce (DOC). Given Manex will be providing approximately 21% of the total ETP-funded training being provided, the Panel's intent to prohibit large-monetary gain by one entity (in excess of Panel funding caps) will not be violated.

RECOMMENDATION

Staff recommends approval of this proposal.

Request for 2-Year ETP Contract

Due to the Company's training plan that will include 80 of its 81 employees, it is requesting a two-year Contract. Owens Design has been successful in similarly aggressive training plans in the past, earning 100% reimbursement on its last Contract.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0113	Fremont	7/29/13 – 7/28/15	\$97,760	\$97,760 (100%)

DEVELOPMENT SERVICES

Owens Design retained Manex Consulting in San Ramon to assist with development of this proposal for a flat fee of \$14,513.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Manex Consulting of San Ramon, CA has been retained to provide Strategic Planning and Continuous Improvement training for a fee of \$31,000.

Ohlone College of Fremont, CA has been retained to provide Business Skills, Management Skills, and Continuous Improvement training for a fee of \$5,000.

Turner Laser Systems of Fremont, CA has been retained to provide Manufacturing Skills and PL–Manufacturing Skills training for a fee of \$39,000.

Other vendors will be identified for ETP record-keeping purposes as they are retained.

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Program Management
- Enterprise Resource Planning
- Manufacturing Requirements Planning
- Forecasting and Scheduling
- Budgeting
- Customer / Contract Management Skills
- Advanced Microsoft Office
- Spreadsheets / Pivot Tables
- Effective Negotiation Skills
- Communication Skills
- Strategic Planning and Account Management (SIMP)
- Economic Order Purchasing and Buyer Skills
- Sales & Marketing for New Products, Industries, and Processes
 - Robotics Equipment Manufacturing
 - Laser Equipment Manufacturing

COMPUTER SKILLS

- Computer Aided Drafting (CAD) Systems
- Computer Aided Manufacturing (CAM) Systems
- GrabCAD (Hardware Development Platform)
- Programmable Logic Controller (PLC) Systems
- Robotic Controls and Systems
- GitHub (Software Development Platform)

CONTINUOUS IMPROVEMENT

- Lean Manufacturing
- ISO 9001: 2015
- ISO 13495: 2018
- Introduction to Lean Manufacturing
- Lean Manufacturing Programs
- Team Building
- Root Cause Corrective Action
- Quality Systems and Standards
- Fluid Flow Analysis
- Laser Technology
- Laser Systems / Controls
- Thermal Analysis

MANAGEMENT SKILLS

- Leadership Development
- Entrepreneurial Workplace Development
- Situational Leadership for Managers and Leads
- Leadership and Management Training – Leads
- Interpersonal Skills

MANUFACTURING SKILLS

- Standard Operating Procedures
- Equipment Operation

Productive Lab (PL) Hours

0-20

MANUFACTURING SKILLS (1:3 Ratio)

- Advanced Techniques for Laser Technology
 - Design & Engineering
 - Equipment Operations
 - Production Skills

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Riverside County Economic Development Agency

Contract Number: ET20-0187

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Services (61,71,72,81,92) Transportation and Warehousing (48-49) Construction (23) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$155,940		\$10,848 8%		\$166,788

In-Kind Contribution:	50% of Total ETP Funding Required	\$132,204
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr, HAZMAT, HAZWOPER, Literacy Skills, Management Skills, Manufacturing Skills	146	8 - 200	0	\$738	\$17.70
				Weighted Avg: 30			
2	Retrainee SB <100	Business Skills, Computer Skills, Continuous Impr, HAZMAT, HAZWOPER, Literacy Skills, Management Skills, Manufacturing Skills	80	8 - 200	0	\$738	\$17.70
				Weighted Avg: 30			

Minimum Wage by County: \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 per hour for Riverside and San Bernardino.

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	Wage Range	Estimated # of Trainees
Administrative Staff, Technician		30
Production Staff		79
Mechanic, Manufacturing Technician		18
Manufacturing Engineer		20
Frontline Production Supervisor		42
Manager		37

INTRODUCTION

Founded in 1994, Riverside County Economic Development Agency (RivCo EDA) oversees Workforce Innovation and Opportunity Act (WIOA) employment training and career services for over 55,000 businesses and over 2 million residents in Riverside County. RivCo EDA promotes economic and community development through programs including Community Development, Job Training, Employer Services, and Community Development Block Grants.

Located in Riverside, the Agency provides employment and training services to workers through three full-service Workforce Development Centers, satellite offices, and partnering subcontractor

facilities. RivCo EDA also provides leadership to the workforce development system by linking resources, people, businesses, and education, resulting in a globally competitive workforce.

Since 2004, RivCo EDA has provided ETP-funded training to a cadre of employers, allowing companies to actively engage with the Agency's training program as a vital resource to their recruitment and retention efforts.

This will be RivCo EDA's tenth ETP Agreement, the fourth in the last five years. Through these Agreements, the Agency continues to serve manufacturing, logistics, warehouse, distribution, and construction companies in the Los Angeles, Orange, Riverside, and San Bernardino Counties. RivCo EDA is eligible as a local Workforce Development Board.

Veterans Program

RivCo EDA currently has a separate program for Veterans, the Riverside County Veteran's Employment-Related Assistance Program (RivCoVEAP), under WIOA. The program serves separated veterans, disabled veterans, campaign veterans, Gulf War-era II veterans, and/or veterans with significant barriers and eligible spouses. The overarching goal of RivCoVEAP is to provide an effective and comprehensive delivery system that addresses the complex employment challenges facing veterans as they transition into civilian employment.

Although the aforementioned program is not connected with this proposal, RivCo EDA will continue to align resources and its overall commitment to partner with participating employers in training its Veteran population.

PROJECT DETAILS

Employer Demand/Core Group of Employers

The core group of employers identified business operational needs and completed recent training assessments. Employers identified increased pressure to reduce costs and improve quality and productivity as a major hurdle to remain competitive in the global economy. Further, companies that provide manufacturing, logistics and technology services are in direct competition with out-of-state providers offering the same service.

In this proposal, all participating employers have been screened for ETP eligibility. RivCo EDA has requested ETP funding for 226 Retraitees and has current demand for 231 trainees in priority industry employers. Two participating employers listed are included in the University of California, Riverside – Extension's (UCR-Extension) proposal before the Panel.

Although the core group of employers consists of large businesses, RivCo EDA will also include a Job Number for small business companies.

Training Plan

The confirmed core group of employers mentioned above represents 100% of the requested funding. Some employers may have participated or will participate in other MEC contracts; however, RivCo EDA confirms that no trainees will receive duplicative training in any subject matter.

Training will be delivered 80% at a participating contractor's site and 20% at the training provider's campus in Riverside. Training will commence upon contract approval and will be provided in the following types of training respective to the employers' workforce needs:

Business Skills – Training topics include Project Management, Construction Management, Leadership Skills for Frontline Workers, Communication Skills, Business Writing, Customer Service Skills, and Organizational Behavior.

Computer Skills – Training topics include applications skills in Windows, MS Project, MS Office, and Shipping Solutions or Related Logistics Software.

Continuous Improvement – Training topics include Process Improvement, Problem Solving/Decision Making, Team Building Skills, Quality Control Concepts, Total Quality Management (TQM) Tools, Lean Manufacturing Concepts, 5S, Internal Auditing, Facilities Management and Operations, Risk Management, Lean Six Sigma, Project Scheduling, New Product Development, ISO 9000-9001/AS9100, SMART Goals, Flow Charts, and Effective Listening Skills.

Literacy Skills – Training topics include Vocational English as a Second Language; Reading, Writing, Speaking, and Comprehending Simultaneously; Introduction to and Comprehension of Work Products; Writing Correct Sentences; Pronunciation Skills; Reading and Comprehension Skills; Speaking and Understanding Spoken English; Work Related Communication Skills; Completing Work Forms and Writing Notes; and Spelling, Phonics, and Capitalization.

Management Skills – Training topics include Leadership Skills for Managers, Motivating/Coaching, Conflict Management, Managing Differences, Change Management, Delegation Skills, Team Building Skills, and Coaching and Mentoring Skills.

Manufacturing Skills – Training topics include Manufacturing Processes, Construction Drawings for Building Trade, Blue Print Reading, Material Handling/Storage, Equipment Operation, Shop Math, Variance Calculations, Walking/Working Surfaces, Toxic and Hazardous Materials, and Tolerances.

Certified Safety Training

➤ **Hazardous Materials (HAZMAT)**

This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. HazMat training has oversight by the Department of Transportation (CalTRANS in California). 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.

➤ **Hazardous Waste Operations and Emergency Response (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.

Curriculum Development

The core group of employers has identified their business operational needs and completed recent training assessments. These employers identified training topics that are critical to improving staff skill sets to increase productivity and meet their business needs. Some curriculum courses are repeated from prior Agreements. However, no trainees among the previous participating employers will receive the same level of training in the same skills.

To ensure employer need and commitment, RivCo EDA, with the help of its training provider, UCR-Extension, revised its employer needs analysis to include task analysis and questions targeted to measure each employer's training needs and commitment to send employees to training and to anticipate post-training employee job skill enhancements. Targeted employers were instructed that training must be planned around current production and staffing needs in order to gain the employee skills identified in the needs analysis. RivCo EDA's training provider meets with participating employers and prepares a customized training plan.

Marketing and Support Costs

As a local One-Stop provider, under WIOA regulations, RivCo EDA is responsible for managing formal business relationships with mandated partners. The Agency participates and works with local community organizations to provide workforce related services to jobseekers and businesses. Some of these organizations include Chambers of Commerce, Small Business Administration, Goodwill Industries, Manufacturer's Council, Community Access Center, United Way, Salvation Army, Riverside Community College, Housing Authority, Department of Veteran's Affairs, and Department of Rehabilitation.

RivCo EDA uses direct marketing, e-mail campaigns, local newspaper advertising, flyers, website, and telemarketing notification of available training services to employers and business organizations in its service area. The Agency, with the assistance of UCR-Extension, will continue to market to potential participating employers throughout the contract, as may be needed to maintain 100% participation.

RivCo EDA requests 8% support costs which will also cover needs analysis and training plan development. Support costs will be divided equally between RivCo EDA and UCR-Extension.

Commitment to Training

Participating employers will continue to provide training required by law, informal on-the-job training in work processes and procedures, and other formal training. Training varies by employer but includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training.

Training under this proposal is supplemental and that ETP funds will not displace the existing financial commitment to training by participating employers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

RivCo EDA has a dedicated team of two fulltime staff members (Acting Principal Development Specialist and Assistant Regional Manager, Business Solutions Team) dedicated to market the ETP program, recruit ETP-eligible employers, assess training needs, schedule training, and manage and oversee the overall administration of the proposed ETP contract.

The Agency's Project Administrator will be responsible for coordinating the administration of this ETP-funded training plan. In addition, one UCR-Extension staff member will assist with administration activities, which will include marketing, employer needs assessments, and scheduling of class/lab training. RivCoEDA and UCR-Extension evenly splits earned ETP payment reimbursement for administration.

Trainer Qualifications

As a Workforce Investment Board, RivCo EDA does not employ staff qualified to deliver the proposed training topics. Therefore, RivCo EDA has retained UCR-Extension to meet with each company to conduct employer needs assessment. An instructor will be selected from UCR-Extension's pool of trainers. UCR-Extension has provided all instructors for RivCo EDA's past ETP Agreements. RivCo EDA representatives report a history of positive employer feedback regarding the quality of training by UCR-Extension.

UCR-Extension will provide all training for this project, based on each individual employer's needs analysis for the proposed training plan. The trainers will be employees of the college and will have, at minimum, bachelor's degrees from accredited colleges as well as experience in their respective area of expertise. All trainer resumes and qualifications will be approved by the UCR Academic Review Board.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by RivCo EDA under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0414*	Multiple	4/1/2017– 3/31/2019	\$244,315	\$167,493 (69%)
ET16-0213	Multiple	12/31/2015– 12/30/2017	\$75,362	\$72,926 (97%)
ET14-0108	Multiple	9/3/2013 – 9/2/2015	\$75,778	\$60,869 (80%)

*ET17-0414: According to the RivCo EDA representative, the primary factor behind the prior performance was because it had anticipated a large business in the healthcare industry to participate in the training plan. However, due to unforeseen circumstances, the company decided not to participate. During this time, it was not feasible to recruit additional ETP-eligible employers because it was close to the end of the contract term; therefore, not sufficient time to complete training and retention. Consequently, RivCo EDA was unable to earn the maximum funding under this contract.

Accordingly, this project has been right-sized to \$166,788 to more closely mirror earnings in its prior ETP contract. Rivco EDA is committed to ensuring that it has sufficient employer demand by continually marketing the ETP program, as well as deliver the training plan and complete retention period within the term of the proposed contract, in order to earn 100% of funds under this project.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

RivCo EDA retained UCR-Extension in Riverside as a training vendor in connection with this proposal. UCR-Extension will provide various skills training particularly in product development, process improvement, lean manufacturing, communication, customer service, management, construction management, and literacy for all trainees for \$134,598.

Note: UCR-Extension is also coming to the November 1, 2019 Panel with its own ETP Agreement. However, UCR-Extension has committed the training resources necessary to fulfill its commitment to RivCo EDA. Although the participating employers could be shared, any single trainee will not participate in training at the same time. Whereas, the retention period will need to be met in one Agreement before proceeding with training in another ETP Agreement.








Exhibit B: Menu Curriculum

Class/Lab Hours








8 – 200

Trainees may receive any of the following:



















BUSINESS SKILLS

-  Project Management
-  Construction Management
-  Leadership Skills for Frontline Workers
-  Communication Skills
-  Business Writing
-  Customer Service Skills
-  Organizational Behavior









COMPUTER SKILLS

-  Windows (Intermediate/Advanced)
-  MS Project
-  MS Office (Beginning, Small Business only)
-  MS Office (Intermediate/Advanced)
-  Internet Usage (Small businesses only)
-  Information Technology Security
-  Shipping Solutions or Related Logistics Software

CONTINUOUS IMPROVEMENT

-  Process Improvement
-  Problem Solving/Decision Making
-  Team Building Skills
-  Quality Control Concepts
-  Total Quality Management (TQM) Tools
-  Lean Manufacturing Concepts
-  5S (Sort, Straighten, Sweep, Standardize, Sustain)
-  Internal Auditing
-  Facilities Management and Operations
-  Risk Management
-  Energy Management
-  Lean Six Sigma (Greenbelt)
-  Project Scheduling
-  New Product Development
-  ISO 9000-9001/AS9100
-  SMART Goals
-  Flow Charts
-  Effective Listening Skills

HAZARDOUS MATERIALS (HAZMAT)

-  Hazardous Materials Tables
-  Hazardous Materials Classifications
-  Packing
-  Marking
-  Labeling
-  Loading and Storage
-  Placarding
-  Shipping Documents

- ✚ Hazardous Waste
- ✚ Incident Recording

HAZARDOUS WASTE OPERATIONS AND EMERGENCY RESPONSE (HAZWOPER) – Instructor/s must be certified by Cal-OSHA

- ✚ HAZWOPER

LITERACY SKILLS*

- ✚ Vocational English as a Second Language
- ✚ Reading, Writing, Speaking, and Comprehending Simultaneously
- ✚ Introduction to and Comprehension of Work Products
- ✚ Writing Correct Sentences
- ✚ Pronunciation Skills
- ✚ Reading and Comprehension Skills
- ✚ Speaking and Understanding Spoken English
- ✚ Work Related Communication Skills
- ✚ Completing Work Forms and Writing Notes
- ✚ Spelling, Phonics, and Capitalization

MANAGEMENT SKILLS (management trainees only)

- ✚ Leadership Skills for Managers
- ✚ Motivating/Coaching
- ✚ Conflict Management
- ✚ Managing Differences
- ✚ Change Management
- ✚ Delegation Skills
- ✚ Team Building Skills
- ✚ Coaching and Mentoring Skills

MANUFACTURING SKILLS

- ✚ Manufacturing Processes
- ✚ Construction Drawings for Building Trade
- ✚ Blue Print Reading
- ✚ Material Handling/Storage
- ✚ Equipment Operation
- ✚ Shop Math
- ✚ Variance Calculations
- ✚ Walking/Working Surfaces
- ✚ Toxic and Hazardous Materials
- ✚ Tolerances

*Literacy Training cannot exceed 45% of total training hours, per trainee.

Safety Training cannot exceed 10% of total training hours, per trainee.

This cap does not apply to HAZMAT and HAZWOPER.

Note: Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery.
--

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Riverside County Economic Development Agency CCG No.: ET20-0187

Reference No: 19-0239

Page: 1 of 2

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Floor & Decor

Address: 24101 Iris Avenue

City, State, Zip: Moreno Valley, CA 92551

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 6,800

Total # of full-time company employees in California: 560

Company: Kobelco Compressors America, Inc.

Address: 1450 West Rincon Street

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 245

Total # of full-time company employees in California: 245

Company: McLane Foodservice

Address: 14813 Meridian Parkway

City, State, Zip: Riverside, CA 92518

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,200

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

Company: McLane Foodservice

Address: 6300 Sycamore Canyon Blvd.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,200

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Riverside County Economic Development Agency CCG No.: ET20-0187

Reference No: 19-0239

Page: 2 of 2

Company: McLane Southern California

Address: 4472 Georgia Boulevard

City, State, Zip: San Bernardino, CA 92407

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,200

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

Company: MeriCal LLC

Address: 2995 East Mira Loma Avenue

City, State, Zip: Anaheim, CA 92806

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 425

Total # of full-time company employees in California: 425

Company: RSVC Company

Address: 891 Iowa Avenue

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide: 75

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

Company: Stronghold Engineering

Address: 2000 Market Street

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 29

Total # of full-time company employees worldwide: 151

Total # of full-time company employees in California: 151



Training Proposal for:
Texcellent, Inc. dba JS College

Contract Number: ET20-0186

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	New Hire SET Multiple Barriers Retrainee Priority Rate SB <100	Industry Sector(s):	Services (G) Manufacturing (33) Information / Multi Media (51) Professional, Scientific, Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$186,800		\$12,937 8%		\$199,737
In-Kind Contribution:	50% of Total ETP Funding Required			\$104,000

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	New Hire SET Multiple Barriers	Computer Skills	4	8 - 260	0	\$2,447	*\$14.48
				Weighted Avg: 100			
2	Retrainee Priority Rate	Computer Skills	40	8 - 200	0	\$1,968	\$17.70
				Weighted Avg: 80			
3	Retrainee	Computer Skills	19	8 – 200	0	\$1,711	\$17.70
				Weighted Avg: 80			
4	Retrainee SB<100	Computer Skills	40	8 – 200	0	\$1,968	\$17.70
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1 (New Hire): \$16.09 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco counties; \$15.47 per hour for Los Angeles County; \$15.12 per hour for Orange County; \$14.74 per hour for San Diego County; \$14.56 per hour for Sacramento County; \$14.48 per hour for all other counties

Job Numbers 2-4 (Retrainee): \$19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; \$17.70 per hour for all other counties.

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

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

Up to \$2.50 per hour of health benefits to meet the Post-Retention Wage for Job Numbers 1-4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (New Hire)		
Technical Analyst, Computer Technician, Technical Support, Programmer		4

Job Numbers 2 - 4 (Retrainee)		
Technical Analyst, PC/Hardware Technician, Technical Support, Programmer		24
System Analyst, System Administrator		13
Programmer Analyst		13
Network Engineer, Network/Security Administrator, Network/Security Architect		23
Database Administrator, Database Architect		10
Manager/Supervisor		16

INTRODUCTION

Founded in 2007 in the greater Los Angeles area, Texcellent, Inc. dba JS College (JS College) (www.jscollege.org) started as a vocational educational institution to train post high school graduates to become Textile Designers. The College prepared students for entry-level to mid-career placements in the textile design industry. In 2019, under new ownership and management, the College has shifted its academic focus and provides training programs in the Information Technology (IT) field. Today, the College provides IT training to small, medium, and large technology companies across California. All training is provided online or at employer's site. More than 50% of the companies served are small businesses in the manufacturing, business and IT industries.

Now located in Anaheim, JS College is certified by the State of California's Bureau for Private Postsecondary Education. The College offers individuals education and training in the IT field, preparing students with knowledge and skills to obtain employment and pursue successful careers in IT.

JS College has provided ETP-funded training as a training provider under another ETP Multiple Employer Contract (MEC), Tech Serve Alliance SoCal Chapter, Inc. (ET18), during the contract term 2017-2019. However, this will be JS College's first ETP Contract.

Veterans Program

JS College currently does not have a specific Veterans recruitment program in place. However, the College is committed to serve the needs of the Veteran population during its marketing efforts including providing the support necessary to assist with the College's enrollment process. Further, during the course of this project, the College will work with partners to match Veterans to training opportunities. JS College will also, for the purpose of administering the proposed ETP contract, identify any Veterans at enrollment during the contract term.

PROJECT DETAILS

New Hire (Multiple Barriers)

Need for Training

JS College will provide career opportunities for specific groups of individuals who have two or more barriers to employment and who have been, and continue to be, severely under-represented in technology: women and minorities. The College will provide individuals, businesses, and agencies high-quality programs related to job seeking, career planning, skills assessment, training

and education. JS College's diverse customer base includes those who are entering the workforce for the first time, looking for work, or seeking career advancement in the IT field.

According to study released in June 2019 by the Kapor Center, a nonprofit organization that focuses on equity and access in technology, more than 61% of high schools in California do not offer computer science courses. Further, according to Brookings Institution, an American research group that conducts research and education in the social sciences, the presence of women and minorities in computer and mathematics jobs remain starkly inadequate proportionally to the available workforce.

In addition, the demand for technologically skilled workers is rising faster than supply resulting in a labor shortage. According to the Employment Development Department, the Computer and Information Systems occupational category of available jobs is estimated to grow at the rate of 11%. The current IT job market requires employers to promote trained staff to more complex, technical responsibilities and bring in new, novice employees to fill their talent pipeline.

As a result, JS College is committed to provide a curricula well-tailored for IT careers in order to assist in addressing the industry's current and future labor shortages, as well as support the marketplace's job growth for skilled individuals in entry-level IT occupations.

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 Modification

Multiple Barriers

Trainees in Job Number 1 (New Hire) have two or more barriers to full-time employment (e.g., mental or physical disability, limited English proficiency, limited math skills, or some similar impediment) preventing them from readily entering or fully participating in the labor force.

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. These trainees qualify for the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. JS College requests this wage modification for Job Number 1.

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must also demonstrate that training will help trainees address the identified barriers.

➤ Retention Modification

The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers. JS College requests a retention modification for trainees in Job Number 1.

New Hire Recruitment and Placement

JS College has trained and placed unemployed individuals in the past; however, it was in the field of the textile design industry. As such, in this proposal, the College intends to conservatively train and place approximately four individuals in the IT industry which constitutes less than 5% of the proposed total contract amount of this ETP project.

JS College is highly selective in recruiting individuals to ensure students demonstrate the aptitude to succeed in the IT field. Unemployed individuals must successfully complete the assessment process in English, Mathematics, and Analytical Skills to participate in the program.

The College works closely with members of Women and Technology International (WITI), an association that provides support and services to women in all sectors of technology, to successfully recruit and place unemployed individuals. JS College also works with the Mexican American Opportunity Foundation (MAOF), a community-based organization that provides socio-economic services and programs and education for the betterment of the greater Latino community of California, as well as training and placement services.

Retrainee

Employer Demand

Multi-industry businesses indicate a substantial need for Computer Skills training due to the constant and rapid changes in technology. Employers need IT workers with current technical skills to remain competitive. To this end, employers must streamline and automate business functions by implementing higher capacity computer networks. Specifically, companies must implement high technology disciplines and solutions to improve productivity and remain profitable while lowering IT costs.

Core Group of Employers

In this proposal, all participating employers in the core group have been screened for ETP eligibility. These employers have also been determined to meet out-of-state competition standards.

The College has current core group training demand for 152 Retraintees (more than 100% of the Retraintee population). The core group of employers consists of four small and large business employers.

Training Plan

JS College will deliver Computer Skills training for all occupations via class/lab and E-Learning in the following:

Computer Skills

The College will provide a comprehensive Python Programming, a widely-used high-level programming language for general-purpose programming. This training program leads to three different levels of certifications dependent on the incoming knowledge base and the intended certification level of each trainee, as follows:

- Python Certified Entry-Level Programmer (PCEP): Trainees will receive and complete 80 hours of training in topics specific to universal computer programming concepts such as

data types, containers, functions, conditions, loops; as well as Python programming language such as syntax, semantics and the runtime environment;

- Python Certified Associate Programmer (PCAP): Trainees must be PCEP certified, as well as receive and complete an additional 60 hours of training in topics specific to conditional execution, exception handling, and object-oriented programming; and
- Python Certified Professional Programmer: Trainees must be PCAP certified, as well as receive and complete an additional 60 hours of training in topics specific to library modules, graphical user interface programming, network programming; as well as topics to provide skills to create tools, frameworks, and complete systems.

JS College will also provide New Hire trainees (Job Number 1) with Computer Technician training. Trainees must complete 80 hours of training to gain certification.

In addition to the aforementioned training programs, Retrainees (Job Numbers 2-4) will also receive training programs including Certified Information Systems Security Professional, Cisco Certified Network Associate, Cloud Computing with Amazon Web Services, CompTia Network+, CompTia Security+ CompTia Server+, Data Science, Java Programming, Microsoft Azure Infrastructure Solutions, and Microsoft SQL Server Database Administration.

Curriculum Development

At the start of recruitment, participating employers will complete a training needs assessment and survey to identify critical skill deficits, new technologies, and the current business challenges. These assessments are used to design customized course content and specific computer skills training plans for each employer.

At the completion of the customized training program, JS College will conduct a formal survey with trainees and their immediate managers on how the training helped in achieving new or upgraded skills and how quickly the newly trained employee was able to contribute using new skills. The College will also gather feedback on the effectiveness of the subject matter, quality of the instructor, and how to improve the learning experience in the teaching modality.

Marketing and Support Costs

JS College utilizes various methods for conducting outreach and recruitment for its programs via the following: technology seminars, industry events, job fairs, tech meetups, online advertising, and social media outreach. As mentioned above, the College also collaborates with WITI and MAOF for marketing and recruitment efforts.

JS College requests, and staff supports, an 8% in support costs in Job Number 1 (New Hire) to be able to increase its ability to recruit program-eligible participants who face multiple barriers to employment. The College is also requesting 8% in support costs in Job Numbers 2 to 4 (Retrainees) to market to additional employers; assist participating employers in identifying and customizing training needs; and manage recordkeeping and administrative processes for each employer.

Commitment to Training

Participating employers will continue to provide training required by law, informal on-the-job training in work processes and procedures, as well as offer limited additional formal training.

Training varies by employer but includes sexual harassment prevention, safety, legal compliance, product knowledge and on-the-job training.

Training funded under this proposal is supplemental and ETP funds will not displace the existing financial commitment to training by participating employers.

➤ Training Infrastructure

JS College's Chief Executive Officer will oversee and manage the overall training project. Additionally, two administrative staff members will perform ETP project administrative functions including recruiting, enrolling, and placement of trainees in employment; tracking all ETP-eligible training classes, and submitting invoices in the ETP Online Systems.

Training will be delivered by the College's instructors. Training will be 90% via distance learning (E-Learning) and 10% at a participating employer's site or at JS College's Anaheim location. Training is ongoing and the following training programs have been scheduled through 2019:

- Computer Technician Training Program starting on November 11, 2019;
- Python Programming Training Program starting on November 18, 2019; and
- Data Science starting on December 2, 2019.

The majority of training will leverage technology by using online meeting software to deliver live, instructor-led e-learning training via the internet. Classes are comprised of formal lecture and instruction, demonstrations and interactive hands-on laboratory exercises under the guidance of a live instructor. Trainees access lab servers over the internet to interactively complete the lab exercises. If the trainee has questions while doing the lab exercises, they can talk to and invite the teacher to view their computer screen remotely and provide assistance.

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.

Electronic Recordkeeping

Staff has reviewed and approved JS College use of an LMS for recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-260 Job Number 1

8-200 Job Numbers 2-4 Trainees may receive any of the following:

COMPUTER SKILLS

- ✚ Computer Technician Training Program
 - Hardware
 - Motherboards
 - Memory and Hard Drives
 - Operating Systems
 - Memory Management
 - File and Folder Management
 - Supporting Windows Operating System
- ✚ Python Programming Training Program
 - Python Certified Entry-Level Programmer
 - Python Certified Associate Programmer
 - Python Certified Professional Programmer
- ✚ Certified Information Systems Security Professional Training Program
 - Hardware and Software Asset Security
 - Risk and Security Management
 - Network and Security Communication
 - Access and Identity Management
 - Security Operations
 - Software Development Security
 - Testing Security Assessment
 - Security Engineering
- ✚ Cisco Certified Network Associate Training Program
 - Fundamental Principles of Installing, Configuring, Administering, Securing and Troubleshooting
 - Interactions and Network Functions of Firewalls, Wireless Controllers and Access Points
 - Network Deployments and Operational Network
- ✚ Cloud Computing with Amazon Web Services Training Program
 - Best Practices
 - Storage Systems
 - Elastic Load Balancing and Auto Scaling
- ✚ CompTia Network+
 - Functional Networks
 - Essential Network Devices
 - Existing Network Configurations
 - Network Security, Standards and Protocols
 - Network Problems
 - Virtualized Networks
- ✚ CompTia Security+
 - Networks Attacks and Countermeasures
 - Principles of Organizational Security
 - Cryptographic Standards and Products
 - Network- and Host-Based Security Technologies
 - Wireless and Remote Access Security

- Security on Web and Communications Technologies
- Business Continuity, Fault Tolerance and Disaster Recovery
- ✚ CompTia Server+
 - Hardware Components
 - Virtualization Platform
 - Operating Systems
 - Servers
 - RAID, Network Security Systems and Protocols
 - Hardware, Software, Network and Security Issues
- ✚ Cybersecurity and Ethical Hacking
 - Computer Forensics and Ethical Hacking
 - Footprinting and Reconnaissance
 - Networks, Enumeration and Vulnerability Analysis
 - System and Software Hacking
 - Malware Threats
 - Sniffing and SQL Injection
 - Denial-of-Service
 - Session Hijacking
 - Social Engineering
 - Internet of Things Hacking
- ✚ Data Science
 - Data Manipulation with Excel, Pivot Tables, Visualization, Python, JavaScript, Cascading Style Sheets
 - Application Programming Interface Interactions
 - Social Media Mining
 - SQL
 - Tableau
 - Advanced Statistics
 - Machine Learning
 - R Language
- ✚ Java Programming Training Program
 - Fundamental Principles of JavaScript Programming
 - Java Concepts
 - Language Constructs
 - Data Types
 - Classes
 - Inheritance
 - Exception Handling
 - Lambda Expressions
 - Modular Programming
- ✚ Microsoft Azure Infrastructure Solutions
 - Subscription and Resources
 - Storage
 - Virtual Machines
 - Virtual Networks
 - User Identities
- ✚ Microsoft SQL Server Database Administration
 - Users
 - Server and Database Roles
 - Encryption and Auditing
 - SQL Server Database
 - Alerts and Notifications
 - SQL Server Infrastructure

- ✚ Automated Testing with Selenium
 - Configuration and Set-Up
 - Test Cases and Test Suites with Selenium-IDE
 - WebDriver Concept and Functions
 - Advanced WebDriver Testing
 - Test Automation Challenges
- ✚ Microsoft Windows Server Administration
 - Fundamentals of Microsoft Windows Server
 - Windows and Hyper-V
 - Deployment Images
 - Virtual Machine Installations
- ✚ MySQL Database
 - MySQL Database Infrastructure
 - Server and Database Roles
 - Encryption and Auditing
- ✚ Penetration Testing with Kali Linux
 - Penetration Testing
 - Ethical Hacking Tools and Techniques
 - Operating Systems and Services
 - Penetration Testing Process
 - Public Exploit Code
 - Remote and Client Side Attacks
- ✚ Project Management Software Application
 - Project Management Body of Knowledge
 - PMBOK Processes
 - Attributes of a Project
 - Managing IT Projects
- ✚ Tableau Software Application
 - Multi-Sourced Data
 - Tableau Terminology
 - Statistical Techniques
 - Parameters and Input Controls
- ✚ VMWare Administration
 - HTML5 Embedded Host Client
 - Web-Based Virtual Appliance Management
 - VMware vSphere Web Client
 - VMware vSphere Client
 - vCenter Server Appliance
 - Content Library
 - Virtual Machines in the Enterprise

<p>Note: Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery. Reimbursement for New Hire training is capped at 260 total training hours, per trainee.</p>

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Texcellent, Inc. dba JS College

CCG No.: ET20-0186

Reference No: 19-0731

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Brillio LLC
Address: 5201 Great America Parkway
City, State, Zip: Santa Clara, CA 95054
Collective Bargaining Agreement(s): No
Estimated #of employees to be retrained under this Agreement: 50
Total # of full-time company employees worldwide: 2,000
Total # of full-time company employees in California: 133
Company: DP Technology Corporation
Address: 1150 Avenida Acaso
City, State, Zip: Camarillo, CA 93012
Collective Bargaining Agreement(s): No
Estimated #of employees to be retrained under this Agreement: 8
Total # of full-time company employees worldwide: 183
Total # of full-time company employees in California: 80
Company: First Corporate Solutions, Inc.
Address: 914 S. Street
City, State, Zip: Sacramento, CA 95811
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 8
Total # of full-time company employees worldwide: 74
Total # of full-time company employees in California: 68
Company: Intelliswift Software, Inc.
Address: 39600 Ballantine Drive, Ste. 200
City, State, Zip: Newark, CA 94560
Collective Bargaining Agreement(s): No
Estimated # of employees to be retrained under this Agreement: 86
Total # of full-time company employees worldwide: 800
Total # of full-time company employees in California: 253



RETRAINEE-JOB CREATION
Training Proposal for:
Therm-X of California, Inc.
Contract Number: ET20-0193

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco

Analyst: K. Lappen

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	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: 211	U.S.: 211	Worldwide: 211
<u>Turnover Rate:</u>	21%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$187,373

Total ETP Funding
\$186,898

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp, HAZMAT, HAZWOPER, Mgmt Skills, Mfg. Skills, OSHA 10/30, Literacy Skills, Train-the-Trainer, PL- Mfg. Skills,	180	8-200	0-53	\$782	\$19.31
				Weighted Avg: 34			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Cont. Imp, HAZMAT, HAZWOPER, Mgmt Skills, Mfg. Skills, OSHA 10/30, Literacy Skills, Train-the-Trainer, PL- Mfg. Skills,	55	8-200	0-53	\$782	\$16.09
				Weighted Avg: 34			
3	Veterans Priority Rate	Business Skills, Computer Skills, Cont. Imp, HAZMAT, HAZWOPER, Mgmt Skills, Mfg. Skills, OSHA 10/30, Literacy Skills, Train-the-Trainer, PL- Mfg. Skills,	4	8-200	0-53	\$782	\$19.31
				Weighted Avg: 34			

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

Minimum Wage by County: Job Numbers 1 and 3: \$19.31 per hour for Alameda County.
Job Number 2: \$16.09 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 \$2.09 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Support Staff		31
Production Staff		92
Supervisor/Manager		23
Technical Staff		35
Job Number 2 (Job Creation):		
Administrative Support Staff		8
Production Staff		44
Supervisor/Manager		1
Technical Staff		2
Job Number 3 (Veterans):		
Administrative Support Staff		1
Supervisor/Manager		2
Technical Staff		1

INTRODUCTION

Founded in 1983 and headquartered in Hayward, Therm-X of California, Inc. (Therm-X) (www.thermx.com) engineers and manufactures heaters, sensors, control systems, and nanotechnology components. Therm-X provides thermal solutions including design and testing, Computer Numerical Control (CNC) machining, metal joining, sheet-metal manufacturing, and the integration of these solutions with electro-mechanical assembly. Therm-X has two locations in Hayward where all ETP-funded training will be delivered.

Therm-X's customer base crosses multiple industries such as semiconductor fabrication, aerospace, and green/clean technology manufacturers. It is the primary supplier to Applied Materials, Intel, Lam Research, ASM America, and other original equipment manufacturers.

Veterans Program

Therm-X will train four Veterans (Job Number 3) who have served on active full-time duty in the armed services. Currently, Therm-X does not have an outreach program for veterans, but the Company will participate in Helmets-to-Hardhats (a national joint labor-management) program to expand its Veterans recruitment 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.

Due to business-capacity growth and in support of its heater products, RF assemblies, and new Cathode product, Therm-X is adding a new production shift to an existing function and expanding its capabilities in the field of vacuum-brazed heaters by adding features such as plating, new aluminum designs, higher operating temperatures, and multi-zone heating. The Company

purchased new equipment including CNC DMG MORI Vertical Mill, Calibration Lab and Cleaning Line for 0250-70351 Type I Specification, ISO Class 6 and Class 7 Clean Rooms, and Induction Brazing. To house the new equipment, the Company has repurposed warehouse space at its headquarters and relocated logistics to a new assembly and packaging facility located within the immediate vicinity of its existing headquarters.

Therm-X will hire 55 net-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. These trainees will be hired into “net new jobs” as a condition of contract.

PROJECT DETAILS

This is Therm-X's fifth ETP proposal, the third in the last five years. ETP funding has allowed the Company to establish a formal training program, while responding to rapid growth and demand. In the previous Contract, training focused on the launching of a new product series, Radio Frequency (RF) Source Assemblies product line.

In this proposal, The Company is expanding its capabilities in the field of vacuum-brazed heaters by adding new features such as plating, new aluminum designs, higher operating temperatures, and multi-zone heating. With ETP funding, Therm-X will train its workforce in small classes and provide the skill sets needed to build quality products in support of its newly added product line. Training will develop employee skill sets and enable the Company to offer even more sophisticated products and more efficient and proactive inspection methods and quality initiatives. Trainees may have previously participated in ETP training; however, they will not receive duplicative training in this project.

Training Plan

The following training will be delivered in Class/Lab, E-Learning, Productive Lab (PL), and Computer-Based Training (CBT):

Business Skills: Training will be delivered to all occupations on Document Writing, Inventory Control, Customer Service, and Configuration courses.

Computer Skills: Training will be delivered to all occupations on Fast Track Maintenance (FTM) Software, MRP and ERP, Statistical Analysis, Fabrication Programming, and Microsoft Office Suite- Intermediate and Advanced courses.

Hazardous Materials: Training will be delivered to Production Staff and Technical Staff on Waste Minimization.

Continuous Improvement: Training will be delivered to Production Staff, Technical Staff, and Supervisors/Managers on Quality Initiatives, Project Management, Process Improvement, SPC, Engineering Change Control, and Risk Assessment courses.

Management Skills: Training will be delivered to Supervisors/Managers on Project Management, Communication/Motivational Skills, and Mentoring Leaders courses.

Manufacturing Skills: Training will be delivered to Production Staff on Advanced Heater, Advanced Temperature Sensor, Advanced Control Systems, Advanced Fabrication, Advanced New Processes, Advanced Welding, Vacuum Furnace Brazing, New Equipment Operation, and Safety courses.

Literary Skills: Training will be delivered to Production Staff on Shop Math.

Train the Trainer: Training will be delivered to Supervisors/Managers on Techniques for Trainers and Institute of Printed Circuits (IPC) Training (to become a certified IPC trainer) courses.

Productive Laboratory (PL) – Manufacturing Skills

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

PL training in Manufacturing Skills of up to 18 hours per trainee will be delivered to ten Production Staff and Technical Staff. Training will focus on Brazing and Furnace Procedures, Welding Certifications, and Leak Test. PL training will lead to welding certifications. Therm-X is requesting a trainer-to-trainee ratio of 1:3, since trainees will learn more effectively by observing co-worker tasks and errors in small groups.

Trainers are at the Supervisor level or higher with hands-on experience and competency in the subject matter. PL training will be closely supervised by the trainer. Critical inspections will be performed on-site, while documenting the procedure and parameters required for each part of the PL training.

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.

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

Therm-X spends \$121,507 on training annually for both facilities in California. ETP funds will not displace the existing financial commitment to the Company’s training resources. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Therm-X’s Documentation and Training Manager (dedicated administrator), Training Specialist and Human Resources Manager will be responsible for overseeing all ETP training and administration. The Training Specialist will coordinate the training with personnel within its two facilities. ETP training will be delivered by 20 in-house trainers.

Turnover Rate

In the late 2018 and early 2019, Them-X experienced layoffs due to an unexpected downturn within the semiconductor industry and drop in sales. This was an anomaly resulting in a 21% turnover rate. Currently, the semiconductor market is experiencing a significant recovery, and Them-X has started hiring. The Company's past yearly turnover rates were 6% for 2017 and 4% for 2016. Them-X will mitigate future layoffs by cross training its work force, so its employees can be used in other departments where help is needed.

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 that 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.

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. Turnover rate penalty is not assessed for job creation.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0206	Hayward	10/21/18- 10/20/17	\$98,920	\$96,258 (97%)
ET13-0373	Hayward	5/10/13- 5/9/15	\$96,300	\$76,655 (80%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Remote Classroom Instruction (RCI) in Wilmington, Delaware has been retained to provide Computer Skills training via an E-Learning delivery method as all of the training will occur in California.

National Tooling and Machining Association (NTMA) in Cleveland, Ohio has been retained to provide Manufacturing Skills training via CBT. Other trainers will be identified as they are retained.

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Document Writing
- Inventory Control
- Customer Service
- Configuration

COMPUTER SKILLS

- Fast Track Maintenance (FTM) Software
- Material Resource Planning (MRP) and Enterprise Resource Planning (ERP)
- Statistical Analysis
- Fabrication Programming
- Microsoft Office Suite – Intermediate and Advanced

CONTINUOUS IMPROVEMENT

- Quality Initiatives
- Project Management
- Process Improvement
- Statistical Process Control (SPC)
- Engineering Change Control
- Risk Assessment

HAZARDOUS MATERIALS

- Waste Minimization

MANAGEMENT SKILLS (management trainees only)

- Supervisor Training
 - Project Management
 - Communication/Motivational Skills
 - Mentoring Leaders

MANUFACTURING SKILLS

- Advanced Heater
- Advanced Temperature Sensor
- Advanced Control Systems
- Advanced Fabrication
- Advanced New Processes
- Advanced Welding
- Geometric Dimensioning and Tolerancing (GD&T)
- Vacuum Furnace Brazing
- New Equipment Operation
- Safety

Safety Training cannot exceed 10% of total training hours per trainee (This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER)

TRAIN-THE-TRAINER

- Techniques for Trainers
- Institute of Printed Circuits (IPC) Training
 - Certified IPC Trainer (CIT)

OSHA 10/30 (OSHA-Certified Trainer)

- OSHA 10
- OSHA 30

LITERACY SKILLS

- Shop Math

Literacy Training cannot exceed 45% of total-training hours per trainee

Productive Lab (PL) Hours

0–18

PL- MANUFACTURING SKILL (limited ratio 1:3)

- Brazing and Furnace Procedures
- Welding Certifications
- Leak Test

CBT Hours

0–53

MANUFACTURING SKILLS

- Machining Skills (4 hours)
- GD&T (2 hours)
- Fast Track Maintenance (FTM) (3 hours)

LITERACY SKILLS

- Shop Math (4 hours)

HAZWOPER (OSHA-Certified Trainer)

- OSHA 40 (40 hours)

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Vann Brothers

Contract Number: ET20-0161

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Agriculture (B) Manufacturing Food Processing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Colusa	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: 250	U.S.: 250	Worldwide: 250
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$280,000

Total ETP Funding
\$196,742

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee HUA Priority Rate	Business Skills, Computer Skills, Manufacturing Skills, PL-Manufacturing Skills	230	8-200	0	\$805	*\$13.28
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative HUA Priority Rate	Business Skills, Computer Skills, Manufacturing Skills, PL-Manufacturing Skills	12	8-200	0	\$966	*\$12.00
				Weighted Avg: 42			

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

Minimum Wage by County: Job Number 1 (HUA): \$13.28 per hour for Colusa County. Job Number 2 (HUA): \$12.00 per hour for Colusa County (Job Creation)

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 – Retrainee/HUA		
Administrative Staff		10
Operations Leads		29
Orchard Staff		105
Plant Staff		40
Sheller Staff		22
Shop Staff		24
Job Number 2 – Retrainee/Job Creation/HUA		
Operations Leads		2
Orchard Staff		10

INTRODUCTION

Founded in 2002 and headquartered in Williams, Vann Brothers (Vann) (<http://www.vannfamilyorchards.com>) is an agricultural company that grows, processes and distributes almonds and walnuts to a global customer base. Vann has produced up to 30 million pounds of product in recent years. Vann's customers include Importaco, various international retailers, and large retail store chains. Training under this proposal will be delivered at the Company's facility in Williams. Vann Brothers will serve as the lead employer in this proposal with a closely related affiliate: VF Marketing Corp. also located in Williams.

Need for Training

This is Vann's first ETP project. Training will focus on increasing production and efficiency; reducing lead times and waste; and improving communication. Vann is implementing an advanced irrigation system to deliver water more efficiently, delivering water directly to crops roots. Additionally, Vann has added new water tanks. Vann's trainees will receive training on Inventory Controls, Project Planning, Kronos, Intermediate and Advanced Microsoft Office and Equipment Repair. Vann will also train staff on new mobile platforms that detail crop lifecycle from the financial and production perspective.

Retrainee - Job Creation

Vann has committed to hiring 12 new employees (Job Number 2). The Company will be hiring Operations Leads and Orchard Staff. The date-of-hire for all trainees will be within the three-month period before approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition 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.

Vann has been growing in acreage, crop yields, acres farmed and pounds of product processed. To meet increased demand, Vann purchased new equipment, enabling the Company to process high volumes while maintaining product quality. New equipment includes a Torma BSI Machine, Three Qcify Testing Machine, and Drip Irrigation Systems. This new equipment will allow Vann to increase production levels from 30 million pounds of product to 40 – 42 million pounds.

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab methods. 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. Training will improve communication skills, increase proficiency and improve productivity. Training topics include Financial Analysis & Reporting, Project Management, Inventory Controls and Leadership.

Computer Skills: Training will be offered to all occupations. Training will focus on Vann's new mobile platforms that detail crop lifecycle from a production and financial perspective. Training topics include AgWorld, Almond Logic, Kronos, PowWow and Famous.

Manufacturing Skills: Training will be offered to all occupations except Administrative Staff. Training will focus on new equipment and increasing product quality. Training topics include Drip Tape Management, Irrigation Management, Equipment Operations, Frost Protection and Fertilizer Injection.

Productive Laboratory

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

Training will be delivered to 150 trainees in the occupations of Orchard Staff, Plant Staff, Sheller Staff and Shop Staff. Trainees will work with a trainer who will demonstrate step-by-step instructions and then observe trainees perform these tasks. Training will be provided in Equipment Operations, Irrigation Management, Harvesters, Hullers and Chemical and Fertilizer Application. Training will be delivered by trainers who have been in the industry, and with the Company, for extended periods of time. The trainers have a deep understanding of how to use the tools/equipment and are considered experts in their field.

PL training will consist of 60 hours provided at a 1:3 trainer-to-trainee ratio. A 1:3 ratio is necessary because the equipment requires up to three people to operate. All PL training will take place onsite. PL is necessary to strengthen skills and understanding the complexity of equipment and machinery operation requiring hands-on training.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Vann is requesting a modification for the trainees in Job Number 1 (HUA) from \$17.70 per hour to \$13.28 per hour and Job Number 2 (HUA) from \$14.48 per hour to \$12.00 per hour.

Commitment to Training

ETP funds will not displace the Company's 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. Vann budgets approximately \$250,000 annually for training for each facility. Training includes new hire orientation, staff development, job specific training and safety training.

➤ **Training Infrastructure**

Vann's Office Manager will oversee this training project with assistance from the COO and two of its Administrative Staff members. Administrative Staff will assist with training events and completing rosters. In addition, the Company has retained Propel Consulting Group to assist with administration. Training will be delivered by in-house experts. Vann has a detailed training schedule in place and is ready to start training upon approval.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$18,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Customer Service
- Financial Analysis & Reporting
- Inventory Controls
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Project Planning
- Sales Skills

MANUFACTURING SKILLS

- Chemical & Fertilizer Application
- Chemical Identification & Handling
- Drip Tape Management
- Equipment Operations
- Equipment Repair
- Fertilizer Injection
- Food Safety
- Forklift
- Frost Protection
- Harvesters
- Hullers
- Irrigation Management
- Nitrogen Management
- Processing Techniques
- Pollination/Bee Counts
- Shaker Operations
- Smart Phones/Tablets for Agricultural Processes
- Tool Operations
- Weather Stations

COMPUTER SKILLS

- AgWorld
- Almond Logic
- Ceres
- DocuWare
- FAMOUS
- Hortau
- KRONOS
- Microsoft Office (Advanced/Intermediate)
- PowWow

PL Hours

0 - 60

MANUFACTURING SKILLS (limited ratio 1:3)

- Chemical & Fertilizer Application
- Chemical Identification & Handling
- Drip Tape Management
- Equipment Operations
- Equipment Repair
- Fertilizer Injection
- Frost Protection
- Harvesters
- Hullers
- Irrigation Management
- Nitrogen Management
- Processing Techniques
- Pollination/Bee Counts
- Shaker Operations
- Smart Phones/Tablets for Agricultural Processes
- Tool Operations
- Weather Stations

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Lockheed Martin Corporation
Contract Number: ET20-0174

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing (E) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Santa Cruz, Los Angeles, Santa Clara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No District Lodge 725 International Association of Machinists and Aerospace Workers; Aerospace/Defense Industry Related International Association of Machinists and Aerospace Workers		
Number of Employees in:	CA: 9,510	U.S.: 101,000	Worldwide: 109,000
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,384,544

Total ETP Funding
\$649,888

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr. Mfg. Skills	883	8-200	0	\$736	\$17.70
				Weighted Avg: 32			

Minimum Wage by County: \$17.70 per hour for Kern and Santa Cruz Counties; \$18.56 per hour for Los Angeles County; and \$19.31 per hour for Santa Clara County.

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

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

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

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff		177
Engineer		574
Finance & Business Operations Staff		88
Manager		44

INTRODUCTION

Founded in 1995 and headquartered in Bethesda, Maryland, Lockheed Martin Corporation (LMC) (www.lockheedmartin.com) designs, develops and manufactures missile and aerospace transportation systems. The Company has 518 locations across the United States with five in California. This proposal targets 883 workers at five LMC California facilities (Palmdale, Edwards Air Force Base, Sunnyvale, Palo Alto and Santa Cruz), which includes two divisions: Lockheed Martin Aeronautics Company (LM Aero) and Lockheed Martin Space Systems Company (LMSSC).

The LM Aero division researches, designs, develops, manufactures, integrates, sustains, supports, tests, and upgrades advanced military aircraft. This includes combat and air mobility aircraft, unmanned air vehicles, and related technologies. The LMSSC division is engaged in design, research and development, engineering, production of satellites, strategic and defensive missile systems, and space transportation systems.

Customers include the US military services, US government agencies, and foreign governments.

Veterans Program

LMC is dedicated to recruiting the best team members to join the Company—including Veterans. In the most recent ETP Agreement 25% of the trainees who received training were Veterans. The Company anticipates a similar percentage in this proposal.

Union Support

ETP has received letters of support from District Lodge 725 International Association of Machinists and Aerospace Workers for Production Staff.

PROJECT DETAILS

LMC is operating in a highly competitive and volatile industry driven by innovation and must keep pace with the latest technology. The Company's Advanced Development Program group is continuously securing new projects and developing advanced technologies for several aircraft designs involving futuristic concepts. This requires integrating advanced technologies in the production process. The Company also invests millions annually in new equipment, software, tools and testing facilities.

In addition, the Company faces significant pressure from the US government and customers to reduce operating costs and improve efficiencies to meet industry requirements, keep up with technological advances, and exceed customers' expectations. The ability to maintain the technical expertise of its workforce provides competitive advantages in contract bidding and acquiring new business.

LMC's goal is to provide workers with the technical skills required to meet industry standards and customer specifications, including all requisite certifications, and operate a more complex operation to remain competitive. This involves extensive training to put new technologies, processes, and practices into place quickly and efficiently while maintaining superior quality standards. Workers will receive skills necessary to better understand customer requirements, deliver sophisticated products and become more efficient. Training will focus on new technologies; complex operating systems software such as Tableau; security programs such as Security+ and Certified Information Systems Security Professional; and employee development to increase performance and retention.

This will be LMC's fourth ETP Agreement; the fourth in the past five years. This will be LMC's first Agreement that includes both Lockheed Martin Aeronautics Company and Lockheed Martin Space Systems Company. Training from prior ETP project will not be duplicated.

Training Plan

Training will be provided via Classroom/Laboratory and Videoconference in the following:

Business Skills: This training will be offered to Engineers, Finance & Business Operations Staff and Managers with emphasis on program costs, interfacing with customers, account management and new customer contracts. Trainees will learn to perform business-related tasks with greater efficiency and interact more effectively with internal and external customers.

Computer Skills: This training will be offered to all occupations in skills necessary to support the Company's security system, programming and network administration. Trainees will learn to effectively use the Company's highly technical automated systems to provide efficient and effective customer services and tools to effectively perform job functions.

Continuous Improvement: This training will be offered to all occupations to promote problem solving and teamwork and improve services, processes, and products that will help its workforce establish a culture of continuous improvement work effectively within teams and the organization.

Manufacturing Skills: This training will be offered to Production Staff. Trainees will gain skills and knowledge to secure certification, ensure competence, enhance and gain skills, understand manufacturing requirements, and perform effectively.

Trainer-to-Trainee Ratio

LMC requests a modification to exceed the standard trainer-to-trainee ratio from 1:20 to 1:26 for Business Skills and Continuous Improvement training, affecting 15 classes and approximately 15% of the training. These intensive courses are more effective when provided to the entire team to improve the collective's collaboration and problem-solving skills. Staff recommends approval of this waiver.

Impact/Outcome

Some training will result in formal industry-recognized certifications such as NASA Cable and Harness, NASA IPC J-STD-001 for Soldered Electrical and Electronic Assemblies, Cyber Security including CompTIA Security+, Certified Ethical Hacker, and Certified Information Systems Security Professional, and Six Sigma Green Belt. Many of the Continuous Improvement and Manufacturing Skills topics will result in internal company certifications required to perform specific tasks on aircrafts and systems.

Commitment to Training

LMC has a current annual training budget of approximately \$24.9 million for all California facilities. The Company's current training consists of new employee orientation, ethics, diversity, sexual harassment prevention, security practices, compliance, and safety training. Additionally, the Company offers elective training topics in various technical and soft skills areas through class/lab, CBT, and on-the-job training. Training extends across all operational functions and occupations, and all training is both job specific and company-wide.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. After the completion of ETP-funded training, the Company will continue to deliver training to keep pace with technology upgrades, changing manufacturing procedures, and continuous improvement efforts.

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval at the Company's worksites and will be delivered by in-house experts and third party vendors. An Economic Development Lead will oversee all project administration (all 5 locations). LMC has designated a team from Northern and Southern California that includes a Talent & Organizational Capability Organization, a Training Associate Manager, and Training Coordinator at each location responsible to oversee ETP training and administrative responsibilities. The Company has also retained a third party, the Marquis Group to assist with administrative duties including enrollment, data tracking, invoicing, participate in ETP monitoring activities, and ensure compliance with all ETP requirements.

Electronic Recordkeeping/LMS

The LMS has been reviewed and approved by ETP staff for documentation of all training.

High Unemployment Area

LMC's locations in Palmdale and Edwards AFB (approximately 700 trainees) are located in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. 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, no a wage modification is required.

RECOMMENDATION

Staff recommends approval of this proposal.

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
18CS-0109	\$400,602	11/06/17 – 11/05/19	800	662	662

Based on ETP Systems, 24,789 reimbursable hours have been tracked, totaling in excess of the approved amount. Final invoices have been submitted to ETP for processing. The Contractor projects final earnings of 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 \$ %
*ET16-0227	Sunnyvale, Palo Alto, Santa Cruz	11/09/15 – 11/08/17	\$748,880	\$509,221 (68%)
ET15-0152	Palmdale, Edwards Air Force Base	07/07/14 – 07/06/16	\$524,880	\$524,880 (100%)

*ET16-0227 – LMC reported that it was unable to utilize 100% of ETP funding due to unforeseen operational changes and an increased project work load, which shifted focus from training to business.

Since 2018, business has been stabilized and training is implemented at full capacity as shown in the previous contract (18CS-0109). With this new proposal, LMC has limited the risk of a similar occurrence by incorporating both Northern and Southern California into one overall project. This will allow one region to take over training if the other region is effected by unforeseen business changes. Additionally the Company has designated staff at each location to closely monitor training documentation, coordinate with staff trainers and trainees to ensure all training is properly documented in a timely manner.

DEVELOPMENT SERVICES

LMC retained the Marquis Group in Volente, Texas to assist with development of this proposal for a flat fee of \$35,495.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Dassault Systems in Woodland Hills will provide engineering training for approximately \$15,000 for 20 trainees.

Zuken, Inc. in Milpitas will provide software training for approximately \$10,000 for 10 trainees.

Other trainers will be identified, if needed.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Development
- Business Tools and Systems
- Capture Management
- Cost Account Management
- Finance
- Professional Skills

COMPUTER SKILLS

- Electrical Engineering
- Information Technology
- Information/Cyber Security
- Mechanical Engineering
- Software Engineering
- Systems Engineering
- Tableau
- Test Engineering

CONTINUOUS IMPROVEMENT

- Architecture Engineering
- Flight Sciences Engineering
- General Engineering
- Integrated Engineering
- Propulsion Engineering
- Services Engineering
- Specialty Engineering
- Leadership Development
- LM21/Lean Six Sigma
- Problem Solving
- Processes and Procedures
- Program/Project Management
- Quality/Business Processes/ISO
- Team Building

MANUFACTURING SKILLS

- Avionics
- Composites
- Flight Line
- General Manufacturing Skills
- Manufacturing Certifications
- Manufacturing Controls
- Manufacturing Requirements
- Structures
- Technical Process

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



September 3, 2019

Ms. Lan Vuong
Contract Analyst
North Hollywood Regional Office
Employment Training Panel (ETP) Program
4640 Lankershim Blvd., Suite 311
North Hollywood, CA 91602

Dear Ms. Vuong:

On behalf of the The International Association of Machinists and Aerospace Workers (IAM), I would like to validate our support for the training program identified in Lockheed Martin's application to the California Employment Training Panel (ETP) Program. The planned training will directly benefit our members in Palmdale by improving their technical skills and knowledge in aircraft structures, robotics, composites, painting and coatings, and in various facets of manufacturing quality.

The aerospace industry is on the forefront of technological innovation, and our member's skill sets must keep pace with these technology enhancements, improved manufacturing processes, and equipment upgrades. Employee retraining to meet these challenges is one of the primary goals of our union.

We appreciate the steps Lockheed Martin is taking to invest in the skills of its workforce. Accordingly, the IAM provides our endorsement of this application providing enhanced training activity for our membership.

Sincerely,

Penny C. Meeden
Business Representative
IAMAW District 725

PM/SAJ
opeiu 537, afl-cio



International Association of Machinists and Aerospace Workers

655 Vaqueros Avenue, Sunnyvale, CA 94086-3574
(408) 739-1434 • FAX (408) 739-1439



August 28, 2019

Ms. Lan Vuong
Contract Analyst
North Hollywood Regional Office
Employment Training Panel (ETP) Program
4640 Lankershim Blvd., Suite 311
North Hollywood, CA 91602

Dear Ms. Vuong:

I am writing on behalf of the International Association of Machinists and Aerospace Workers (IAM) to validate our support for the training program identified in Lockheed Martin's proposed Employment Training Panel (ETP) application.

The aerospace industry is rapidly evolving, and our workers must keep pace with changing technologies, manufacturing processes, and equipment upgrades. Encouraging employee retraining to meet these challenges is one of the primary goals of our union. The training outlined in this program application will provide our members with valuable new skills and development opportunities.

We strongly support the proposed ETP training project to enhance the skills of our members at Lockheed Martin's Sunnyvale site.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin Lee", written over a horizontal line.

Kevin Lee
Business Representative



RETRAINEE - JOB CREATION
Training Proposal for:
Safran Cabin Galleys US, Inc.
Contract Number: ET20-0155

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Veterans	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: 711	U.S.: 711	Worldwide: 92,000
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$513,830

Total ETP Funding
\$488,865

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	Cont. Imp., Computer Skills, Business Skills, Mfg. Skills, PL-Mfg. Skills	459	8-200	0	\$1035	\$18.14
				Weighted Avg: 45			
2	Job Creation Retrainee Priority Rate	Cont. Imp., Computer Skills, Business Skills, Mfg. Skills, PL-Mfg. Skills	6	8-200	0	\$1150	\$15.12
				Weighted Avg: 50			
3	Veterans Job Creation Priority Rate	Cont. Imp., Computer Skills, Business Skills, Mfg. Skills, PL-Mfg. Skills	6	8-200	0	\$1150	\$15.12
				Weighted Avg: 50			

Minimum Wage by County: Job Number 1: \$18.14 per hour in Orange County

Job Number 2 (Job Creation): \$15.12 per hour in Orange County

Job Number 3 (Veterans): \$15.12 per hour in Orange County

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

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

Up to \$ 2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to \$2.45 per hour in Job Number 2; and up to \$0.37 per hour in Job Number 3

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		30
Engineers		84
Managers		35
Lead Production Workers		45
Production Workers		195
Technical Support Staff		70
Job Number 2		
Administrative Staff		1
Engineers		1

Manager		1
Lead Production Workers		1
Production Workers		1
Technical Support Staff		1
Job Number 3		
Administrative Staff		1
Engineers		1
Manager		1
Lead Production Workers		1
Production Workers		1
Technical Support Staff		1

INTRODUCTION

Headquartered in Huntington Beach, Safran Cabin Galleys US, Inc. (SCG-US) designs, manufactures, tests and supports aircraft cabin galleys for international aircraft manufacturers including Boeing and Airbus, regional aircraft manufacturers including Bombardier, Embraer and Mitsubishi and commercial carriers. The 108,000 square-foot facility produces the world's most popular aircraft galley, the B737, currently in over 2,000 commercial carriers. In addition, SCG-US is developing galley product lines for the growing regional aircraft market (70 to 100 passenger aircraft).

Veterans Program

SCG-US actively recruits and hires Veterans. In this proposal, the Company will hire six Veterans (Job Number 3).

PROJECT DETAILS

Production projections for the regional aircraft market worldwide are expected to increase annually from 293 in 2018 to 466 in 2030. Mitsubishi Heavy Industries, Ltd. (MHI) has acquired regional aircraft manufacturer competitor Bombardier, Inc. in anticipation of significant growth in this market and in support of its new line of regional aircraft, SpaceJet. The SpaceJet line impacts the marketplace by providing commercial airlines new opportunities to increase customer volume and decrease operational costs.

MHI has contracted with SCG-US to provide galleys for more than 600 new regional aircraft. This new business will impact all company employees. SCG-US is being asked to develop unique design solutions for its products. New galleys must use certified aeronautic materials, meet cleanliness requirements and have a wide range of shapes and patterns.

In addition, SCG-US is implementing an Enterprise Resource Planning (ERP) system to improve the Company's planning processes and support the increased production demands of the SpaceJet contract. The ERP system will improve efficiencies in design, manufacture and product support.

As new product lines are developed and released, SCG-US employees need training to upgrade job skills and gain a thorough comprehension of the associated design, manufacture and distribution requirements.

To support the new business demands, SCG-US has committed to hire, train and retain workers. Production Workers and Technical Support Staff must be proficient in the manufacture of new galley systems. Normally more than 300 hours of training are required for these new products and services. SCG-US has requested 45 hours per Retrainee and 50 hours per trainee for Job Creation and Veterans.

Additionally, SCG-US will train Administrative Staff in new computer skills. Training on the new ERP system will allow the Administrative Staff to support the production process by learning more about products and services.

Retrainee - Job Creation

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

SCG-US must increase the number of staff members to meet increased production demand in support of its new line of aircraft cabin galleys. SCG-US will hire 12 net new employees (Job Numbers 2 & 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of the contract.

Training Plan

Training will be delivered via Class/lab and Productive Laboratory (PL) in the following:

Business Skills: Training will be provided to all occupations in Business Processes & Performance, Communication Skills, Marketing Strategies, Passenger Experience, Product and Service Knowledge and Reduced Travel Costs. Training will increase customer satisfaction and sales.

Computer Skills: Training will be provided to all occupations in Advanced Computer-Aided Design, ERP, Broadband Connectivity, Compliance Training, Engineering Software Applications, MS Office (Intermediate/Advanced) Project Management Software and Web-Based Computer Applications. Standardization of software will improve the efficiency of communication. Training will help reduce errors, more on-time deliveries, and reduce operating costs.

Continuous Improvement: Training will be provided to all occupations in Increasing Productivity, Inspection Procedures, Mitsubishi Quality Procedures, Operating Procedures, SCG-US Quality Systems, Standard Work Instructions and Team Problem Solving. Training will improve operating efficiency and reduce costs.

Manufacturing Skills: Training will be provided to Production Workers and Technical Support Staff. SCG-US is manufacturing new Mitsubishi products and workers must learn about Assembly Procedures and Methods, Component Fabrication, Component Forming, Design Standards and Processes, Electrical Systems, Galley Systems, Lot Traceability, Material Specifications, Resolving Production Problems, Space Jet Lighting Systems, Space Jet Specifications, and Tools & Processes. Increased product offerings will allow the Company to increase sales and grow profits.

Productive Lab - Manufacturing Skills

Thirty Production Workers and Technical Support Staff will receive PL-Manufacturing training on Assembly Procedures, Component Fabrication Equipment, Component Forming Equipment, Component Installation, Electrical Equipment and Inspection Procedures. PL training will increase manufacturing capacity, reduce delivery times and improve customer satisfaction.

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.

SCG-US requests a trainer-to-trainee 1:3 ratio. Most training will be provided at a 1:1 ratio. However, some equipment requires up to three persons to operate. Production Workers and Technical Support Staff will learn how to operate equipment and assembly procedures, Component Forming equipment, and Electrical equipment. Trainees will also learn Inspection Procedures required to inspect products to confirm the company meet work specifications.

Temporary to Permanent Hiring

The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program in Job Numbers 1-3. 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 six months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

Commitment to Training

The Company spends \$410,000 annually on training in California in new-hire orientation, sexual harassment prevention, Microsoft Office (basic), and on-the job manufacturing skills training.

ETP funding 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

There is a training plan in place and SCG-US is prepared to begin training upon approval. The Corporate Training Director will be responsible for the training program. The Training Coordinator will schedule classes, maintain rosters, and track data. In addition, there are 25 in-house experts and vendors as needed to provide training. There are a total of 27 people supporting the program. National Training Company, Inc. (NTC) has been hired to assist with administrative duties.

Impact/Outcome

SCG-US anticipates that improved efficiencies will reduce delivery time and improve product quality. The implementation of new business processes will lead to the more rapid development of new products and improve the support of existing products. The result will be increased sales and job security of employees.

Electronic Recordkeeping/LMS

SCG-US will use a Learning Management Systems (LMS) to schedule, track and document training. The system has been reviewed and approved by ETP staff.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

NTC in Irvine assisted with development for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- AS9100 Standards
- Increasing Productivity
- Inspection Procedures
- Mitsubishi Quality Procedures
- Operating Procedures
- Root Cause Analysis
- Safran Quality Systems
- Setup Reduction
- Standard Work Instructions
- Team Problem Solving

COMPUTER SKILLS

- Advanced Computer-Aided Design
- Broadband Connectivity
- Compliance Training
- Computerized Reports
- Engineering Software Applications
- Enterprise Resource Planning Software
- Inventory Management Software
- Manufacturing Resource Planning Software
- MS Office (Intermediate and Advanced)
- Project Management Software
- USB Specifications
- Web-Based Computer Applications

MANUFACTURING SKILLS

- Assembly Procedures and Methods
- Component Fabrication
- Component Forms
- Critical Design Review
- Cross-Functional Production Equipment Training
- Design Standards and Processes
- Electrical Systems
- Engineering & Design Procedures
- Equipment Maintenance
- Forklift Procedures
- Galley Systems
- Galley Configurations
- Inspection Procedures
- Lean Manufacturing
- Lot Traceability
- Manufacturing Operating Procedures
- Manufacturing Technologies
- Mitsubishi Manufacturing Specifications
- Material Specifications

- Product Design & Development
- Quality Control
- Reading Technical Specifications
- Resolving Production Problems
- SpaceJet Lighting Systems
- SpaceJet Specifications
- Tools & Processes

BUSINESS SKILLS

- Business Processes & Performance
- Communication Skills
- Marketing Strategies
- Passenger Experience
- Product and Service Knowledge
- Reduced Travel Costs

Productive Lab Hours

0-40

MANUFACTURING SKILLS (Ratio 1:3)

- Assembly Procedures
- Component Fabrication Equipment
- Component Forming Equipment
- Component Installation
- Electrical Equipment
- Inspection Procedures
- Production Assembly and Repair Equipment
- Standard Operating Procedures

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE – JOB CREATION

Training Proposal for:

Fox Factory, Inc.

Contract Number: ET20-0176

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Cruz, 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: 991	U.S.: 1,552	Worldwide: 2,140
<u>Turnover Rate:</u>	17%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$595,500

Total ETP Funding
\$499,215

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, HazMat, Mfg. Skills, PL-Mfg. Skills	431	8-200	0-13	\$1,035	\$17.70
				Weighted Avg: 45			
2	Job Creation Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	30	8-200	0-13	\$1,495	\$15.00*
				Weighted Avg: 65			
3	Veterans Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills	8	8-200	0-13	\$1,035	\$17.70
				Weighted Avg: 45			

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

Minimum Wage by County: Job Numbers 1 and 3: \$17.70 per hour for San Diego and Santa Cruz counties

Job Number 2 (Job Creation): \$15.00 per hour for Santa Cruz County

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Production Staff		320
Production Support Staff		70
Administrative Staff		15
Engineers		12
Designers/Drafters		5
IT Technicians		5
Managers/Supervisors		4

Job Number 2 (Job Creation)		
Production Staff		20
Production Support Staff		10
Job Number 3 (Veterans)		
Production Support Staff		4
Administrative Staff		2
Designers/Drafters		1
IT Technicians		1

INTRODUCTION

Founded in 1978 and headquartered in Scotts Valley, Fox Factory, Inc. (Fox) (www.ridefox.com) is a wholly-owned subsidiary of Fox Factory Holding Group. Fox designs, engineers, manufactures, and markets performance-defining products and systems for many types of vehicles including bicycles, side-by-side vehicles, on-road vehicles, off-road vehicles, trucks, all-terrain vehicles (ATVs), snowmobiles, motorcycles, and commercial trucks. Training will be delivered at its Scotts Valley, Watsonville and El Cajon facilities.

Fox exclusively designs and markets its products to a select group of original equipment manufacturers (OEMs) in the cycling and powered-vehicle industry. Some of Fox's customers include military-race teams, after-market dealers, and distributors of bike and powered vehicle components. Fox continues to team up with automotive OEMs including Ford, Toyota, and (most recently) Fiat Chrysler Automobiles.

This will be Fox's third ETP Contract, and its third within the last five years. As a result of its two prior ETP Contracts, the Company's overall training program structure and internal-training culture has improved. Prior training helped Fox modernized production and equipment with the addition of CNC machines, dynamometers, etching machines, and other various safety and testing equipment. In addition, the Company developed its associate training and certification initiatives in an effort to increase job-retention rates and advance career opportunities.

In this proposal, Fox will train staff on new equipment and upgraded technologies such as custom machinery, blueprint-reading scales and distinct-measuring tools. Even though some courses are the same as in its previous project, ETP-funded training will not be duplicated.

Veterans Program

Fox will train eight Veterans (Job Number 3). The Company hires Veterans through the Work For Warriors (www.workforwarriors.org) program and recruiting firms like the Lucas Group's military (veteran-staffing) agency.

Retrainee – Job Creation

Fox has committed to hiring 30 net-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. These trainees will be hired into "net-new jobs" as a condition of the 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, Fox's Powered Vehicles Division has experienced an increase in product demand, exceeding company sales forecasts by over 40% in the second quarter of 2019. Fox's off-road and power-sports' lines have been a contributing factor to its success as the Company continues to expand its offerings with both aftermarket on-road motorcycle products and side-by-side OEMs.

PROJECT DETAILS

In an effort to remain competitive, Fox has implemented a comprehensive training initiative for its frontline workers. The OEM market requires specific certification and training for quality and supply chain departments. In addition, Fox has been penetrating new markets, while designing and developing suspension products for commercial truck and street-performance vehicles.

Training Plan

Fox will deliver training via Class/Lab, E-Learning, Productive Lab (PL) and Computer-Based Training (CBT) as follows:

Business Skills: Training will be offered to Managers/Supervisors, IT Technicians, Administrative and Production Support Staff on process improvements driven by the Company's new supply-chain systems. Training topics include Accounting Processes, Inventory Control, Sales Strategies and Negotiations and Facilitation/Presentation Skills.

Computer Skills: Training will be delivered to Managers/Supervisors and Production Support Staff in the Company's Human Resources Interface Systems and Learning Management and Applicant Training systems. Training topics include Master Data Management and Customer Tax Information.

Continuous Improvement: Training will be offered to all occupations on leadership, quality standards and process improvements. Monthly safety-training topics will be incorporated across all of its training sites.

Hazardous Materials: Training will be offered to Production Staff on material safety data sheets, proper handling of hazardous materials, and control of HAZMAT waste/spill. Training will increase worker safety and prevent industrial accidents.

Management Skills: Training will be offered to Managers/Supervisors. A new training initiative-Fox Management Institute was developed for management to meet production challenges and gain critical-management depth. Topics include Problem Solving and Behavior Styles and Communication.

Manufacturing Skills: Training will be offered to Production Staff on competencies such as assembly procedures, equipment operations and maintenance practices. Training topics include Blueprint Reading and Warehousing Operations & Distribution.

Productive Laboratory (PL) – Manufacturing Skills

Trainees may produce goods for profit as part of the PL training in the courses identified under the curriculum. The instructor must be dedicated to training delivery during all hours of training. PL trainers are experienced personnel with over 6 months as Leads that have demonstrated the ability to be a proficient trainer. Management Staff with over 2 years' experience will also provide PL training.

Workers must receive hands-on instruction in a PL environment. During the first three days following preliminary training, trainers are required to instruct Warehouse and CNC operators on

the productive floor. The PL training will help employees gather a better understanding of the operations workflow and learn how to operate equipment most efficiently and effectively.

Production Support Staff and Production Staff will receive approximately 40 hours of PL-Manufacturing Skills training at a 1:1 trainer-to-trainee ratio. PL training will be delivered at its operations' facility in Watsonville, machine shop in Scotts Valley, and off-road training will be delivered at up to 40 hours per trainee.

Temporary to Permanent Hiring

The Company will train 30 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is between 3-5 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.

High Unemployment Area

Some of the trainees (Job Number 2) work in Watsonville (Santa Cruz County), a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. These trainees may qualify for a wage modification. However, Fox is not requesting a HUA-wage modification.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Annually within California, Fox allocates \$430,000 to deliver job-specific training, training on standard-career advancements per department, and state-required topics such as sexual harassment prevention and monthly safety training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The HR Manager (dedicated administrator) and assistant will be responsible for collecting rosters and tracking hours. In addition, the HR Manager will oversee training and delivery. ETP-funded training will be delivered by 25 in-house experts, which includes two newly hired Environmental Safety Managers and a safety committee comprised of leads, managers and HR staff. Designated trainers from each facility will coordinate training schedules with the HR Manager.

Impact/Outcome

ETP-funded training courses (Continuous Improvement and HAZMAT) in ISO 14001 and in HAZMAT will lead to in-house certificates.

RECOMMENDATION

Staff recommends approval of this proposal.

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 \$ %
ET17-0434	Scotts Valley	2/24/17- 2/23/19	\$350,040	\$350,040 (100%)
ET15-0341	Scotts Valley	1/5/15- 1/4/17	\$314,936	\$314,936 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Management Flow
- Business Initiatives
- Design Review Process
- Accounting Processes
- Coaching
- Facilitation/Presentation Skills
- Financial Analysis and Management
- Financial Strategies
- Inventory Control
- Invoicing/Financial Statements
- Payroll Systems
- Relationship Building (Sales and Service)
- Sales Strategies & Negotiations
- Service Request Resolutions
- Scheduling Materials
- Procurement Skills
- Product Management

COMPUTER SKILLS

- Customer Tax Information
- Computer Application Software
- Financial Accounting Systems
- Computer-Aided Drafting/Computer-Aided Manufacturing
- ERP and MRP Systems (Oracle)
- Master Data Management
- Human Resources Interface Systems
- ADP Applications

CONTINUOUS IMPROVEMENT

- ISO 4001
- International Automotive Task Force Quality Systems
- Logistics
- Leadership
- Team Building
- Environmental Management System
- Spill Prevention Control and Countermeasures
- Fire Prevention
- IIPP/Occupational Safety and Health Management System
- Risk Identification and Control/Activity Hazard Analysis
- Heat Illness Prevention Plan
- Lift Training
 - American Lift Institute
 - American Nation Standards Institute
- Personal Protective Equipment Program
- Laser Safety Program
- Fleet Safety Program

HAZARDOUS MATERIALS

- Proper Handling of Hazmat Materials
- Control of Hazmat Waste/Spill
- Material Safety Data Sheets
- Hazard Communication

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Finance for Non-Financial Managers
- Legal Side of Management
- Problem Solving
- Behavior Styles and Communication
- Leadership Skills
 - Team Building
- Coaching and Giving Feed Back
- First Time Management
- Selection and Interviewing Work Shop

MANUFACTURING SKILLS

- Assembly Procedures
- Body Sanding
- Blueprint Reading
- Decal Training
- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs for Efficiency
- Laser Engraver Set-Up
- Manufacturing Practices
- Maintenance Procedures
- Operations and Processes
- Production Operations
- Racking and Labeling Processes
- Warehousing Operations & Distribution
- Measurement and Calibration
- Operations Skills for New Machinery
- Lockout/Tagout
- Machine Guarding
- Welding Safety
- Machine Shop Safety
- Machinery / Equipment (Lift Truck)

Safety Training is capped at 10% of a trainee's total training hours

Productive Lab Hours

0–40

MANUFACTURING SKILLS (limited ratio 1:1)

- Body Capping
- New Machinery
- Good Manufacturing Practices
- 5S Standards
- Equipment Operations
- Operations and Processes

- New Product Build Processes
- Analyzing Jobs for Efficiency
- Pallet Assembly
- Business Process Re-Engineering
- Re-Work/Troubleshooting
- Tumblers
- Forklift Certification
- Piston Prep
- Deburring Parts
- Material Handling
- Machining – Lathes/Mills
- Quality Assurance Tooling
- Quality Control Built Shock

CBT Hours

0–13

BUSINESS SKILLS

- Business Planning Financial Health (1 hour)
- HR-Organizational Functions EH&S (1 hour)
- Estimating-RFQ-Contract Review Program Mgmt. (1 hour)

MANUFACTURING SKILLS

- Product Design-Validation (1 hour)
- Manufacturing Process Capability (1 hour)
- APQP-Mfg. Process-Tooling-Equipment Design (1 hour)
- Measuring Systems Analysis Equipment (1 hour)
- Production Part Approval (1 hour)
- IT-Facilities-Equipment Planning (1 hour)
- Control of Non-Conforming Production (1 hour)
- Sub-Supply Chain Mgmt./Procurement Cost Mgmt. (1 hour)
- Problem Solving Permanent Corrective Actions (1 hour)
- Inventory-Production Control-Packaging Logistics (1 hour)

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



Retrainee – Job Creation
Critical Proposal for:
Lam Research Corporation
Contract Number: ET20-0159

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Critical Proposal Retrainee Priority Rate Job Creation Initiative Veterans	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: 3,648	U.S.: 6,430	Worldwide: 10,950
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,549,324

Total ETP Funding
\$562,350

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Critical Proposal Priority Rate	Advanced Technology, Computer Skills, Cont. Improv., HazMat	685	8-200	0-33	\$690	\$19.31
				Weighted Avg: 30			
2	Job Creation Priority Rate Critical Proposal	Advanced Technology, Computer Skills, Cont. Improv., HazMat	80	8-200	0-33	\$690	\$16.09
				Weighted Avg: 30			
3	Veterans Retrainee Priority Rate Critical Proposal	Advanced Technology, Computer Skills, Cont. Improv., HazMat	50	8-200	0-33	\$690	\$19.31
				Weighted Avg: 30			

Minimum Wage by County: Alameda County: Job Numbers 1 & 3 - \$19.31 per hour and Job Number 2 - \$16.09 per hour.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrator		60
Engineer		450
Technician		150
Manager / Supervisor		25
Job Number 2: Job Creation		
Administrator		12
Engineer		45
Technician		15
Manager / Supervisor		8
Job Number 3: Veterans		
Administrator		8
Engineer		30
Technician		10
Manager / Supervisor		2

Critical Proposal

This proposal for Lam Research Corporation (Lam) has been designated a Critical Proposal by the Governor's Office of Business and Economic Development (GO-Biz) based on the Company's capital investment (\$170 million) in its California facilities and commitment to adding (80) new jobs in California.

INTRODUCTION

Founded in 1980 and headquartered in Fremont, Lam Research Corporation (Lam) (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 electronic including: mobile phones, personal computers, servers, wearables, automotive devices, storage devices, and networking equipment. Lam's customer base includes Samsung, Intel, TSMC, and Toshiba.

This is Lam's eighth ETP project, and its fourth in the last five years. In this proposal, Lam will train 735 incumbent workers and 80 newly-hired, frontline workers at both its Fremont and Livermore facilities with focuses in developing and producing new products to meet customer demands. ETP-funded training will be delivered to employees that did not participate in the prior project. Training will not be duplicated.

Veterans Program

In this proposal, Lam has included a Veterans' component (Job Number 3). The Company is committed to training 50 veterans. Lam uses a recruitment firm, Orion Talent, who maintains a web portal for veterans. This recruitment tool shows how experiences in the military translate into careers at Lam. The Company also directs staff resources to recruit, hire, and train veterans.

Retrainee - Job Creation

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

In 2018, Lam devoted \$1.2 billion to research and development and plans to invest over \$100 million in the next three years in advanced semiconductor-manufacturing tools, equipment, software, services, and supplies at its California facilities. Lam will also expand/upgrade laboratory space and production facilities. Lam will hire 80 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. These trainees will be hired into "net new jobs" as a condition of Contract.

PROJECT DETAILS

As Lam's semiconductor manufacturing becomes more complex, processes will require advanced skills. Thus, training will focus on innovative and structured courses to improve technical knowledge and productivity. The training plan has also been designed to address the knowledge gap between experienced and newer engineers and technicians.

Additionally, Lam is experiencing business capacity growth and expanding its customer base by making technology and capacity investments in 3D-device scaling, multiple patterning process flow, and advanced packaging/chip integration. Training in these new technologies, facility

upgrades/expansions, and other significant capital investments will support the Company's efforts to expand and stay competitive by solidifying its standing in the global marketplace.

Training Plan

The following training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT) by in-house subject matter experts and vendors, if necessary:

Advanced Technology (AT): Engineers, Technicians, and Managers/Supervisors will attend courses in complex-manufacturing operations consisting of assembling and testing components, sub-assemblies, and modules that are then integrated into finished systems. Advanced courses in Application Engineering Services, Biochemical Analyzer, Liquid Handling Equipment, and System Data Modeling and Architecture will be delivered. The focus will be on technology trends in semiconductor design, fabrication/manufacturing, modeling, and integration.

The goal of AT training is to foster a high level of innovation and product development. Courses will be taught by a combination of external vendors and internal trainers (scientists and engineers) at an estimated cost of over \$8,600 per day. A trainer-to-trainee ratio of 1:10 or less will be required. AT is reimbursed at \$26 per hour.

Computer Skills: Training will be provided to all occupations in information and data security, cloud computing, advanced manufacturing control systems and lab applications, and various software programming languages and informatics.

Continuous Improvement: Training will be provided to all occupations covering all aspects of quality improvement and customer relations. Courses will include Leadership/Coaching Skills, Design for Excellence, Six Sigma/Green Belt, and Efficiency Workflow.

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, engineers and technicians will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entities include ISO 14001, 45001, SEMI Global Care, LAM Environmental Health & Safety Systems, and Occupational Health and Assessment Series 18001.

Nanotechnology

A primary driver of technology in the semiconductor industry has been to shrink the lithography that prints the circuit design on semiconductor chips. New materials with precise control at the atomic scale are just one focus of development for Lam to meet these evolving customer requirements. Lam also continues to develop competencies in nanoscale-applications enablement for building smaller, faster and better performing devices.

Commitment to Training

ETP funds will not displace Lam's existing financial commitment to training. The Company's statewide training expenditures is in excess of \$2,800,000. The ETP curriculum will build on (not overlap) training already being provided. Lam funds the following: all orientation and basic job-skills training; class/lab and OJT (manufacturing-skills) training; OSHA and FDA-mandated safety regulations; desktop and basic computer training; and, web-based learning in leadership development, compliance, human resources, legal and business skills. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Lam's Director of Global Learning (dedicated administrator) will oversee ETP training. The HR department will oversee all workforce training across the entire organization and operates under the direction of a Senior Vice President. Additionally, there will be several full-time administration training staff and one management employee assigned to assist with administration and coordination for this project. The Company has also retained a third-party subcontractor, Herrera & Company, to assist with administration.

Impact/Outcome

The manufacturing skills and certifications attained by trainees who successfully complete AT courses include certificates in proprietary (computer-software) systems, geometric-tolerancing courses, and other AT topics- epitaxy, ion implantation, oxidation, rapid thermal processing (RTP), physical vapor deposition (CVD), informatics, lab automation and robotics, and vacuum technology. Additionally, HAZMAT and Lean Six Sigma (Green Belt) certifications will be attained following the delivery of ETP-funded training.

Electronic Recordkeeping/LMS

Staff has reviewed and approved the Company's Learning Management System.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET18-0175	\$49,680	4/3/18 – 4/2/20	92	120	0

Based on ETP systems, 2,945 reimbursable hours have been tracked for potential earnings of \$49,680 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through January 30, 2020.

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 \$ %
ET16-0304	Fremont, Livermore	12/14/15- 12/13/17	\$48,816	\$39,519 (81%)
ET13-0318	Fremont, Livermore	4/1/13- 3/31/15	\$99,000	\$49,221 (50%)

ET13-0318: Only a small number of trainees completed training due to peak business periods during the term of contract. The training was delayed due to 50% increase business growth during the contract. Training was delayed and fewer staff were able to reach the minimum number of hours required for ETP training.

Lam representatives have taken the following actions to ensure a 100% performance rate: 1) Lam's senior-management supports this application and will ensure scheduled training stays on track; 2) Lam hired a full-time learning development director to oversee company-wide workforce learning and to better manage this ETP Contract; 3) Lam will utilize a sophisticated program through its LMS to reduce training impact on workers and departments during high production times; and, 5) hired an experienced consultant with a successful ETP administrative track record for high-tech employers in Silicon Valley.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Lam also retained Herrera & Company in Stockton 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: Menu Curriculum

Class/Lab Hours/E-Learning 8-200





Trainees may receive any of the following:

ADVANCED TECHNOLOGY (AT) (1:10 Trainer-to-Trainee Ratio)












- 🚧 Application Engineering Services
- 🚧 Atomic Layer Deposition (ALD)
- 🚧 Atomic Absorption
- 🚧 Atomic and Molecular Spectroscopy
- 🚧 Biochemical Analyzers
- 🚧 Chemical Mechanical Linearization Technologies and Applications
- 🚧 Chemical Mechanical Planarization (CMP)
- 🚧 Chemical Synthesizer Instruments
- 🚧 Chemical Vapor Deposition (CVD)
- 🚧 Electrochemical Deposition (ECD)
- 🚧 Electrophoresis Analysis Equipment
- 🚧 Electromagnetic Properties, Waves, and Dielectric Constants
- 🚧 Epitaxy and Centura RP Epi
- 🚧 Flow Cytometry Instruments
- 🚧 Fourier Transform InfraRed Equipment
- 🚧 Instrument Modeling / Integration Software Development
- 🚧 Ion Implantation
- 🚧 Lab Automation and Robotics
- 🚧 Liquid Handling Equipment
- 🚧 Mass Spectrometers
- 🚧 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
- 🚧 Oxygen Measurement Instruments
- 🚧 Oxidation / Nitridation
- 🚧 Particle and Energy Balance, Global Models
- 🚧 Physical Vapor Deposition (PVD)
- 🚧 Physics of Radiofrequency Plasmas
- 🚧 Rapid Thermal Processing (RTP)
- 🚧 Space Plasma Thrusters
- 🚧 System Data Modeling and Architecture
- 🚧 Thin-Film Surface / Interaction Overview

COMPUTER SKILLS

- 🚧 Advanced Desktop Productivity Applications
- 🚧 Advanced eBusiness Applications
- 🚧 Advanced Manufacturing Control Systems
- 🚧 Advanced Manufacturing Lab Applications
- 🚧 Business System Processing
- 🚧 Cloud Computing
- 🚧 Information and Data Security
- 🚧 Management and Manufacturing Control Systems

-  Materials and Logistics Software Development
-  Programming Languages
-  Project Management Software Tools
-  Software and Informatics

CONTINUOUS IMPROVEMENT

-  Advanced Project Management
-  Design Tools and Practices
-  Design for Excellence
-  Leadership / Coaching Skills
 - Advanced Negotiation
 - Building Constructive Communications
 - Communicating for Results
 - Efficiency Workflow
 - Facilitation Skills and Mentorship
 - Innovation and Influence
 - Individual Transition in Organizations
 - Leadership Essentials
 - Leading Change
 - Leading Cross-Functional Teams
 - Managing for Performance
 - Managing Organizational Transition
 - Teambuilding
 - Situational Leadership
-  Quality Improvement Fundamentals
-  Problem Solving Tools and Techniques
-  Product Quality and Reliability
-  Product Transfer / Workflow
-  Six Sigma / Green Belt
-  Technical Qualifications and Certifications
-  Testing and Troubleshooting Skills

HAZARDOUS MATERIALS

-  Restricting of Hazardous Substances
-  Risk Management and Waste Management










Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

CBT Hours 0-33

COMPUTER SKILLS

-  Advanced Project Management Software (4 hrs.)
-  Advanced Software Applications (4 hrs.)
-  Computer Assisted Design (1 hr.)
-  Database Design (2 hrs.)
-  Electronic Record Management (1.5 hrs.)
-  Manufacturing Resources Planning (1 hr.)
-  Management and Manufacturing Control Systems (3 hrs.)

CONTINUOUS IMPROVEMENT

-  Advanced Customer Communications and Awareness (2 hrs.)
-  Effective Teams (1 hr.)
-  Leadership / Coaching Skills (4 hrs.)
 - Facilitation Skills and Mentorship
 - Leading the Global Workforce
-  Marketing Promotion and Strategy (1.5 hrs.)
-  Multi-Cultural Customer Service Relationships (1 hr.)
-  Process Improvement Training (1 hr.)
-  Problem Solving Tools and Techniques (4 hrs.)
-  Product Marketing for Engineers (1 hr.)
-  Technical Presentation Skills (1 hr.)

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Vander-Bend Manufacturing, Inc.

Contract Number: ET20-0179

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Santa Clara, San Joaquin, Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 811	U.S.: 811	Worldwide: 811	
<u>Turnover Rate:</u>	11%			
<u>Managers/Supervisors:</u> (% of total trainees)	8%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$414,584

Total ETP Funding
\$335,225

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Continuous Impr, Mfg. Skills	553	8-200	0-36	\$345.00	\$17.70
				Weighted Avg: 15			
2	Job Creation Initiative Retrainee Priority Rate	Business Skill, Continuous Impr, Mfg. Skills	40	8-200	0-36	\$3,611	\$15.00
				Weighted Avg: 157			

Minimum Wage by County: Job Number 1: \$19.31 per hour for Santa Clara County; \$17.70 per hour for Sacramento and San Joaquin (All Other Counties) counties.

Job Number 2: \$16.09 per hour for Santa Clara County; \$15.00 per hour for Sacramento and San Joaquin (All Other Counties) 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 \$2.40 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainees		
CNC Machinists		15
Inspectors		5
Welders		23
Assemblers		84
Production Staff		341
Managers / Supervisors		50
Administrative Staff		20
Operators		15
Job Number 2: Job Creation		
Production Staff		40

INTRODUCTION

Founded in 1980 and headquartered in San Jose, Vander-Bend Manufacturing, Inc. (Vander-Bend) (www.vander-bend.com) provides contract manufacturing for custom precision sheet metal, welded frames, precision machining, custom-cable harness, and electro-mechanical assembling. The Company also provides product design and a full range of support services.

Vander-Bend will be the lead employer in this proposal to train its employees and employees of its subsidiary, J.L. Haley Enterprises, Inc., a recently purchased manufacturing company located in Rancho Cordova. ETP-funded training will be delivered to employees located in San Jose, Stockton and Rancho Cordova.

Vander-Bend's customer base includes approximately 250 companies ranging from small startups to Fortune 100 firms in IT, medical, bio-technology, semiconductor, telecommunications, and robotics industries. Companies include: KLA Corporation, Facebook, BD Medical Supplies, Bloom Energy, and Flextronics.

Veterans Program

Vander-Bend actively seeks veteran-recruitment organizations to attend meetings to recruit veterans.

PROJECT DETAILS

This will be Vander-Bend's second ETP project; the second within the last five years. Previous ETP training focused on upskilling and retaining employees that had little to no manufacturing experience.

In this proposal, the Company will train newly-hired and incumbent employees on new equipment: CNC machines, brake presses, coordinate-measuring machines, hardware- installation machines, welding machines, and assembly equipment. Vander-Bend has been installing equipment throughout its four facilities and will continue through this proposal. Upgrading trainee skills is necessary as industry technologies become more advanced and equipment is integrated with computerized and robotic systems. Trainees will receive skills to allow them to fully operate and repair the new equipment. This training will not repeat training on any products or services for which training was provided under the prior ETP Contract.

Retrainee - Job Creation

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

Vander-Bend will expand business capacity with the purchase of new equipment. The Company will hire 40 net-new employees (Job Number 2). Due to Vander-Bend's business-capacity growth, trainees will receive a weighted average of 157 hours of training given these individuals are hired with little to no manufacturing experience. The training includes a minimum of 160 hours in Class/Lab training (60 hours of classroom and 100 hours of non-production lab) to gain the practical skills to operate the new machines accurately. Some trainees may require more training.

The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net-new jobs" as a condition of contract.

Training Plan

The following training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT):

Business Skills: This training will be offered to all occupations in course topics such as Effective Management Skills, Four Functions of Management, and Performance Management. Training will ensure staff can manage performance and organization standards.

Continuous Improvement: This training will be offered to all occupations in course topics such as 5S Overview, Identifying and Eliminating Waste, and Lean Manufacturing. Training will ensure improvements in productivity.

Manufacturing Skills: This training will be offered to CNC Machinists, Inspectors, Welders, Assemblers, Production Staff, and Operators in course topics such as Welding, Adhesive Application/Bonding/Properties, and Blueprint Reading/Interpretation. Training will allow staff to be proficient on current and new machines.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Vander-Bend reports that the annual training budget per facility in California is \$120,000. The Company provides new-hire orientation, safety training, and basic-job skills to its employees. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Vander-Bend's Training Manager (dedicated administrator) will oversee the training program. Two Human Resources staff will coordinate training and track training hours. A manager or supervisor and multiple in-house trainers (subject-matter experts) will be responsible for scheduling, delivering, and documenting training at each facility. The Company may use training vendors, if needed.

Impact/Outcome

Vander-Bend's training plan will help the Company develop skills of CNC Machinists, Inspectors, Welders, Assemblers, Production Staff, and Operators. ETP-funded training will result in Six Sigma certification.

Temporary-to-Permanent Hiring

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

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

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0070	San Jose and Stockton	10/2/17 – 10/1/19	\$200,952	\$200,952 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Management Skills
- Four Functions of Management
- Performance Management

CONTINUOUS IMPROVEMENT

- 5S Overview
- Identifying and Eliminating Waste
- Lean Manufacturing
- Root Cause Failure Analysis
- Six Sigma

MANUFACTURING SKILLS

- Abrasives
- Adhesive Application / Bonding / Properties
- Algebra Fundamentals
- American National Standards Institute (ANSI) Insert Selection
- Arc Welding
- Assembling
- Automated Systems and Control
- Battery Selection
- Bearing Applications
- Belt Drive Applications
- Bending Fundamentals
- Blueprint Reading / Interpreting
- Bonding Process
- Calibration and Documentation
- Canned Cycles for the Lathe
- Canned Cycles for the Mill
- Centerless Grinder
- Ceramics
- Chucks, Collets, and Vises
- Circuits
- Clamping
- Clutch and Brake Applications
- Coordinate Measuring Machines (CMM)
- CNC Machines
- CNC Lathe
- CNC Mill
- Coating
- Composite Process, Inspection and Defect Prevention
- Conductor Selection
- Contamination and Filter Selection
- Control Devices

- Cutting
- Cylindrical Grinder Operation
- Direct Current (DC) Circuit Components
- DC Motor Applications
- DC Power Sources
- Deceleration Methods
- Design for Manufacturability and Assembly (DFM / DFA)
- Die Bending Operations
- Distribution Systems
- Dressing and Truing
- Electrical Instruments and Units
- Electrode
- Electric Motors
- Electric Semiconductor Devices
- End Effectors
- Exotic Alloys
- Fabrication
- Fastener Threads
- Flux-cored Arc Welding (FCAW) Applications
- Ferrous Metals
- Fluid Power
- Fluid Systems / Conductors
- Flux Selection
- G Code Programming
- Geometric Dimensioning & Tolerancing (GD&T)
- Gear Applications
- Geometry
 - Gear
 - Welding
 - Circles and Polygons
 - Lathe Tool
 - Lines and Angles
 - Mill Tool
 - Triangles
- Gas Metal Arc Welding (GMAW) Applications
- Grinding
- Gas Tungsten Arc Welding (GTAW)
- Hardness Testing
- Hole Standards and Inspections
- Hydraulics
- Impact of Workpiece Material
- Industrial Network Integration
- Injection Molding
- In-Line Inspection Applications
- Lathe
- Lifting and Moving Equipment
- Linear Instrument Characteristics
- Logic and Line Diagrams
- Lubricating
- Machine Operation / Tools

- Magnetism
- Manufacturing Costs
- Materials for Composites
- Mazak
- Measuring System Analysis
- Measurements
- Mechanical Properties / Systems / Variables
- Metals
- Mill
- Molding
- Motors
- Motor Drive Systems
- National Electric Code (NEC) (R)
- National Institute of Metalworking Standards (NIMS) Core
- Nonferrous Metals
- Non-Threaded Fasteners
- Optical Comparators
- Oxyfuel
- Parallel Circuit Calculations
- Photoelectric and Ultrasonic Devices
- Photonic Semiconductor Devices
- Physical Properties
- Plasma Cutting
- Plastics
- Pneumatics
- Polymer Composite Processes
- Power Transmissions
- Precision Machine Design
- Press Brake Operations
- Process Flow Charts
- Properties for Fasteners
- Print Reading
- Prismatic
- Reduced Voltage Starting
- Repair Methods
- Relays, Contractors, and Motor Starters
- Reversing Motor Circuits
- Rigging
- Robot Application and Programming
- Robotics
- Sensors
- Submerged Arc Welding (SAW) Applications
- Shielded Metal Arc Welding (SMAW) Applications
- Soldering
- Solenoids
- Solid-State Relays and Starters
- Statistical Process Control (SPC)
- Specs for Servomotors
- Spring Applications
- Statistics

- Steel
- Supporting and Locating Principles
- Surface Finishing Composites
- Surface Grinder
- Surface Preparation
- Surface Texture and Inspection
- Thermal Cutting
- Thermoforming
- Thermosets
- Thermoplastics
- Thread Standards and Inspections
- Threaded Fasteners
- Timer and Counters
- Tolerance
- Torque
- Trigonometry
 - Sine, Cosine, Tangent
 - The Pythagorean Theorem
- Troubleshooting
- Units of Measurement
- Vacuum Bagging Technique
- Vision Systems
- Welding

CBT Hours

0-36

CONTINUOUS IMPROVEMENT

- Identifying and Eliminating Waste (1.5 hours)

MANUFACTURING SKILLS

- Algebra Fundamentals (1.5 hours)
- Clamping (1.5 hours)
- Chucks, Collets, and Vises (1.5 hours)
- CNC Lathe (1.5 hours)
- CNC Machines (1.5 hours)
- CNC Mill (1.5 hours)
- Fastener Threads (1.5 hours)
- Hole Standard and Inspections (1.5 hours)
- Linear Instrument Characteristics (1.5 hours)
- Mechanical Properties (1.5 hours)
- Metal Cutting Fluids (1.5 hours)
- Metals (1.5 hours)
- Physical Properties (1.5 hours)
- Machine Guarding (1.5 hours)
- Mazak Lathe: Control Panel (1.5 hours)
- Mazak Mill: Control Panel (1.5 hours)
- Measuring System Analysis (1.5 hours)
- Metal Cutting (1.5 hours)
- Statistics (1.5 hours)
- Supporting and Locating Principles (1.5 hours)

- Surface Texture and Inspection (1.5 hours)
- Trigonometry: Sine, Cosine, Tangent (1.5 hours)
- Trigonometry: The Pythagorean Theorem (1.5 hours)

Note: Reimbursement for retraining is capped at 200 total-training hours per trainee, regardless of the method of delivery.



Training Proposal for:

Betts Company

Contract Number: ET20-0189

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda, Fresno, Los Angeles, Sacramento, San Bernardino, 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: 275	U.S.: 275	Worldwide: 275	
<u>Turnover Rate:</u>	14%			
<u>Managers/Supervisors:</u> (% of total trainees)	11%			

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$670,000

Total ETP Funding
\$416,990

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Cont. Improv., Mfg. Skills	194	8-200	0	\$1,610	\$13.28*
				Weighted Avg: 70			
2	Retrainee Priority Rate	Computer Skills, Cont. Improv., Mfg. Skills	65	8-200	0	\$1,610	\$17.70
				Weighted Avg: 70			

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

Minimum Wage by County: Job Number 1 (HUA): \$13.28 per hour in Fresno and San Joaquin counties

Job Number 2: \$19.31 per hour in Alameda County; \$18.56 per hour in Los Angeles County; \$17.70 per hour in Sacramento and San Bernardino counties

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

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

Up to \$0.80 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to \$0.98 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees/HUA)		
Administrative Staff		46
Maintenance Staff		6
Quality Staff		3
Production Staff		112
Sales Staff		3
Supervisor		13
Warehouse Staff		11
Job Number 2 (Retrainees)		
Administrative Staff		15
Maintenance Staff		19
Sales Staff		26
Supervisor		5

INTRODUCTION

Founded in 1868 and headquartered in Fresno, Betts Company (Betts)(www.betts1868.com) manufactures, services and distributes transportation parts such as heavy duty springs, truck parts, and heavy duty vehicle suppression and safety products to industrial truckers, after-market distributors, and heavy duty repair shops and manufacturers. This is Betts' fourth ETP project, and the third in the last five years. Training will take place at Betts' six locations in Fresno, San Joaquin, Sacramento, San Bernardino, Alameda and Los Angeles Counties.

Veterans Program

Betts hires Veterans through various job vacancy boards and through job hiring fairs.

PROJECT DETAILS

To remain competitive, Betts must continuously train on new automated mechanical equipment. The Company has invested over \$700k on new progressive die stampers, coiler systems, yard truck repair systems, and an industrial robot. Training under this proposal will allow the Company to build on previous training and continue to educate, train, and enhance the skills necessary to compete. Training will also focus on the next phase of the Company's ERP System. Software updates will require training companywide specific to job functions.

Betts has also expanded its training plan to include operational workflow and efficient operations. Training will address this by offering curriculum designed to help employees acquire the skills necessary to accomplish effectual results. Addressing employee skills, manufacturing, service and administration will significantly assist in growing its business. Training under this proposal will provide the workforce with the proper resources, standards, and operational experience to assist business partners while allowing the Company to deliver, improve, and cross train with the highest business standards. Although training topics are similar to those provided in the prior projects, trainees will not repeat the same training as previously received.

Training Plan

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

Computer Skills: Training will be offered to all occupations in the Company's ERP (ISCI/Inform) System Training Phase II.

Continuous Improvement: Training will be offered to all occupations and will focus on improving workflow processes. Training topics include Betts Way, Change Management and Productivity Assessment.

Manufacturing Skills: Training will be offered to all occupations and will focus on new equipment. Training topics include Operating Standards, Machine and Maintenance Set-Up and Fabrication Making.

High Unemployment Area

Trainees in 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 San Joaquin and Fresno counties are in an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Betts is requesting a wage modification from \$17.70 per hour to \$13.28 per hour for 194 trainees (Job Number 1).

Commitment to Training

Betts' annual training budget per facility is approximately \$20,000 and includes orientation and seminar-based 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 Human Resources will coordinate all training efforts with administrative staff support from its Corporate Offices. At each site, a single support person will handle collection of rosters and hours tracking. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience. Training will be delivered by in-house experts and vendors as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

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 \$ %
ET17-0441	Multiple	03/06/17 – 03/05/19	\$301,160	\$291,812 (97%)
ET15-0354	Multiple	12/01/14 – 11/30/16	\$96,388	\$98,388 (100%)

DEVELOPMENT SERVICES

BLI Co. in Salida assisted with development of this proposal for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

BLI Co. 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 Hours

8-200 Trainees may receive any of the following:

COMPUTER SKILLS

🚩 ERP (iSCl/Inform) System Training Phase II

CONTINUOUS IMPROVEMENT

🚩 Betts Way

- Aim for Excellence Obtaining your Goals
- Business Sustainability
- Community Investment
- Strategic Direction within Departments & Life

🚩 Budgeting

🚩 Change Management

🚩 Entrepreneurial Operating System

- Communication
- Development
- Leadership
- Marketing
- Personnel Development

🚩 Lean Manufacturing

🚩 Problem Solving

🚩 Productivity Assessment

MANUFACTURING SKILLS

🚩 Compliance

🚩 Cross-Training

🚩 Equipment Operations

🚩 Fabrication Making

🚩 Machine and Maintenance Set-Up

🚩 Management Review

🚩 Operating Industrial Lifts

🚩 Operating Standards

🚩 Processing

🚩 Production Operations

🚩 Recall Processes

🚩 Service Start Up/Shut Down

🚩 Warehouse Practices

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

ClarkWestern Dietrich Building Systems LLC

Contract Number: ET20-0181

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Diego, Yolo	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: 260	U.S.: 1,468	Worldwide: 1,500
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$372,600

Total ETP Funding
\$372,600

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30	240	8-200	0	\$1,380	\$17.70
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation	Computer Skills, Cont. Imp., HazMat, Mfg. Skills, OSHA 10/30	15	8-200	0	\$2,760	\$15.00
				Weighted Avg: 120			

Minimum Wage by County: Job Number 1: \$17.70 per hour for Riverside, San Diego and Yolo counties

Job Number 2 (Job Creation): \$15.00 for Riverside, 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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1; and up to \$0.24 per hour for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative/Customer Support Staff		17
Engineers		7
Maintenance Staff/ Technicians		30
Managers/Supervisors		17
Operation Staff		159
Project Managers		4
Sales Staff		6
Job Number 2		
Operation Staff		15

INTRODUCTION

Founded in 2011 and headquartered in Ohio, ClarkWestern Dietrich Building Systems LLC (ClarkWestern) (www.clarkdietrich.com) specializes in steel construction products and services

across the United States and abroad. Using cold-formed steel, ClarkWestern manufactures products for interior framing and finishing; exterior framing; and floor and roof framing. The Company also produces clips, connectors, metal lath, barrier mesh and other accessories. ClarkWestern's products are primarily utilized in commercial buildings including schools, hospitals, office parks and stadiums. Customers include Home Depot and Lowe's; also, home improvement contractors including architects, engineers, building developers and general contractors.

ClarkWestern will serve as the lead employer with a closely related affiliate, ClarkDietrich Engineering Design Inc. Training will be provided at three California facilities located in Carlsbad, Woodland and Riverside. This will be ClarkWestern's third ETP Contract, and the third in the last five years.

Veterans Program

ClarkWestern actively recruits via online job sites such as Military.com, Hire Heroes USA, Military for Hire, GI Jobs, as well as through the Employment Development Department. Additionally, ClarkWestern participates in job fairs including Heroes for Hire and VA Job Fairs and supports and funds many military programs such as Warrior Canine Connection.

PROJECT DETAILS

ClarkWestern's prior proposal included training for its Riverside and Woodland locations. Training focused on implementing Lean Manufacturing processes and new equipment training. For this proposal, training will focus on a newly added production line at the Riverside location, new equipment, and the development and implementation of new features to the Building Information Modeling (BIM) CAD software. Training will also include its engineering location in Carlsbad for the first time.

ClarkWestern's Engineers are currently developing and implementing new BIM features to include full 3D scanning, slab elevation height scanning, and robotic total stations to place field points. Along with these new features, staff is also developing design software to assist and train field contractors. Extensive training will be provided to Engineers to learn how to develop the additional components and implement new features. All ClarkWestern staff who utilize the technology will receive training on how to operate the system, input data, scan and generate the product with the created drawing.

Training also includes operation and maintenance of existing equipment and \$1.5M in new equipment including a crane system, a hydraulic punch system, and conveyors to scrap the punches. Training will ensure staff has the skills for safety, maintenance and techniques to operate the equipment. Additional training will be provided to Operations Staff at the Riverside location for the newly implemented high speed production line. The new high speed line is part of the \$1.5 Million new equipment budget.

ClarkWestern also promotes cross-training. The Company has installed a system whereby staff can be promoted and receive pay increases as they learn to successfully operate different production floor machinery. Employees who received training in the prior ETP project will not receive duplicate training.

Retrainee - Job Creation

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

ClarkWestern is expanding business capacity by creating positions within existing functions due to nearly 50% increased demand from 2016 to 2019. The Company also projects an increase of 15% for 2020. To meet demand, ClarkWestern will hire 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

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

Computer Skills: Training will be offered to all occupations to improve software skills. Training topics include 3D Visuals/Drawings and Security Software.

Continuous Improvement: Training will be offered to all occupations. Training will focus on eliminating waste and improving Company processes and include Leadership Training, Engineering and Communication Skills.

Manufacturing Skills: Training will be offered to Operations Staff and Maintenance Staff/Technicians in proper techniques for equipment and product production. This also includes cross training. Training topics include Good Manufacturing Practices and Equipment Operations and Maintenance.

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.

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, operations staff, management staff and maintenance staff will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Commitment to Training

The current annual training budget is approximately \$50,000 per facility and includes new hire orientation, general safety, efficient processes and clinical trials.

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

➤ **Training Infrastructure**

Training will be provided by qualified in-house experts. Plant Managers at each location will oversee and coordinate training. The managers will collect and review the ETP rosters. The Contract will also be overseen by a staff member at the Company's headquarters in Ohio. ClarkWestern has also retained a third-party administrator with extensive ETP experience to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

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 \$ %
ET17-0431	Riverside, Woodland	03/06/17- 03/05/19	\$185,056	\$183,815 (99%)
ET15-0208	Riverside, Woodland	08/04/14– 08/03/16	\$82,800	\$82,800 (100%)

DEVELOPMENT SERVICES

Training Grants Intelligence Inc. (TGII), in Canton, GA, assisted with development of this proposal for no fee.

ADMINISTRATIVE SERVICES

TGII will also perform administrative services in connection with this proposal not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- 3D Visuals/Drawings
- CAD Drawing
- CAD/BIM Production Detail Drawing Package
- Engineering Software
- Microsoft Office Suite (Intermediate/Advanced)
- Security Software
- Structural Calculations Using Analysis Programs
- Web Navigation Tools

CONTINUOUS IMPROVEMENT

- Best Practices
- Business Performance/Skills Enhancement
- Communication Skills
- Comprehension Skills Customer Service
- Engineering
- Environmental Sustainability
- Finance and Accounting
- Focus Improvement
- Intrapersonal Skills Training
- Introduction to Lean Manufacturing
- Just-In-Time Processes
- Key Performance Indicators
- Leadership Skills for Frontline Workers
- Leadership Training
- Management Skills
- Material Improvement
- Organizational Capability
- Problem Solving
- Process Improvement
- Production Detail Drawing Package
- Project Management
- Quality Concepts
- Read/Interpret Drawings
- Structural Calculations Using Manual Methods
- Systems, Applications and Products
- Team Building
- Technician Processes

HAZARDOUS MATERIALS

- Hazardous Materials

MANUFACTURING SKILLS

- Autonomous Maintenance
- Conveyors

- Crane System
- Electrical & Electronic Equipment Operation, Maintenance/Repair
- Electrical Systems Technology
- Equipment Operations and Maintenance
- Good Manufacturing Practices
- Hydraulic Punch System
- Lath Line Equipment
- Lean Manufacturing
- Machine Shop Equipment
- Maintenance Processes
- Operation Process
- Pneumatic Equipment Operation
- Press Brake Equipment
- Preventative Maintenance
- Quality Control
- Scissor Lift Training
- Slitter Line
- Trackloc Training
- Trak Lok Equipment Line
- Warehouse Operations

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Collins Electrical Company, Inc.
Contract Number: ET20-0128

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee HUA	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Monterey, San Joaquin, Stanislaus, Yolo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Local Unions 684, 340, 234 and 100 of the International Brotherhood of Electrical Workers IBEW		
Number of Employees in:	CA: 509	U.S.: 509	Worldwide: 509
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$725,760

Total ETP Funding
\$596,160

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Continuous Improvement, Commercial Skills, Hazardous Materials	204	8-200	0	\$1,656	*\$13.28
				Weighted Avg: 72			
2	Retrainee Priority Rate	Computer Skills, Continuous Improvement, Commercial Skills, Hazardous Materials	156	8-200	0	\$1,656	\$17.70
				Weighted Avg: 72			

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

Minimum Wage by County: Job Number 1: \$13.28 per hour in Monterey, San Joaquin and Stanislaus County. Job Number 2: \$17.70 per hour in Yolo County and \$19.31 per hour in 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 \$0.27 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1: Retrainee/HUA		
Administration		17
Electrician		60
Engineer/Operator		7
Estimator		10
Foreman		36
Construction/Production		12
Laborer		13
Supervisor/Manager		33
Wireman		15
Warehouse		1

Job Number 2: Retrainee		
Administration		17
Electrician		58
Engineer/Operator		6
Estimator		8
Foreman		34
Supervisor/Manager		32
Warehouse		1

INTRODUCTION

Founded in 1928 and located in Stockton, Collins Electrical Company, Inc. (Collins) (www.collinselectric.com) is an electrical contractor that specializes in Commercial-Industrial, Design and Build Projects, and solar engineering projects. Customers include institutional, healthcare, multi-family housing, and manufacturing facilities. Training will take place at the Stockton, Modesto, Marina, Dublin, Fresno and West Sacramento locations. This is Collins' first ETP Contract.

Veterans Program

Collins actively recruits Veterans and participates in Veteran job fairs to recruit for all open occupations.

Union Support

Electricians, Foremen, and Wiremen are represented by the International Brotherhood of Electrical Workers (IBEW) Local Union 684, IBEW Local Union 340, IBEW Local Union 234, and IBEW Local 100. Letters of support are on file.

Need For Training

Collins' staff have varied levels of experiences; therefore, the Company seeks training to develop skill sets to ensure they meet and/or exceed customer demand. Training in performance management, Lean Six Sigma, and electrical processes/techniques will allow Collins to increase staffs knowledge, project efficiency and work quality. All employees must upgrade skills to learn new processes, new systems and new equipment which will allow the Company to expand its market share.

Collins continuously improves all aspects of its business to provide customers with the best service. The Company recently invested in a new Project Management Tracking System, as well as, Design Build software to assist with their sales processes, bidding/estimating, project management, finances and equipment operation. Training will ensure staff has the tools to handle the growing workload. Training will assist in determining needs for improvement and provide a potential career path for each trainee. Establishing an employee career path will enable Collins to promote internally from a pool of experienced employees and develop a company succession plan.

PROJECT DETAILS

Training Plan

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

Computer Skills: Training will focus on new computer software systems that assist with project management and bidding/estimating. Training topics include Computer Aided Design/Computer Aided Build, Project Management Tracking System, Design Building Reporting Software, and Server & Hardware Configurations.

Continuous Improvement: Training will focus on improving regulatory reporting, communication, quality control and policy procedure changes within the facilities. Training topics include Lean Six Sigma, Best Practices, Communication Skills, Customer Services Skills, and Team Building.

Commercial Skills: Training will focus on improving workflow processes. Training topics include Design Assist, Pre-Fabrication, Energy Services, Logistics, Equipment Operation, Assembly Skill and Warehouse Skills, Solar energy retrofits and new builds,

Hazardous Materials: Training will focus on cleaning/handling and waste disposal.

High Unemployment Area

Some trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Monterey, San Joaquin and Stanislaus County are determined HUA. The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Collins is requesting a wage modification for the 28 trainees located in Monterey, San Joaquin and Stanislaus counties.

➤ 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. Collins is requesting a wage modification from \$17.70 per hour to \$13.28 per hour (Job Number 1).

Commitment to Training

Collins' annual training budget per facility is approximately \$50,000 for training that includes compliance, performance management, and company procedures. The Company is committed to improving facility efficiencies and employee knowledge. 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

Collins has a structured training schedule in place. The Human Resources Manager will oversee project administration (communication with ETP, monitoring visits.) Operations managers at each location will collect and maintain rosters/compliance records/training scheduling. The Human Resource Manager will also have a two staff at headquarters to collect rosters/data from each site and coordinate progress and performance measures along with reporting via the third-party consultant. Additionally, Collins Electrical Company plans to utilize a taskforce of management and supervisors to review quarterly the progress of training and meeting goals of this grant. Training Grants Intelligence Incorporated will assist with administrative duties. Training will be delivered by both in-house experts and vendors at as needed.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Grants Intelligence Incorporated of Canton, Georgia assisted with development for a flat fee of \$11,923.

ADMINISTRATIVE SERVICES

Training Grants Intelligence Incorporated 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 Hours**

8 - 200

Trainees may receive any of the following:

COMPUTER SKILLS

- CAD/CAM (Computer Aided Design/Computer Aided Build)
- Design Build Reporting Software
- ERP – Project Tracking System
- Intermediate/Advanced Software Systems
 - Anchor Design Software
 - Line Design and Selection Software
 - Microsoft Applications
 - Proprietary Reporting & Support Systems
- Learning Management System
- Server & Hardware Configurations

CONTINUOUS IMPROVEMENT

- Best Practices
- Business Strategies
- Communication Skills
- Conflict Resolution
- Continuous Improvement Techniques
- Customer Service Skills
- Decision Making
- Leadership
- Lean Six Sigma
- Performance Management
- Problem Solving
- Quality Concepts
- Quality Plan
- Sales & Marketing
- Team Building

COMMERCIAL SKILLS

- Advanced Techniques for new products, industries, clients and processes
- Assembly Skills
- Conduit Systems
- Cross Training
- Design & Engineering
- Design Assist
- Design Build
- Energized Equipment
- Energy Services
- Equipment Maintenance
- Equipment Operation
- Fabrication
- Installation Systems
- Logistics
- Maintenance Equipment

- Plan and initiate Projects
- Pre-Construction
- Pre-Fabrication
- Production Skills
- Solar
- Solar Photovoltaics
- Testing Equipment
- Tools
- Traffic Signal and Street Lighting
- Video, voice and data or other low voltage signaling
- Warehouse Skills

HAZARDOUS MATERIALS

- Bio-Hazard Waste Management
- Blood Born Pathogens/Biohazards
- Chemical Management
- Classification of Hazardous Products
- Emergency Response Procedures
- Federal Compliance regulations
- Flammable/Combustible Material Handling
- Haz/Com Data Report Sheets
- Hazardous Material Documentation
- Hazardous Material Packaging and Labeling
- Incident Reporting Processes
- Safety Security Planning Techniques
- Spill Prevention

Safety Training cannot exceed 10% of total training hours per-trainee.
This cap does not apply to Hazmat.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Local Union 684
**INTERNATIONAL BROTHERHOOD
OF ELECTRICAL WORKERS**

Serving Stanislaus, Merced, Tuolumne, and Mariposa Counties Since 1910

May 8, 2019

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members:

We understand Collins Electrical Company Inc. is requesting an Employment Training Panel contract with your office. This letter confirms that IBEW Local 684 supports Collins Electrical Company Inc, regarding their application for funding from the Employment Training Panel. We also support Collins Electrical Company's effort to increase the capabilities of their employees and our members.

Sincerely,

Bobby Stutzman
Business Manager



May 8, 2019

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members:

We understand Collins Electrical Company Inc. is requesting an Employment Training Panel contract with your office. This letter confirms the IBEW Local 340 supports Collins Electrical Company Inc, regarding their application for funding from the Employment Training Panel. We also support Collins Electrical Company's effort to increase the capabilities of their employees and our members.

Sincerely,

ELECTRICIAL WORKERS' UNION
Local No. 340

A handwritten signature in blue ink, appearing to read "R.D. Ward".

Robert D. Ward
Business Manager/Financial Secretary

International Brotherhood of Electrical Workers

LOCAL UNION

10300 Merritt Street
Castroville, CA 95012
www.ibew234.org



NO. 234

(800) 499-4239
(831) 633-2311
Fax (831) 633-0570

The Electrician's Union for Monterey, San Benito, and Santa Cruz County

May 10, 2019

Employment Training Panel
1100 J Street
Sacramento, CA 95814

RE: APPLICATION TO EMPLOYMENT TRAINING PANEL FOR CSI ELECTRICAL CONTRACTORS, INC.

Dear ETP:

The International Brotherhood of Electrical Workers (IBEW) Local 234 is the Electrician's Union for Santa Cruz, San Benito, and Monterey County. IBEW Local 234 provides Electrical Contractors working throughout Monterey, San Benito, and Santa Cruz County with skilled, knowledgeable Electricians, Apprentices, and Construction Workers. IBEW Local 234 is supportive of workforce training. Therefore, IBEW Local 234 supports Collins Electrical Company's application for Employment Training Panel funding.

Sincerely,

Andy Hartmann
Business Manager

International Brotherhood of Electrical Workers Local 100

5410 EAST HOME AVENUE • FRESNO, CALIFORNIA 93727

TELEPHONE (559) 251-8241 • FAX (559) 251-0543

May 13, 2019

Employment Training Panel
1100 J Street
Sacramento, CA, 95814

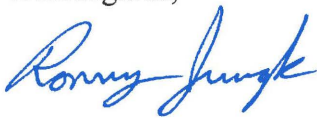
Re: Application to Employment Training Panel for Collin Electrical Company, Inc.

Dear Panel Members:

The International Brotherhood of Electrical Workers, Local 100, covers Fresno, Madera, Kings and Tulare counties in the heart of California's San Joaquin Valley. IBEW Local 100 represents workers employed by union contractor Collins Electrical Company at locations statewide.

Training is a vital with the ever changing electrical technologies and the California State General Electrician certification requiring 32 hours of continuing education in the electrical field to renew the certification. We support the training of the workforce as it improves upon the skills of the workers we represent. Therefore, IBEW Local 100 supports Collins Electrical Company's application for funding from the Employment Training Panel.

Best regards,



Ronny Jungk
Business Manager



RETRAINEE - JOB CREATION

Critical Proposal for:

Eagle Systems International, Inc. dba Synergy Companies

Contract Number: ET20-0195

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Critical Proposal Priority Rate Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Services (G) Green Technology Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, San Joaquin, San Diego, Riverside, 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: 390	U.S.: 425	Worldwide: 425
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	2%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$797,225

Total ETP Funding
\$650,095

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Improv., HazMat, Literacy Skills, PL-Comm'l. Skills	235	8-200	0	\$1,725	\$17.70
				Weighted Avg: 75			
2	Retrainee Priority Rate Job Creation	Business Skills, Comm'l. Skills, Computer Skills, Cont. Improv., HazMat, Literacy Skills, PL-Comm'l. Skills	56	8-200	0	\$3,220	*\$15.00
				Weighted Avg: 140			
3	Retrainee Priority Rate Veterans Job Creation	Business Skills, Comm'l. Skills, Computer Skills, Cont. Improv., HazMat, Literacy Skills, PL-Comm'l. Skills	20	8-200	0	\$3,220	*\$15.00
				Weighted Avg: 140			

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

Minimum Wage by County: Job Number 1: \$19.31 per hour for Alameda County; \$17.70 per hour for San Joaquin, Fresno, Riverside and San Diego counties

Job Number 2 (Job Creation): \$16.09 per hour for Alameda Country; \$15.00 per hour for San Diego, San Joaquin and Fresno counties

Job Number 3 (Veterans/Job Creation): \$16.09 per hour for Alameda Country; \$15.00 per hour for San Diego, San Joaquin and Fresno counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Technician		120
System Analyst		40

Support Staff		35
Auditor		25
Team Lead		15
Job Number 2 (Job Creation)		
Technician		25
System Analyst		8
Support Staff		7
Auditor		9
Team Lead		7
Job Number 3 (Veterans/Job Creation)		
Technician		8
System Analyst		3
Support Staff		3
Auditor		3
Team Lead		3

Critical Proposal

Eagle Systems International, Inc. dba Synergy Companies (Synergy) is designated as a “Critical Proposal” by GoBiz, as defined in Title 22, California Code of Regulations (CCR) 4402.2. The Company is expanding its operations in California including a new facility in Anaheim. Training under this proposal will provide new and existing staff with extensive training on electrification and Title 24 standards.

INTRODUCTION

Founded in 1981 and headquartered in Hayward, Synergy (www.synergycompanies.org) is a full-service energy management organization providing comprehensive energy management and environmental solutions such as water conservation, energy efficient heating, ventilation, air-conditioning (HVAC), and plumbing to residential and commercial consumers. The Company also partners with geographic utility companies to drive down carbon emissions, demand on water resources, and grid demand. Synergy is applying for training funds on behalf of itself and its affiliate Synergy EE, Inc. dba Synergy Companies. This is Synergy’s first ETP Contract. Training will be delivered at the Company’s six locations in Fresno, Hayward, Perris, San Diego, San Leandro and Stockton.

Veterans Program

Synergy has assembled a marketing campaign aimed at attracting Veterans. The Company also partners with Hire a Vet and Troops to Trades for outreach. Synergy plans to hire 20 Veterans (Job Number 3).

PROJECT DETAILS

Need for Training

California Code of Regulations, Title 24, Part 6, California Building Standards Code, also titled “The Energy Efficiency Standards for Residential and Nonresidential Buildings”, was created by the California Building Standards Commission in 1978 to reduce California energy consumption. The standards are updated periodically by the California Energy Commission to allow consideration and possible incorporation of new energy efficiency technologies and methods.

To remain competitive, Synergy implemented an extensive training plan focused on core technical training on HVAC and plumbing and new technologies. Staff will be trained on Title 24 standards and new technologies such as mini-splits, inverter technology, smart systems, whole home efficiency and electrification. Training will allow the Company to meet both consumer demands while meeting green/clean technology efficiency standards of Title 24.

As part of the drive for renewable and sustainable products pursuant to Title 24, Synergy has expanded its operations in several segments including electrification conversions, renewable energy storage, and implementation of SMART CONTROL technologies. The Company has also acquired new contracts in the central valley for electrification, and staff will need to be properly trained to diagnose, install, and repair these systems.

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.

Synergy is expanding its operations and existing business capacity to meet the demands of new electrification projects in the central valley and Southern California including a new office in Anaheim. The Company has committed to hiring 76 new employees (Job Numbers 2 & 3) to meet the demands of those contracts. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will be delivered via Classroom/Laboratory and Productive Lab (PL) in the following:

Business Skills: Training will be offered to all occupations in Customer Needs Assessment, Communication Skills and 22 Ways to Develop Loyal Customers.

Commercial Skills: Training will be offered to all occupations and focus on technologies and methodologies regarding to changes pursuant to Title 24 along with necessary program standards and guidelines related to utility contract requirements. Training topics include Thermal Dynamics, Heat Pump Systems and Electrical Fundamentals.

Computer Skills: Training will be offered to all occupations and focus on facilitating the logistical and managerial aspects of the business including internal software systems. Training topics include Synergy Tech System, proprietary HVAC management software, Microsoft Office and Google Suites, and Tablet Applications for Field Sales and Technician Scheduling and Installation.

Continuous Improvement: Training will be offered to all occupations to improve overall operational efficiency of the business. Training topics include High Performance Team Building, Root Cause Analysis and Logistics Efficiency.

Literacy Skills: Training will be offered to all occupations as necessary in English as a Second Language.

Hazardous Materials: Training will be offered to Technicians and System Analysts and focus on understanding hazardous materials and disposal methods. Training topics include HazMat Safety and Emergency Response and Clean Up.

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.

Synergy will provide approximately 80 hours of PL-Commercial Skills to Technicians, System Analysts and Auditors on HVAC, plumbing, and electrical installations, systems repairs and diagnosis. PL training will allow the Company to train staff to extend technical learning under practical working conditions without creating an excess of waste. PL training will focus on training topics such as thermal dynamics, heat pump systems, solar panels, and glass materials. The Company is requesting a trainer-to-trainee ratio of 1:3 as some training requires a team of three.

Training will be taught by subject-matter experts with demonstrated knowledge and expertise in the field. Instructors will monitor trainee competencies before the trainee is deemed competent.

Commitment to Training

Synergy invests approximately \$365,000 a year on training per facility and provides basic safety, tool operations and basic system diagnostics, troubleshooting and installation. 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

Synergy has a detailed training schedule in place and has successfully facilitated training over the past two years. The HR Director and a support staff at each location will coordinate all training efforts. 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.

Green/Clean Operations

Synergy is involved within green/clean under Title 24 specifically the insulation segment and nano-aire, both clean technology which reduce the carbon footprint within the AC segment and within home efficiency such as ducting and insulating materials that must meet specific air quality standards.

High Unemployment Area

Some trainees in Job Number 1-3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin and Fresno counties are in an 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. However, the Company is not requesting a wage modification.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Synergy Management Consultants, LLC in Grass Valley assisted with development for a flat fee of \$52,007.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

PG&E Stockton Training Center in Stockton will provide Combustion Air Safety Training for a fee of \$45,000.

Sempra (Southern California Gas & San Diego Gas & Electric) and Southern CA Edison in Los Angeles and San Diego will provide Low Income Assistance Energy Efficiency Implementation and Standards training for a fee of \$45,000.

Fresno Economic Opportunities Commission in Fresno will provide Whole House Energy Efficiency Service training for a fee of \$25,000.

Other trainers will be identified as they are retained.

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- 🚧 22 Ways to Develop Loyal Customers
- 🚧 Active Listening Skills
- 🚧 Building Strong Relationships
- 🚧 Building Trust
- 🚧 Communication Skills
- 🚧 Conflict Resolution
- 🚧 Connecting with Clients Through Body Language
- 🚧 Customer Needs Assessment
- 🚧 Develop EQ to Match Your IQ
- 🚧 Developing a Personal and Team Vision
- 🚧 Developing SMART Annual Goals
- 🚧 Effective Customer Service
- 🚧 Executing on What Matters Most Through Pre-Week Planning
- 🚧 External Environment Analysis
- 🚧 How to Be An Effective Communicator
- 🚧 How to Build Transformational Relationships and Teams
- 🚧 Innovation Tools and Processes
 - Brainstorming
 - Journaling
 - Mind Mapping
- 🚧 Intra-Company Communication/Advanced Communication
- 🚧 Negotiation Skills
- 🚧 Personality Traits and Skills Builder Applications
- 🚧 Persuasion Strategies
- 🚧 Presentation Skills in the Field
- 🚧 Professional Appearance
- 🚧 The 12 Principles of Highly Successful Leaders
- 🚧 The 6 Steps of Planning and Execution
- 🚧 The Strategic Initiative Planning Process
- 🚧 The Trust Meter
- 🚧 Understanding and Managing Expectations

COMMERCIAL SKILLS **Heating, Ventilation, & Air Conditioning**

- 🚧 Advanced A/C Systems
- 🚧 Advanced Diagnosis
- 🚧 Advanced Wiring and Schematics
- 🚧 Air Quality Diagnostics and Methodologies
- 🚧 Barriers Methodologies
- 🚧 Connected Home Technology
- 🚧 Digital Tools
- 🚧 Digital Tools Gauges
- 🚧 Field Tools/Gauges
- 🚧 Fundamentals of Air Conditioning Systems
- 🚧 Fundamentals of HVAC

- ✦ Fundamentals of Solar Technology
- ✦ Heat Pump Systems
- ✦ Insulating Methodologies
- ✦ Inverter Technology
- ✦ Inverter Type Motors
- ✦ Maintenance Tune Up Procedures
- ✦ Metering Devices
- ✦ Motors
- ✦ Switches and Electrical Components
- ✦ System Controls/Smart System Controllers
- ✦ System Sizing
- ✦ Thermal Dynamics
- ✦ Thermostats
- ✦ Ventilation Systems

Plumbing

- ✦ Back Flow Systems
- ✦ Basic Tools
- ✦ Compression Fittings
- ✦ Diagnostics
- ✦ Disposals
- ✦ Drains - Roof/Floor and Area
- ✦ Drawings/Plans
- ✦ Fixtures and Faucets Including Install
- ✦ Fundamentals of Water Flow and Plumbing Systems
- ✦ Gas and Fuel Systems
- ✦ Maintenance of Fixtures Drains and Water Heaters
- ✦ On Demand Hot Water Systems
- ✦ Pipes and Fittings Including Install
- ✦ Pipes and Supply Lines
- ✦ Plumbing Code
- ✦ Plumbing for Mobile Homes
- ✦ Plumbing Safety
- ✦ Septic Systems Maintenance
- ✦ Sewage and Pump Systems
- ✦ Specialized Tools
- ✦ Trenchless Systems and Tooling
- ✦ Valves
- ✦ Venting
- ✦ Video Inspection
- ✦ Water Heaters
- ✦ Water Pressure Booster and Recirc Systems
- ✦ Water Supply Treatment Systems

Electrical

- ✦ Electrical Components and Devices
- ✦ Electrical Fundamentals
- ✦ Electrical Safety and Tools
- ✦ High Voltage/Low Voltage Systems
- ✦ Lighting
- ✦ Reading Electrical Drawings, Fixture Schematics
- ✦ Residential Electrical Systems

- ✚ Troubleshooting Electrical Systems/Components
- ✚ Wiring - Conduits, Cables and Connectors

Glass

- ✚ Building Design
- ✚ Cutting and Handling Glass
- ✚ Cutting Tools
- ✚ Diagnostics, Measuring
- ✚ Encapsulated Glass Procedures
- ✚ Glass Layout
- ✚ Glass Materials
- ✚ Metal Sash
- ✚ Mirrors, Shower Doors, Tub Enclosures
- ✚ Remodel Replacement
- ✚ Residential Glass Code
- ✚ Safety Glass Procedures
- ✚ Sealants
- ✚ Title 24 Standards

COMPUTER SKILLS

- ✚ Make Technology Your Asset
- ✚ Microsoft Office and Google Suites (Intermediate/Advanced)
- ✚ The Synergy Tech System, proprietary HVAC Management Software Skills
- ✚ Tablet Applications for Field Sales and Technician Scheduling and Installation
- ✚ Trenchless Video X-Ray
- ✚ Water Leak Video Inspection Tools

CONTINUOUS IMPROVEMENT

- ✚ Change Management Skills
- ✚ Defensive Driving Skills
- ✚ Electrical Hazards Safety
- ✚ Equipment Safety
- ✚ Handling Attic Insulation
- ✚ High Performance Team Building
- ✚ Kaizen Event Strategy and Implementation.
- ✚ Ladder Safety
- ✚ Leadership Skills
- ✚ Lean Concepts
- ✚ Lifting Safety
- ✚ Logistics Efficiency
- ✚ Problem Solving Skills
- ✚ Project Management Skills
- ✚ Quality Control/Systems
- ✚ Root Cause Analysis
- ✚ Time Management Skills
- ✚ Work Site Safety

HAZARDOUS MATERIALS

- ✚ Completing Material Safety Data Sheets
- ✚ Coolant Systems - Evac and Weigh In Procedures
- ✚ Emergency Response and Clean Up
- ✚ EPA Licensing

- ✚ Handling Hazardous Materials
- ✚ HAZMAT Safety
- ✚ Registration, Eval, Authorization & Restriction of Chemical Substances

LITERACY SKILLS

- ✚ English as a Second Language

Productive Lab Hours

0-80

COMMERCIAL SKILLS (1:3 Ratio)

Heating, Ventilation, & Air Conditioning

- ✚ Air Conditioning Systems
- ✚ Analyzing Air Quality Diagnostics and Methodologies
- ✚ Auditing
- ✚ Barriers Methodologies
- ✚ Digital Tools
- ✚ Heat Pump Systems
- ✚ Inverter Type Systems
- ✚ Metering Devices
- ✚ Motors
- ✚ Switches and Electrical Components
- ✚ System Controls/Smart System Controllers
- ✚ Thermal Dynamics
- ✚ Thermostats
- ✚ Ventilation Systems
- ✚ Whole Home Fans
- ✚ Wiring

Electrical

- ✚ Customer Engagement Retention
- ✚ Electrification
- ✚ Gas to Electric Retrofit
- ✚ LED Lighting
- ✚ Low Voltage Lighting
- ✚ Scheduling/Logistics

Plumbing

- ✚ Back Flow Systems
- ✚ Cast Iron Pipe and Fittings
- ✚ Copper Pipe and Fittings
- ✚ Corrugated Stainless Steel Tubing
- ✚ Disposals
- ✚ Drains – Roof/Floor and Area
- ✚ Drawings/Plans
- ✚ Gas and Fuel Systems
- ✚ Locating Buried Water and Sewer Lines
- ✚ On Deman Hot Water Systems
- ✚ Pipes and Fittings (plastic) Including Install
- ✚ Pipes and Supply Lines
- ✚ Retrofit Fixtures and Faucets Including Install
- ✚ Retrofit Plumbing for Mobile Homes

- ✦ Sewage and Pump Systems
- ✦ Trenchless Replacements
- ✦ Valves
- ✦ Venting
- ✦ Video Inspection
- ✦ Water Heaters
- ✦ Water Pressure Booster and Recirc Systems
- ✦ Water Supply Treatment Systems

Glass

- ✦ Cutting and Handling Glass
- ✦ Cutting Tools
- ✦ Diagnostics, Measuring
- ✦ Glass Materials
- ✦ Metal Sash
- ✦ Mirros, Shower Doors, Tub Enclosures
- ✦ Remodel Replacement
- ✦ Residential Glass Code
- ✦ Safety Glass Procedures
- ✦ Sealants

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee (This cap
does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION
Training Proposal for:
Producers Dairy Foods, Inc.
Contract Number: ET20-0178

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: A. Townsend

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Fresno, Kern, Monterey, Sacramento, San Luis Obispo, Shasta, Stanislaus, Solano, Tulare, Tuolumne	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: 680	U.S.: 680	Worldwide: 680
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$1,900,000

Total ETP Funding
\$595,125

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 Improvement, Manufacturing Skills	157	8-200	0	\$920	\$17.70
				Weighted Avg: 40			
2	Retrainee Priority Rate HUA	Computer Skills, Continuous Improvement, Manufacturing Skills	473	8-200	0	\$920	*\$13.28
				Weighted Avg: 40			
3	Job Creation Priority Rate Retrainee	Computer Skills, Continuous Improvement, Manufacturing Skills	15	8-200	0	\$1,035	*\$15.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour for Sacramento, San Luis Obispo, Solano, and Tuolumne Counties; \$19.31 per hour for Alameda County.

Job Number 2 (HUA): \$13.28 per hour for Fresno, Kern, Tulare, Stanislaus, Monterey, and Shasta Counties.

Job Number 3 (Job Creation): \$15.00 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 \$2.42 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1:		
Administration Staff		4
Logistics Staff		79
Maintenance Staff		8
Production Staff		25
Quality Control Staff		4
Supervisors		14
Warehouse Staff		23

Job Number 2:		
Administration Staff		50
Logistics Staff		182
Maintenance Staff		14
Packaging Staff		14
Production Staff		97
Quality Control Staff		3
Supervisors		44
Warehouse Staff		69
Job Number 3:		
Logistics Staff		14
Supervisor		1

INTRODUCTION

Founded in 1932 and headquartered in Fresno, Producers Dairy Foods, Inc. (Producers Dairy) (www.producersdairy.com) produces and distributes dairy based food products worldwide. Producers Dairy products include cottage cheese, sour cream, milk, cheese, ice cream, and yogurt. The company also distributes non-dairy products such as juices, fruit drinks, water, eggs, deli salads, and non-dairy coffee creamers. Customers include grocery chains, food beverage distributors, and public schools. All facilities in Kern, Tulare, San Luis Obispo, Stanislaus, Tuolumne, Monterey, Alameda, Sacramento, Shasta, Fresno and Solano counties will receive training under this proposal.

This is Producers Dairy's second ETP project, the second in the last five years. Previous training included new equipment and software at its two facilities in Fresno and Solano counties. For this project, there will be two manufacturing plants and nine distribution centers participating with the Fresno Facility as the lead facility. This project will focus on job creation, and the implementation of new equipment and software. Training will also focus on order creation, electronic log, inspections, and road mapping.

Veterans Program

Producers Dairy actively recruits for Veterans through their "hire a hero/hire a vet" program. The Company also works with organizations and job placement firms that seek to match Veterans with employment opportunities.

PROJECT DETAILS

Producers Dairy's sales have grown 15% last year. An additional 15% growth is anticipated over the next year. The Company recently invested \$4.4 million in new equipment to accommodate sales growth and increased production. The new equipment will provide trainees knowledge in processing organic products from farm to plant, to packaging and handling. New equipment includes Case Packers, Palletizers, Dissolved Airflow System, and Condensed Refrigeration Units. The new equipment will be installed in nine distribution centers in Kern, Tulare, San Luis Obispo, Stanislaus, Tuolumne, Monterey, Alameda, Sacramento, and Shasta counties and two manufacturing plants in Fresno and Solano counties. Training will provide workers with upgraded skill and cross-training on machinery. Training courses will not be duplicated for trainees who received training under the previous Contract.

Producers Dairy is also launching a new organic line, new packaging size, and new software, Telogis. Telogis is a program for logistics and distribution centers creating orders, electronic transaction logs, inspections, and road mapping. Training will provide trainees possess skills in properly maintaining the system and keeping all facilities operational.

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 sales and profit growth, Producers Dairy is adding new equipment, new software. The Company will hire 15 new employees at their Bakersfield distribution center (Job Number 3) to support production growth and market demands. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

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

Computer Skills: Training will be offered to Logistics Staff and Administration Staff to improve software skills. Training topic include Telogis.

Continuous Improvement: Training will be offered to all occupations. Training will focus on business strategies, expectations, and accountability within the departments. Training topics include Change Management, Quality Assurance, and Measuring Processes.

Manufacturing Skills: Training will be offered to all occupations except Administration Staff. Training will improve worker knowledge of proper techniques for working with equipment and the production process. Training topics include Electrical Basic and Intermediate, Equipment Operations, and Fabrication Making.

High Unemployment Area

Some trainees (Job Number 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, Kern, Tulare, Stanislaus, Monterey, and Shasta Counties are in an HUA.

➤ Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Producers Dairy is requesting a wage modification from \$17.70 per hour to \$13.28 per hour (Job Number 2).

Commitment to Training

Producers Dairy's current annual California training budget is approximately \$1.5 million and includes new hire orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The Director of Human Resources will oversee the training project. Department Managers will schedule and administer training. Admin Assistants in each facility will collect rosters to be sent out to Environmental Health & Safety Manager (EHSM) in Fresno for recordkeeping. The Company also retained a third-party administrator to assist and perform administrative services. Training will be provided by in-house experts and vendors.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0037-000	Fresno	9/5/17- 9/4/19	\$495,558	\$491,654.70 (99%)

Based on ETP Systems, 27,314 reimbursable hours have been tracked for potential earnings of \$491,654.70 (99% of approved amount).

DEVELOPMENT SERVICES

The Company retained BLI Company in Salida to assist with development of this proposal for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Safety In Motion in Los Angeles will train on Quality Assurance in Continuous Improvement for a fee of \$800.

Kurt Stinson in Coarsegold will train on Change Management, Measuring Process and Organizational Performance, and Problem Solving in Continuous Improvement for a fee of \$20,000.

Other trainers will be identified as they are retained.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Telogis

CONTINUOUS IMPROVEMENT

- Business Growth
- Change Management
- Continual Improvement Assessment
- Measuring Processes & Organizational Performance
- Process Capability Standards
- Problem Solving
- Productivity Assessment
- Quality Assurance
- Strategic Planning

MANUFACTURING SKILLS

- Compliance and Set-Up
- Electrical
- Equipment Operations
- Fabrication Making
- Lab Practices
- Machine and Maintenance Set-Up
- Production Processes
- Sanitation Practices
- Warehouse Practices
- Withdrawal & Recall Processes

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE- JOB CREATION

Training Proposal for:

Simpson Strong-Tie Company Inc.

Contract Number: ET20-0190

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate HUA	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Communications Workers of America Local 9415		
Number of Employees in:	CA: 450	U.S.: 1,500	Worldwide: 2,000
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution: (100% of Total ETP Funding Required)
\$462,700

Total ETP Funding
\$450,708

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Computer Skills, Continuous Imp, Mfg. Skills, HazMat, OSHA 10/30, PL Mfg. Skills	162	8-200	0	\$2,484	*\$13.28
				Weighted Avg: 108			
2	Job Creation Priority Rate Retrainee	Computer Skills, Continuous Imp, Mfg. Skills, HazMat, OSHA 10/30, PL Mfg. Skills	15	8-200	0	\$3,220	*\$15.00
				Weighted Avg: 140			

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

Minimum Wage by County: Job Number 1: \$13.28 per hour, Job Number 2: \$15.00 per hour in 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	Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee/HUA)		
Production Staff		65
Customer Service/Sales		35
Engineering/IT		12
Finance/AP		15
Managers		21
Front-Line Supervisor		15
Job Number 2 (Job Creation)		
Production Staff		15

INTRODUCTION

Founded in 1956 and headquartered in Pleasanton, Simpson Strong-Tie Company, Inc. (SST), (www.strongtie.com) is a subsidiary of Simpson Manufacturing Company, Inc. SST is a large supplier of metal connectors, shear wall panels, as well as anchor and fastening systems for building construction to help the structural integrity of homes and other buildings. SST is one of the largest suppliers of structural building products in the world. SST has three facilities in California: Pleasanton, Stockton, and Riverside. This proposal will include employees from the Stockton facility only. This is SST Stockton facility's third ETP Project in the last five years and the sixth total ETP Project in the last five years.

The Production Staff is represented by a local union, Communication Workers of America Local Union 9415. The union has submitted a letter of support regarding this training project.

Veterans Program

SST actively recruits a Veteran workforce. This includes posting on jobs sites focused on Veterans (Military.com, Hire Heroes USA, Military for Hire, and GI Jobs) as well as participating in job fairs directed at Veterans.

PROJECT DETAILS

Under the previous agreement, training focused on new machines and automated lines. This project, will focus on a new ERP-SAP system, a new assembly line, and a new robotic weld cell. The integration of the ERP-SAP system requires extensive training as it will take the place of multiple software systems currently in use. This integration will require extensive training to provide a seamless transition to the new system.

SST has also invested \$1.5M on new equipment including a robotic weld cell, media blaster, plasma cutter, high end saw and steel. New equipment will require SST to provide its workers with technological and process improvement skills training necessary to be more efficient and productive. The implementation of new equipment will require training to upgrade employees' skills and increase opportunity for advancement.

SST is confident that the Company will achieve training goals set in this proposal with an extensive training plan focused on a new ERP system and new equipment which will allow company-wide training to ensure successful implementation and integration.

Employees who received training in the prior ETP project will not receive duplicate training.

Retrainee - Job Creation

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

SST has a 30% increase in product demand over the last 3 years. To meet this demand, SST will hire 15 new employees (Job Number 2). In addition, SST is planning to launch two new products, a high-performance coil strap and a slopable rafter hanger. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Plan

Training will be provided by in-house subject matter experts and potential training vendors. Training will be delivered via Class/Lab and Productive Lab setting in the following:

Computer Skills: Training will be offered to all occupations. Training topics include ERP-SAP System, Intermediate/Advanced Microsoft Office Suite, Automated Weld Cell Programing, and CAD/CAM (Computer Aided Design/ Computer Aided Manufacturing). Training will allow workers to effectively adapt to the new ERP-SAP System.

Continuous Improvement: Training will be offered to all occupations as it pertains to their job duties. Training topics include Lean Manufacturing, ISO, Performance Management, and Communication Skills. Training will allow for increased knowledge on efficiency in the workplace.

Manufacturing Skills: Training will be offered to all occupations in varying degrees as it pertains to their job duties. Training topics include Equipment Operation and Maintenance, Robotic Weld Cell, Plasma Cutter, High-End Saw, Logistics, Design and Engineering, Assembly, Warehouse, and Production Skills. Training will focus on newly-acquired equipment and computerized modules to provide workers with the knowledge and skills to fully operate equipment.

Hazardous Materials: Training will be provided to all occupations according to their job functions. Training topics include HazMat Handling, Classification of Hazardous Materials, and Spill Prevention. Training will increase employees' knowledge and skills on how to effectively handle all types of hazards within their working environment.

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.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. 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 PL training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

SST will train approximately 70 Production Staff, Engineering/IT, and Managers in PL. Training topics include Robotic Weld Cell, Plasma Cutter, High-End Saw, Automatic Press Machines, and Manual Press Machines. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment. The trainer will attest to the trainee's competency once training is completed.

Training will be delivered under constant supervision at a 1:3 trainer-to-trainee ratio as trainees typically work in groups of 3 to operate equipment. SST has requested a 1:3 training ratio. Trainees will receive approximately 40 hours of PL per trainee.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. SST's annual training budget per facility is approximately \$50,000 for orientation, manufacturing on-the-job training, safety health and environmental, management skills, clinical trials, forklift training, basic computer skills, and anti-harassment. 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 training. A Training Coordinator will collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems. Training Grants Intelligence, Inc. (TGII) will assist with ETP project administration.

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's Stockton Facility in San Joaquin County qualifies for HUA under these standards.

➤ Wage Modification

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. SST is requesting a wage modification from \$17.70 per hour to \$13.28 per hour for Job Number 1. No wage modification requested for Job Number 2.

Repeat Contractor Rule

The Panel's "Repeat Contractor Rule" effective July 1, 2018, imposes a waiting period and other limitations regarding when a contractor may submit a subsequent Preliminary Application:

- Contractors may have a first, and then a second contract with no waiting period.
- Contractors wanting to submit a Preliminary Application for a third contract must wait at least nine (9) months from the termination date of the second contract.
- A Preliminary Application for a third contract will be right-sized in the event either the first or the second contract did not meet a 75% completion rate.
- The Repeat Contractor Rule begins again with the start of the third contract.
- A contractor may not earn more than \$2.5M over the course of four (4) contracts.

This project falls under the Pilot Guidelines for the Repeat Contractor Rule. Accordingly, since SST has an active contract (Riverside location) this proposal will be SST's second contract without a waiting period. Therefore, SST must wait at least nine (9) months of the term end date of this second contract before submitting a Preliminary Application for a third contract. Additionally, SST must achieve at least a 75% completion rate in the first and second contracts, or the third contract will be right-sized accordingly. SST may not earn more than \$2.5M over the course of four (4) contracts.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0446	\$198,900	4/8/2019-4/7/2021	150	0	0

Based on ETP Systems, 5051 reimbursable hours have been tracked for potential earnings of \$116,173 (58% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through January 2021.

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 \$ %
ET15-0326	Riverside	12/1/2014-11/30/2016	\$162,000	\$162,000 (100%)
ET15-0330	Stockton	11/17/2014-11/16/2016	\$161,250	\$159,144 (99%)
ET17-0391	Riverside	1/26/2017-1/25/2019	\$141,930	\$139,647 (98%)
ET17-0436	Stockton	2/24/2017-2/23/2019	\$192,858	\$192,858 (100%)

DEVELOPMENT SERVICES

TGII in Suwanee, Georgia assisted with development of this proposal at no charge.

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: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

COMPUTER SKILLS

- Automated Weld Cell Programming
- Computer Aided Design/Computer Aided Manufacturing (CAD/CAM)
- ERP-SAP System
- Intermediate/Advanced Microsoft Office Suite Applications
- Proprietary Reporting and Support Systems
- Server and Hardware Configurations

CONTINUOUS IMPROVEMENT

- Best Practices
- Business Strategies for Growth
- Communication Skills
- Continuous Improvement Techniques
- Finance
- Frontline Decision Making and Problem Solving
- High Performance Workplace Systems
- ISO 9001:2015
- Leadership
- Lean Manufacturing
- Lean Six Sigma
- Performance Management
- Quality Concepts
- Sales and Marketing for Growth
- Team Building

MANUFACTURING SKILLS

- Advanced Techniques for New Products, Industries Clients, and Processes
- Assembly Skills
- Design and Engineering
- Equipment Operation and Maintenance
- Equipment Safety
- High End Saw
- High End Steel
- Logistics
- Plasma Cutter
- Production Skills
- Quality Assurance
- Robotic Weld Cell
- Warehouse Skills

HAZARDOUS MATERIALS

- Blood Borne Pathogens/Biohazards
- Classification of Hazardous Products
- Creating a Security Plan

- Federal Hazardous Material Compliance
- Flammable/Combustible Materials
- Haz/Com- Safety Data Sheets
- Hazardous Product Identification, Packing, Marking and Labeling
- Hazmat Handling
- Oily Rags/Filters
- Pesticides
- Small Quantity Generator of Haz/Waste
- Spill Prevention
- Universal Waste
- Waste Management
- Wood Dust

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Productive Lab Hours

0-40

MANUFACTURING SKILLS (1:3 trainer-to-trainee ratio)

- Auto Punch and Cut Press
- Automatic Press Machines
- High-End Saw
- High-End Steel
- Manual Press Machines
- Paint Line
- Plasma Cutter
- Robotic Weld Cell

Safety Training cannot exceed 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



**Communications
Workers of America
AFL-CIO**

**CWA Local 9415
1831 Park Boulevard
Oakland CA 94606**

**Ph: (510) 834-9415
Fax: (510) 893-8275
www.cwa9415.org**

July 24, 2019

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

It is our understanding that Simpson Strong-Tie is requesting an Employment Training Panel contract with your office. This letter confirms that Communications of America, Local 9415 supports Simpson Strong-Tie in regards to their application for funding from the Employment Training Panel. Additionally, we support Simpson's efforts in improving the knowledge and training of our members and their employees.

Respectfully,

A blue ink signature, appearing to read 'D. Rhem', is written over a horizontal line.

Decovan Rhem,
President



Training Proposal for:

El Camino Community College District, Center for Applied Competitive Technologies

Contract Number: ET20-0171

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Aerospace Related 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

Program Costs	+	Support Costs	=	Total ETP Funding
\$700,480		\$48,716 8%		\$749,196

In-Kind Contribution:	50% of Total ETP Funding Required	\$851,801
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	594	8-200	0	\$984	\$17.70
				Weighted Avg: 40			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	20	8-200	0	\$855	\$17.70
				Weighted Avg: 40			
3	Retrainee SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	150	8-200	0	\$984	\$17.70
				Weighted Avg: 40			

Minimum Wage by County: \$19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 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 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production Staff, Clerk		304
Shop Lead, Machinist, Maintenance Staff, Technician		234
Quality Control Staff, Inspector		70
Technical Support Staff, Customer Support Staff, Purchasing Staff, Coordinator		20
Engineer		20
Supervisor, Foreman, Manager		91
Warehouse Staff, Driver		20
Owner (Job Number 3 only)		5

INTRODUCTION

Founded in 1946, El Camino Community College District, Center for Applied Competitive Technologies (El Camino CCT) is a two-year community college offering academic and vocational education programs. The District established its Business Training Center/Center for Customized Training (www.businessassist.org) to advance California's economic growth and global competitiveness through education, training, and services contributing to workforce development, technology deployment, and business development. Located in Hawthorne, El Camino CCT provides customized training, workshops and technical assistance to employers.

The proposed training will be provided to manufactures and other employers facing out-of-state competition statewide; however, most of the training is expected to take place in Los Angeles and Orange Counties. This is El Camino CCT's twenty-third ETP Contract, and ninth in the last five years, including AB118 funded projects.

Veterans Program

Participating employers regularly employ Veterans through their normal hiring practices.

PROJECT DETAILS

The core group of participating employers primarily consists of large and small manufacturers and aerospace suppliers; however, the El Camino CCT continues to receive a growing number of requests for training from employers in the sectors of construction, warehousing, and transportation/logistics. To compete successfully, employers must ensure that their workers are knowledgeable and skilled to keep pace with changing technology and processes. El Camino CCT has developed a comprehensive training program that is fully customizable to meet specific employer needs.

The core group of employers represents at least 80% of the requested funding. Some employers may have participated in at least one of the El Camino CCT's previous Contracts, and several topics from the proposed Curriculum are repeated from prior ETP Contracts. However, course content has been updated. No trainees that participated in prior ETP projects will receive duplicative training in this proposed Contract. Approximately 99% of training will be conducted at participating employer worksites and the remaining 1% will be held at the El Camino CCT's campus in Hawthorne.

Training Plan

Business Skills: Training will be offered to all occupations, with an emphasis on skills to improve communication, customer service, and decision making. Trainees will learn successful techniques to handle customers, projects, and problems more effectively.

Commercial Skills: Training will be offered to Warehouse, Production, Quality Control and Purchasing Staff. Training will cover distribution systems, inventory control fundamentals, and related logistics management skills.

Computer Skills: Training will be offered to all occupations to become more proficient in the use of productivity software, inventory and project management tools, and cybersecurity methods.

Continuous Improvement: Training will be offered to all occupations. This training is designed to improve daily business processes and help workers become more efficient at reducing errors and operating costs.

Literacy Skills: Training will be offered to Clerks, Production and Warehouse Staff. This training will help employees with limited English skills improve their workplace communication, basic math, and comprehension.

Management Skills: Training will provide Managers, Supervisors and Owners with the leadership and supervisory skills necessary to implement changes and become more effective leaders in high performance workplaces.

Manufacturing Skills: Training will provide Shop Leads, Machinists, Technicians, Production and Maintenance Staff with enhanced skills for manufacturing and assembly, blueprint reading, and industrial maintenance. This training is designed to improve productivity, product quality, and plant efficiencies.

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. It may also be delivered to frontline workers if specifically required by the job order. 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 Production Staff, Shop Leads and Technicians. OSHA 30 will be provided to Supervisors, Foremen and Managers to ensure a safe work environment.
2. Hazardous Waste Operations and Emergency Response (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, though 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. This training will be provided to Production Staff, Technicians, Maintenance Staff, Engineers, Supervisors and Managers.

3. **Hazardous Materials (HAZMAT)**. This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Technicians, Engineer, Managers, Supervisors, Small Business Owners, Production, Warehouse and Maintenance 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.

The trainer-to-trainee ratio is 1:40 for OSHA 10/30, HAZWOPER and HazMat training.

Trainer Qualifications

El Camino CCT instructors are qualified professionals (industry credentialed and certified) with many years of industry and teaching experience. El Camino CCT focuses on building partnerships with other community colleges and schools that cannot afford the administration required to effectively run an ETP Contract. El Camino CCT anticipates that Cerritos College will deliver approximately 38% of the proposed training.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study.

El Camino CCT is eligible as a training agency based on the following:

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

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.

Marketing and Support Costs

El Camino CCT’s marketing and recruitment efforts include networking, maintaining existing customer relationships, exhibiting at conferences, speaking engagements, attending trade shows, working with area Workforce Investment Boards, telemarketing, direct mailing, visiting employers, and creating partnerships with area colleges (i.e. Cerritos College and others). El Camino CCT also works with the South Bay WIB, Pacific Gateway WIB, California Manufacturing Technology Consulting, Chambers of Commerce, and various associations connected with the manufacturing and aerospace industries. Staff recommends 8% support costs to fund extensive marketing efforts and the recruitment of additional participating employers.

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

The Director of the Center for Customized Training will oversee administration of this project. El Camino CCT has a Coordinator of ETP Programs, an Administrative Assistant, and a Recruiter to assist with marketing/recruitment, needs assessments, scheduling, and tracking of training hours. As a repeat contractor, these staff members have experience with ETP's administration and recordkeeping requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by El Camino CCT under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0101	\$948,551	07/01/18 – 06/30/20	854	306	TBD

Based on ETP Systems, 26,215 reimbursable hours have been tracked for potential earnings of \$728,777 (77% of approved amount). The Contractor projects final earnings of 100%.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0256	Statewide	11/07/16 – 11/06/18	\$949,480	\$899,308 (95%)
ET15-0427	Statewide	05/04/15 – 05/03/17	\$649,350	\$531,161 (82%)
ET14-0217	Statewide	11/25/13 – 11/24/15	\$1,260,304	\$1,156,291 (92%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Cerritos College in Norwalk will provide training in Business, Computer, Continuous Improvement, Literacy and Manufacturing Skills through its Economic Development Division. Cost of services: \$163,576.




















Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Menu Curriculum







Class/Lab Hours
8 – 200

Trainees may receive any of the following:






BUSINESS SKILLS

-  Business Etiquette
-  Business Grammar and Writing Skills
-  Business Fundamentals
-  Change Management
-  Communication Skills
-  Conflict Resolution
-  Customer Service Excellence
-  Diversity, Inclusion, and Belonging
-  Generational Diversity
-  Ethics in the Workplace
-  Ethics Leadership
-  Interpersonal Communications
-  Marketing and Sales
-  Meeting Facilitation
-  Performance Management
-  Presentations
-  Problem Solving and Decision Making
-  Team Building
-  Time and Priority Management
-  Writing for Powerful and Persuasive Impact










COMMERCIAL SKILLS

-  Warehousing Control and Tracking
-  Distribution Systems
-  Logistics and Shipping
-  Quality Control
-  Inventory Management
-  Forklift Operation

COMPUTER SKILLS

-  Computer Skills for Production & Inventory
-  Cybersecurity
-  Intermediate/Advanced Excel, Word, Access, PowerPoint
-  Power BI Desktop
-  Microsoft Project

CONTINUOUS IMPROVEMENT

-  8 Discipline Problem Solving
-  APICS CPIM Part 1 & 2 Training
-  APICS Certified Supply Chain Professional Training
-  APICS Certified Logistics, Transportation and Distribution
-  Design for Six Sigma
-  Leadership for Frontline Leaders
-  Lean, Kaizen and 7S
-  Lean Office
-  Lean Six Sigma Training (White, Yellow, Green & Black Belt)

- Materials and Inventory Management Using MRP and Lean
- Process Mapping
- Project Leadership and Management
- Quality Management Systems
- Risk Analysis using Failure Mode and Effects Analysis
- Statistical Process Control
- Supply Chain Management
- Theory of Constraints

HAZARDOUS MATERIALS

- Hazardous Waste
- Hazardous Materials
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

HAZWOPER

- Hazardous Waste Operations and Emergency Response – 40, 24, & 8-hour courses

LITERACY SKILLS

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

MANAGEMENT SKILLS (Managers/Supervisors only)

- Leadership
- Generational Diversity Leadership
- Navigating Change
- Human Resources Management for Supervisors

MANUFACTURING SKILLS

- Blueprint Reading
- Electrical Fundamentals
- Food Safety
- Geometric Dimension and Tolerances
- Industrial Maintenance
- Programmable Logic Controllers
- Sanitation
- Shop Measurements

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER).

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center CCG No.: ET20-0171
for Applied Competitive Technologies

Reference No: 19-0669

Page 1 of 5

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AeroSpares Fabrication, LLC

Address: 15534 Minnesota Avenue

City, State, Zip: Paramount, CA 90273

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 16

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

Company: Armtec Defense Technologies

Address: 85901 Avenue 53

City, State, Zip: Coachella, CA 92236

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 34

Total # of full-time company employees worldwide: 341

Total # of full-time company employees in California: 288

Company: Arrowhead Products

Address: 4411 Katella Avenue

City, State, Zip: Los Alamitos, CA 90720

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 753

Total # of full-time company employees in California: 753

Company: Bumble Bee Seafoods

Address: 13100 Artic Circle

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,352

Total # of full-time company employees in California: 257

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies CCG No.: ET20-0171

Reference No: 19-0669

Page 2 of 5

Company: Cast-Rite Corporation

Address: 515 E. Airline Way

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 91

Total # of full-time company employees in California: 91

Company: CryoWorks Inc.

Address: 3309 Grapevine Street

City, State, Zip: Jurupa Valley, CA 91752

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 55

Total # of full-time company employees in California: 55

Company: Custom Goods

Address: 1035 Watson Center Drive

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 281

Total # of full-time company employees in California: 281

Company: DAMAC Products Division

Address: 14489 Industry Circle

City, State, Zip: La Mirada, CA 90638

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 80

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies CCG No.: ET20-0171

Reference No: 19-0669

Page 3 of 5

Company: Empower RF Systems, Inc.

Address: 316 W. Florence Avenue

City, State, Zip: Inglewood, CA 90403

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 18

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 68

Company: F. Gavina & Sons, Inc.

Address: 2700 Fruitland Avenue

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 50

Total # of full-time company employees worldwide: 218

Total # of full-time company employees in California: 218

Company: Hydraflow

Address: 1881 W. Malvern Avenue

City, State, Zip: Fullerton, CA 92833

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 253

Total # of full-time company employees in California: 253

Company: Impresa Aerospace, LLC

Address: 344 W. 157th Street

City, State, Zip: Gardena, CA 90278

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 210

Total # of full-time company employees in California: 210

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center for Applied Competitive Technologies CCG No.: ET20-0171

Reference No: 19-0669

Page 4 of 5

Company: JSL Foods

Address: 3550 Pasadena Avenue

City, State, Zip: Los Angeles, CA 90031

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 105

Total # of full-time company employees in California: 105

Company: Kirkhill Rubber Company

Address: 2500 E. Thompson Street

City, State, Zip: Long Beach, CA 90805

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: Lisi Aerospace, Hi-Shear Corporation

Address: 2600 Skypark Drive

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 100

Total # of full-time company employees worldwide: 7,214

Total # of full-time company employees in California: 1,300

Company: Norton Packaging, Inc.

Address: 5800 South Boyle Avenue

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 100

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: El Camino Community College District, Center CCG No.: ET20-0171
for Applied Competitive Technologies

Reference No: 19-0669

Page 5 of 5

Company: Polypeptide Laboratories

Address: 365 Maple Avenue

City, State, Zip: Torrance, CA 90503

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 25

Total # of full-time company employees worldwide: 800

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

Company: Santa Monica Seafood Company

Address: 18531 S. Broadwick Street

City, State, Zip: Rancho Dominguez, CA 90220

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 100

Total # of full-time company employees worldwide: 682

Total # of full-time company employees in California: 637

Company: Teledyne Relays

Address: 12525 Daphne Avenue

City, State, Zip: Hawthorne, CA 90250

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 50

Total # of full-time company employees worldwide: 11,154

Total # of full-time company employees in California: 3,500



Training Proposal for:
Gnomon, Inc. dba Gnomon School of Visual Effects

Contract Number: ET20-0150

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC (H) Multimedia/Entertainment (51+)
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$193,200		\$13,300 8%		\$206,500

In-Kind Contribution:	50% of Total ETP Funding Required	\$315,000
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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	Advanced Technology	175	8-200	0	\$1,180	\$17.70
				Weighted Avg: 48			

Minimum Wage by County: Job Number 1: \$19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 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 \$0.31 per hour in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Motion Pictures Professionals and Technicians, Television & Interactive Digital Media Production Support		80
Motion Pictures Professionals and Technicians, Television & Interactive Digital Technical Support		80
Managers/Supervisors		15

INTRODUCTION

Founded in 1997 and headquartered in Hollywood, Gnomon, Inc. dba Gnomon School of Visual Effects (Gnomon), (www.gnomon.edu), is an accredited, for-profit college that focuses on artistic and technical training for careers in the visual effects, animation and games industries. Courses focus on advanced technology 3D design, modeling and animation, visual effects, graphics, games engineering, compositing, and software skills training for the film, television, animation, video games and themed entertainment industries. Employers participating in training include video game production studios and developers, film and television productions studios, post production and compositing facilities, visual effects companies, pre-visualization companies, themed entertainment design firms, film and television marketing and promotion companies, animation studios.

This will be Gnomon's fourth ETP Contract, and the first within the last five years.

Veterans Program

Although there will be no Veterans training component in this proposal, participating employers actively hire Veterans, and Veterans are included in the trainee population.

Training Agency Certification

Training Agency Certification requires certification by an independent third-party, as required for the type of school and course of study. Gnomon is eligible as a training agency approved by the Bureau of Private Postsecondary Education. Gnomon also has accreditation by Commission of Career Schools and Colleges.

PROJECT DETAILS

With constantly changing technology in the entertainment industry, it is necessary for workers to be trained in the most current versions of digital software and hardware to improve their chances of continued employment and to help employers remain viable in the California economy. The changes and upgrades with digital software are continuous, requiring works to have up-to-the-minute knowledge of their function and use.

The present state of the industry involves more streaming-oriented short productions (episodic dramas, comedies, animation) and ever-changing innovations in the way these productions are being delivered. Most productions are created by companies that are compact and flexible. Shows intended for web streaming now dominate the production scene. Most productions are now being done by companies such as HBO, Showtime, Netflix, Amazon, Hulu and Google. Many of these companies are web-based and use the internet and associated mobile media delivery systems to provide consumer content. As such, most productions now have shorter production times and are often developed, shot and assembled at multiple, (often out-of-state) locations. Video games, are also becoming more cinematic and complex, some with "Virtual Reality" technology. These new technologies are becoming an increasingly important source of entertainment, bringing new standards and complexities to production. Video game developers are also in competition to deliver new games quickly for an ever evolving industry hinging on the latest graphics and technology.

To remain competitive in the industry, participating employers must update employee skills to keep current with new technology. The proposed training will allow participating employers to remain current with software, hardware, and workflow changes as well so to secure jobs.

Training Plan

Approximately 80% of training will be delivered at the Gnomon facility in Hollywood and the other 20% at Employer worksites with Gnomon trainers via Classroom/Laboratory and E-Learning training.

Advanced Technology (AT): Training will be delivered to all occupations. Gnomon will train employees in various occupations of video game production, animation, computer graphics, digital television, feature film production, visual effects and post-production focusing specifically on digital art and technology as it relates to games creation, themed entertainment, character design and animation, motion capture, green/bluescreen technology, VR/AR technology, digital storyboarding, lighting, graphics, and special effects.

Training will include non-linear editing platforms, compositing programs, animation, 2D and 3D effects, as well as VR/AR emerging technologies utilized in the games, themed entertainment and film production industries. Training will focus on high-end digital projection and computer graphics with the latest software and hardware technology. Completion of this highly technical, specialized, and customized training will improve trainees' chances of continued employment in the entertainment industry.

The cost of delivering AT training ranges from \$31 to \$75 per hour, plus hardware and software costs. The completion of this highly technical, specialized, and customized training will increase trainee skills and make them more employable in the entertainment industry. The trainer to-trainee ratio will be 1:10 to allow for in-depth coverage and personal attention from the instructor.

Retention

Under standard Panel retention requirements, trainees must be employed with one employer at least 35 hours a week for at least 90 days. However, these are employees in the entertainment industry hired for short-term jobs; therefore, retention may also be satisfied by employment of at least 500 hours within a six-month period, with more than one employer.

Curriculum Development

Gnomon relies on comprehensive training needs assessment with each participating employer to identify critical needs and ensure training is consistent with employer's strategic plan and goals. Gnomon conducted surveys and interviews with a number of companies in the entertainment industry to determine both the short and long term training needs of their workforce. Meetings with eligible employers and assessments of software upgrades, emerging and advancing technologies, and individual project needs contributed to the curriculum development for advanced digital arts and highly advanced visual effects training. Gnomon will assess the effectiveness of the training by using course evaluations completed by each trainee and feedback from participating employers to assure that the training met their training goals.

Marketing and Support Costs

Support Costs of 8% will be used for this proposal which will cover the cost of recruitment, marketing, and outreach efforts to employers and assessing employer-specific job training requirements.

Gnomon markets its training to employers via informational meetings and seminars, onsite special events and open houses, conferences, trade magazine advertising, posters, and mailing brochures, as well as the internet and e-mail. Employer recruitment and assessment activities will continue throughout the contract term.

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Mandatory sexual harassment prevention and 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

Gnomon's Industry Outreach and Development Manager will oversee the implementation and administration of this project. Nine internal staff will coordinate marketing, recruitment, class scheduling and Learning Management System (LMS) tracking.

Training will be delivered by in-house experts with a minimum of three years direct industry experience in production. Trainers possess various software certifications. Gnomon hires faculty instructors for all courses.

Electronic Recordkeeping

Gnomon will use its LMS to document training. Staff has reviewed and approved the system.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

ADVANCED TECHNOLOGY (Ratio 1:10)

- Advanced Compositing
- Advanced Digital Sculpting
- Anatomy for Artists
- Animal Drawing
- Animation & VFX 1
- Animation & VFX 2
- Art of Compositing
- Character Animation 1
- Character Animation 2
- Character Animation 3
- Character Animation 4
- Character Creation for Games
- Character Design
- Character Modeling & Sculpting
- Character Rigging Fundamentals
- Character Rigging for Production
- Character Sculpture 1
- Character Sculpture 2
- Color Theory and Light
- Costumed Figure Drawing
- Creature Animation 1
- Creature Design
- Creature Modeling & Sculpting
- Digital Matte Painting
- Digital Painting
- Digital Painting 2
- Digital Photography
- Digital Sculpting
- Dynamic Effects 1
- Dynamic Effects 2
- Dynamic Effects 3
- Dynamic Effects 4
- Environment Creation for Games
- Environment Design
- Game Creation 1
- Game Creation 2
- Game Creation 3
- Game Creation 4
- Game Design
- Gesture Drawing
- Hard Surface Modeling 1
- Hard Surface Modeling 2
- History and Principles of Animation

- Houdini 1
- Houdini 2
- Houdini 3
- Houdini 4
- Drawing Fundamentals 1
- Drawing Fundamentals 2
- Drawing in 3D
- Introduction to 3D with Maya
- Introduction to Compositing
- Level Design
- Life Drawing
- Lighting and Rendering 1
- Lighting and Rendering 2
- Lighting and Rendering 3
- Lighting and Rendering 4
- Look Development
- Photoshop for Digital Production
- Props and Weapon Design
- Props and Weapons for Games
- Storyboarding
- Stylized Character Creation
- Texturing and Shading 1
- Texturing and Shading 2
- Texturing and Shading 3
- Texturing and Shading 4
- Texturing & Shading for Games
- Texturing & Shading for Games 2
- Vehicle and Mech Design

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Gnomon, Inc. dba Gnomon School of Visual Arts
Reference No: 19-0732

CCG No.: ET20-0150
Page: 1 of 4

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ayzenberg Group

Address: 49 E. Walnut

City, State, Zip: Pasadena, CA 91103

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 237

Total # of full-time company employees in California: 237

Company: Creative Character Engineering

Address: 11050 Randall Street

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 50

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

Company: Electric Theatre Collective

Address: 1735 Berkeley St.

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 90

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

Company: Hallmark Labs

Address: 3130 Wilshire Blvd., Floor 4

City, State, Zip: Santa Monica, CA 90403

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10,000

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Gnomon, Inc. dba Gnomon School of Visual Arts

CCG No.: ET20-0150

Reference No: 19-0732

Page: 2 of 4

Company: Infinity Ward

Address: 21255 Burbank Blvd., Suite 600

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 261

Total # of full-time company employees in California: 261

Company: Jam City

Address: 3562 Eastham Drive

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 443

Total # of full-time company employees in California: 443

Company: Nissan North America (Design Group)

Address: 9800 Campus Point Drive

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 130,00

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

Company: Proof

Address: 5150 Wilshire Blvd., #200

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Gnomon, Inc. dba Gnomon School of Visual Arts
Reference No: 19-0732

CCG No.: ET20-0150
Page: 3 of 4

Company: Roger LA

Address: 1109 N. Virgil Ave.

City, State, Zip: Los Angeles, CA 90029

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 22

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

Company: Spin Master

Address: 5880 Jefferson Blvd.

City, State, Zip: Culver City, CA 90016

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 220

Company: The Third Floor

Address: 5700 Wilshire Blvd., #650

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 220

Company: Trailer Park

Address: 6922 Hollywood Blvd., 10th Floor

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 338

Total # of full-time company employees in California: 338

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: Gnomon, Inc. dba Gnomon School of Visual Arts

CCG No.: ET20-0150

Reference No: 19-0732

Page: 4 of 4

Company: Wayforward Technologies

Address: 28738 The Old Road

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement:50

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140



Training Proposal for:
Kern Community College District
Contract Number: ET20-0149

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET HUA Multiple Barriers New Hire	Industry Sector(s):	Agriculture (B) Mining, Oil Gas (21) Manufacturing (33) Healthcare (62) Aerospace Related Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$634,220		\$44,294 8% and 12%		\$678,514

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,450,400
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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 HUA	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	500	8-200	0	\$738	*\$13.28
				Weighted Avg: 30			
2	Retrainee	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	100	8-200	0	\$641	\$17.70
				Weighted Avg: 30			
3	Retrainee SB<100 HUA	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	33	8-200	0	\$738	*\$13.28
				Weighted Avg: 30			
4	Retrainee SB<100	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	30	8-200	0	\$738	\$17.70
				Weighted Avg: 30			
5	Retrainee SET HUA	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	70	8-200	0	\$641	*\$13.28
				Weighted Avg: 30			

6	Retrainee SB<100 SET HUA	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills Mgmt. Skills, Mfg. Skills, OSHA 10/30	25	8-200	0	\$738	*\$13.28
				Weighted Avg: 30			
7	Retrainee SET HUA Medical Skills Training	MS Didactic	100	8-200	0	\$1,230	*\$13.28
				Weighted Avg: 50			
8	New Hire SET HUA Multiple Barriers	Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Literacy Skills, Mfg. Skills, OSHA 10	5	8-200	0	\$2,520	*\$12.00
				Weighted Avg: 100			

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

Minimum Wage by County: Job Numbers 1 & 3 (HUA Wages): \$14.48 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$13.92 per hour for Los Angeles County; \$13.61 per hour for Orange County; and \$13.28 per hour for all other counties.

Job Numbers 2 & 4 ETP Standard Wages: \$19.31 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 per hour for all other counties.

Job Numbers 5, 6 & 7 (SET-HUA Wages): \$14.48 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$13.92 per hour for Los Angeles County; \$13.61 per hour for Orange County; and \$13.28 per hour for all other counties.

Job Number 8 (SET-HUA MB New-Hire Wages): \$12.07 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$12.00 per hour for all other counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Clerical/Administrative Staff		128
Computer Support Staff		28
Engineer		12
Laborer		37
Lead/Operator		19
Maintenance		47
Manager		9
Frontline Manager		3
Production Staff		338
Safety Professional		28
Sales Staff		12
Shipping Clerk		19
Supervisor		12
Frontline Supervisor		7
Technician/Mechanic		104
Small Business Owner (Job Numbers 3, 4 & 6 only)		10
Certified Nurse Assistant (Job Number 7 only)		50

INTRODUCTION

Founded in 1968 and headquartered in Bakersfield, Kern Community College District (KCCD) (www.kccd.edu) strives to provide outstanding educational programs and services responsive to its diverse student population and regional need. KCCD is eligible to contract with ETP as a community college training agency, which includes Bakersfield College, Cerro Coso College, and Porterville College.

KCCD serves Kern, Tulare, Inyo, Mono, and San Bernardino Counties, making it one of the largest districts in the United States. In addition to classes held on campus, KCCD offers localized instruction through educational centers in Delano, Bakersfield, Bishop, Mammoth Lakes, Lake Isabella, and Edwards Air Force Base. KCCD is committed to distance learning through the Internet, satellite programming, and cable television. KCCD is also committed to providing training opportunities to small rural companies that typically have limited funding available to training to their employees.

The District's Workplace Learning Resource Center and the 21st Century Energy Center will administer the ETP program. These Centers are part of a California Community Colleges Chancellor's Office initiative to provide a foundation for a long-term, sustained relationship with business and labor across districts. The Centers provide high quality, innovative and affordable education, and in-depth training solutions to meet the needs of business and industry. It conducts outreach to employers in manufacturing, health care, food processing, veterans, logistics, construction, energy (solar, turbine, biofuel) and alternative energy construction.

Training will provide employers the opportunity to sustain their overall competitiveness, improve productivity, create new job opportunities, increase wages and remain current in rapidly changing technologies.

KCCD is also focused on helping unemployed or underserved individuals and has been effectively providing placement services for these individuals (including job search, interview skills, resume preparation, and job fairs) for the past several years. The District also works closely with One-Stop Centers, Workforce Investment Board (WIB) and the Employment Development Department (EDD). KCCD is also determined to help underserved populations (individuals with multiple barriers and/or other vocational disadvantages) by providing education, skills training, work experience and job placement services. KCCD designed and implemented a logistic/distribution training program to providing these individuals skills related to warehouse procedures, redistribution of products, workflow, inventory control, and time management.

Veterans Program

Although there is not a veterans component, KCCD's participating employers actively recruit veterans for training.

PROJECT DETAILS

Training Plan

This will be the twelveth Agreement between ETP and KCCD, and the fifth in the last five years. KCCD proposes to retrain incumbent and new hire workers. Additionally, due to a high demand for training in health care and a shortage of healthcare workers, KCCD has designed a comprehensive training program to address participating employer needs. The core group of employers represents over 100% of requested funding for this proposal. The proposed training will be offered to employers statewide. The majority of training (90%) will be conducted at participating employer locations; the remainder will be conducted at KCCD facilities.

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

KCCD confirms that no trainees from previous participating employers will receive duplicate training in any subject matters. Customized training will be delivered by KCCD faculty and other qualified instructors through Class/Lab and Video Conference methods.

KCCD provides participating employers with training in the following areas:

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

Commercial Skills: This training will be offered to Computer Support Staff, Engineers, Laborers, Leads/Operators, Maintenance, Managers, Production Staff, Safety Professionals, Shipping Clerks, Supervisors, Technicians/Mechanics and Small Business Owners. Training will focus on comprehension, terminology, power system services and practical techniques in maintenance equipment services and repair.

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 teach them to work more efficiently and effectively in all functions.

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

Hazardous Materials: Training will be offered to Laborers, Leads/Operators, Maintenance, Managers, Production Staff, Safety Professionals, Shipping Clerks, Supervisors, Technicians/Mechanics and Small Business Owners. Trainees will learn the proper techniques and knowledge for handling chemical and waste cleaning.

Literacy Skills: This training will be offered to Laborers, Maintenance, Production Staff, Shipping Clerks and Technicians/Mechanics. This training will enable employees with limited English skills to increase their speaking, listening and comprehension skills in the workplace.

Management Skills: This training will be offered to Supervisors and Managers on leadership, motivation, and strategic planning skills which will enable them to become more effective leaders in high performance workplaces.

Manufacturing Skills: This training will be offered to Laborers, Leads/Operators, Maintenance, Managers, Production Staff, Safety Professionals, Shipping Clerks, Supervisors, Technicians/Mechanics and Small Business Owners.

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

Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journeyworkers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Laborers, Leads/Operators, Maintenance, Production Staff, Safety Professionals, Shipping Clerks, Technicians/Mechanics and Small Business Owners. OSHA 30 will be provided to Supervisors and Managers to ensure a safe work environment.

Frontline Worker

KCCD will train frontline Managers and Supervisors (Job Numbers 5 & 6). These employees communicate and interact with customers and members, and are available to provide services at all time. 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

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.

Most of the participating employers lack the resources and funding to conduct formal and structured training; whereas, many small rural companies have limited or lack a training budget. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs. Although some participating employers may have received ETP training in the past, employers will include trainees who will be new participants to ETP-funded training. Trainees that have benefited from past ETP-funded training will be trained in new areas that further skills development and contribute to company growth.

➤ Training Infrastructure

KCCD has designated a Director, a Manager and two Department Assistants to oversee ETP training and administrative responsibilities including marketing, recruitment, assessment, scheduling training, enrollment, recording and tracking, securing rosters, verify training and retention completion and ensure compliance with all ETP requirements.

Training will be provided by KCCD's in-house technical faculty and training experts at various campuses. Outside professional experts may be used if specific technical skills are required and unavailable internally.

Special Employment Training/High Unemployment Area

Under Special Employment Training (SET), a participating employer is not required to demonstrate out-of-state competition, and trainees are not required to meet eligibility standards for retraining (Job Numbers 5-8).

➤ HUA

Additionally, trainees in Job Numbers 5-8 work in a High Unemployment Areas (HUA), with unemployment exceeding the state average by at least 25%. These companies are located in Kern, Los Angeles, Riverside, San Bernardino, Fresno, and Ventura Counties (Bakersfield, Compton, Inglewood, Perris City, Hesperia City, Fresno City, and Oak View CDP).

➤ Multiple Barriers

Trainees in Job Number 8 (New Hire) work in an HUA and must be hard-to-serve individuals with multiple barriers to employment. Trainees will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills).

➤ Wage Modification

For trainees in Job Numbers 5-8, the Panel may modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. KCCD is requesting a wage modification to the SET-HUA Minimum Wage (ranging from \$13.28 to \$14.48 per hour statewide) for all trainees in Job Numbers 5-7; and to the SET-HUA New Hire Wage (ranging from \$12.00 to \$12.07) for all trainees in Job Number 8.

➤ Retention Modification

The Panel may also modify the retention period for the trainees in Job Number 8 from 90 consecutive days to 90 out of 120 consecutive days with up to three employers. This is allowed based on HUA guidelines. KCCD requests this retention modification for Job Number 8.

Marketing and Support Costs

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

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

KCCD seeks full Support Costs of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Without this additional funding, KCCD would not be able to dedicate the time and effort necessary to sustain a successful ETP project. Staff believes 8% Support Costs for Job Numbers 1 to 7 and 12% Support Costs for Job Number 8 (New Hire/Multiple Barriers), are justified in this proposal for the reasons set forth above.

Trainer Qualifications

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

Training Coordinator

KCCD has designed a Manager and a Department Assistant to coordinate training.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0139	\$581,344	10/30/17 – 10/29/19	756	876	876

Based on ETP Systems, 35,918.75 reimbursable hours have been tracked for potential earnings in excess of the maximum 100% of the approved amount. The Contractor projects final earnings of 100% based on training completed through 07/12/19.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET16-0232	Statewide	10/26/15 - 10/25/17	\$947,826	\$605,536 (64%)
ET15-0246	Statewide	09/02/14 - 01/01/16	\$749,221	\$677,419 (90%)
ET13-0242	Statewide	01/28/13 - 01/27/15	\$981,333	\$971,484 (99%)

*ET16-0232 - Although the need for training was well established, commitments from two large participating employers in the program did not materialize. This delayed recruitment of additional employers. In addition, the program administrator failed to provide adequate oversight and ensure proper training documentation. KCCD has since taken corrective action working with different colleges, better outreach and screening of participating employers, and also designated a team of four staff (a Director, a Manager and two Department Assistants) to closely monitor training documentation, coordinate with staff trainers to ensure all training is properly implemented and documented. With the restructured organization, KCCD has shown greater program success under ET18-0139 Agreement and anticipated earnings of 100% of funding; and this proposal has been rightsized to closely match prior performance.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 (Job Numbers 1-6 & 8)

Trainees may receive any of the following:

BUSINESS SKILLS

- Advertising: Achieving Scale with the Reach Objective
- Advertising: Ad Auction and Delivery Overview
- Advertising: Ad Policies for Content
- Advertising: Ads Manager
- Advertising: Audience Insight
- Advertising: Boost Your Posts
- Advertising: Brand Awareness
- Advertising: Business Manager
- Advertising: Campaign Structure
- Advertising: Create Ads
- Advertising: Drive Store Visits/Store Visits Objectives
- Advertising: Edit and Manage Ads
- Advertising: Measure Campaign Performance With Ads
- Advertising: Offers – Attract, Convert, and Reward
- Advertising: Plan, Reach, and Frequency Campaigns
- Advertising: Targeting Core Audiences
- Advertising: Targeting Custom Audiences
- Advertising: Targeting Lookalike Audiences
- Basic Accounting Practices and Framework
- Being an Effective Team Member
- Brewing History – Customer Experience
- Business Coaching: Conducting Coaching Sessions
- Business Fundamentals
- Business Presentations
- Change Management
- Coaching: Fundamentals of Feedback
- Coaching: Giving Positive Feedback
- Communication Skills
- Conflict Resolution
- Conflict: Choosing a Conflict Resolution Tactic
- Conflict: Mediating a Conflict
- Conflicts of Interest in the Workplace
- Core Brands
- Customer Service Fundamentals: Building Rapport in Customer Relationships
- Decision Making: The Fundamentals
- Generating Creative and Innovative Ideas
- Hopline Sales Training
- Intrapersonal Communication
- Leadership Essentials: Building Influence
- Leadership Essentials: Motivating Employees
- Managing Change: Building Positive Support

- Paperless Payroll
- Problem Solving: The Fundamentals
- Productive Interactions
- Project Management Fundamentals
- Sales Techniques
- Setting Job Goals
- Talent Management: Basics
- Team Concepts
- Time Management
- Training for Intervention Procedures (TIPS)

COMMERCIAL SKILLS

Repair and Service

- Heavy equipment Repair and Service
- Construction Skills
- Basic Electronics
- Introduction to Electrical Control Wiring
- Introduction to Programmable Controllers
- Programmable Logic Control Motor Control
- Control Ladder Logic

COMPUTER SKILLS

- Accounts Payable/Accounts Receivable
- Adobe Applications
- Computerized Scheduling
- Cost Tracking and Analysis
- Database Mgmt.
- Document Control
- Google Analytics
- Inventory Control
- Managing Email
- Material Resource Planning
- Microsoft Excel (Beginning, Intermediate & Advanced)
- Microsoft Office Suite (Beginning, Intermediate & Advanced)
- Quickbooks (Beginning, Intermediate & Advanced)
- Personnel/Payroll Processing
- Purchase Order Tracking
- Savant Warehouse Management System (WMS) Overview
- Savant WMS System Overview Part II
- Shipping Solutions and Related Logistic Software
- Social Media For Business
- Software Applications
- World-Wide Web

CONTINUOUS IMPROVEMENT

- A3/Plan-Do-Check-Act (PDCA): Problem Solving Practices
- Business Process Mapping
- Change Over
- Construction Management Skills

- Decision Making
- Equipment Inspection and Management
- Good Agriculture Practices (GAP)
- Good Manufacturing Practices (GMP)
- Hazard Analysis & Critical Control Points
- Internal Auditor
- ISO 9000 Lean Enterprise
- ISO Auditor Training
- Kaizen/ 7S
- Leadership for Frontline Workers
- Lean Manufacturing
- Lean Principles & Waste Identification
- Managing the Metrics
- Marketing, Website Training
- Maximizing Team Performance
- Operations and Workflow
- Process Improvement
- Production Scheduling
- Quality Systems Program Monitoring
- Shift Management: Schedule Forecasting and Planning
- Six Sigma
- SQF Quality Systems
- Standardized Work
- Statistical Process Control
- Teambuilding
- Time Management
- Total Quality Management
- Training Within Industry (TWI)
- Visual Management/Workplace Organization

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

LITERACY SKILLS

- Vocation English as a Second Language
- Basic Workplace Terminology
- Introduction of Process Terminology
- Understanding Manuals and Reports
- Written Communications
- Basic Math

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Advanced Supervisor Development
- Building/Developing Trust with Teams
- Coaching Series
- Communicating for Leadership Success
- Decision Making

- Delegating
- Developing Safety Plans and Procedures
- Driving Change
- Effectively Managing Challenging People
- Employee Engagement
- Engaging and Retaining Talent
- Facilitating with Impact
- Fostering Innovation
- Leadership
- Making Meetings Work
- Performance Management
- Planning and Managing Resources
- Project Management
- Risk Management/Disaster Preparation
- Root Cause Analysis for Managers
- Supervisor Development Series
- Team Leader and Supervisor Readiness
- Your Leadership Journey

MANUFACTURING SKILLS

- Assembly Procedures
- Automation Systems
- Computer Integrated Manufacturing (CIM) Cell
- Computer Pneumatic Control Machine Operation
- Electrical
- Electronics
- Equipment Operations
- Fluid Power
- Food Processing
- Geometric Dimensions and Tolerance
- Inventory Control
- Machining
- Manufacturing Basics
- Mechanical
- Packaging
- Parts and Product Manufacturing
- Programmable Logic Control (PLC)
- Process Control
- Production Operations
- Quality Assurance
- Safety Fundamentals
- Shop Math, Measurements, Percentages & Fractions
- Warehousing
- Welding

8-200 (Job Number 7)

MEDICAL SKILLS – DIDACTIC

- CNA Module 1: Introduction to CNA
- CNA Module 2: Patients' Rights
- CNA Module 3: Communication/Interpersonal Skills
- CNA Module 4: Prevention and Management of Catastrophe and Unusual Occurrences
- CNA Module 5: Body Mechanics
- CNA Module 6: Medical and Surgical Asepsis
- CNA Module 7: Weights and Measures
- CNA Module 8: Patient Care Skills
- CNA Module 9: Patient Care Procedures
- CNA Module 10: Vital Signs
- CNA Module 11: Nutrition
- CNA Module 12: Emergency Procedures
- CNA Module 13: Long Term Care Patient
- CNA Module 14: Rehabilitative Nursing
- CNA Module 15: Observation and Charting
- CNA Module 16: Death and Dying
- Abuse Prevention
- Activities of Daily Living
- Acute Care Nurse Assistant Responsibilities
- Annual Skills Updates
- Basic Life Support (BLS)
- Biofeedback
- Body Mechanics
- Brain Injury Rehabilitation
- Cleaning and Care Tasks in the Home
- Communication – Documentation
- Conditioning Protocol for Therapy Patients
- Coordination of Care
- Medical Computer Skills
- Dementia Care
- Discharge Planning
- Emergency Procedures
- Equipment Skills
- Home Health
- Hyperbaric Oxygen
- Infection Control
- Interpersonal Skills
- Long-Term Patient
- Observation and Charting
- Occupational Therapy Skills
- Parkinson's' Disease Care
- Patient Assessment
- Patient Care Procedures
- Patient Care Skills
- Patient Rights
- Personal Care Services and Nursing Procedures

- Physical Therapy Skills
- Post-Traumatic Stress Disorder Care
- Preceptor Skills
- Prevention and Management of Catastrophe and Unusual Circumstances
- Rehabilitative Skills
- Role and Responsibilities of the Certified Nurse Assistant (CNA)
- Safe Patient Handling
- Safe, Secure Environment
- Special Needs Patients
- Speech & Language Pathology Skills
- Splint Assessments & Measurements
- Telemedicine
- Ventilator & Tracheotomy Care
- Vital Signs
- Wheelchair Assessment
- Wound Care

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 hours
- OSHA 30 hours

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Kern Community College District

CCG No.: ET20-0149

Reference No: 19-0701

Page 1 of 4

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Aera Energy LLC

Address: 10000 Ming Ave.

City, State, Zip: Bakersfield, CA 93311

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 900

Total # of full-time company employees worldwide: 1,050

Total # of full-time company employees in California: 1,050

Company: Alpha Technologies & Alarm System

Address: 4000 Easton Dr., Ste. 16

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 11

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

Company: Bakersfield Family Medical Center

Address: 4560 Calif. Ave., Suite 430

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 320

Total # of full-time company employees worldwide: 360

Total # of full-time company employees in California: 360

Company: Berry Petroleum

Address: 5201 Truxtun Ave.

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 175

Total # of full-time company employees worldwide: 222

Total # of full-time company employees in California: 222

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Kern Community College District

CCG No.: ET20-0149

Reference No: 19-0701

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Company: Braun Electric Company, Inc.

Address: 300 E. Belle Terrace

City, State, Zip: Bakersfield, CA 93307

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 283

Total # of full-time company employees in California: 283

Company: Nestle USA

Address: 7301 District Blvd.

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 650

Total # of full-time company employees worldwide: 339,000

Total # of full-time company employees in California: 7,505

Company: Oasis Air and Solar

Address: 1000 East Truxtun Avenue

City, State, Zip: Bakersfield, CA 93305

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 30

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

Company: Premier Rail Services

Address: 431 N. Green St., Suite C

City, State, Zip: Tehachapi, CA 93561

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 16

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Kern Community College District

CCG No.: ET20-0149

Reference No: 19-0701

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Company: R&M Farm Service, Inc.

Address: 2312 Alpine Meadow C.,

City, State, Zip: Wasco, CA 93280

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 15

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

Company: Tasteful Selections

Address: 13003 Di Giorgio Road

City, State, Zip: Arvin, CA 93203

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 119

Total # of full-time company employees worldwide: 119

Total # of full-time company employees in California: 119

Company: The Garlic Company

Address: 18602 Zerker Rd.

City, State, Zip: Shafter, CA 93263

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 156

Total # of full-time company employees in California: 154

Company: The Rehabilitation Center of Bakersfield

Address: 2211 Mount Vernon Ave.

City, State, Zip: Bakersfield, CA 93306

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 240

Total # of full-time company employees worldwide: 280

Total # of full-time company employees in California: 280

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Kern Community College District

CCG No.: ET20-0149

Reference No: 19-0701

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Company: Wonderful Orchards

Address: 6801 E. Lerdo Highway

City, State, Zip: Shafter, CA 93263

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 250

Total # of full-time company employees worldwide: 850

Total # of full-time company employees in California: 800

Company: World Wind & Solar

Address: 915 Tehachapi Willow Springs Road

City, State, Zip: Tehachapi, CA 93561

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 260

Total # of full-time company employees worldwide: 490

Total # of full-time company employees in California: 297



Training Proposal for:
Mt. San Antonio College
Contract Number: ET20-0151

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Paccarelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Transportation and Warehousing (48-49) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$332,000		\$23,050 8%		\$355,050

In-Kind Contribution:	50% of Total ETP Funding Required	\$485,100
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills	180	8-200	0	\$984	\$17.70
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills	70	8-200	0	\$855	\$17.70
				Weighted Avg: 40			
3	Retrainee SB <100	Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, Literacy Skills	120	8-200	0	\$984	\$17.70
				Weighted Avg: 40			

Minimum Wage by County: Job Numbers 1-3: \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 per hour for Riverside and San Bernardino Counties

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

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

Up to \$2.50 per hour in health benefits to meet the Post- Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Production and Warehouse Staff		180
Office and Administrative Staff		120
Manager and Supervisor		50
Owner (for Job Number 3 only)		20

INTRODUCTION

Located in Walnut, Mt. San Antonio College (MTSAC) (www.mtsac.edu) was created in 1945 as a community college district providing more than 200 academic and vocational programs. It is the largest, single-campus community college district in California with a combined student enrollment (Credit, Continuing Education and Community Service) of over 65,000. Its district boundaries encompass the communities of Baldwin Park, Bassett, Charter Oak, Covina, Diamond Bar, the southern portion of Glendora, Hacienda Heights, City of Industry, Irwindale, La Puente, La Verne, Pomona, Rowland Heights, San Dimas, Valinda, Walnut and West Covina.

Veterans Program

Although there will be no Veterans training component in this proposal, participating employers actively hire Veterans, and they will be trained in this project.

PROJECT DETAILS

Employer Demand

This will be MTSAC's fourth ETP Contract, and the fourth within the last five years. The proposed training will provide California employees the competitive edge to rebuild their businesses nationally and internationally. Training will assist them in adopting new business practices, incorporating new technology, and becoming leaner and more efficient through continuous improvement strategies.

This proposal will focus on retraining incumbent workers from large and small employers to meet the business needs of employers from a variety of industries, the majority of which are Panel priorities. The core group of participating employers represents over 100% of the requested funding.

Training Plan

Business Skills: Training will be offered to all occupations and include project management, time management, conflict resolution, and decision making to enhance internal and external customer service; and develop time, project, and resource management skills.

Computer Skills: Training will be offered to all occupations in new and upgraded software to expedite work, improve accuracy, and connect to company-wide operating systems.

Continuous Improvement: Training will be offered to all occupations and focus on ISO 9000, Lean Manufacturing, Six Sigma and Supply Chain. Training will provide Managers and Supervisors the skills to become effective leaders to motivate and coach workers in a high performance workplace.

Manufacturing Skills: Training will be offered to Production and Warehouse Staff in manufacturing practices, assembly procedures, and equipment operation as well as cross-training.

Literacy Skills: Training will be provided to Production and Warehouse Staff to overcome communication problems with their peers and management, and better understand written/verbal instructions and workplace documentation. Vocational English as a Second Language courses will enable trainees to communicate effectively, improve job skills, interact in teams, and increase promotional opportunities.

Curriculum Development

MTSAC has historically provided continuing education to incumbent workers in a wide array of area businesses. The ETP curriculum was developed by college personnel based on findings from employer needs assessments and industry focus groups. Staff continuously updates the curriculum to keep pace with the evolving technologies and industry trends. Trainers provide input from trainee evaluation forms for every class and follow-up meetings are held with employers to evaluate the effectiveness of the training. Each employer's training curriculum is

based on assessment of its specific business needs. MTSAC's Project Managers work with employers to customize curriculum, select classes and instructors, and develop a training schedule.

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.

Due to lack of training budgets and limited time and resources, participating employers have provided minimal training, except for basic job skills and mandatory requirements. Some employers have a small training budget, and the number of participants and scope of training are very limited. Most of the training is introductory and generally not comprehensive enough to generate company-wide results. Participating employers view ETP funding as a true economic development resource that can help them to be more competitive.

➤ Training Infrastructure

MTSAC's Director of Community & Contract Education will oversee the implementation and administration of this project. Three internal staff members will be responsible for the marketing, recruitment, needs assessments, class scheduling, and data entry. As a repeat ETP Contractor, MTSAC has established a robust system for administering its contracts.

Approximately 90% of training will be conducted at participating employers' worksites and 10% at MTSAC's campus in Walnut. Training will be delivered by MTSAC faculty and/or content experts who hold various accredited degrees and certificates (Bachelor's and Master's Degrees) with 8 to 30 years of experience in their respective fields.

Marketing and Support Costs

MTSAC continuously markets their training programs in a variety of ways including personal contact, telephone calls, and direct mail. MTSAC also markets and advertises its training programs through focus groups with local businesses, Chambers of Commerce, and several organizations such as the San Gabriel Valley Economic Partnership, Employment Advisory Council, San Gabriel Regional Chamber of Commerce, La Verne Chamber of Commerce, Pomona Chamber of Commerce, and the Industry Manufacturers Council.

As a non-profit entity, MTSAC relies heavily on support funding to promote ETP training and facilitate individual employer meetings to assess specific job training requirements. MTSAC is requesting 8% support costs, and staff supports, to cover marketing, recruitment, and assessment of additional employers which will continue throughout the contract term.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarized performance by MTSAC under an active ETP Contract:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0147	\$274,939	12/31/17 – 12/30/19	199	212	186

Based on the ETP Online Systems, 10,103 potential eligible hours have been tracked and Contractor is projected to earn approximately \$271,271 (99% of approved amount).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0386	Los Angeles, Orange, Riverside, San Bernardino	04/04/16 – 04/03/18	\$205,327	\$189,384 (92%)
ET14-0324	Los Angeles, Orange, Riverside, San Bernardino	05/05/14 – 05/04/16	\$88,029	\$69,134 (79%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS
















N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**














8-200

Trainees may receive any of the following:

BUSINESS SKILLS

-  Communication Skills
-  Conflict Management
-  Cost Reduction
-  Customer Service
-  Decision-Making
-  Finance for the Non-Financial Manager
-  Group Effectiveness
-  Interpersonal Skills
-  Negotiation
-  Personal Effectiveness
-  Planning
-  Product Knowledge
-  Project Management
-  Telephone Skills
-  Time Management

COMPUTER SKILLS

-  Budgeting Software
-  Company-Specific Software
-  Computer Networking
-  Document Control
-  Enterprise Resource Planning Software
-  Managing E-mail
-  Microsoft Office (Intermediate & Advanced)
-  MS Project
-  Inventory Control
-  Payroll Software
-  Purchase Order Tracking
-  Shipping Solutions and Related Logistic Software
-  World Wide Web

CONTINUOUS IMPROVEMENT

-  Basic Logistics Standard Practices
-  Change Management
-  Coaching/Motivating Employees
-  Conflict Management
-  Cost and Analysis
-  Essential Interviewing Techniques
-  Inventory Control
-  ISO 9000
-  Leadership Skills
-  Lean Manufacturing/Operations
-  Managing a High Performance Workplace
-  Planning

- ✚ Problem Solving
- ✚ Process Corrective Action
- ✚ Scheduling and Planning
- ✚ Six Sigma
- ✚ Strategic Planning
- ✚ Supervisor/Lead Role
- ✚ Supply Chain Elements
- ✚ Teambuilding
- ✚ Time Studies & Line Balancing
- ✚ Total Quality Management
- ✚ Understanding Work Group Dynamics

MANUFACTURING SKILLS

- ✚ Manufacturing/Material Resource Planning
- ✚ Assembly Procedures
- ✚ Equipment Operation
- ✚ Food Processing
- ✚ Manufacturing Practices
- ✚ Production Operation
- ✚ Shop Math
- ✚ Warehousing
- ✚ Welding

LITERACY SKILLS

- ✚ Vocational English as a Second Language
 - Language Comprehension
 - Communicating with Co-Workers
 - Reading Letters and Reports
 - Understanding Numbers
 - Understanding Verbal Direction and Instruction
 - Writing Letters and Reports

Literacy hours are capped at 45% of a trainee's total training hours.
Safety Training cannot exceed 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Mt. San Antonio College

CCG No.: ET20-0151

Reference No: 19-0541

Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Able Industrial Products

Address: 2006 S. Baker Avenue

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 62

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

Company: Broco, Inc.

Address: 400 S. Rockefeller Avenue

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 16

Total # of full-time company employees worldwide: 50

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

Company: E Gadget Group, Inc.

Address: 19635 E. Walnut Drive, North

City, State, Zip: City of Industry, CA 91789

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 49

Total # of full-time company employees in California: 49

Company: Graphic Communications dab Impact Printing & Packaging, Inc.

Address: 15150 Sierra Bonita Lane

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Mt. San Antonio College

CCG No.: ET20-0151

Reference No: 19-0541

Page 2 of 3

Company: Import Direct Inc. dba Furniture of America California Inc.

Address: 19605 E. Walnut Dr., N

City, State, Zip: City of Industry, CA 91789

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 95

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

Company: Med-Legal LLC

Address: 955 Overland Ct., Suite 200

City, State, Zip: San Dimas, CA 91773

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 224

Total # of full-time company employees in California: 224

Company: Patrick Industries, Inc.

Address: 13414 Slover Aveue

City, State, Zip: Fontana, CA 92337

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 93

Total # of full-time company employees in California: 93

Company: Precision Molded Plastics, Inc.

Address: 880 West 9th Street

City, State, Zip: Upland, CA 91786

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 14

Total # of full-time company employees worldwide: 14

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Mt. San Antonio College
Reference No: 19-0541

CCG No.: ET20-0151
Page 3 of 3

Company: Repairtech International

Address: 16134 Saticoy Street

City, State, Zip: Van Nuys, CA 91406

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 37

Total # of full-time company employees in California: 37

Company: Sonic Lighting, Inc. dba Spyder Auto

Address: 19395 E. Walnut Drive, North

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 78

Total # of full-time company employees in California: 78

Company: Sutter Street Manufacturing, a division of Williams Sonoma

Address: 21700 Baker Parkway

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 220

Total # of full-time company employees worldwide: 799

Total # of full-time company employees in California: 489

Company: Warren Packaging (Formerly: Advanced Image Packaging)

Address: 1722 Grevillea Court

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20

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



Training Proposal for:
Riviera, Inc. dba The Enterprise U
Contract Number: ET20-0158

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	MEC (H) Manufacturing (33) Professional, Scientific, Technology (54) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$700,900		\$48,730 8%		\$749,630
In-Kind Contribution:	50% of Total ETP Funding Required			\$1,118,627

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mfg. Skills, OSHA 10/30	476	8-200	0	\$1,230	\$17.70
				Weighted Avg: 50			
2	Retrainee	Business Skills, Comm'l Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mfg. Skills, OSHA 10/30	50	8-200	0	\$1,069	\$17.70
				Weighted Avg: 50			
3	Retrainee SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, Literacy Skills, Mfg. Skills, OSHA 10/30	150	8-200	0	\$738	\$17.70
				Weighted Avg: 30			

Minimum Wage by County: \$19.31 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; \$17.70 per hour for all other Counties.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Accounting and Finance		75
Administration/Operations		175
IT/Engineering		75
Managers		75
Marketing and Sales		76
Production		200

INTRODUCTION

Founded in 2001, Riviera, Inc. dba The Enterprise U (TEU) (www.theenterpriseU.com) assists companies, governments, and individuals acquire and sustain a competitive advantage through learning. TEU provides training services, consulting, coaching and software solutions to clients in the industries of manufacturing, entertainment, engineering, technology, logistics, and biotechnology.

Veterans Program

There is no veterans component; however, participating employers actively recruit veterans for training.

PROJECT DETAILS/EMPLOYER DEMAND

This is TEU's tenth ETP Contract. Although TEU's current contract does not term until October 2020, TEU anticipates funds will be exhausted by October 2019. With the 90-day retention period, all contract requirements will be completed by January 2020.

Participating employers have recognized the need to increase employee development via staff training to remain competitive within their industries. As companies grow, they have conveyed the need to implement business processes and improvement initiatives. This includes upgrades in information technology and specific skill-building training. To achieve this, employers are investing in automated systems and software packages to increase productivity, efficiency, and accuracy. These upgrades require specific skill-building training to ensure employees can be productive and effective.

The Contractor's core group of participating employers represents 87% of employer demand for training. Some core employers may have participated in at least one of the TEU's previous Contracts, and several topics from the proposed Curriculum are repeated from prior ETP Contracts. However, course content has been updated and no trainees that participated in prior ETP projects will receive duplicative training in this proposed Contract.

Curriculum Development

TEU's curriculum has been developed through years of pre-training assessments and consultation with participating employers and leading economic development groups. Coursework is continually upgraded to meet or exceed the changing technology and customized

according to specific business improvement goals and employee skills assessments. TEU meets with employers to define goals and devise curriculum topics that address company-specific training objectives. TEU also relies on feedback from management and frontline workers to measure the effectiveness of training and to help define strategies for prospective skills development opportunities.

Training Plan

Training provided will be class/lab and E-Learning in the following:

Business Skills: Training will be offered to all occupations in customer service, communication, strategic thinking, negotiation techniques and presentation skills. Trainees will learn to interact more effectively with internal and external customers and enhance business performance.

Commercial Skills: Training will be offered to Engineering, Production, Managers and Operations. Trainees will be provided with skills on best practices in facilities management, environmental management and emergency response.

Computer Skills: Training will be offered to all occupations. Trainees will learn how to be more proficient with multiple office productivity applications, computer graphics, project applications and computer troubleshooting.

Continuous Improvement: Training will be offered to all occupations to enhance teamwork, problem solving and decision making skills. These modules will provide workers with the skills needed to implement new processes, improve productivity, and become stronger leaders through teambuilding.

Hazardous Materials: Training will be offered to Engineering, Production, Managers and Operations. Training is targeted to manufacturing companies that have cleanrooms or a lab environment and must maintain a chemical hygiene plan cleaning and handling hazardous materials.

Literacy Skills: Training will be offered to Production, Administration and Operations. This training will help employers improve written and verbal communication skills for those individuals for whom English is their second language.

Manufacturing Skills: Training will be offered to Production, Operations and Managers to improve production efficiencies, enhance inventory control measures and reduce waste.

Certified Safety Training

OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It will be offered to Engineering, Production, Managers, and Operations. 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 can result in a certificate that expands employment opportunities.

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER): Training may be provided to Production, Engineering, Managers and Operations staff and will provide skills needed to safely handle and dispose of hazardous materials on the jobsite. 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 will be delivered by classroom training. Completion of the training results in a certificate that expands employment opportunities.

Commitment to Training

ETP funds will not displace the existing financial commitment of training by participating employers. The smaller participating employers have limited training resources and ETP funding will allow them to offer formal, on-site training to their employees. For the larger employers targeted for this project, most of their existing training resources are utilized to cover basic training, such as new-hire orientation, basic skills, human resource topics, general computer skills, and on-the-job training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

TEU's Executive Director will oversee the implementation and administration of this project with two internal staff members. TEU's staff has participated in administering the Company's prior ETP projects and is very knowledgeable of ETP's administrative processes. Training will be provided by in-house experts at participating employer worksites and via E-Learning for participating employers with more than one location.

Marketing and Support Costs

TEU's marketing and recruitment efforts include networking with human resource professionals and various training and development entities such as Professionals in Human Resources Association, American Society for Training and Development, and the Society for Human Resources Association. TEU's outreach activities consist of newsletters, e-mail/online marketing campaigns, and direct contact via telephone. These activities help TEU keep its program aligned with the needs of its employer community.

TEU also allocates resources to perform needs assessments, curriculum customization, and return on investment analyses. TEU is requesting 8% support costs to fund extensive marketing efforts and the recruitment of additional participating employers.

Training Agency Certification

TEU is eligible as a training agency licensed by the Bureau for Private Postsecondary Education.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0256	\$949,655	10/06/18 – 10/07/20	714	1,697	1,528

Based on ETP Systems, 33,785 reimbursable hours have been tracked for potential earnings of \$939,223 (99% of approved amount). At this time, 1,697 trainees have completed training and retention. The Contractor expects to complete all training by October 2019 to earn 100% of the Agreement amount.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0109	Statewide	07/01/17 – 06/30/19	\$848,252	\$843,914 (99%)
ET16-0186	Statewide	10/01/15 – 09/30/17	\$909,000	\$886,932 (98%)
ET15-0221	Statewide	09/02/14 – 09/01/16	\$410,600	\$408,310 (99%)
ET13-0357	Statewide	05/01/13- 04/30/15	\$303,266	\$303,266 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Service Skills
- Accountability, Empowerment, & Delegating
- Effective Meeting Skills
- Dynamic Presentation Skills
- Effective Communication Skills
- Negotiation Techniques
- Maximizing Interpersonal Skills
- Time Management & Managing Productivity
- Sales & Marketing Performance
- Relationship Building
- Strategic Thinking & Planning
- Creative Thinking & Problem Solving
- Effective Decision Making
- Financial Fundamentals
- Effective Goal-Setting
- Competitive Product, Market, or Technology Knowledge
- Project Management
- Managing Change
- Performance Management
- Organizational Development
- Knowledge Management
- Focusing, Executing, & Getting Things Done
- Success in the Workplace
- Creating a Continuous Learning Culture
- Creating a Culture of Innovation
- Business Analysis & Critical Thinking
- Appreciating Our Differences
- Emotional Intelligence
- Succession Planning
- Business Processes
- Employee Engagement
- Developing Team Workplace Strategies

COMMERCIAL SKILLS

- Facilities Management
- Environmental Management
- Emergency Response

COMPUTER SKILLS**Desktop & Cloud Applications**

- Office Productivity Applications – (Intermediate and Advanced topics in the Microsoft Office suite, Lotus Notes, and Google)
- Computer Graphics
- Operating Systems

- Project Applications
- System, Web, & Mobile Tools
- Working in the Cloud

Accounting

- Accounting Theory
- Accounting Applications
- Accounting Practices

Machine Troubleshooting, Maintenance, and Repair

- Electronics Theory
- Understanding Devices & Multiple Platforms
- Diagnosing Problems
- Maintaining & Servicing Your Equipment

Software Engineering

- Programming in Visual Basic
- Programming in C
- Programming in C++
- Programming in C# and .NET
- Programming in Java
- Programming in SQL
- Software Lifecycle Methodologies

Database Engineering

- Oracle Databases
- SQL Databases
- DB2 Databases

Software Platforms

- Oracle/PeopleSoft Software Platform
- SAP Software Platform
- IBM/Lotus Software Platform

Business Intelligence

- Reporting and Analyzing Data Using Statistics and Metrics
- Scorecarding with Key Performance Indicators and Strategic Objectives

Web

- HTML
- Ruby and Ruby on Rails
- Dreamweaver
- Flash
- JavaScript
- CSS
- SharePoint
- XML/XSLT
- Service Oriented Architecture, REST APIs
- Python / Django
- PHP
- ASP.NET

Computer Graphics, Digital Media & Modeling

- Animation Techniques
- Physics and Art Topics
- Adobe (Photoshop, Illustrator, InDesign)
- Computer-Aided Drafting/Manufacturing/Engineering
- Revit
- SketchUp
- SolidWorks

Network Engineering

- Electronics Overview
- Microsoft Technology in Networking
- Cisco Technology in Networking

Operating Systems

- Windows Operating System in the Network
- Novell Operating System in the Network
- UNIX Operating System in the Network

Security Issues

- Network Security Essentials, Key Principles and Concepts
- Risk Assessment and Auditing
- Security Incident Handling
- Securing Business Applications
- Web Security

CONTINUOUS IMPROVEMENT

- Levels of Performance
- Performance Management
- Change Management
- Process Management
- Total Quality Management
- Process Mapping
- Quality Assurance
- Six Sigma Concepts
- Lean Concepts
- Statistical Process Engineering

Team Building

- Team Building, Dynamics, & Leadership
- Leadership Skills
- Employee Engagement
- Motivating Others
- Recognizing Performance
- Coaching and Counseling
- Setting Expectations & Giving Feedback
- Building Successful Teams
- Talent Development Lifecycle

MANUFACTURING SKILLS

- Production Operations
 - Fluid Mechanics
 - Machine Shop Basics
 - Motor Controls
 - Power Transmission
- Inventory Control
- Warehousing & Distribution Centers
- Blueprint Reading
- Equipment Operations & Maintenance

HAZARDOUS MATERIALS

- Hazardous Materials Handling & Cleaning

HAZWOPER

- HAZWOPER

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

LITERACY SKILLS**Vocational English & Math**

- Reading and Writing Business Documents
- Business English
- Business Math

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training cannot exceed 10% of total training hours per-trainee. (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Riviera, Inc. dba The Enterprise U

CCG No.: ET20-0158

Reference No: 19-0883

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: BlackLine Systems

Address: 21300 Victory Blvd, 12th Floor

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 150

Total # of full-time company employees worldwide: 985

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

Company: GumGum

Address: 1314 7th St., 5th Fl.

City, State, Zip: Santa Monica, CA 90401

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 285

Total # of full-time company employees in California: 163

Company: Lyft

Address: 185 Berry St.

City, State, Zip: San Francisco, CA 94107

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 150

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 2,400

Company: NDS

Address: 21300 Victory Blvd., Suite 215

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 378

Total # of full-time company employees in California: 324

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Riviera, Inc. dba The Enterprise U

CCG No.: ET20-0158

Reference No: 19-0883

Page 2 of 2

Company: PeerStreet

Address: 2121 Park Place, Suite 250

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 181

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

Company: Staar Surgical

Address: 1911 Walker Ave.

City, State, Zip: Monrovia, CA 91016

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 500

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

Company: Verisk 3E

Address: 3207 Grey Hawk Ct., Suite 200

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 361

Total # of full-time company employees in California: 153

Company:

Address:

City, State, Zip:

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Agreement:

Total # of full-time company employees worldwide:

Total # of full-time company employees in California:



Training Proposal for:
Santa Clarita Community College District

Contract Number: ET20-0175

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Pacerelli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC (H) Manufacturing (33) Aerospace Related Biotechnology and Life Sciences (54+) Services (61,71,72,81,92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Ventura, Santa Barbara, San Luis Obispo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤13%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$701,472		\$48,288 8%		\$749,760

In-Kind Contribution:	50% of Total ETP Funding Required	\$682,500
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Imp., Hazardous Mat., Mfg. Skills, Adv. Technology	468	8-200	0	\$1,180	\$17.70
				Weighted Avg: 48			
2	Retrainee	Business Skills, Computer Skills, Cont. Imp., Hazardous Mat., Mfg. Skills, Adv. Technology	20	8-200	0	\$1,026	\$17.70
				Weighted Avg: 48			
3	Retrainee SB <100	Business Skills, Computer Skills, Cont. Imp., Hazardous Mat., Mfg. Skills, Adv. Technology	150	8-200	0	\$1,180	\$17.70
				Weighted Avg: 48			

Minimum Wage by County: \$18.56 per hour for Los Angeles County; and \$17.70 per hour for Ventura, Santa Barbara, and San Luis Obispo Counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Assembler		40
Operator		45
Engineer		35
Programmer		35
Purchasing/Inventory/Buyer		43
Technician		30
Inspector		30
Clerk		30
Analyst		35
Mechanic		30
Chemist		10

Designer		15
Model Maker		10
Tool Maker		10
Production Coordinator		25
Machinist		45
Planner		35
Sales		15
Team Lead		30
Manager		40
Supervisor		40
Owner (for Job Number 3 only)		10

INTRODUCTION

Founded in 1969, Santa Clarita Community College District (SCCCD) (www.canyons.edu) also known as the College of the Canyons is a fully accredited two-year community college. SCCCDD offers a full range of academic, career and technical education, and vocational and workforce skills training programs. SCCCDD offers associate degree and certificate programs and serves more than 32,000 students per year at campuses in Valencia, Canyon Country, and online.

SCCCDD also provides customized training and education programs that support economic and community growth in the region through its contract education unit, Employee Training Institute (ETI). Participating employers include manufacturing, aerospace, biotechnology, aerospace, logistics and warehousing, and multitude of other service-related businesses.

In order to identify the training needs of the business community and local workforce, SCCCDD collects training needs data through interviews and meetings with company personnel. SCCCDD works closely with organizations that support local businesses such as the Aerospace and Defense Coalition, the Southern California Manufacturing Group, Santa Clarita Chamber of Commerce, Valley Industry Association, Southern California Biomedical Council, Project Management Institute local chapter, Santa Clarita Valley Economic Development Corporation, America's Job Center of California, City of Santa Clarita, Goodwill Industries, Los Angeles County Office of Workforce Development, and Association for Talent Development local chapter. These organizations provide critical insight into workforce training needs of employers.

PROJECT DETAILS

Employer Demand

This will be SCCCDD's 15th ETP Agreement, the fifth within the last five years. This proposal will focus on retraining incumbent workers from large and small employers. SCCCDD has provided a core group of participating employers representing over 100% of the requested funding. Training demand continues to grow as employers experience difficulty maintaining their competitive edge with rapid advances in technology and a rising number of competitors from other states and overseas, making it difficult to recruit, train, and retain a skilled workforce.

Manufacturing and other industries are experiencing transformation through automation, advanced technology, robotics, and changes in technology applications. New markets are also transitioning through innovations in product design, application, and development of new technologies. Many employers have begun to expand training offerings to employees in order to keep up with constantly changing technology and new market opportunities.

To meet employer demand and ensure trainees are learning the latest technology, SCCCD has invested \$85K in metal fabrication equipment, which includes two new Sharp mills and a Sharp lathe, upgrades of fabrication lab facilities and tools for new machines, and internet pipeline upgrade of its workstation computers.

Veterans Program

Participating employers actively hire Veterans and Veterans will be trained in this project.

Training Plan

Business Skills: Training will be offered to all occupations that need to oversee company resources, plan projects, negotiate contracts, and communicate effectively with others to improve efficiencies.

Computer Skills: Training will be offered to all occupations to increase ability in using computer software to improve proficiencies and productivity

Continuous Improvement: Training will be offered to all occupations focusing on Six Sigma, Kaizen, ISO, quality concepts, teambuilding, and problem solving to meet customer expectations and reduce waste and errors.

Hazardous Materials - Training will be offered to occupations involved in handling hazardous materials. Training will cover hazardous waste handling and environmental monitoring.

Manufacturing Skills: Training will be offered to all occupations involved in production, manufacturing and warehousing. Training will focus on equipment operation, assembly procedures, manufacturing practices and production operations.

Advanced Technology (AT) - Training will be offered to Engineers, Programmers, Tool Makers, Mold Makers, Chemists, Designer, Machinist, Managers and Supervisors to keep up with new or upgraded versions of AT software such as MasterCAM, CATIA, CMMI, and Solidworks. Participating employers must have a skilled technical workforce to manage its platform and develop the best solutions and experiences for its users.

AT will be delivered in highly technical learning environments, with special curricula, highly trained instructors, and training labs. The costs for delivering AT training ranges from \$45 to \$85 per trainee hour, which includes specialized software licensing, high-end workstation computers, 3D devices and accessories, additional internet bandwidth, and purchase of industrial machines with service and maintenance contracts. The trainer-to-trainee ratio will be 1:10 to allow for in-depth coverage and personal attention from instructor.

Curriculum Development

The curriculum was developed from information obtained from its Employer Advisory Group comprised of business leaders in the local community representing the economic development,

education, manufacturing, and workforce development sectors. Course outcomes are reviewed to ensure they are good match for industry needs. The curriculum is customized based on the company goals. A follow-up with employers is conducted to confirm improvements in job performance and training impact.

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.

Employers will continue to provide orientation, safety, and other on-the-job training. Many employers provide organization-wide training such as behavioral-based interviewing skills, sexual harassment prevention training, English as Second Language, Beginning Excel and other training topics.

➤ Training Infrastructure

ETI's Executive Director will oversee the implementation and administration of this project. Four staff are dedicated to employer marketing, recruitment, needs assessments, class scheduling, and tracking/data entry. These staff are knowledgeable of the ETP program having administered the Company's previous ETP projects.

Training will be conducted at SCCCD's campus (60%) and participating employers' worksites (40%). SCCCD has a pool of trainers and subject matter experts to meet the evolving training needs of its employer target. All trainers are accomplished in adult learning theory with college degrees and more 10 years of experience in the field.

Marketing and Support Costs

SCCCD has well-known website presence to reach current and new employers in its service area. Its ability to create customized, practical training programs and the successes that companies have is continually communicated through its network of connections, as well as through press releases, newsletters, forum presentations, email blasts, and employer meetings. SCCCD also hosts and presents its training programs at meetings with the Business Alliance and Industry Training Council where employers regularly attend to discuss training and education needs in the workforce.

SCCCD is requesting 8% support costs to coordinate all program activities, complete required paperwork, develop curriculum, market programs, maintain all relevant records, recruit new employers, and assess employer-specific job training requirements.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarized performance by SCCCD under an active ETP Contract:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0162	\$699,573	02/01/18 – 01/31/20	524	578	444

Based on ETP Online Systems, 32,361 eligible hours have been tracked for potential earnings of \$669,620 (96% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to employers and in progress through October 2019.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0263	Los Angeles, Ventura, Santa Barbara, San Luis Obispo	10/31/16 – 10/30/18	\$548,205	\$548,205 (100%)
ET15-0346	Los Angeles, Ventura, Santa Barbara, San Luis Obispo	01/02/15 – 01/01/17	\$468,474	\$468,474 (100%)
ET13-0299	Los Angeles, Ventura, Santa Barbara, San Luis Obispo	03/01/13 – 02/2/16	\$401,488	\$401,488 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**







8-200

Trainees may receive any of the following:

















BUSINESS SKILLS

-  Business Performance
-  Business Planning
-  Business Writing
-  Communication Skills
-  Conflict Resolution
-  Customer Service
-  Financial Strategies
-  Inventory Control
-  Merchandising
-  Negotiating
-  Sales








COMPUTER SKILLS

-  Adobe
-  Database Essentials
-  MRP/ERP/SAP/Oracle
-  Microsoft Project
-  Microsoft Office (Advanced & Intermediate)
-  Basic MS Office (for Small Business only)



CONTINUOUS IMPROVEMENT

-  Change Management
-  Decision Making
-  ISO
-  Just-In-Time Processes
-  Kaizen Methodology
-  Lean Processes and Principles
-  Leadership Skills for Frontline Workers
-  Problem Solving
-  Production Scheduling
-  Project Management
-  Performance Management
-  Quality Concepts
-  Six Sigma Statistical Process Control
-  Team Building
-  Total Quality Management
-  Value Stream Mapping










HAZARDOUS MATERIALS

-  Environmental Monitoring and Personal Protection Equipment
-  Environmental Liability and Risk Management
-  Hazardous Chemical Cleaning/Handling
-  Hazardous Materials Handling
-  Hazardous Waste Cleaning
-  Hazardous Waste Management and Transportation
-  Solid Waste Recycling

MANUFACTURING SKILLS

-  Assembly Procedures
-  Blueprint Reading
-  CNC Machine Operation
-  CNC Programming
-  Cross-Training in Production Equipment/Skills
-  Equipment Operation
-  Fundamentals of Planning
-  Geometric Dimensioning and Tolerancing
-  Hydraulics
-  Inspection Techniques
-  Inventory Control
-  Manufacturing Control
-  Manufacturing Practices
-  Operations Management
-  Production Operations
-  Parts and Products Manufacture
-  Shop Math
-  Warehousing
-  Welding

ADVANCED TECHNOLOGY (1:10 Trainer-to-Trainee Ratio)

-  Advanced Programming
-  Automated Inspection
-  CATIA (Computer Aided Three Dimensional Interactive Application)
-  CMMI (Coordinate Measurement Machine Inspection)
-  MasterCam
-  Rapid Prototyping/Additive Manufacturing
-  Reverse Engineering
-  SolidWorks
-  Unigraphics

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
--

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District

CCG No.: ET20-0175

Reference No: 19-0685

Page 1 of 6

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Advantage Media Services, DBA AMS Fulfillment

Address: 29010 Commerce Center Dr.

City, State, Zip: Valencia, CA 91384

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 130

Total # of full-time company employees worldwide: 325

Total # of full-time company employees in California: 325

Company: Aero Engineering and Manufacturing Co.

Address: 28217 Ave. Crocker

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64

Company: Air Flow Research Heads, Inc.

Address: 28611 West Industry Dr.

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 44

Total # of full-time company employees in California: 43

Company: B&B Manufacturing

Address: 27940 Beale Ct.

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 290

Total # of full-time company employees in California: 290

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District	CCG No.: ET20-0175
Reference No: 19-0685	Page 2 of 6

Company: Classic Wire Cut Company, Inc.	
Address: 28210 Constellation Rd.	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 88	
Total # of full-time company employees worldwide:	142
Total # of full-time company employees in California:	142

Company: Crissair Inc.	
Address: 28909 Ave. Williams	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 95	
Total # of full-time company employees worldwide:	207
Total # of full-time company employees in California:	207

Company: DG Engineering Corp.	
Address: 13326 Ralston Ave.	
City, State, Zip: Sylmar, CA 91342	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 7	
Total # of full-time company employees worldwide:	20
Total # of full-time company employees in California:	20

Company: Digital Communications Corp (DTC)	
Address: 25709 Rye Canyons Rd.	
City, State, Zip: Santa Clarita, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	
Total # of full-time company employees worldwide:	40
Total # of full-time company employees in California:	39

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District	CCG No.: ET20-0175
Reference No: 19-0685	Page 3 of 6
Company: H&H Machining Center Inc.	
Address: 29170 Ave. Penn Unit C	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 3	
Total # of full-time company employees worldwide: 15	
Total # of full-time company employees in California: 15	
Company: Hedman Partners	
Address: 27441 Tourney Rd. Ste. 200	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	
Total # of full-time company employees worldwide: 27	
Total # of full-time company employees in California: 27	
Company: HRD Aero Systems Inc.	
Address: 25555 Ave. Stanford	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 24	
Total # of full-time company employees worldwide: 183	
Total # of full-time company employees in California: 167	
Company: ITT Industries Aerospace Controls	
Address: 28150 Industry Dr.	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 50	
Total # of full-time company employees worldwide: 10,000	
Total # of full-time company employees in California: 700	

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District	CCG No.: ET20-0175
Reference No: 19-0685	Page 4 of 6
Company: Lamsco West, Inc.	
Address: 29101 The Old Road	
City, State, Zip: Santa Clarita, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	
Total # of full-time company employees worldwide: 115	
Total # of full-time company employees in California: 115	
Company: Lockwood Industries Inc. (Fralock)	
Address: 28525 W. Industry Dr.	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	
Total # of full-time company employees worldwide: 181	
Total # of full-time company employees in California: 179	
Company: Meschkat Precision Machining, Inc.	
Address: 27555 Ave. Scott	
City, State, Zip: Santa Clarita, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	
Total # of full-time company employees worldwide: 23	
Total # of full-time company employees in California: 23	
Company: Pacific Metal Stamping, Inc.	
Address: 28415 Witherspoon Parkway	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 2	
Total # of full-time company employees worldwide: 29	
Total # of full-time company employees in California: 29	

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District	CCG No.: ET20-0175
Reference No: 19-0685	Page 5 of 6
Company: Pacific Sky Supply, Inc.	
Address: 8230 San Fernando Rd.	
City, State, Zip: Sun Valley, CA 91352	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	
Total # of full-time company employees worldwide: 69	
Total # of full-time company employees in California: 69	
Company: Remo, Inc.	
Address: 28101 Industry Dr.	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	
Total # of full-time company employees worldwide: 160	
Total # of full-time company employees in California: 160	
Company: SGL Technic, LLC / SGL Carbon	
Address: 28176 North Ave. Stanford	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 8	
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 80	
Company: Simplify Optics	
Address: 24844 Ave. Rockefeller Dr.	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	
Total # of full-time company employees worldwide: 21	
Total # of full-time company employees in California: 21	

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Santa Clarita Community College District	CCG No.: ET20-0175
Reference No: 19-0685	Page 6 of 6

Company: Stratasys Direct Manufacturing	
Address: 28309 Ave. Crocker	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 15	
Total # of full-time company employees worldwide: 555	
Total # of full-time company employees in California: 220	

Company: Triumph Actuation Systems-Valencia	
Address: 28150 West Harrison Parkway	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 20	
Total # of full-time company employees worldwide: 145	
Total # of full-time company employees in California: 145	

Company: True Position Technologies, Inc.	
Address: 24900 Ave. Stanford	
City, State, Zip: Valencia, CA 91355	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	
Total # of full-time company employees worldwide: 105	
Total # of full-time company employees in California: 105	

Company: W Machine Works, Inc.	
Address: 13814 Del Sur St.	
City, State, Zip: San Fernando, CA 91340	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 7	
Total # of full-time company employees worldwide: 57	
Total # of full-time company employees in California: 57	



Training Proposal for:
Union Roofers Joint Apprenticeship and Training Fund

Contract Number: ET20-0929

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Apprenticeship Priority Rate	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, Ventura, San Bernardino, Santa Barbara, San Luis Obispo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Union of Roofers, Waterproofers and Allied Workers - Local Unions 36 and 220		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$700,300		\$48,560 8%		\$748,860

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Apprentice	Commer'l Skills, Literacy Skills, OSHA 10/30	360	8-210	0	\$1,636	\$24.13
				Weighted Avg: 85			
2	Retrainee Journeyworker Priority Rate	Commer'l Skills, Computer Skills, HazMat, HAZWOPER, Literacy Skills, OSHA 10/30	260	8-200	0	\$615	\$24.13
				Weighted Avg: 25			

Minimum Wage by County: Job Numbers 1 & 2 (SET/Priority Industry): \$24.13 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 \$5.65 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Roofer/Waterproofers		360
Journeyworker Roofer/Waterproofers		260

INTRODUCTION

Founded in 1959, Union Roofers Joint Apprenticeship and Training Fund (Roofers JATF) is responsible for approximately 600 Apprentices and 800 Journeyworkers in Southern California. Roofers JATF is governed by a joint labor-management committee. Training includes multiple aspects of the roofing industry such as tiles, shingles, solar panels, damp proofing, integrated photovoltaic, solar roof tiles, metal roofing and waterproofing systems. Roofers JATF operates three training centers in Southern California located in Pomona, Riverside and Sylmar.

Veterans Program

Roofers JATF works in cooperation with Helmets-to-Hardhats to assist military personnel in their transition to employment in the construction/roofing industry.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental

Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

Demand for work in the construction sector increased significantly over the past year and half due to extreme weather patterns and high seasonal rainfall totals, resulting in roof damage throughout the state. Therefore, Journeyworkers and Apprentices must continue to upgrade their skills to remain competitive in the current labor market. Environmental changes continue to create a need for training in new technologies such as rainwater harvesting, vector mapping, flood testing, Green roofing, and various waterproofing/damp proofing applications. Journeyworkers also require training in Hazardous Materials and HAZWOPER to address safety issues encountered on more complex work assignments.

Training Plan

Training will result in certifications to work in the Roofing and Waterproofing profession. Courses will include Coreflex, Air Barrier, Roofing Systems, Hazardous Materials, Green/Renewable Energy Systems, Flood Testing Technology, and Water Recapturing Systems.

Commercial Skills: Training will be offered to Apprentices and Journeyworkers to help them develop the skill sets necessary to earn certification in the roofing industry. Trainees will improve their knowledge of industry-specific products and materials, installation methods, and related roofing/waterproofing techniques.

Computer Skills: Training will be offered to Journeyworkers to enhance their ability to use data tracking systems, Microsoft Office programs, and create reports.

Literacy Skills: Training will be offered to all occupations who speak English as a second language (VESL). These modules will focus on vocabulary, as well as equipment and safety standards used in the roofing industry.

OSHA 10/30: OSHA 10/30 training will be provided to Apprentices and Journeyworkers. Training will ensure workers are versed in the prevention of health hazards and safety in workplaces.

Hazardous Materials: This training will be offered to Journeyworkers and includes environmental management skills for staff that develops and administer plans/systems for handling hazardous materials and industrial waste.

HAZWOPER: Training will be offered to Journeyworkers. Training may include site assessment, hazard recognition, material sampling, protective equipment, proper handling of hazardous materials, radiological hazards, and treatment of hazard exposure.

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 and manufacturing. Completion of 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 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. Field training is also required, although not funded by ETP. Completion of 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, Journeyworkers will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of 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 certified trainers.

Trainer Qualifications

Roofers JATF trainers are Journeyworker subject matter experts with up to 30 years of experience in the roofing industry.

Marketing and Support Costs

Roofers JATF distributes informational flyers regularly to prospective participants both in person and via email or postage. Staff also maintains communication with participating employers and the Union Roofing Contractors Association to keep them informed of training opportunities provided through the Roofers JATF.

To ensure that training meets industry standards, Roofers JATF conducts training evaluations to assess the effectiveness of the program.

Roofers JATF requests 8% support costs to assist in recruitment, employer outreach, and assessment of employer-specific job requirements. Assessments and recruitment will take place throughout the term of the Contract. Staff recommends the 8% support costs.

Commitment to Training

Employers will continue to contribute to the training association for every hour worked by employees. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Project Administrator will handle overall program administration including marketing, scheduling, tracking, and invoicing. This individual has successfully administered prior ETP contracts and is knowledgeable of program requirements. Roofers JATF's Program Coordinator will also provide additional recruitment and needs assessment support when necessary.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by the Roofers JATF under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET18-0920	\$449,801	12/31/17 – 12/30/19	487	604	TBD

Based on ETP Systems, 33,130 reimbursable hours have been tracked for potential earnings of \$500,814 (111% of approved amount). The Contractor projects final earnings of 100%, pending fiscal closeout of this Contract.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET16-0909	Pomona	09/28/15 – 09/27/17	\$449,332	\$449,332 (100%)
ET14-0907	Pomona	12/23/13 – 12/22/15	\$537,000	\$423,786 (79%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 210 (Job Number 1) Trainees may receive any of the following:

Apprentice**COMMERCIAL SKILLS**

- Coreflex
 - Thermoplastic Waterproofing Membrane with Active Polymer Core
 - Hot-Air Welding
- Ethylene Propylene Diene Monomer
 - Emphasis on Seam Details, Wall Details, Pipe Flashings, Curb Flashings, Corners, etc.
- Built-Up Roofing
 - Level 3A
 - Level 3B
 - Level 3C
 - Mopping Techniques and Applying of Drains, Curbs, Walls, Scuppers, Felt Machine Operation and Kettle Operation
 - Safety, Tools & Equipment
- Hot Air Welding
 - Hot Air Welding of Seams, Curbs, Corners, Pipes, Drains and Machine Operation
- Modified
 - Level 2A
 - Level 2B
 - Atactic Polypropylene Torch Applied and Styrene Butadiene Mopped Applied Membranes
 - Drains, Pipe, Curb and Wall Flashings
- Shingles
 - Installation of Shingles in a Valley and Around Chimneys, Dormers and through Pipes and Vents
- Slate & Tile Classes
 - Proper Steps for Starting and Detailing Slate and Tile Roofs
 - Silica Training
- Spray Polyurethane Foam
 - Techniques and Installation Procedures
- Single Ply
 - Levels A - B
 - Safety, Tools & Equipment
 - Techniques and Installation of Single Ply
- Coating & Waterproofing
 - Below Grade
 - Between Slab
- GAF Materials
 - Learn the Latest GAF Materials Heat-Welding Details
- Firestone Building Products
 - Learn the Latest Specification Requirements for their Roofing Systems
- Johns Manville
 - Heat Welding and Detail Requirements for Manville's Membranes and Various Roofing Systems

- Sarnafil Roofing Systems
 - Sarnafils Polyvinyl Chloride and Hot Air Welded Systems and Detail Requirements
- Soprema
 - Soprema's Various Roofing Systems
- Carlisle/Syntec Building Products
 - Products and Detail Requirements for their Various Roofing Systems
- Certified Roofing Torch Applicator
 - Certified Roofing Torch Applicator Program
 - Application Techniques, Known Facts of Propane Gas and Combustion on Torch Applied Membranes
- Certified Roofing Torch Applicator – Recertification
 - 8-Hour Re-Certification
- Torch Safety Techniques
 - Accident Prevention
 - Application Techniques
 - Fire Safety
- Fall Protection Training
 - 8-Hour Fall Protection
- Flagger Training
 - Construction Zone
 - Residential Zone
 - Traffic Zone
- Qualified Rigger/Signal Person (16-Hour)
 - Rigger in Crane Operations
 - Signal Persons Hand and Voice Signals
- Scaffold User Training
 - Code
 - Dismantle
 - Fall Protection Awareness
 - How to Build
 - Safety Guidelines
 - Scaffolding Competent Person
- Forklift Operator Training & Aerial Work Platform
 - Aerial Lifts
 - Boom Lift
 - Rough-Terrain Forklift (Gradall)
 - Scissor Lift
 - Class 4 & 5
- GHS Labeling
 - Requirements
 - Signal Words
- Going Green
 - Design and Install Equipment for Energy Efficiency
 - Electricity
 - Energy Efficiency for Roofing
 - Green Roof Systems
 - Green Roofs
 - History of Solar Energy
 - Photovoltaic Cells
 - Photovoltaic System & Performance
 - Solar Installation

- Green - Renewable Energy Systems
 - Green (Vegetated) Roofs
 - Green Roof Systems
 - Rooftop Solar PV
 - Solar PV Systems
- Electronic Vector Mapping Systems
 - Membrane Integrity Testing
 - Electronic Leak Detection
- Water Recapturing Systems
 - Advantages and Disadvantages
 - Equipment
 - Rain Water Harvesting
- GHS Training - Globally Harmonized Systems
 - Acclimatization
- Adult First Aid/CPR/AED
 - CPR
 - AED
 - First Aid
- Heat Illness Prevention
 - Outdoor
 - Indoor

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Construction Outreach)
- OSHA 30 (Construction Industry)

LITERACY SKILLS

- Vocational English as a Second Language for Roofers & Waterproofers
 - Introduction to Roofing & Waterproofing Industry
 - Introduction to Hand Tools and Power Tools/Equipment
 - Roofing and Waterproofing Vocabulary
 - Safety Signs and Language in the Roofing Industry

Class/Lab Hours

8 – 200 (Job Number 2)

Trainees may receive any of the following:

Journeyworker

COMMERCIAL SKILLS

- Air Barrier - ABAA
 - Installer Certification Application
 - Application – Self Adhered, Liquid Applied, Medium Density Membrane, Spray Polyurethane, Mechanically Fasten
- Coreflex
 - Thermoplastic Waterproofing Membrane with active polymer core
 - Hot-Air Welding
- Ethylene Propylene Diene Monomer
 - Emphasis on Seam Details, Wall Details, Pipe Flashings, Curb Flashings, Corners
- Built-Up Roofing
 - Mopping Techniques and Applying of Drains, Curbs, Walls, Scuppers, Felt Machine Operation and Kettle Operation

- Coatings – For the Purpose of Damproofing and Waterproofing
 - Balconies
 - Deck Coating
 - Equipment Wells
 - Traffic Coating
- Electronic Vector Mapping Systems
 - Membrane Integrity Testing
 - Electronic Leak Detection
- Water Recapturing Systems
 - Advantages and Disadvantages
 - Equipment
 - Rainwater Harvesting
- Green Retrofit
 - Energy Efficiency Roofs
 - Applications
 - Moisture Treatment
- Infrared Moisture Detection
 - Nuclear Surveys
 - Analysis & Visualization of Collected Data
- Building Envelope Inspection
 - Below Grade
 - Walls and Windows
 - Roofs
- Hot Air Welding
 - Hot Air Welding of Seams, Curbs, Corners, Pipes, Drains and Machine Operation
- Insulation
 - Crickets
 - Sound
 - Wash Backs
- Modified
 - Atactic Polypropylene Torch Applied and Styrene Butadiene Mopped Applied Membranes
 - Drains, Pipe, Curb and Wall Flashings
- Paver Systems
 - Ballast Pavers
 - Concrete
 - Rack Systems
 - Stone Ballast
- Seismic Retrofit
 - Applications
 - Expansion Joints
 - Strengthen Structures
- Shingles
 - Installation of Shingles in a Valley and Around Chimneys, Dormers and through Pipes and Vents
- Single Ply
 - Roof Deck Insulations
 - Techniques and Installation of Single Ply
- Slate & Tile
 - Proper Steps for Starting and Detailing Slate and Tile Roofs
 - Silica Training

- Spray Polyurethane Foam
 - Techniques and Installation Procedures
- Standing Seam's Application
 - Detail
 - Field Set-Up
- GAF Materials
 - Learn the Latest GAF Materials Heat-Welding Details
- Firestone Building Products
 - Learn the Latest Specification Requirements for their Roofing Systems
- Johns Manville
 - Heat Welding and Detail Requirements for Manville's Membranes and Various Roofing Systems
- Metal Roofing
 - Application
 - Details
 - Systems
- Sarnafil Roofing Systems
 - Sarnafil's Polyvinyl Chloride, and Hot Air Welded Systems and Detail Requirements
- Soprema
 - Soprema Roofing Systems
- Carlisle/Syntec Building Products
 - Product Details & Requirements for Roofing Systems
- Certified Roofing Torch Applicator
 - Certified Roofing Torch Applicator Program
 - Application Techniques, Known Facts of Propane Gas and Combustion on Torch Applied Membranes
 - Recertification Program
- Torch Safety Techniques
 - Accident Prevention
 - Application Techniques
 - Fire Safety
- Confined Space Entry
 - Confined Space Competent Person
 - Confined Space Entry
- Fall Protection Training
 - 8-Hour Fall Protection
- Fall Protection 16-Hour
 - EM 385-1-1 approved by US Army Corps of Engineers Fall Protection Competent Person 16-Hour
- Scaffold Training
 - Dismantle
 - Fall Protection Awareness
 - How to Build/Code
 - Safety Guidelines
 - Scaffolding Competent Person
- Construction Site Project Management
 - Emergency Response Planning
 - Foreman Responsibility for Communication, Documentation and Reporting
 - Worker Responsibility for Documentation and Reporting

- Forklift Operator Training & Aerial Work Platform
 - Aerial Lifts
 - Boom Lift
 - Rough-Terrain Forklift (Gradall)
 - Scissor Lift
 - Class 4 & 5
- GHS Labeling
 - Requirements
 - Signal Words
- Going Green/Green - Renewable Energy Systems
 - Design and Install Equipment for Energy Efficiency
 - Electricity
 - Energy Efficiency for Roofing
 - Green (Vegetated) Roofs
 - Green Roof Systems
 - Green Roofs
 - History of Solar Energy
 - Monolithic Membrane
 - Photovoltaic Cells
 - Photovoltaic System
 - Photovoltaic System Performance
 - Rooftop Solar PV
 - Solar Installation
 - Solar PV Systems
- Qualified Rigger/Signal Person (16-Hour)
 - Rigger in Crane Operations
 - Signal Persons Hand and Voice Signals
- Foreman Skills/Training
 - Communication Skills
 - Problem Solving
 - Math & Measurement
 - Safety Skills
 - Teaching Skills
 - Diversity
 - Reading Plans & Specifications
 - Planning & Starting the Project
 - Motivating and Reinforcing Workers
 - Leadership Styles
 - Documentation & Recording Information
- Adult First Aid/CPR/AED
 - CPR
 - AED
 - First Aid
- GHS Training – Globally Harmonized Systems
 - Acclimatization
- Flagger Training
 - Construction Zone
 - Residential Zone
 - Traffic Zone
- Heat Illness Prevention
 - Outdoor
 - Indoor

- Waterproofing & Damproofing
 - Asphalt Overlay
 - Below Grade
 - Confined Space Training
 - Elastomeric Coatings
 - Excavations
 - Hot Applied
 - Hot Rubber
 - Interior & Exterior
 - Liners
 - Materials and Handling
 - Monolithic Membrane 6125
 - Planters
 - Sheet Applied
 - Split Slab Construction
 - Techniques and Applications
 - Vertical Waterproofing
- Weatherproofing Envelope Systems
 - Air Barrier System
 - Caulking
 - Climate Control
 - Commercial and Residential Exterior
 - Moisture Barrier System
- Asbestos Craft Worker/Class II Roofer Course
 - 8-Hour Asbestos Roofer Worker

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (Construction Outreach)
- OSHA 30 (Construction Industry)

HAZWOPER

- HAZWOPER (Certified Instructor Training)

HAZARDOUS MATERIALS

- Hazardous Waste
- Hazardous Materials

COMPUTER SKILLS

- Basic Computer Skills for Construction Industry
 - Creating Jobsite Reports
 - Data Entry in Tracking Systems
 - Microsoft Office (Outlook, Word, Excel, PowerPoint)
 - Email/Internet

LITERACY SKILLS

- Vocational English as a Second Language for Roofers & Waterproofers
 - Roofing & Waterproofing Industry
 - Hand Tools and Power Tools/Equipment
 - Roofing and Waterproofing Vocabulary
 - Safety Signs and Language in the Roofing Industry

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training cannot exceed 10% of total training hours per-trainee. (This cap does not apply to OSHA 10/30, HAZWOPER or HAZMAT).

Note: Reimbursement is capped at 210 total training hours per trainee for Job Number 1 and 200 total training hours per trainee for Job Number 2, regardless of the method of delivery.



Training Proposal for:
East County Economic Development Council

Contract Number: ET20-0163

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: H. Miguel

PROJECT PROFILE

Contract Attributes:	New Hire Multiple Barriers At-Risk Youth Veterans SET	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		N/A	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$222,640		\$17,065 (Jobs 1 & 2: 8% Job 3: 20%)		\$239,705

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Priority Rate	Business Skills Computer Skills Cont. Imprv. Manuf. Skills	30	8-260	0	\$5,922	*\$14.74
				Weighted Avg: 242			
2	New Hire At-Risk Youth Multiple Barriers SET Priority Rate	Business Skills Computer Skills Cont. Imprv. Manuf. Skills	5	8-260	0	\$5,953	*\$14.74
				Weighted Avg: 242			
3	New Hire Veterans Priority Rate	Business Skills Computer Skills Cont. Imprv. Manuf. Skills	5	8-260	0	\$6,456	*\$14.74
				Weighted Avg: 242			

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

Minimum Wage by County: Job Numbers 1-3: San Diego County - \$14.74/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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Machinist Operator		32
Non-Destructive Tester		2
Entry Level Inspector		2
Shipping & Receiving		1
Quality Clinic Technician		1
Material Coordinator		1
Calibration Technician		1

INTRODUCTION

East County Economic Development Council (ECEDC) 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 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, the ECEDC is a Procurement Technical Assistance Center (PTAC) funded by the State of California's Small Business Technical Assistance Expansion Program, which provides business advising, networking events, contract opportunities and training sessions in government marketing and contracting.

In addition, ECEDC is a sub-recipient of the Department of Defense, Office of Economic Adjustment, Propel San Diego grant. ECEDC facilitates business collaboration and near sourcing for supply chains through Connectory.com, an online database that contains detailed capabilities profiles of US 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 and PTAC it delivers cyber security resources to improve resiliency of small businesses and provides work-based learning opportunities that prepare the cybersecurity workforce for real-world employment.

Veterans Program

This project will include five Veterans (Job Number 3). ECEDC currently partners with Mira Costa College's Technology Career Institute to serve as an industry liaison, connecting students, jobseekers, and veterans to careers in advanced manufacturing. It will utilize two events the Careers in Manufacturing Tour and Panel Series and the Manufacturing Expo to recruit Veterans for the project. In addition, the ECEDC will work with San Diego Veterans Coalition and the Veterans Business Outreach Center to recruit Veterans for the project. There are higher ETP support costs to reach participants for this program.

Employer Demand

ECEDC works closely with employers, organizations and other community leaders to address workforce needs. It currently has two subcommittees which provide feedback: Skilled Workforce Development Committee where employers collaborate with and educate the workforce community to develop and retain skilled workers; and, General and Advance Manufacturing Education Subcommittee which focuses on careers in the Manufacturing Sector and identifies work-based learning opportunities.

Through these employer contacts, ECEDC has identified a great need for skilled machinists in the San Diego area. Two major factors contributing to the need for skill manufacturing staff: an aging workforce retiring with no qualified replacements; and, the return of manufacturing with focus on competitiveness. Further, local workforce data from the San Diego Workforce Partnership shows that there will be a 16% increase in need for machinists in San Diego County from 2017 to 2026.

PROJECT DETAILS

To meet the employer demand, ECEDC will focus on training Veterans, At-Risk Youth, Multiple Barriers and New Hire trainees in East County San Diego. ECEDC is partnering with non-profit and corporate entities in the area. This project will be a collaborative effort between ECEDC and two other entities: the Grande Foundation, and Quality Controlled Manufacturing, Inc. (QCMI).

The Grande Foundation is a 501(c) (3) (The Foundation) non-profit organization (founded by the owner of QCMI). This organization focuses on education and Veterans initiatives for San Diego's

East County region. The Foundation assists foster youth timing out of care, provides disadvantaged youth with school supplies and other supportive services, and assists local Veterans organizations for those transitioning out of the service. It will be a training vendor in this contract.

QCMI is a private employer that manufactures parts, components and complex assemblies for aerospace, space and Department of Defense. QCMI will invoice The Foundation for use of its staff to provide some administration and training under this project at the QCMI location. Training will be provided in a classroom setting and a laboratory “hands on” setting on the manufacturing floor. This training model affords trainees the unique opportunity to train on actual manufacturing equipment while learning from those in the field doing the work. The Machinist curriculum was developed by The Foundation and QCM based on needs in the manufacturing industry and feedback from partner employers who are hiring trainees.

In addition, a cybersecurity component is included to meet the needs of employers in this critical area. The cybersecurity also complements the statewide initiatives.

At-Risk Youth & Multiple Barriers

Job Number 2 is funded under Special Employment Training for Multiple Barriers and At-Risk Youth. The ECEDC and The Foundation will partner with the Monarch School and the East County Career Center to recruit trainees from these populations. The Monarch School’s mission is to educate students impacted by homelessness and to help them develop hope for a future with the necessary skills and experiences for personal success. The East County Career Center works with many individuals that may have multiple barriers preventing them from participating in the labor force and will refer trainees to the program.

Trainee Recruitment

In addition, ECEDC will utilize its networking and other special events, such as a Manufacturing Expo event, which attract both employers and job seekers to market the program. The Grande Foundation and QCMI have worked closely in the past to recruit unemployed workers from the East County Career Center, a branch of America’s Job Centers of California.

Training Plan

A training schedule is in place for recruitment of trainees through the end of 2019. Through cohort a training schedule, 16 weeks at 20 hours per week, 4 hours per day, for a total of 320 hours for the entirety of the program. ECEDC is requesting 242 training hours per trainee, well below the total number of hours for the program. Trainees will receive Classroom and hands-on laboratory training at QCMI’s location in Santee. 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 to become proficient in the work processes and equipment operation required for successful employment. While in the laboratory setting, trainees will be overseen by senior, experienced manufacturing staff along with a trainer who will oversee all trainees. Cybersecurity training will be provided in a classroom setting over 8 hours. All trainees will receive the following:

Business Skills: Resume Writing, Team Building

Computer Skills: CyberSecurity Training

Continuous Improvement: Six Sigma Green Belt, Quality Clinics

Manufacturing Skills: Shop Theory, Shop Mathematics, Introductory BluePrint Reading, Inspection, Manual Machining Set Up and Operation, CNC Machining Set Up and Operation, Advanced Applied BluePrint and Quality, Non-Destructive Testing

Impact/Outcome

At the conclusion of training under this project, trainees will receive a Six Sigma Green Belt Certificate. They will also receive a certificate in Non-Destructive Testing and a Machinist Operator certificate. In addition, many of the trainees placed after the training session typically see an opportunity for advancement after they have been placed into the initial entry level positions.

Placement

Through a grant from the San Diego Workforce Partnership, The Grande Foundation and QCMI have trained seven cohorts of 52 trainees with a 96% placement rate with local employers. Under this project, it is expected that 40 trainees will be trained and placed into jobs.

Marketing and Support Costs

ECEDC works with government, community based organizations and businesses and will market the program to its partner organizations. These organizations include but not limited to: San Diego Workforce Partnerships 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.

Staff from both the ECEDC, the Grande Foundation and QCMI will also assist in marketing the program. ECEDC requests 8% support costs for Job Numbers 1 & 2, and 20% for Job Number 3 (Veterans) for outreach and recruitment of trainees and participating employers. Staff recommends approval of the support costs.

Training Vendor Limitation

The Panel's Training Vendor Limitation prohibits any vendor/subcontractor from providing both training and project development/administration services. Exceptions to this rule may be allowed on a case-by-case basis, as approved by Executive Staff. In this project, the Contractor will provide a portion of administrative duties required under the contract. The Grande Foundation will provide training, development, and some of the administrative services. The Foundation will charge a minimal administrative fee (\$5,000) - well below the maximum allowable 13%. The Foundation is a private non-profit foundation arm of QCMI. Given ETP funds will move through one non-profit entity (the Contractor) to another non-profit (The Grande Foundation), the Panel's intent to prohibit large private monetary gain by one entity, in excess of Panel funding caps, will not be violated.

Trainer Qualifications

The trainers from The Grande Foundation have been employed by QCMI for over 30 years and are highly experienced in the manufacturing sector.

Trainer-to-Trainee Ratio Exemption

Due to the extremely high cost of this training and the nature of this training population (At-Risk Youth, individuals with multiple barriers to employment) with very high attrition, ECEDC requests a trainer-to-trainee class/room ratio of 1:20 (rather than standard 1:15). A 1:20 ratio will allow the project partners to run two cohorts training instead of three, significantly reducing overall costs. Staff recommends approval of the trainer to trainee ratio request.

Training Infrastructure

This project will be overseen by ECEDC's President & CEO. Assistance will be a collaborative effort. The Program Coordinator at the Grande Foundation will work with the ECEDC to recruit trainees, conducting needs assessments, scheduling training, collecting rosters and provide administrative services.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

The Grande Foundation in Santee assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

171Comply of El Cajon will provide Computer Skills training for a fee of \$7,360.

The Grande Foundation will provide Business, Continuous Improvement and Manufacturing Skills for a fee of approximately \$220,000.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 260

Trainees may receive any of the following:

BUSINESS SKILLS

- Resume Writing, Team Building & Soft Skills

COMPUTER SKILLS

- CyberSecurity Training

CONTINUOUS IMPROVEMENT

- Six Sigma Green Belt
- Quality Clinics

MANUFACTURING SKILLS

- Shop Theory (includes Shop Safety)
- Quality Control & Assurance
- Shop Mathematics
- BluePrint (Introductory)
- Inspection Techniques
- Manual Machining Set Up and Operation
- CNC Machining Set Up and Operation
- Applied BluePrint and Quality (Advanced)
- Non-Destructive Testing

Safety Training is capped at 10% of a trainee's total training hours

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee.
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Training Proposal for:
Murrieta Chamber of Commerce

Contract Number: ET20-0170

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: K. Hernandez

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Trade Wholesale (42) Retail (44-45) Transportation and Warehousing (48-49) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Multiple Counties	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$700,800		\$48,240 8%		\$749,040
In-Kind Contribution:	50% of Total ETP Funding Required			\$522,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills Cont. Improv. Mfg. Skills	450	08-200	0	\$1,180	\$17.70
				Weighted Avg: 48			
2	Retrainee	Business Skills Computer Skills Cont. Improv. Mfg. Skills	40	08-200	0	\$1,026	\$17.70
				Weighted Avg: 48			
3	SB<100	Business Skills Computer Skills Cont. Improv. Mfg. Skills	150	08-200	0	\$1,180	\$17.70
				Weighted Avg: 48			

Minimum Wage by County: Jobs Number 1-3- \$17.70 per hour in Riverside, San Diego, Sacramento & San Bernardino and all other Counties; \$18.14 in Orange County; \$18.56 in Los Angeles County; \$19.31 in Alameda, Contra Costa, Marin, San Mateo, Santa Clara, San Francisco Counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1-3		
Administration Staff		75
Operators 1		75
Operators 2		40
Production Workers 1		75
Production Worker 2		40
Engineers		10
Managers		50
Leads		75
Supervisor		65
Technicians		60
Clerks		40
Marketing and Sales		25
Owner (Job Number 3 Only)		10

INTRODUCTION

Founded in 1915 and located in Southwest Riverside County, the Murrieta Chamber of Commerce (Murrieta Chamber) (www.murrietachamber.org) is a nonprofit membership organization whose mission is to create and foster a sustainable business environment in the Murrieta area through networking, promotion and advocacy, and to assist small businesses to grow and achieve their goals through education and mentorship. The Murrieta Chamber works in partnership with the City of Murrieta and with other Chambers in Southwest Riverside County that together form the Southwest California Legislative Council.

The Chamber also partners with the Southwest Cluster of the Riverside County Manufacturers and Exporters Association. This association helps identify the needs of manufacturers and links employers to tools to help them to be more successful. Many of these companies need training to upgrade the skills of their workforce to help them grow and stay competitive in Southern California.

This is the Murrieta Chamber's fourth ETP project, the third in the last five years. Murrieta Chamber will provide Business, Continuous Improvement, Computer, and Manufacturing Skills training to small and large companies in the following counties: Riverside, San Diego, San Bernardino, Orange, Los Angeles, Sacramento, Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco.

Veterans Program

Although this project does not include a Veterans component, participating employers may potentially include Veterans.

PROJECT DETAILS

Employer Demand

Participating employers are preparing for growth and expansion. The Chamber offers training that meets this demand. This includes training in business skills, specifically for soft skills such as leadership and communication training that will provide trainees the skills needed to promote within their companies. In addition, employers are requesting training in computer skills, to implement and troubleshoot new software programs as well as provide training on social media platforms, accounting software and Microsoft suite programs.

Murrieta Chamber is also engaged with manufacturing companies across California. These employers are requesting training in ISO Auditor, Lean and process improvement. Murrieta Chamber will provide training to these companies if they acquire new equipment or change production lines. The core group of employers consists of small and large employers state-wide and represents 98% of the requested funding. It is anticipated approximately 34% of the trainees will be from small businesses.

Training Plan

All training will be customized to meet each employers needs based on assessments and industry demand. Training will occur at the participating employers' sites and other training sites in California and will be delivered via a classroom setting. The following are some of the curriculum topics included in the Menu Curriculum, Exhibit B of the proposed Agreement.

Business Skills: Communication Skills, Sales Skills, Project Management, Leadership Skills.

Computer Skills: E-Commerce, QuickBooks & Accounting Software, Search Engine Optimizations, Social Media Networking.

Continuous Improvement: Quality Engineering, Six Sigma, Lean Manufacturing, Kaizen 7S, Process Improvement, Root Cause Analysis.

Manufacturing Skills: Advance Measurement Skills, Inventory Management, Electrical Fundamentals, Blue Print Reading.

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.

Impact/Outcome

Trainees who participate in the ISO Auditor training may receive ISO Certification for Continuous Improvement.

Commitment to Training

Most participating employers provide basic on the job training or job specific training and will continue to do so. ETP funds are intended to provide supplemental training for companies that lack the resources to provide training on their own, but need training to upgrade the job skills of its workers to keep the workforce competitive. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Murrieta Chamber's President/CEO will oversee and market the program to partners, external trainers and participating employers. In addition, Murrieta's Business Relations Coordinator will assist with outreach and maintain all class/lab attendance rosters. An Administrative Subcontractor, DLI & Associates, LLC, will provide project administration, including enrolling and tracking trainees in the ETP online systems. The training vendors will work with Murrieta Chamber on training schedules, curriculum, and assessments, and provide all training under the Agreement.

High Unemployment Area

Although some participating employers may be located in an HUA, Murrieta Chamber is not asking for a wage modification.

Marketing and Support Costs

The Chamber will market this training project through its website, including live presentations at monthly meetings, flyers and social media to its members and partners. It will also work with community partners including the Riverside County Manufacturers and Exporters Association and local Chambers of Commerce among others to promote the ETP-funded training for companies.

Murrieta Chamber requests 8% support to cover costs and outreach efforts required to market and recruit additional participating employers, assess specific training needs, develop job-specific curricula and training schedules, and conduct necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement.

Trainer Qualifications

Trainers from Custom Corporate Communications (C3) hold a minimum of 5 years of experience in the subject, as well as required degrees in the topics of instruction. Those from Western Training Group hold necessary certifications for topics of instruction and go through a careful vetting process with extensive background and reference checks. Trainers from University of California Riverside, Extension Center are subject matter experts in their training disciplines and utilize instructional strategies that align with best practices in working with adult learners.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0285	\$949,936	10/29/18 - 10/28/20	731	0	0*

*Based on ETP Systems, 30,983 reimbursable hours have been tracked for potential earnings of \$798,622 (84% of approved amount). The Contractor projects final earnings of 100% based on training currently in progress through July 2020.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0442	Multi-Counties	04/03/17 - 04/02/19	\$935,543	\$790,289 (85%)
ET16-0161	So Cal	9/28/15 - 9/27/17	\$389,626	\$373,348 (96%)

DEVELOPMENT SERVICES

DLI & Associates, LLC in San Juan Capistrano assisted with the development of this proposal at no charge.

ADMINISTRATIVE SERVICES

DLI & Associates, LLC will also perform administrative services for an amount not to exceed 10% of payment earned.

TRAINING VENDORS

- Custom Corporate Communications (C3) of Redondo Beach has been retained to provide Continuous Improvement, Business, Computer, and Manufacturing Skills training for a fee yet to be determined.
- University of California Riverside, Extension Center has been retained to provide Business Skills and Continuous Improvement training for a fee yet to be determined.
- Western Training Group of Playa Del Rey has been retained to provide Continuous Improvement, Business, Computer, and Manufacturing 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: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

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

COMPUTER SKILLS

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

CONTINUOUS IMPROVEMENT

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

MANUFACTURING SKILLS

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET20-0170

Reference No: 19-0877

Page: 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AFC Cable Systems, Inc. dba Atkore International

Address: 13891 Yorba Ave.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 52

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 52

Company: Airborne Systems NA, CA, Inc. dba Irvin Industries, Inc.

Address: 3100 W. Segerstrom Ave.

City, State, Zip: Santa Ana, CA 92704

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 80

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400

Company: DECO Enterprises, Inc. dba DECO Lighting

Address: 2917 Vail Ave.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 70

Total # of full-time company employees in California: 70

Company: Dynaroll Corporation dba Providien Machining and Metals

Address: 12840 Bradley Ave

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 271

Total # of full-time company employees in California: 271

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET20-0170

Reference No: 19-0877

Page: 2 of 3

Company: Goodridge USA, Inc.

Address: 529 Van Ness Ave.

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 70

Company: Kirkill Aircraft Parts Co (DBA Proponent)

Address: 3120 E. Enterprise Street

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 170

Total # of full-time company employees worldwide: 517

Total # of full-time company employees in California: 304

Company: Tillys DBA World of Jeans and Tops

Address: 10 Whatney

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 45

Total # of full-time company employees worldwide: 1,373

Total # of full-time company employees in California: 833

Company: Total Airport Services, LLC

Address: 6501 W. Imperial Hwy.

City, State, Zip: Los Angeles, CA 90045

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 75

Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 355

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Murrieta Chamber of Commerce

CCG No.: ET20-0170

Reference No: 19-0877

Page: 3 of 3

Company: Venture- VM Services

Address: 105 S. East St.

City, State, Zip: Anaheim, CA 92805

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 13,000

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

Company: Venus Laboratories, Inc. dba Earth Friendly Products

Address: 11150 Hope Street

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 75

Total # of full-time company employees worldwide: 265

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



Training Proposal for:
University of California, Riverside - Extension

Contract Number: ET20-0188

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Ibarra

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	Manufacturing (E) Services (61,71,72,81,92) Transportation and Warehousing (48-49) Construction (23) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, Ventura, Riverside, and San Bernardino	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		≤20%	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$300,732		\$20,872 8%		\$321,604

In-Kind Contribution:	50% of Total ETP Funding Required	\$318,598
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10, OSHA 30	172	8 - 200	0	\$1,402	\$17.70
				Weighted Avg: 57			
2	Retrainee	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10, OSHA 30	20	8 - 200	0	\$1,219	\$17.70
				Weighted Avg: 57			
3	Retrainee SB <100	Business Skills, Computer Skills, Continuous Improvement, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10, OSHA 30	40	8 – 200	0	\$1,402	\$17.70
				Weighted Avg: 57			

Minimum Wage by County: \$18.56 per hour for Los Angeles County; \$18.14 per hour for Orange County; and \$17.70 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 of health benefits to meet the Post-Retention Wage.

Wage Range by Occupation (Job Numbers 1 to 3)		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff, Customer Service, Production Staff, Warehouse Staff, Distribution Staff, and Logistics Staff		87
Engineer		25
Project Coordinator		65
Supervisor/Manager		55

INTRODUCTION

Founded in 1954, the University of California, Riverside – Extension (UCR-Extension or Department) (www.extension.ucr.edu) is the community-facing arm of the University of California, Riverside (UCR or University). UCR-Extension provides professional, skills-related training in a variety of disciplines. UCR-Extension is accredited by the Western Association of Schools and Colleges (WASC).

Located in Riverside, UCR-Extension provides education opportunities that include workshops, courses, or certificate programs. The Department is committed to partnering with the community to encourage social, cultural, and economic development, as well as foster student and institutional relationships in the local and global community.

UCR-Extension serves adult learners throughout Southern California through in-person and online classroom setting options. The Department provides an extensive portfolio of course options from one-time courses to full certification programs through UCR-Extension Custom Programs. The Program focuses on customized training and skills necessary for companies to invest in their employees, and remain competitive within their industry. Additionally, through self-funded training, UCR-Extension has had the opportunity to provide training and work with various Chambers of Commerce, government agencies, non-profit agencies, local businesses, and corporate partners.

Since 2002, UCR-Extension has also provided ETP-funded training as a training provider in over 20 ETP Multiple Employer Contracts (MECs) including Murrieta Chamber of Commerce (MCC), Riverside County Economic Development Agency (RivCo EDA), and Southeast Los Angeles County Workforce Development Board (SELACO). Through these partnerships, the Department has provided ETP-eligible training to manufacturing, distribution, logistics, healthcare, and construction companies in the Los Angeles, Orange, San Diego, Ventura, Riverside, and San Bernardino areas. This will be UCR-Extension's first contract directly with ETP.

Some participating employers may have participated or will participate in other MEC contracts; however, UCR-Extension confirms that no trainees will receive duplicative training in any subject matter or any training within the same time period. Any single trainee will complete their training and retention in one ETP Contract before starting training in another ETP Contract.

Veterans Program

UCR-Extension currently does not have a specific Veterans recruitment program in place. However, the Department is committed to work with participating employers in training its Veteran population.

PROJECT DETAILS

Employer Demand

UCR-Extension serves communities that face challenges specifically in the lack of qualified employees living in the region, requiring employers to hire from outside of their communities. For years, employers have been experiencing a skills gap in the workforce with too many jobs and not enough skilled workers to fill them. The lack of sufficient, experienced or skilled workers to hire from the community calls for these companies to hire and train new talent, as well as upskill incumbent workers.

Further, companies are also facing difficulties working with diverse workforce populations, particularly in the lack of communication and soft skills necessary for employees providing customer service and administrative support within their organizations. Additionally, employers are challenged with keeping pace with advances in technology within their industry, as well as the need to evolve and upgrade its business practices including lean practices.

In order to address the aforementioned challenges, a significant number of companies are determining the impact on staffing, recruiting, and training of its workforce in communication and leadership, as well as investing in upgrading business processes in software updates, lean efforts, production, and quality control.

To this end, UCR-Extension is dedicated to help Southern California companies to grow and innovate through training and developing staff members to close skill gaps and assist with the integration and use of technology. Through the Department's extensive customized training program, employers will be able to invest in new or upgraded skills training, use competency models to develop skilled workers, and build business and process improvement capabilities they require to remain competitive.

Core Group of Employers

All participating employers in the core group have been screened for ETP eligibility. These employers have also been determined to meet out-of-state competition standards. UCR-Extension has requested ETP funding for a total of 232 retrainees and has current core group training demand for 409 trainees (more than 100% of the total trainee population). The core group of employers consists of four small and three large business employers.

There are two participating employers in the core group which are also included in the Riverside County Economic Development Agency's (RivCo EDA) proposal going before the Panel. Although the participating employers could be shared, any single trainee will not participate in training at the same time. Whereas, the retention period will need to be met in one Contract before proceeding with training in another ETP Contract.

Training Plan

Training will be delivered at a participating employer worksites (70%) and at UCR-Extension's campus in Riverside (30%). Training will commence upon contract approval and will be provided in the following types of training respective to the employers' workforce needs:

Business Skills – Training topics include Project Management, Construction Management, Business Writing, Communication Skills, Supervision and Leadership Skills, Customer Service, Organizational Behavior, Accounting Skills, Finance for Nonfinancial People, and Effective Sales.

Computer Skills – Training topics include application skills in Windows, Microsoft Office, Microsoft Project, and QuickBooks.

Continuous Improvement – Training topics include International Organization for Standardization (ISO), SMART Goals, Emotional Intelligence, Lean Six Sigma, Process Improvement, Quality Control, Internal Auditing, Risk Management, Project Scheduling, New Product Development, and Facilities Management and Operations.

Literacy Skills – Training topics include English as a Second Language in the Workplace, Conversational English as a Second Language, and Communication Skills.

Management Skills – Training topics include First Time/New Supervisor Training, Understanding your Role as a Supervisor, Leadership Skills for Managers, Crucial Conversations, Servant Leadership, Coaching & Mentoring Skills, Managing Change, Managing Differences, Conflict Management, Problem Solving & Critical Reasoning, Team Building, Time Management, and Delegation Skills.

Manufacturing Skills – Training topics include Logistics Skills, Purchasing Skills, Supply Chain Management, Blue Print Reading, Manufacturing Processes, and Lean Manufacturing Concepts.

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. It may also be delivered to frontline workers if specifically required by a job order. The coursework is geared to construction work. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA and the instructors must be certified by Cal-OSHA.

Curriculum Development

As a training provider for other MECs, UCR-Extension has maintained close partnerships with participating employers that have expressed interest and commitment in customized training particularly in continuous process improvement, lean manufacturing, leadership, communication, production, project management, customer service, construction management, and literacy skills.

The Department’s Custom Programs Team works with each company to determine the training schedule and the desired course delivery method to fit the schedule of the participating employees. Courses and certificates can be tailored to a company’s needs and desired learning outcomes and are delivered by UCR instructors who are working industry professionals. UCR-Extension develops custom courses from onsite to campus-based, or hybrid delivery.

At the end of each training program, UCR-Extension will use direct feedback from participating employers to enhance and update the curriculum and assess the overall effectiveness of the training program.

Marketing and Support Costs

UCR-Extension has marketed custom training options through online campaigns, social media, lunch and learns, site visits, company outreach and business development, and various educational fairs and events. The Department recruits participating employers by using marketing campaigns which include email, social media, website landing pages, event flyers, phone calls, and in-person connections. There are five marketing team members who create printed and digital marketing campaign materials, as well as assist in the marketing of the ETP program.

UCR-Extension is requesting 8% support costs to market to existing and additional employers; assist participating employers in identifying and customizing training needs; and manage recordkeeping and administrative processes for each employer.

Staff recommends approval of the 8% support costs.

Commitment to Training

Participating employers will continue to provide training required by law, informal on-the-job training in work processes and procedures, as well as offer limited additional formal training. Training varies by employer but includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training.

Training funded under this proposal is supplemental and that ETP funds will not displace the existing financial commitment to training by participating employers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

UCR-Extension has dedicated its entire Custom Programs Team to oversee the ETP project. The Team is experienced in custom curriculum development and service to over 100 existing programs and certificate options. The Team also has familiarity and experience with ETP's regulations, and has worked with MECs in overseeing the recruitment of employers; tracking of participant's attendance and grades; course development and scheduling; hiring and onboarding of instructors; site visits; training needs assessment; certificate conferral (if applicable); and marketing ETP opportunities.

The Team consists of a Director, Manager, Coordinator, Intern, and Student Worker, and will have shared ETP project administration duties including scheduling training, enrolling trainees, tracking all ETP-eligible training classes, and submitting invoices in the ETP Online Systems. UCR-Extension has designated the Team's Custom Programs Manager to oversee the overall administration of the proposed ETP contract.

For tracking, the Department maintains an internal system that tracks participating employers and training for trainees for all MECs that partner with UCR-Extension. The system tracks and separates data for each MEC by ETP contract, participating employers, trainee attendance, and retention. The system is also set-up to ensure appropriate training costs are allocated to respective MECs. This system will allow UCR-Extension to clearly track each participating employer's trainees and their training hours to ensure that there is no concurrent enrollment in any MEC ETP contracts.

UCR-Extension will continue to provide training and administration for other MECs. However, with the aforementioned team members who are knowledgeable of the ETP program, as well as the comprehensive internal tracking system, the Department ensures that trainees from other funding resources are not receiving the same training as UCR-Extension's proposed training plan.

Trainer Qualifications

UCR-Extension's instructors are industry professionals who have excelled in their respective fields. The instructors undergo a rigorous vetting process which includes review by the UCR Faculty Academic Senate to ensure they meet the same high-caliber as the ladder-rank faculty. The trainers will be the UCR-Extension's employees and will have, at minimum, bachelor's degrees from accredited colleges, as well as experience in their area of expertise.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Project Management
- ✚ Construction Management
- ✚ Business Writing
- ✚ Communication Skills
- ✚ Supervision and Leadership Skills
- ✚ Customer Service
- ✚ Organizational Behavior
- ✚ Accounting Skills
- ✚ Finance for Nonfinancial People
- ✚ Effective Sales

COMPUTER SKILLS

- ✚ Windows (Intermediate/Advanced)
- ✚ Microsoft Office (Beginning for Small Business)
- ✚ Microsoft Office (Intermediate/Advanced)
- ✚ Microsoft Project
- ✚ QuickBooks

CONTINUOUS IMPROVEMENT

- ✚ International Organization for Standardization (ISO) Training
- ✚ SMART Goals
- ✚ Emotional Intelligence
- ✚ Agile Project Management
- ✚ Lean Six Sigma
- ✚ Process Improvement
- ✚ Quality Control
- ✚ Internal Auditing
- ✚ Risk Management
- ✚ Project Scheduling
- ✚ New Product Development
- ✚ Facilities Management and Operations

LITERACY SKILLS*

- ✚ English as a Second Language in the Workplace
- ✚ Conversational English as a Second Language
- ✚ Communication Skills

MANAGEMENT SKILLS (management trainees only)

- ✚ First Time / New Supervisor Training
- ✚ Understanding your Role as a Supervisor
- ✚ Leadership Skills for Managers
- ✚ Crucial Conversations
- ✚ Crucial Accountability
- ✚ Servant Leadership
- ✚ Coaching & Mentoring Skills
- ✚ Managing Change

- Managing Differences
- Conflict Management
- Problem Solving & Critical Reasoning
- Team Building
- Time Management
- Delegation Skills

MANUFACTURING SKILLS

- Logistics Skills
- Purchasing Skills
- Supply Chain Management
- Blue Print Reading
- Manufacturing Processes
- Lean Manufacturing Concepts

OSHA 10 (Certified OSHA Instructor)

OSHA 30 (Certified OSHA Instructor)

*Literacy Training cannot exceed 45% of total training hours, per trainee.

Note: Reimbursement for retraining is capped at 200 total training hours, per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: University of California, Riverside-Extension

CCG No.: ET20-0188

Reference No: 19-0667

Page: 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: David Engineering

Address: 1230 Quang St.

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 30

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

Company: Fender Musical Instruments

Address: 311 Cessna Cir.

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 15-180

Total # of full-time company employees worldwide: 2,341

Total # of full-time company employees in California: 900

Company: Fisher & Paykel Healthcare, INC.

Address: 173 Technology Drive, Suite 100

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 128

Company: Flex Logistics

Address: 3351 East Philadelphia St.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: University of California, Riverside-Extension

CCG No.: ET20-0188

Reference No: 19-0667

Page: 2 of 3

Company: Kobelco Compressors America, Inc.

Address: 1450 West Rincon Street

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): NA

Estimated # of employees to be retrained under this Agreement: 220

Total # of full-time company employees worldwide: 298

Total # of full-time company employees in California: 286

Company: Okuma Fishing Tackle Corp.

Address: 2310 E Locust Ct.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: Pacific Pharmaceuticals USA, Inc.

Address: 11380 7th St.

City, State, Zip: Rancho Cucamonga, CA 91730

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 15

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

Company: Stronghold Engineering, INC.

Address: 2000 Marketing St.

City, State, Zip: Riverside, CA 92501

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 168

Total # of full-time company employees in California: 168

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: University of California, Riverside-Extension

CCG No.: ET20-0188

Reference No: 19-0667

Page: 3 of 3

Company: Taylored Services

Address: 1495 Locust St.

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): NA

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

Total # of full-time company employees worldwide: 135

Total # of full-time company employees in California: 105



Training Proposal for:
Contra Costa Workforce Development Board

Contract Number: ET20-0162

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	New Hire Medical Skills Training Priority Rate SET	Industry Sector(s):	Services (G) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa	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)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$207,000		\$13,240 8%		\$220,240

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Medical Skills Training Priority Rate SET	Business Skills, Computer Skills, Comm'l. Skills, HazMat, MS-Preceptor, MS-Didactic	40	8-260	0	\$5,506	\$16.09
				Weighted Avg: 225			

Minimum Wage by County: Job Number 1(SET/New Hire): Contra Costa County - \$16.09 per hour.

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Medical Assistant - Entry Level		40

INTRODUCTION

Established in 1975 and located in Concord, the Contra Costa Workforce Development Board (WDBCCC) (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 youths. ETP training will take place at the Kaiser Permanente School of Allied Health (KPSAH) in Richmond.

WDBCCC's partners with EASTBAY Works, EDD Services, and Earn and Learn, programs that connect people with opportunities for employment. Some of the training provided is in areas of advanced manufacturing, transportation, bio-tech and health. In January 2019, WDBCCC launched a training program for the unemployed with little to no experience to learn and work in the medical industry. This is a year-long program (nine-month didactic and three-month clinical training) in which each trainee will receive approximately 600 hours of didactic and 300 hours of clinical training for certification.

This will be WDBCCC's first ETP Contract, to train 40 unemployed individuals in Contra Costa County. Upon completion of training and passing a certification exam, trainees will be placed and retrained in full-time jobs at Kaiser or other health industries in Contra Costa County. WDBCCC is eligible to contract with ETP as a Workforce Innovation and Opportunity Act grant recipient.

Veterans Program

WDBCCC recruits Veterans through its advertisements and mailing lists.

Employer Demand

The occupation of Medical Assistant (MA) is in demand with over 300 vacancies in Northern California. Additionally, the scope of practice for MAs has expanded over the last few years. In the past, MAs were primarily used to room patients in the clinical setting and prepare a few notes for Physicians. Currently, MAs are leaders of team care and in some cases become leaders of individual departments. MA's must now be trained in Elektokardigramm (EKG) services, Phlebotomy and Computer Skills.

This proposal will help WDBCCC address workforce needs of employers in the medical industry. Data from the Employment Development Department, University of California San Francisco research centers, and individual interviews with various employers was used to identify the areas of need for skilled workers.

PROJECT DETAILS

Training Plan

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

Business Skills: Course topics includes Communication Skills, Client Management Relationship, Conflict Resolution, and Customer Service Skills. Training will focus on providing trainees with the skills to maximize tasks efficiently while working with internal and external customers.

Commercial Skills: Course topics includes Crisis Prevention and Intervention, Documentation & Standard Operating Procedures, EMS Communication and Protocols, and EMS Operations. Training will cover medical fundamentals and industry specific skills.

Computer Skills: Course topics includes Communication Software, Electronic Medical Records System, and Scheduling Software to ensure trainees know how to utilize the different systems.

Hazardous Materials: Trainees will learn Hazardous Materials identification and handling for patient-care providers to ensure a safe environment while working with patients.

Medical Skills - Didactic: Course topics include Abdominal Trauma, Basic Life Support, Chronic Obstructive Pulmonary Disease, Code Blue Response, EKG, and Procedures (Cardiac Arrest). This training will allow trainees to understand medical procedures to prepare them to serve patients.

Medical Skills - Preceptor: Clinical Preceptor training is needed in order to validate the skills of the trainees to become familiar with the patients' acuity level using a trainer-to-trainee ratio of 1:1.

Special Employment Training

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, new hires under SET trainees are subject to the ETP New Hire Minimum Wage (\$16.09) rather than the Statewide Average Hourly Wage (\$24.13).

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must demonstrate training will help trainees address the identified barriers.

➤ **Retention Modifications**

After obtaining certification, trainees will have the opportunity to work at Kaiser Permanente (KP). While working at KP, new MAs begin working in 24 hour roles and after a few months will move to 36-40 hour positions. Due to this reason, WDBCCC is requesting a 24 hour retention modification to help retain the trainees that completes certification at a later time.

Trainees are considered employed full-time with a minimum of 24 hours of employment a week provided that level of weekly employment qualifies the employee for a similar employee benefit plan (sick leave, vacation, health, dental, vision, retirement, etc.) on a proportionately equal basis per ETP Medical Skills Guidelines.

Curriculum Development

WDBCCC's curriculum was developed by KPSAH and employers that hire MAs. The curriculum is updated yearly based on the changing scope of practice.

Trainer Qualifications

WDBCCC will utilize trainers from the KPSAH who are certified-medical instructors with highly-skilled knowledge in all procedures of the medical industry. Trainers are accredited by the Western Association of Schools and Colleges.

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 Health Lead (dedicated administrator) will oversee all ETP training. Training will be scheduled and conducted at KPSAH, and Clinical Preceptor training will be delivered at Kaiser Permanente's hospital and at clinics in Contra Costa County. The Health Lead along with three (part-time) administrative support staff will monitor the training and its trainees throughout the process by collecting rosters, uploading training data, and meeting with ETP staff.

Marketing and Support Costs

WDBCCC is requesting, and staff recommends, 8% Support Costs to assist with recruitment and training assessment. Through networking and interaction with community members, WDBCCC maintains numerous relationships with businesses, labor, and economic development agencies to advertise and market its program. WDBCCC promotes programs through its work with the East Bay Workforce Development Boards, East Bay Health Workforce Partnership, Rubicon, and other associated community groups.

Impact/Outcome

Upon completion of the core MS training, trainees will receive certifications in Phlebotomy, EKG and Medical Assisting.

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.

No Funding From Other Sources Used for ETP

Although WDBCCC receives funding from other government sources, WIOA, such funds will not be used to defray ETP-funded training and administrative costs. ETP funds will only be used to fund training hours not paid for by other government sources.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Kaiser Permanente School of Allied Health of Richmond will provide all training for a fee of \$207,000.

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

8-260

Trainees may receive any of the following:

BUSINESS SKILLS

- Client Management Relationship
- Communication Skill
- Conflict Resolution
- Critical Thinking
- Customer Relations
- Customer Service Skills
- Interpersonal Communication
- Leadership
- Negotiation Skills
- Performance Management
- Presentation Skills
- Project Management
- Team Cohesiveness
- Time Management
- Train-the-Trainer

COMPUTER SKILLS

- Communication Software
- Electronic Medical Records System (EMS)
- Scheduling Software

COMMERCIAL SKILLS

- Community Health Work
- Crisis Prevention and Intervention
- Documentation & Standard Operating Procedures
- EMS Communication and Protocols
- EMS Operation
- Equipment Operation
- Performance & Quality Improvement
- Transport Logistics and Standardized Protocols

HAZARDOUS MATERIALS

- HAZMAT for Patient Care Providers

MEDICAL SKILLS – DIDACTIC

- Abdominal Trauma
- Abuse and Assault
- Acute Interventions for the Chronic – Care Patient
- Airborne Pathogens
- Allergies and Anaphylaxis
- Anatomy & Physiology
- Autoclave
- Basic Cardiac Life Support
- Basic Life Support

- Behavioral/Psychiatric Emergencies and Suicide
- Bleeding and Shock
- Bloodborne Pathogens
- Blunt Trauma
- Body Mechanics
- Burns
- Care of the Renal Patients
- Care of the Stroke Patients
- Chronic Obstructive Pulmonary Disease
- Clinical Decision Making
- Code Blue Response and Procedures (Cardiac Arrest)
- Clinical Communications
- Decontamination Procedures
- Diabetic Emergencies and Altered Mental Status
- Clinical Documentation
- Elektrokardigramm & Cardiac Monitors
- Emergency Medical Care
- Environmental Emergencies
- Equipment Operation Skills
- Geriatric Abuse – Special Home
- Geriatric Emergencies
- Hematology
- Hemorrhage and Shock
- HIPPA
- History Taking
- Infant Measurements
- Injections
- Infectious Disease
- Life Span Development
- Lifting and Moving Patients
- Medical Emergencies
- Medical Equipment Operation
- Medical Terminology
- Medical Training
- Medication Administration & Reconciliation
- Musculoskeletal Trauma
- Neonatal
- Neonatology
- Neurology
- Obstetrics & Gynecology
- Oxygen Administration
- Pain Management
- Pediatric Patient Care
- Phlebotomy
- Physical Exam Techniques
- Poisoning and Overdose Emergencies
- Psychiatric Patient Care
- Research Principles and Evidence – Based Practice
- Respiratory Arrest
- Restraints

- Soft – Tissue Trauma
- Special Operations
- Standards of Care
- The Challenged Patient
- Therapeutic Communication
- Toxicology and Substance Abuse
- Transport Physiology
- Urinalysis
- Urology and Nephrology
- Vital Signs and Monitoring Devices
- Wound Cleaning

MEDICAL SKILLS – PRECEPTOR (1:1 ratio)

- Clinical Training – Preceptor Model
 - EKG
 - Phlebotomy
 - Pre-Screening Patients

Safety Training cannot exceed 10% of total-training hours per trainee (This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for new hire training is capped at 260 total-training hours per trainee.
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Training Proposal for:
Jewish Vocational and Career Counseling Service

Contract Number: ET20-0164

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	SET New Hire Priority Rate Multiple Barriers 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, Alameda, Santa Clara, San Mateo, Contra Costa, Marin	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

Program Costs	+	Support Costs	=	Total ETP Funding
\$545,100		\$52,298 12%		\$597,398

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Multiple Barriers Medical Skills Training	Business Skills, Commercial Skills, Computer Skills, MS-Didactic, Job Readiness, Continuous Impr	158	8-260	0	\$3,831	\$16.09
				Weighted Avg: 150			

Minimum Wage by County: \$16.09 per hour for the San Francisco, Marin, Contra Costa, Santa Clara, Alameda, and San Mateo 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Office Worker		60
Medical Assistant		45
Marketing Specialists		21
Systems Administrator		32

INTRODUCTION

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

This will be JVS's sixth ETP Contract; third in the last five years. Last year, JVS served over 2,300 clients and reportedly placed them in meaningful full-time jobs with an average wage of \$32 per hour in healthcare, utilities, business, and non-profit sectors. JVS continues to serve individuals with multiple barriers such as deficiencies in language skills, insufficient mathematics skills, or lack of skills required by employers.

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

Veterans Program

JVS continues to serve Veterans and participates in Veteran outreach activities internally to recruit applicants.

Need for Training

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

Panel policy acknowledges the need for more training hours (up to 260 hours per trainee) to be delivered for New Hire trainees. The proposed New Hire (Multiple Barriers) trainees will require approximately 150 hours of training per trainee to deliver the extensive training needed to get higher skilled and well-paid jobs within Healthcare and Information Technology (IT) Services industries.

Healthcare Demand

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

The Bay Area's population is projected to increase 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 to provide it.

IT Demand

Available labor market information provided by EDD projects a 31% increase in technology jobs by 2022 in the San Francisco-San Mateo-Marín MSA, approximately 15,000 new positions. The database-administrator roles, market-research analysts, and marketing specialists will see the most growth, with an estimated 25-40% growth and average-hourly wages in the range of \$40-\$52 per hour.

PROJECT DETAILS

Training Plan

JVS will provide the following training via Class/Lab and E-Learning:

Business Skills: Training will be offered to the Medical Office Worker, Financial Services Worker, Marketing Specialist and Office Workers in courses such as Medical Coding Basics, Financial Accounts, and Sales Skills.

Commercial Skills: Training will be offered to Systems Administrator, Financial Services Worker, Marketing Specialist and Office Workers in courses such as Engaging with Customers, Marketing Strategy, Automotive Controls, and Using Social Media.

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

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

Medical Skills: Didactic training will be offered to Medical Assistants and Office Workers in courses such as Patient Assessment and Care, Medical Records Management, and Infection Control.

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training from the participating employers or other funding sources. JVS reports WIOA funding and all funds received from a variety of sources including RSI funding, foundations, and private funding will continue to support programs at JVS. JVS represents no overlapping of funding exists and no other entity is funding any part of the proposed ETP-training hours per trainee.

➤ Training Infrastructure

The Chief Strategy Officer, Chief Program Officer, Director of Client Senior Manager of Data Quality and Evaluation Services, and Public Funding Coordinator will oversee administration. Training will be provided by nine in-house experts and vendors. JVS has also retained Steve Duscha Advisories to assist with administration.

Curriculum Development and Customization

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

Special Employment Training/Multiple Barriers (New Hire)

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. As new hires, trainees are subject to the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. Trainees may also receive a higher portion of Job Readiness Skills (up to 50%).

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

➤ Retention Modification

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. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment. JVS requests this modification.

Trainer-to-Trainee Waiver (New Hire)

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

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

Impact/Outcome

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

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

Marketing and Support Costs

JVS conducts targeted outreach and recruiting for its training programs. Marketing and outreach efforts include advertising within JVS'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.

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

JVS is constantly recruiting employers. JVS makes direct contact with employers referred through its partners, and it recruits through employer associations and web sites. JVS requests 12% support costs to assist with the effective implementation of this project, which will require on-going recruitment, assessment and oversight. Staff recommends the 12% support costs.

Tuition Reimbursement

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

Training Agency Certification

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

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

- Approval for WIOA funding
- Successful past performance with ETP (see Active Projects table)

Learning Management System

Staff reviewed and approved JVS's Salesforce system for use in recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0200	\$270,101	9/3/2018– 9/2/2020	79	86	TBD

Based on ETP systems, 10,828 hours have been tracked for potential earnings of \$270,101 (100% of Approved Amount).

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0403	San Francisco	6/30/2013– 6/29/2015	\$112,818	\$49,309 (44%)

For some employers, implementation of regulatory changes (Affordable Care Act) took more time than expected. Additionally, JVS had significant staff transition during the project period.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

California State University of San Francisco has been retained to provide medical and dental assistant training for a fee of \$160,000.

University of the Pacific in Stockton has been retained to provide dental-assistant training for a fee of \$9,500.






















Other trainers will be identified for ETP recordkeeping purposes, as they are retained.

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

8-260

Trainees may receive any of the following:







MEDICAL SKILLS - DIDACTIC

-  Advanced Cardiac Life Support
-  Basic Life Support
-  Body Mechanics
-  Documentation
-  EKG
-  Equipment Skills
-  HIPPA
-  Industry Overview
-  Infection Control
-  Medical Office Equipment
-  Medical Records Management
-  Medical Terminology
-  Office Protocols and Systems
-  Patient Assessment and Care
-  Patient Communications
-  Patient Education
-  Patient Safety
-  Patient-Centered Treatment
-  Safe Working Conditions
-  Vital Signs
-  Dental Skills

BUSINESS SKILLS

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

COMPUTER SKILLS

-  Accounting Software
-  Bookkeeping Software
-  Applications
-  Basic Computer Literacy
-  Business Process Management
-  Data Reporting

- ✦ Electronic Medical Records
- ✦ Google Drive and Google Docs
- ✦ Keyboarding
- ✦ Microsoft Office
- ✦ Presentation Software
- ✦ Salesforce Administration
- ✦ Salesforce Platform
- ✦ Security
- ✦ Software Customization
- ✦ User Management

COMMERCIAL SKILLS

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

CONTINUOUS IMPROVEMENT

- ✦ Communications Skills
- ✦ Communications Styles
- ✦ Conflict Resolution
- ✦ Critical Thinking and Problem Solving
- ✦ Customer Service
- ✦ Handling Difficult Situations
- ✦ Leading Teams
- ✦ Working in a Team

JOB READINESS SKILLS

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

Safety Training cannot exceed 10% of total-training hours per trainee.

Note: Reimbursement for New Hire training is capped at 260 total-training hours per trainee, regardless of the method of delivery.
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Training Proposal for:
John Muir Charter Schools

Contract Number: ET20-0177

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	New Hire SET Ex-Offender At-Risk Youth Multiple Barriers	Industry Sector(s):	MEC (H) Construction (23) Agricultural (11) Services (61, 71, 72, 81, 92) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Monterey	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)	NA		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$244,950		\$25,560 12%		\$270,510
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire Multiple Barriers At-Risk Youth Ex-Offender SET	Comm'l. Skills, Job Readiness Skills	71	8-260	0	\$3,810	*\$12.00
				Weighted Avg: 150			

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

Minimum Wage by County: \$12.00 per hour for Monterey 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 many planned participating employers provide health benefits, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Construction Worker (Entry Level)		37
Food Processor		17
Food Service Worker		17

INTRODUCTION

Headquartered in Nevada City John Muir Charter Schools (JMCS) (www.johnmuircs.com) provides educational programs designed to meet the needs of the youth of the California Conservation Corps, Local Conservation Corps, YouthBuild, and Workforce Innovation and Opportunity Act programs. JMCS serves about 1,000 students annually between 35 sites across the state. This will be JMCS's first ETP Contract.

JMCS will partner with a nonprofit training vendor, Rancho Cielo, Inc. (Rancho Cielo) of Monterey, to deliver vocational skills' training under ETP's Ex-Offender/At-Risk Youth (New Hire) program. Rancho Cielo has been serving the ex-offender/at-risk youth population since 2004. Rancho Cielo also has experience providing job training and supportive services such as job placement and life skills' counseling for these populations and it will assist JMCS in satisfying ETP's job-placement requirements. Training will be delivered at Rancho Cielo's facility in Monterey.

Need For Training

Many businesses in the Monterey region actively hire graduates from Rancho Cielo's unique reintegration (vocational) programs and provide input on program development. Participating employers include private-industry partners from the food service, food processing/agriculture, and construction industries.

The skill-based training programs were selected and developed based on the three most available and growing jobs in Monterey County. EDD's Labor Market Information for Monterey County estimates 3,271 annual openings in food preparation and serving related occupations, 793 annual openings in construction occupations, and 734 opening in installation, maintenance and repair occupations. Rancho Cielo's training programs include:

- Agricultural Mechanics and Electrical Program offers training on refrigeration systems, electrical systems, and salad-line mechanics that are in demand in the bagged-salad businesses. This is a major part of local farming, which is the largest industry in Monterey County. Trainees are geared for food-processing jobs to maintain, repair and operate equipment in salad plants and other agricultural-processing plants. This training leads participants to be certified as an Assistant Refrigeration Operator (Food Processor).
- Culinary Academy offers training delivered by an Executive Chef and prepares students to work in restaurant kitchens. The 10-month program includes a Safe Food Handlers Certification (ServSafe) administered through the National Restaurant Association and a culinary certificate issued by Rancho Cielo. Reportedly, restaurant and resorts are the second largest industries in Monterey County.
- Construction Academy offers training to help students get ready for construction jobs. Students construct tiny houses and install photovoltaic panels for solar energy, while learning marketable construction skills. Many of the graduates have gone on to jobs in rapidly growing solar-panel businesses.

New Hire (Multiple Barriers) trainees require an average of 150 hours of training to prepare them for entry-level jobs within the food services, food processing/agriculture and construction industries.

PROJECT DETAILS

Training will be delivered via class/lab in the following:

Commercial Skills: Training will be offered to all occupations in culinary, construction, and agriculture. Topics include Basic Electricity, Concrete, Hand Tools, Salad Equipment, Vegetables, and Refrigeration

Job Readiness Skills: Training will be offered to all occupations in Career Planning, Resume Building and Online Applications. In conjunction with vocational skills' training (Commercial Skills), other basic or literacy types of training designed to support Multiple Barrier populations in successfully obtaining employment may consist of up to 50% of the trainee's hours. Basic skills and literacy skills will be delivered under this Job Readiness Skills' category.

Special Employment Training (SET)/Multiple Barriers (New Hire)

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. However, these trainees are subject to the ETP New Hire Minimum Wage rather than the Statewide Average Hourly Wage. Trainees may also receive a higher portion of Job Readiness Skills (up to 50% of total training hours per trainee).

Note: Contractor must pre-screen trainees to determine their eligibility prior to enrolling trainees. Barriers must be identified and kept on file with the Contractor. Contractor must also demonstrate that training will help trainees address the identified barriers.

Ex-Offender/At-Risk Youth

Training is funded under SET/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines. JMCS will document the eligibility criteria for this program.

➤ Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with one or more employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days with one or more employers.

➤ Wage Modification

Trainees in Job Number 1 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP Minimum Wage post-retention.

JMCS requests a post-retention wage modification for these trainees at below the ETP New Higher Minimum Wage (\$14.48), which would lower the post-retention wage to \$12.00. This modification is permissible under the At-Risk Youth Project Guidelines for good cause.

Wage progression is evident in the proposed occupations, and Monterey County is presently a partial High Unemployment Area (HUA). Per Ex-Offender/At-Risk Youth Guidelines, a secure job with known wage progression and/or employment in a HUA is deemed good cause.

➤ Incidental Placement

Incidental placement with public and non-profit entities is permissible for the trainees in Job Number 1, not to exceed 25% of the total number of trainees retained in employment.

Trainer-to-Trainee Waiver (New Hire)

JMCS requests a waiver to ETP's (New Hire) trainer-to-trainee ratio of 1:15. JMCS and Rancho Cielo have had many years of experience delivering New Hire training. Both organizations routinely deliver and have had success training individuals with barriers to employment in small groups of 10 to 20 trainees to one instructor with outstanding trainee participation in class, class completion, learning outcomes.

Impact/Outcome

JMCS will deliver training under ETP's Ex-Offender/At-Risk Youth with Multiple Barriers program to gain vocational and life skills to successfully reintegrate them as productive members of society and further assist in lowering recidivism in Monterey County. The following certifications will be attained upon completion of the ETP-funded training:

- Drummond Culinary Academy certification is an internally developed certificate awarded by Rancho Cielo, and it will be attained by an estimated 30 trainees. This certification is desired by local employers; therefore, certifications increases applicants chances to gain work in the field as commercial-kitchen workers in restaurants.
- ServSafe Food Handlers Certificate will be attained by an estimated 21 trainees. ServSafe is a food and beverage safety training and certificate program administered by the National Restaurant Association. The program is accredited by Conference for Food Protection. Reportedly, this certification is needed to work in most restaurant jobs.
- Certificates for Assistant Refrigeration Operator will be attained by an estimated 20 trainees, which is authorized by the Refrigeration Engineers and Technicians Association. Certifications reportedly increase the desirability of job-seeking applicants in obtaining work as it is considered an experiential reference in this industry.

Marketing and Support Costs

The Case Manager, Coordinator, Director, Deputy Director, and Analyst conduct targeted outreach and recruiting for its training programs. Marketing and outreach efforts include advertising within community and non-profit partners, sharing program opportunities with government agencies such as the local Workforce Investment Boards and human-service agencies.

Through Rancho Cielo, JMCS works closely with community-based and nonprofit-based organizations throughout California. For example, JCMS has developed partnerships to support local program delivery with groups like Rancho Cielo represented in this proposal. Rancho Cielo distributes brochures and fliers to schools and agencies that interface with ex-offenders/at-risk youth, outlining Rancho Cielo programs and announcing starting dates and application procedures. Many of JCMS's students are referred by agencies and by people familiar with its programs.

Rancho Cielo will recruit employers in cooperation with JMCS. Rancho Cielo makes direct contact with employers referred through its partners, and it recruits through employer associations and web sites. JCMS requests 12% support costs to assist with the effective implementation of this project, which will require on-going recruitment, assessment, and oversight. Staff recommends the 12% support costs.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. JMCS is eligible as a training agency based on the following:

- Certification by Western Association of Schools and Colleges

Commitment to Training

ETP funds will not displace the existing financial commitment to training from the participating employers or other funding sources.

➤ **Training Infrastructure**

JMCS's Fiscal Analyst (dedicated administrator) and a Program Analyst will oversee the project and administration. JMCS hired Steve Duscha Advisories to assist with ETP-administrative tasks. ETP training will be provided by five in-house experts within Rancho Cielo. Support services are also provided by Rancho Cielo and with assistance from JMCS as needed.

Trainer Qualifications

Trainers are industry professionals and subject-matter experts from the relevant fields of instruction. Rancho Cielo is the sole third-party vendor will deliver 100% of the proposed training. The training is subject to input from JMCS and Rancho Cielo's advisory members and participating employers. Furthermore, post-graduation assessment interviews include input from graduates and advisors to learn how the programs could be further improved.

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.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Rancho Cielo, Inc. of Monterey County will provide Commercial and Job Readiness Skills training.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-260

Trainees may receive any of the following:

COMMERCIAL SKILLS

Agricultural Processing and Mechanics:

- Food safety
- Preventing contamination
- Documenting
- Reporting
- Traceability
- Maintaining freshness
- Basic electricity
- Intermediate electricity
- Troubleshooting
- Safe working conditions
- Industrial refrigeration
- Agricultural mechanics
- Cold storage facilities
- Salad processing equipment
- Use of tools
- Communicating in a production setting
- Workplace math
- Use of hand tools
- Use of power tools
- Understanding blueprints
- Cooling post-harvest fruit and vegetables
- Compressors
- Evaporators
- Programmable logic controllers

Construction:

- Ceiling joists
- Communications
- Concrete
- Construction industry history
- Construction industry structure
- Construction math
- Doors
- Drywall
- Electrical
- Energy efficiency
- Finish work: tile, paint, finish carpentry
- Formwork
- Framing
- Green building processes and systems
- Hand Tools
- Hazardous materials
- Interior finishes rotations

- Layout
- Metal studs
- Photovoltaic
- Power tools
- Promoting teamwork
- Rafters
- Rebar
- Rigging
- Roofing materials
- Safety on a job site
- Scaffolding
- Windows
- Construction math
- Construction drawings
- Communicating on a job site

Culinary:

- Kitchen safety
- Food safety
- Contamination sources and prevention
- Food handling
- Refrigeration
- Kitchen math
- Cooking methods
- Sauces
- Stocks
- Soup
- Starches
- Vegetables
- Proteins
- Pantry
- Baking and pastry
- Food history
- Food science

JOB READINESS SKILLS

- Career planning & assessment
- Basic computer use
- Financial literacy
- Job expectations
- Networking
- On-line applications
- Personal financial records & planning
- Presentation/appearance
- Resume building
- Winning a job offer

Safety Training cannot exceed 10% of total-training hours per trainee.

Note: Reimbursement for New Hire training is capped at 260 total-training hours per trainee.



Training Proposal for:
Laborers Training and Retraining Trust Fund for Northern California

Contract Number: ET20-0939

Panel Meeting of: November 1, 2019

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction (C) 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 Laborers International Union Locals 73, 185, 261, 270, 294, 304, 324 and 1130		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$694,248		\$51,912 Jobs 1 & 2: 8% Job 3: 20%		\$746,160
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyworker	Commercial Skills, Business Skills, OSHA 10/30, HAZMAT	149	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10/30, HAZMAT	400	8-210	0	\$1,540	\$24.13
				Weighted Avg: 80			
3	Veteran Apprentice Retrainee	Commercial Skills OSHA 10/30 HAZMAT	25	8-210	0	\$1,690	\$24.13
				Weighted Avg: 80			

Minimum Wage by County: Job Numbers 1–3 (Journeyworker/Apprentice)- \$24.13 per hour for the Modified Statewide Average Wage (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

For Job Numbers 2 & 3, up to \$5.89 per hour (Medical, Dental, Vision) may be used to meet the Post-Retention Wage. This amount has been verified in the collective bargaining agreement (CBA) wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Construction Craft		475
Brick Tender		35
Parking and Highway Improvement Laborer		30
Plaster Tender		34

INTRODUCTION

In 1995, the Northern California District Council of Laborers (representing labor) and the Associated General Contractors of California (representing employers) created the Laborers Training and Retraining Trust Fund for Northern California and the Laborers' Joint Apprenticeship Training Center (NorCal Laborers JATC). NorCal Laborers JATC serves eight Northern California Laborers Union Locals (73, 185, 261, 270, 294, 304, 324 and 1130), representing 29,000 Journeyworkers and 4,450 Apprentices. ETP training is center-based and will be conducted at the San Ramon Training Center and other designated training facilities throughout the Central Valley, Northern California, and San Francisco Bay Area.

This is the JATC's fifth ETP Contract; the fourth in the last five years. The new funding request is driven by the continuously growing demand of the construction industry for skilled Apprentices and Journeyworkers in Northern California. Construction laborers' jobs are anticipated to grow by 26% between 2014 and 2024 according to data published by the Employment Development Department (EDD).

Veteran Apprentice

Twenty-five Veteran Apprentices (Job Number 3) will be trained. Higher support costs (20%) are available to reach participants for this program. Veterans who apply for an apprenticeship receive direct entry into the program, which includes free training and assistance in finding work with employers throughout the area.

The JATC is committed to supporting job-related training that helps veterans transition into the California workforce. NorCal Laborers JATC recruits veterans in cooperation with Helmets-to-Hardhats, a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is two years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

The JATC needs to train more Apprentices and upgrade the skills of Journeyworkers to meet employer demands to keep pace with out-of-state competition, non-union competition. ETP funds will address the need for increased speed and precision to offset higher costs of materials and will update the retrainees knowledge base concerning higher-quality standards including new green standards.

Employer Demand

Training will expand laborers' skills in preparation for current and upcoming construction projects in Northern California. The proposed training is designed to develop and upgrade skills related to demolition work, analyzing a project site plan for water filtration and erosion control, removing hazardous waste, laying and pressure-testing pipes, repairing roads, using concrete reinforcements, and obtaining related safety and general-construction skills. Specific new contracts that ETP-funded training would potentially support include:

- UC Merced
- Power Plant Park Project in Richmond
- Industrial Waterfront on the Oakland Estuary
- Chase Center (Golden State Warriors' New Arena)
- San Francisco Central Subway
- Oroville Dam

Ongoing projects include: PG&E's Pipeline Safety Enhancement Plan upgrades, California High-Speed Rail, Silicon Valley BART extension into San Jose, Facebook and Apple's campus upgrades, and the new Sacramento Republic FC's soccer stadium.

This project will primarily support apprenticeship training. Many types of construction (pouring concrete, laying asphalt, installing storm drains and water mains, working on bridges, and driving tunnels) are learned at the Laborers (15,000-square foot) Training Center in San Ramon. Apprentices then go to worksites to practice their new skills.

Training will also be provided to Journeyworkers. Overall, employers are experiencing an increase in the complexity of construction projects requiring retraining for experienced employees. Under this proposal, Journeyworkers will expand their green skills and receive employer-driven certification classes such as: green-construction awareness, weatherization and OSHA 10/30. Trained workers keep projects on-time and on-budget, while reducing injuries.

Training Plan

The following training will be delivered via Class/Lab or E-Learning:

Journeyworker Training

Commercial Skills: Laborers will learn about photovoltaic installation concepts, mechanical integration and solar dynamics, and weatherization to meet clean-energy standards. Training will also include higher cutting, welding, and pipe layout techniques. Laborers with a Mechanical Pipe II certification must acquire a Mechanical Pipe IV certification to learn how to safely place pipes onto panels for reverse-osmosis water-treatment systems.

Business Skills: Training will assist Journeyworkers to follow certification guidelines; use more collaborative bidding and project development practices; interact with other types of construction workers; and implement green solutions in traditional-work environments. Trainees will gain the skills to plan, organize, and manage construction projects resulting in more efficient and on-time work. Training will also include team-building and leadership skills to lead and participate in teams effectively.

Apprenticeship Training

Commercial Skills: Apprentices will learn to set up, build, and maintain commercial, industrial and residential construction sites. Training will also include building scaffolding, laying pipes, removing and replacing concrete, welding, using air tools, and driving skid steers and forklifts.

Although a laborer's work is usually outdoors, a large number of tunnel projects in Northern California necessitate that Apprentices gain new skills to work in enclosed areas. This work is physically demanding because of long hours of using tools and machines while bending, sitting, climbing, standing, and crouching in small spaces. Trainees will also take classes on how to work around and safely remove hazardous waste, lead, and asbestos.

Certified Safety Training (For Apprentices and Journeyworkers)

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/Apprentices 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 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, Construction Craft, Brick Tenders, Plaster Tender, Parking and Highway Improvement Laborer 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 Laborer’s International Union of Northern America.

Curriculum Development

NorCal Laborers JATC customized the Laborers International Union of North America (LIUNA) curriculum to address the local needs of its members, participating employers and industry with input from both labor and management representatives. The LIUNA was directly involved in the development of the apprenticeship curriculum. In addition, local-hiring demands have shaped the curriculum and course offerings such as the need for laborers with the ability to work with green materials and on more technically advanced construction projects. Feedback comes directly from the employers based on workplace performance, requests of customers, needs of the industry, and course evaluations that are completed by students.

Impact/Outcome

ETP funds will expand the Journeyworker training program and the Apprentice classes, which will include the addition of employer-driven certification classes. Certifications to be awarded with the proposed funding request includes: Green Construction Awareness, Weatherization, OSHA 10, OSHA 30, Rigging and Lifting, Traffic Control, Flagging, Hazardous Waste Removal, Scaffold User, Scaffold Builder, Confined Space, Forklift and Welding. Over 100 certificates are reportedly awarded annually.

Laborers often work outside lifting and transporting heavy materials. Thus, the potential for injury or even death for themselves and bystanders is significant. Many employers require that workers take specific classes before they are allowed on a worksite. Completion of the training proposed results in a certificates that expands employment opportunities.

Commitment to Training

An estimated 1,700 signatory employers (estimated 60% small businesses) reportedly participate in the trust. Signatory employers will continue to pay into the Trust for Journeyworker and Apprentice training. In addition, employers must provide structured, on-the-job training for apprentices that meet DAS standards. ETP funds supplement and do not displace employer contributions to training. Safety training is provided by the participating employers in accordance with all requirements under state and federal law.

➤ Training Infrastructure

The Executive Director of the Laborers’ Training Center (dedicated administrator) with 11 JATC staff will assist in ETP administration including marketing, scheduling, recruitment, and needs assessments. ETP training will be delivered by 15 full-time (in-house) subject-matter experts. The JATC has also retained Strategy Workplace Communications to assist with administration.

Marketing and Support Costs

NorCal Laborers JATC is requesting 8% in support costs for Job Numbers 1 and 2 and 20% for Job Number 3 to fund recruitment and conduct ongoing assessments of employer-specific job requirements. The JATC and the eight union locals publicize training through their websites, newsletters, direct mailings, brochures/flyers, personal contacts, telephone calls, public service announcements and e-mail announcements. It will promote this training at labor-management meetings and industry assemblies, site visits to local schools, trade shows, industry meetings, and vocational outreach organizations. Staff recommends the 8% in support costs with 20% in support costs for Veterans (Job Number 3).

Tuition Reimbursement

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

First-Year Apprentices (Eligibility Request)

NorCal Laborers JATC requests an exception to permit first-year apprentices to participate as permitted under existing Apprenticeship Training guidelines for a 24 months program. Staff recommends supporting training for first-year apprentices for this two-year program as was approved in its prior ETP Contract.

The Laborers Apprenticeship Program is unique from other trades as it does not separate the apprentices into different levels depending on their year. Instead, trainees are allowed to select from different sets of courses that correspond to their skill level and previous work experience. For instance, a trainee can be a first year in course work, but could be a second year in work status; or, a trainee can be a second year in course work, but a first year in work status. The JATC gives credits for work or course experience. Hence, the distinction between first and second-year apprentices is unclear making eligibility for the ETP program difficult to determine.

The NorCal Laborers JATC apprenticeship program is for those workers with little or no experience in the construction trades who want to begin a career as a Construction Craft Laborer. It is a two-year program and many graduates go on to train in more highly skilled construction trades. The JATC has strong ties to local government, non-profit organizations, and pre-apprenticeship programs such as City Build (San Francisco Office of Workforce Development) and Cypress Mandela Training Center (Oakland and Alameda County) that serve as pathways to the JATC's program providing local hires, minorities, and other under-served individuals with the opportunity to gain skills to enter and successfully complete a trades apprenticeship.

Trainer-to-Trainee Ratio Waiver Request

While the majority of both journeyworker and apprentice classes will be provided at the standard class/lab ratio of 1:20, the JATC is requesting a 1:25 ratio for all trainees including Journeyworkers.

Scheduling classes at an exact ratio is reportedly difficult because Journeyworkers work full-time and may not be available to attend classes as readily at a particular time and date. If trainees cannot get into a particular class and maintain their work schedules, they may have to wait six months to a year before that class is offered again. Because of the unique structure of JATC training serving individuals who work many hours and then have to commute to a training center, staff recommends that the waiver request be granted. The JATC estimates that less than 10% of training will require the 1:25 ratio.

RECOMMENDATION

Staff recommends approval of this proposal including the requested waiver for the trainer-to-trainee ratio (1:25) for all retrainees (Journeyworkers and Apprentices) and for the inclusion of first-year Apprentices.

ACTIVE PROJECTS

The following table summarizes performance by NorCal Laborers JATC under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0913	\$949,815	8/6/18 – 8/5/20	620	TBD	TBD

Based on the ETP Online Tracking System, there are 51,897 tracked hours as of September 17, 2019 for potential earnings of \$949,815 (100% of the Approved Amount). These hours tracked exceed the allowable number of hours within the Contract. Thus, the Contractor projects final earnings of 100%. Trainees are in the process of completing retentions and no invoices have been submitted at this time.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0901	Statewide	8/1/16-7/31/18	\$530,512	\$530,512 (100%)
ET15-0908	Statewide	9/2/14 – 9/1/16	\$269,744	\$269,744 (100%)

DEVELOPMENT SERVICES

California Labor Federation in Sacramento and Strategy Workplace Communications in Oakland assisted with development at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications in Oakland will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 (Job Number 1)

Trainees may receive any of the following:

Journeyworker**COMMERCIAL SKILLS**

- Aerial Boom Lift
 - Boom Lift Safety
- Aerial Platform
 - Aerial Work Platform Initial
 - Aerial Work Platform Recertification
- Air Tools
- Arc Welding
- Area and Volume, Calculating and Estimating
- Asbestos Abatement Worker
 - Asbestos Awareness
 - Asbestos Contractor/ Supervisor Initial
 - Asbestos Initial
 - Asbestos Removal Initial Class
 - Asbestos Recertification
 - Asbestos Removal Recertification
 - Asbestos Contractor/Supervisor Recertification
- Asphalt Course
 - Paving Techniques
 - Asphalt Remove & Replace Builders Level Math
- Basic Construction Math
- Blasting and Coating OQ (Operator Qualification)
- Blue Print Reading
- Brick Tending
- Bulkheads, Batter Boards, Overhead Screed
- Commercial Green Construction Awareness
- Competent Worker
- Concrete and Asphalt
- Concrete Coring & Saw Cutting
- Concrete Finisher
- Concrete Placement and Finishing, Floors, Drives and Power Trowel
- Concrete Techniques
- Confined Space
 - Confined Space Entry
- Construction Craft Laborer
- Demolition and Deconstruction Awareness
- Drilling - Horizontal Directional Drilling
- Drilling Air Track Orientation
- Drilling Air Track Advanced
- Drilling Directional
- Environmental Hazards of Highway Work
- Environmental Passport
- Excavation Competent Person
- Fall Protection
- Fire Watch

- First Aid / CPR
- Flagging
- Forklift and Forklift Safety
 - Forklift Orientation Initial
 - Forklift Orientation Recertification
- Form Setting, Curb and Gutter, Alley Gutter, Pour in Place Walls
- Fractions and Decimals, Inches to Decimals
- Form Setting, Sidewalk, Driveway, Approach, Handicapped Ramp
- Fundamentals of Construction
- Grade Checking Orientation
- Hand & Power Tools
- Hazardous Waste Awareness
- Hazardous Waste Initial
- Hazardous Waste Removal Initial
- Hazardous Waste Recertification
- Hazardous Waste Removal Recertification
- Hazardous Waste Worker
- Hoisting and Rigging
- Jobsite Erosion Control
- Laborer's Supervisor
- Lead Awareness
- Lead Abatement Initial Class
- Lead Initial
- Lead Abatement Recertification
- Lead Recertification
- Lead Abatement Worker
- Lead Supervisor Initial
- Lead Supervisor Recertification
- Material Handling, Storage, Use, and Disposal
- Mechanical Pipe I
- Mechanical Pipe II
- Mine Safety (MSHA)
- Mine Safety (MSHA) Recertification
- Mini Excavator
- Mold Remediation Initial
- Mold Remediation Recertification
- On Boarding for Flaggers OQ (Operator Qualification)
- Oxyfuel Cutting
- Permit Required Confined Space Entry
- Pipe Coating
- Pipe Fusion OQ (Operator Qualification)- Polyethylene
- Pipe Laying Techniques
- Placement and Finishing, Panel, Patios, Drives, Decks, Tilt-Up
- Placement, Finishing Tools, Concrete Procedures, Control Joints
- Plaster Tender Fundamentals
- Recognition and Hazard on the Jobsite
- Refinery Safety Orientation
- Respiratory Awareness
- Rigging and Signaling
- Sandblasting
- Scaffold Builder

- Scaffold User
- Scope of Work, Personal Protective Equipment, Materials and Tools
- Shotcrete Techniques
- Signal Person
- Skid Steer Loader Initial
- Skid Steer Loader Recertification
- Solar
- Squaring Principles, Triangulation
- Steward Training
- Storm Water Management (SWPPP)
- Sub-Grade Preparation, Line Setting and Forming Techniques
- Survey, Station, Percentages
- Tilt-Up Construction
- Tools and Equipment: Pick and Pick Mattocks, Shovels, Digging Bars, Jackhammer, Rivet Buster, Chipping Gun and Clay Spades
- Torch Cutting and Burning
- Traffic Control
 - Traffic Control and Flagging
- Trench Plates & Shoring
- Tunnel Safety and Preparedness
- Weatherization Technician and Installer
- Welding
 - Welding Certification
 - Welding Recertification
- Landscape 1: Planting & Maintenance
- Landscape 2: Construction Math & Irrigation Systems
- Landscape 3: Erosion Control, Grading & Drainage
- Landscape 4: Retention Walls, Dividers & Flatwork
- Landscape Laborer Advanced Course
- Landscape Laborer Introductory Course
- Photovoltaics I (PV 1)
- Photovoltaics II (PV 2)
- Photovoltaics Orientation

BUSINESS SKILLS

- Advanced Time Management
- Conflict Resolution
- Creating Master Plan for Future Improvements
- Creating Project Bids
- Customer Service Skills
- Decision Making Skills
- Filling Out Work Documents and Reports Accurately
- Green Awareness Training and Green Certifications
- Inventory Checklist
- Leadership Skills
- Problem Solving
- Project Management
- Teambuilding Skills

OSHA 10/30 (OSHA-Certified Instructor)

- OSHA 10
- OSHA 30

HAZARDOUS MATERIALS

- HAZMAT

Class/Lab Hours

8 - 210 (Job Numbers 2 & 3)

Trainees may receive any of the following:

APPRENTICE**COMMERCIAL SKILLS**

- Aerial Boom Lift
 - Aerial Platform
 - Aerial Work Platform Initial
 - Aerial Work Platform Recertification
 - Boom Lift Safety
- Air Tools
- Arc Welding
- Area and Volume, Calculating and Estimating
- Asbestos Abatement Worker
 - Asbestos Awareness
 - Asbestos Contractor/ Supervisor Initial
 - Asbestos Initial
 - Asbestos Removal Initial Class
 - Asbestos Recertification
 - Asbestos Removal Recertification
 - Asbestos Contractor / Supervisor Recertification
- Asphalt
 - Paving Techniques
 - Asphalt Remove & Replace Builders Level Math
- Basic Construction Math
- Blasting and Coating OQ (Operator Qualification)
- Blue Print Reading
- Brick Tendering
- Bulkheads, Batter Boards, Overhead Screed
- Commercial Green Construction Awareness
- Competent Worker
- Concrete and Asphalt
 - Concrete Coring & Saw Cutting
 - Concrete Finisher
 - Concrete Placement and Finishing, Floors, Drives and Walk Behind Power Trowel
 - Concrete Techniques
- Confined Space
 - Confined Space Awareness
 - Confined Space Entry
- Construction Craft Laborer
- Demolition and Deconstruction Awareness
- Drilling - Horizontal Directional Drilling
 - Drilling Air Track Orientation
 - Drilling Air Track Advanced

- Drilling Directional
- Environmental Hazards of Highway Work
- Environmental Passport
- Excavation Competent Person
- Fall Protection
- Fire Watch
- First Aid / CPR
- Flagging
- Forklift and Forklift Safety
 - Forklift Orientation Initial
 - Forklift Orientation Recertification
- Form Setting, Curb and Gutter, Alley Gutter, Pour in Place Walls
- Fractions and Decimals, Inches to Decimals
- From Setting, Sidewalk, Driveway, Approach, Handicapped Ramp
- Fundamentals of Construction
- Grade Checking Orientation
- Hand & Power Tools
- Hoisting and Rigging
- Jobsite Erosion Control
- Laborer's Supervisor
- Lead Awareness
 - Lead Abatement Initial Class
 - Lead Initial
 - Lead Abatement Recertification
 - Lead Recertification
 - Lead Abatement Worker
 - Lead Supervisor Initial
 - Lead Supervisor Recertification
- Material Handling, Storage, Use and Disposal
- Mechanical Pipe I
- Mechanical Pipe II
- Mine Safety (MSHA)
- Mine Safety (MSHA) Recertification
- Mini Excavator
- Mold Remediation Initial
- Mold Remediation Recertification
- OnBoarding for Flaggers OQ (Operator Qualification)
- Oxyfuel Cutting
- Permit Required Confined Space Entry
- Photovoltaics Orientation
- Pipe Coating
- Pipe Fusion OQ (Operator Qualification)- Polyethylene
- Pipe Laying Techniques
- Placement and Finishing, Panel, Patios, Drives, Decks, Tilt-up
- Placement, Finishing Tools, Concrete Procedures, Control Joints
- Plaster Tender Fundamentals
- Recognition and Hazard on the Jobsite
- Refinery Safety Orientation
- Respiratory Awareness
- Rigging and Signaling
- Sandblasting

- Scaffold Builder
- Scaffold User
- Scope of Work, Personal Protective Equipment, Materials and Tools
- Shotcrete Techniques
- Signal Person
- Skid Steer Loader Initial
- Skid Steer Loader Recertification
- Solar
- Squaring Principles, Triangulation
- Steward Training
- Storm Water Management (SWPPP)
- Sub-grade Preparation, Line Setting and Forming Techniques
- Survey, Station, Percentages
- Tilt-Up Construction
- Tools and Equipment: Pick and Pick Mattocks, Shovels, Digging Bars, Jackhammer, Rivet Buster, Chipping Gun and Clay Spades
- Torch Cutting and Burning
- Traffic Control
 - Traffic Control and Flagging
- Trench Plates & Shoring
- Tunnel Safety and Preparedness
- Weatherization Technician and Installer
- Welding
 - Welding Certification
 - Welding Recertification
- Landscape 1: Planting & Maintenance
- Landscape 2: Construction Math & Irrigation Systems
- Landscape 3: Erosion Control, Grading & Drainage
- Landscape 4: Retention Walls, Dividers & Flatwork
- Landscape Laborer Advanced Course
- Landscape Laborer Introductory Course
- Photovoltaics I (PV 1)
- Photovoltaics II (PV 2)
- Hazardous Waste Awareness
- Hazardous Waste Initial
- Hazardous Waste Removal Initial
- Hazardous Waste Recertification
- Hazardous Waste Removal Recertification

OSHA 10/30 (OSHA-Certified Instructor)

- OSHA 10
- OSHA 30

HAZARDOUS MATERIALS

- HAZMAT

Note: Reimbursement for Job Number 1 (Journeyworker) is capped at 200 hours. Reimbursement for Job Numbers 2 & 3 (Apprenticeship) is capped at 200 total-training hours per trainee in Commercial Skills and 10 hours of OSHA 10/30 or for a total of 210 hours.



Training Proposal for:

California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund - Northern California

Contract Number: ET20-0936

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Northern and Central California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Ironworkers Local 118, 378, 155 and 377		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$694,176		\$51,014 Job #'s 1-2: 8% Job #3: 20%		\$745,190

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyworker Priority Rate	Commercial Skills, OSHA 10 OSHA 30	38	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10 OSHA 30	344	8-210	0	\$1,925	\$24.13
				Weighted Avg: 100			
3	Retrainee Apprentice Veteran	Commercial Skills, OSHA 10 OSHA 30	15	8-210	0	\$2,113	\$24.13
				Weighted Avg: 100			
4	Retrainee Pre-Apprentice Priority Rate	Commercial Skills, OSHA 10	15	8-200	0	\$1,925	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: SET/Priority Industry Wage: \$24.13 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 \$3.09 per hour may be used to meet the Post-Retention Wage requirement for Job Numbers 2 & 3, and up to \$3.38 per hour for Job Number 4. These amounts have been verified in the collective bargaining agreement wage charts.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Journeyworker Ironworker		38
Apprentice Ironworker		344
Veteran Apprentice Ironworker		15
*Pre-Apprentice Ironworker		15

*Pre-Apprentices receive the Apprentice 1st year wage during retention.

INTRODUCTION

The California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund – Northern California (NorCal Ironworkers) (www.universityofiron.org) seeks funding to train Journeyworker, Apprentice, and Pre-Apprentice Ironworkers who primarily work in Solano, Contra Costa, San Francisco, San Jose, Fresno, and Sacramento Counties. NorCal Ironworkers operates training centers equipped with the newest training aids and technology in Sacramento, Fresno, San Francisco, San Jose and Benicia.

The training centers are a partnership created in collective bargaining between four International Brotherhood of Ironworker local unions (Local 118 in Sacramento, Local 378 in Benicia, Local 155 in Fresno, and Local 377 in San Francisco); and some 600 signatory employers. The four local JATCs sponsor three Ironworker apprentice programs as funded through the central trust. This will be NorCal Ironworker's sixth ETP Contract, the fifth in the last five years.

Veterans Program

The curriculum for Veteran trainees will be the same as Apprentice training outlined above, and reimbursed at the same rate as other Apprentices. These trainees are in separate Job Number to better track performance for this cohort, toward the goal of improved outreach for Veterans.

NorCal Ironworkers works in cooperation with Helmets to Hardhats, a national joint labor-management program (<http://www.ironworkers.org/become-an-ironworker/helmets-to-hardhats>). This program helps veterans transition into the civilian workforce. NorCal Ironworkers' website advertises special days just for veterans to apply for the apprenticeship program. Veterans who apply for an apprenticeship can skip the first stage (the written assessment) and go to the second stage (the interview). If eligible, veterans will start as first year apprentices, not as pre-apprentices.

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). The Panel adopted the Apprenticeship Training Program as a pilot in March 2012. It is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the wage range by occupation table for the Panel's information.

Pre-Apprenticeship Program

NorCal Ironworkers projects to train 20 Ironworkers (Pre-Apprentices) in this project. Pre-Apprentice Ironworkers are required to take upskill courses and must work a set number of hours, similar to an Apprentice, in order to receive a pay increase. These Pre-Apprentice Ironworkers are covered by the International Brotherhood of Ironworkers Local 118 (Sacramento), 378 (Benicia), 155 (Fresno) and 377 (San Francisco). These signatory employers participate in curriculum development and Pre-Apprentice Ironworkers participate in the same training courses as Journeyworkers. Pre-Apprentice Ironworkers play a role in helping California contractors meet their need for qualified workers.

PROJECT DETAILS

The NorCal Ironworkers have developed and customized a national ironworker curriculum to address local needs. The training will prepare ironworkers to continue work on large construction projects including the high speed rail project in Fresno, Sutter Hospitals, Fremont Academic Core buildings, a Senior Care Facility in Pleasanton and Pinole Valley High School. The NorCal Ironworkers are also involved in multi-billion dollar Bay Area construction projects with Google facilities, the Stanford University expansion, and Oyster Point. In Fresno, projects include the

upgrade of Clovis Hospital and Fresno Jail facilities, as well as, the development of the High Speed Rail from Merced to Bakersfield.

As Journeyworkers retire and new work develops, there remains a continuous demand for qualified ironworkers to fill positions. In an effort to meet the demand for experienced ironworkers, NorCal ironworkers plans to graduate more than 344 Apprentices in 2019. ETP-funded training will help NorCal Ironworkers trainees obtain skills needed to advance through the apprenticeship.

Historically, Ironworkers mainly worked with wrought iron. Due to advancements made in the building trades, Ironworkers utilize many different materials including ferrous and non-ferrous metals, plastics, glass, concrete and composites. Training under this Contract will ensure trainees have the skills and knowledge to work with a variety of materials required in their industry.

Training Plan

Training will be delivered via class/lab in the following:

Commercial Skills: Journeyworker training will bring work skills up-to-date, as required by participating employers. This work includes welding, rigging, reinforcing, post-tensioning and architectural work. Apprentice training will give ironworkers knowledge required to achieve the Journeyworker level. Pre-Apprentice training will prepare trainees for the apprenticeship program. Type of training courses include Advanced Welding, Architecture Designs and Advanced Plan Reading, Post Tensioning, Rebar Detailing, Traffic Flagger and Green Training.

OSHA 10/30: Journeyworkers and Apprentices trainees will receive either OSHA 10 or OSHA 30 training. Pre-Apprentices may receive OSHA 10 training in a series of courses “bundled” by industry sector and occupation. The coursework is geared to construction work, and must be approved by Cal-OSHA. The instructors must be certified by Cal-OSHA as well. Completion of the training results in a certificate that expands employment opportunities. OSHA 10/30 is not included in the 10% limitation on safety training.

Commitment to Training

ETP funding will not displace NorCal Ironworkers financial commitment to training. Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices, Pre-Apprentices and Journeyworkers. General safety training is provided by participating employers in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Apprenticeship Director and an Administrative Assistant who were involved in previous ETP training contracts, will assist with administration. Designated staff will coordinate training and review attendance rosters for ETP compliance. NorCal Ironworkers retained Strategy Workplace Communications to provide administrative services. Training will be delivered by in-house experts.

Marketing and Support Costs

The NorCal Ironworkers requests 8% in support costs for Job Numbers 1, 2 and 4 due to their efforts in marketing, recruitment. NorCal Ironworkers is also requesting 20% in support costs for Veterans (Job Number 3). NorCal Ironworkers conducts ongoing assessments of employer-specific job requirements. Open houses will be held both for workers and for employers. In Benicia, potential ironworkers tour the facility and talk with the staff about careers in ironworking. Employer open houses will provide an opportunity for company owners, project managers, and

company safety representatives to observe and evaluate the Ironworkers Qualified Rigger and Signalman Training Program and speak with staff members and trainees.

NorCal Ironworkers and the various local unions will publicize the availability of training through their websites, direct mailings, brochures/flyers, personal contacts, telephone calls, public service announcements and e-mail announcements. It will also promote this training program at labor-management meetings and industry assemblies, site visits to local schools, trade shows, industry meetings, and vocational outreach organizations. Staff recommends the 8% in support costs for Job Numbers 1, 2, and 4, and 20% in support costs for Job Number 3.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by NorCal Ironworkers under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0926	\$949,786	10/08/2018– 10/07/2020	447	0	0

Based on ETP Systems, 47,456 reimbursable hours have been tracked for potential earnings that exceed 100% of the approved amount. The closeout invoice has been submitted. Contractor anticipates 100% performance.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0911	Northern & Central California	10/02/2017 – 10/01/2019	\$530,465	\$530,465 (100%)
ET16-0924	Northern & Central California	06/06/2016 – 06/05/2018	\$518,825	\$518,825 (100%)
ET 15-0916	Northern & Central California	02/02/2015 – 02/01/2017	\$423,515	\$423,515 (100%)
ET13-0909	Northern & Central California	10/01/2012 – 09/30/2014	\$326,946	\$326,942 (100%)

DEVELOPMENT SERVICES

California Labor Federation in Sacramento and Strategy Workplace Communication in Oakland assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200 (Job Number 1)

Journeyworker

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Blueprint Reading
- Energy Audits
- First Aid/CPR
- Forklift Training
- Heat Stress Safety
- Layout and Instruments
- Lead in Construction
- Mine Safety and Health Administration (MSHA)
- Post Tensioning Certification
- Proper Equipment Set-Up (Green Training)
- Proper Installation & Use of Testing & Auditing Materials & Equipment (Green Training)
- Qualified Rigger
- Rigging Review
- Safe Working Practices
- Scaffold Erector
- Scaffold User
- Subpart R (Steel Erection)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Welding and Burning

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Class/Lab Hours

8 – 210 (Job Numbers 2 & 3)

Apprentice/Veteran Apprentice

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Architectural
- Architectural Safe Work Practices
- Blueprint Reading
- Cranes (Includes Scaffold Erector/Dismantler)
- First Aid/CPR

- Foreman Training
- Green Construction for Ironworkers
- Heat Stress Safety
- Lead in Construction
- Measurement and Math
- Mixed Base (Introduction to Blueprint Reading and Math)
- Oxy-Fuel and Welding Safe Work Practices
- Post Tensioning
- Precast/Metal Building (Includes Scaffold User)
- Rebar Detailing
- Reinforcing Safe Work Practices
- Rigging and Forklift Training
- Rigging Safe Work Practices
- Structural
- Structural Safe Work Practices, Subpart R Steel Erection
- Welding

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Class/Lab Hours

8 – 200 (Job Number 4)

Pre-Apprentice

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Green Training
- Firewatch Training
- Heat Stress Safety
- Traffic Flagger
- Welding I and II

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10

Safety Training will be limited to 10% of total training hours per-trainee. This 10% safety training cap does not apply to OSHA 10/30 training.

Note: Reimbursement for training is capped at 200 total training hours per trainee for Job Numbers 1 and 4, regardless of method of delivery. Reimbursement is capped at 210 total hours per trainee for Job Numbers 2 and 3, regardless of method of delivery.



Training Proposal for:

**California Field Ironworkers Apprenticeship Training and
Journeyman Retraining Fund - Southern California**

Contract Number: ET20-0935

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Southern California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Ironworkers Local 433, 416, and 229		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$689,808		\$50,697 Job #'s 1-2: 8% Job #3: 20%		\$740,505

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyworker Priority Rate	Commercial Skills, OSHA 10 OSHA 30	79	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10 OSHA 30	344	8-210	0	\$1,925	\$24.13
				Weighted Avg: 100			
3	Retrainee Apprentice Veteran	Commercial Skills, OSHA 10 OSHA 30	15	8-210	0	\$2,113	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: SET/Priority Industry Statewide Wage: \$24.13 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 \$3.09 per hour may be used to meet the Post-Retention Wage requirement for Job Numbers 2 & 3. This amount has been verified in the collective bargaining agreement.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Journeyworker Ironworker		79
Apprentice Ironworker		344
Veteran Apprentice Ironworker		15

INTRODUCTION

The California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund (SoCal Ironworkers) (www.universityofiron.org) seeks funding to train Journeyworkers and Apprentice Ironworkers in Southern California. SoCal Ironworkers has served the industry's training needs since 1946. A total of 4,907 Ironworker Journeyworkers work in the area. The central training facility is located in La Palma, where Journeyworkers and Apprentices from throughout Southern California attend training. A second training facility is located in San Diego.

The Training Centers are a partnership between three International Brotherhood of Ironworker local unions (Local 433 in the City of Industry and San Bernardino; Local 416 in Norwalk; and Local 229 in San Diego) and signatory employers. Each local acts as an apprenticeship program sponsor, in partnership with signatory employers, under three separate Ironworker Joint Apprenticeship Training Committees created through collective bargaining. Each program is

separately registered with the Division of Apprenticeship Standards (DAS). This is the sixth ETP Contract, the fifth in the last five years.

Veterans Program

The Veteran training curriculum will be the same as Apprentice training outlined above. These trainees are in a separate Job Number to better track performance toward the goal of improved outreach for Veterans.

The Panel is committed to supporting job-related training that helps Veterans transition into the California workforce. SoCal Ironworkers recruits Veterans in cooperation with Helmets to Hardhats, a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades. On its website, SoCal Ironworkers advertises special days for Veterans to visit certain locations and apply for the apprenticeship program. Veterans who apply for an apprenticeship can skip the first stage (the written assessment) and go to the second stage (the interview).

Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Depending on the type of trade, apprenticeship programs vary in length. In this case the program is four years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

Demand for skilled Ironworkers remains strong, especially workers with advanced welding skills. Southern California Journeyworkers and Apprentices continuously work on the construction of local hospitals, schools, hotels, recreational areas, parking structures, freeways, rail stations and bridges. Training will expand trainees' skills in preparation for projects in the Los Angeles, Riverside and Orange counties. Currently, these skilled Ironworkers are working on construction of multi-billion projects, such as, the Los Angeles Rams' stadium, Gerald Desmond Bridge, LAX airport, and the San Diego Trolley expansion.

In addition to new construction projects, an estimated 40% of SoCal Ironworkers will be retiring in the next decade. The large number of Ironworkers seeking retirement will generate increased demand and opportunity for apprentices. The training to be provided under this proposal will help meet the need for highly skilled Ironworkers (both Apprentices and Journeyworkers) throughout Southern California.

The SoCal Ironworkers are making strides in attracting women apprentices. In order to support women in the ironworking trade and increase the number of women apprentices, SoCal Ironworkers participate in the Women Building Nations Conference. The conference is sponsored by the State Building and Construction Trades Council of California. Participation in this conference and continued outreach to women will allow SoCal Ironworkers to increase diversity within the ironworking industry.

Training Plan

All class/lab training will be delivered at SoCal Ironworkers training locations in La Palma and San Diego. Trainers are qualified Journeyworkers with extensive technical expertise and training experience, employed by SoCal Ironworkers. All instructors meet standards set by the LEA.

Commercial Skills: Training will be offered to Journeyworkers and Apprentices to develop the skills required in the construction industry. Courses include topics such as Post Tensioning Certification, Proper Equipment Set-Up (Green Training), Welding and Burning, Foreman Training, Precast / Metal Building (Includes Scaffold User), and Rebar Detailing.

OSHA 10/30: Journeyworkers and Apprentices may receive OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. Completion of the training results in a certificate that expands employment opportunities. Typically, OSHA training is delivered to workers in the building trades. This training is not required as a condition of doing business in California. Note: To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full course. OSHA 10/30 is not included in the 10% limitation on safety training. The trainer-to-trainee ratio is 1:40 for OSHA 10/30.

Commitment to Training

ETP funding will not displace SoCal Ironworkers financial commitment to training. Signatory employers will continue to make contributions to the training trust for every hour worked by Apprentices and Journeyworkers. General safety training is provided by participating employers in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Apprenticeship Coordinator and two Training Coordinators, who were involved in previous ETP training contracts, will assist with administration. The staff will coordinate training and review attendance rosters for ETP compliance. SoCal Ironworkers employ four full-time and fifteen part-time trainers who will deliver all training and document the training in accordance with ETP regulations. SoCal Ironworkers have contracted with Strategy Workplace Communications to assist with administration.

Marketing and Support Costs

SoCal Ironworkers are requesting 8% in support costs in Job Numbers 1 and 2 to fund recruitment and conduct ongoing assessments of employer-specific job requirements. SoCal Ironworkers is also requesting 20% in support costs in Job Number 3 to fund recruitment of Veterans. Five staff people in the various SoCal Ironworker locations will assist with marketing, recruitment, needs assessments and scheduling.

SoCal Ironworkers and the three union locals will publicize the availability of training through their website, direct mailings, brochures/flyers, personal contacts, telephone calls, public service announcements and e-mail announcements. It will promote this training at labor-management meetings and industry assemblies, site visits to local schools, trade shows, industry meetings,

and vocational outreach organizations. Staff recommends the 8% in support costs for Job Numbers 1 and 2, and 20% in support costs for Job Number 3.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by SoCal Ironworkers under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0925	\$948,818	10/08/2018– 10/07/2020	496	0	0

Based on ETP tracking systems, 39,944 reimbursable hours have been tracked for potential earnings of \$891,888 (94% of approved amount).

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0910	Southern California	10/02/2017 – 10/01/2019	\$511,010	\$511,010 (100%)
ET16-0927	Southern California	06/06/2016 – 06/05/2018	\$511,010	\$511,010 (100%)
ET15-0923	Southern California	03/02/2015 – 03/01/2017	\$359,500	\$359,500 (100%)
ET13-0918	Southern California	01/01/13 – 12/31/14	\$330,014	\$330,014 (100%)

DEVELOPMENT SERVICES

California Labor Federation in Sacramento and Strategy Workplace Communication in Oakland assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200 (Job Number 1)

Journeyworker

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Blueprint Reading
- Energy Audits
- First Aid/CPR
- Forklift Training
- Heat Stress Safety
- Layout and Instruments
- Lead in Construction
- Mine Safety and Health Administration (MSHA)
- Post Tensioning Certification
- Proper Equipment Set-Up (Green Training)
- Proper Installation & Use of Testing & Auditing Materials & Equipment (Green Training)
- Qualified Rigger
- Rigging Review
- Safe Working Practices
- Scaffold Erector
- Scaffold User
- Subpart R (Steel Erection)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Welding and Burning

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Class/Lab Hours

8 – 210 (Job Numbers 2 & 3)

Apprentice/Veteran Apprentice

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Architectural
- Architectural Safe Work Practices
- Blueprint Reading
- Cranes (Includes Scaffold Erector/Dismantler)

- First Aid/CPR
- Foreman Training
- Green Construction for Ironworkers
- Heat Stress Safety
- Lead in Construction
- Measurement and Math
- Mixed Base (Introduction to Blueprint Reading and Math)
- Oxy-Fuel and Welding Safe Work Practices
- Post Tensioning
- Precast/Metal Building (Includes Scaffold User)
- Rebar Detailing
- Reinforcing Safe Work Practices
- Rigging and Forklift Training
- Rigging Safe Work Practices
- Structural
- Structural Safe Work Practices, Subpart R Steel Erection
- Welding

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee. This 10% safety training cap does not apply to OSHA 10/30 training.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Number 1. Reimbursement is capped at 210 total hours per trainee for Job Numbers 2 and 3.
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Proposal for:

California Workforce Association

Contract Number: ET20-0147

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA SET Medical Skills Training	Industry Sector(s):	Manufacturing (E) Services (61,71,72,81,92) Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$701,220		\$48,704 8%		\$749,924

In-Kind Contribution:	50% of Total ETP Funding Required	\$482,448
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30 PL-Mfg. Skills	95	8-200	0-100	\$1,476	\$17.70
				Weighted Avg: 60			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30	158	8-200	0-100	\$1,283	\$17.70
				Weighted Avg: 60			
3	Retrainee Priority SET	Business Skills, Comm. Skills, Computer Skills, Cont. Improv., Mfg Skills, MS Clin/Preceptor, MS Didactic, OSHA 10/ 30	30	8-200	0-100	\$1,476	\$24.13
				Weighted Avg: 60			
4	Retrainee SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30 PL-Mfg. Skills	44	8-200	0-100	\$1,476	\$17.70
				Weighted Avg: 60			
5	Retrainee SB<100 SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30	5	8-200	0-100	\$1,476	\$32.18
				Weighted Avg: 60			
6	Retrainee Priority HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30 PL-Mfg. Skills	150	8-200	0-100	\$1,476	\$13.28*
				Weighted Avg: 60			

7	Retrainee Priority SET HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Mfg Skills, MS-Preceptor, MS-Didactic, OSHA 10/ 30	33	8-200	0-100	\$1,476	\$13.28*
				Weighted Avg: 60			
8	Retrainee SET HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30	2	8-200	0-100	\$1,283	\$13.28*
				Weighted Avg: 60			
9	Retrainee SB<100 HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30 PL-Mfg. Skills	10	8-200	0-100	\$1,476	\$13.28*
				Weighted Avg: 60			
10	Retrainee SB<100 SET HUA	Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., Mfg. Skills MS-Preceptor, MS-Didactic, OSHA 10/30	2	8-200	0-100	\$1,476	\$13.28*
				Weighted Avg: 60			

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

Minimum Wage by County: Job Numbers 1, 2, & 4: \$19.31 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$18.56 for Los Angeles County; \$18.14 for Orange County; \$17.70 for all other counties

Job Number 3 (SET/Priority Industry): \$24.13 per hour

Job Number 5 (SET): \$32.18 per hour

Job Numbers 6-10 (HUA): \$14.48 for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; \$13.92 for Los Angeles County; \$13.61 for Orange County; \$13.28 for all other counties

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

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

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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Worker		80
Allied Health Care Worker		35
Manager		25
Owner (SB Only)		6
Production Worker		244
Professional Support Workers		100
Supervisor		39

INTRODUCTION

Established in 1998, California Workforce Association (CWA), is a non-profit member association representing all 45 Workforce Development Boards in the State of California. It also represent over 70 other members from labor, education, industry, chambers of commerce, government, and community-based organizations. The affiliate membership includes local non-profits, government, educational institutions, and community-based organizations involved in training, education, economic development, welfare and employment, and other workforce development partners.

CWA provides training and technical assistance crucial to the success of California's efforts in meeting the challenges of preparing the workforce for the future. Annually, CWA sponsors a number of workshops and conferences on workforce policy, One-Stop partnerships and service delivery, and youth employment and training. This will be CWA's sixth ETP-funded project and the fourth in the last five years.

Veterans Program

This project does not contain a Veteran's component. However, participating employers do hire Veterans.

Need for Training

In this proposal, CWA will continue collaborating with local Workforce Investment Boards (WIBs). Employers in the core group are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes, and provide better service to their customers. Both team leaders and team members will be trained. In addition, CWA will also provide medical skills training to help medical professionals keep up with ongoing changes implemented by entities such as the Affordable Care Act, improving patient care, increasing nurses' skillset, and use of software such as the Electronic Medical Record. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. Training will help employers meet a number of competitive challenges.

Multiple industries are experiencing significant growth and seek retraining to enhance employee skills. CWA's training plan ensures businesses have the skilled workforce required to meet the needs of their clients and compete with foreign and domestic competitors. ETP funded training will allow employers to bridge the skill gap of incumbent staff and respond to unique employer challenges and growth opportunities.

PROJECT DETAILS

Employer demand is determined by input from training vendors and local WIBs that have employer relationships through their board members and business services outreach to employers in their local communities. Each employer will be individually assessed to determine specific needs.

CWA anticipates completing enrollments of trainees after 15 months. Customized training for individual employers will be provided at the employers' facilities. CWA serves companies statewide. Trainings will be provided to trainees via Class/Lab, Computer-Based Training (CBT), E-Learning and Productive Lab.

Business Skills: Training will be provided to all occupations and include Business Analysis and Goal Setting, Creative Problem Solving & Innovative Solutions, Financial Strategies, and Sales Strategies & Skills. Training will provide the skills to effectively and efficiently maintain business operations.

Commercial Skills: Training will be provided to all occupations and include Fundamentals of Banking, Title 24 Standards, and HVAC Systems and Controls.

Computer Skills: Training will be provided to all occupations and include Computer Application Software, Shop Floor Computer Basics and Enterprise Management Systems. Training will improve software skills.

Continuous Improvement: Training will be provided to all occupations. Topics include Communicating Effectively, Lean Manufacturing/Thinking, Process Improvement Methodologies, and Team Problem Solving. These courses will eliminate waste and improve processes.

Manufacturing Skills: Training will be provided to all occupations, except Allied Health Care Workers. Topics include Equipment Operations, Manufacturing Practices, Operation & Processes, and Warehousing Operations & Distribution. Training will increase production.

Medical Skills: Training will be provided to Allied Health Workers. Didactic topics include Body Mechanics, Infection Control and Telemedicine. Preceptor topics include Patient Assessment & Care, Oncology Nursing Skills and Acute Psychiatric Care.

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.

Productive Lab

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor must be dedicated 100% of the time to training delivery during all hours of training.

Select participating manufacturing employers will utilize PL-Manufacturing Skills training for Production Workers to allow hands on training for new equipment and production processes. Since factory equipment cannot be reproduced in a classroom setting, PL training is necessary

to ensure safety and production standards are being met. This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment, then supervise trainees using the equipment. A department supervisor will attest to the trainee's competency once training is completed. Training includes manufacturing processes, production operations, and good manufacturing processes.

Trainees may receive approximately 60 hours of PL training. CWA is requesting a 1:3 trainer-to-trainee ratio as equipment may require up to three employees to operate at any given time.

Computer-Based Training

Trainees will receive approximately 100 total training hours per trainee of CBT training.

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.

Trainees in Job Numbers 3, 5, 7, 8 & 10 will qualify under SET guidelines. However, Job Numbers 8, 9 & 10 are located in a High Unemployment Area, and qualify for the ETP Standard Minimum Wages by county.

Retention Modifications

CWA is requesting an alternate retention of 500 hours within 272 days for Allied Health Care Workers. Healthcare workers are considered to have non-customary work hours.

Full-Time Work Week

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

CWA is requesting to decrease the full-time employment hours from 35 hours per week to 30 hours per week, for Allied Health Care Workers. Employees in these occupations are considered full-time at 30 hours per week and eligible for full-time benefits.

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, is both job specific and companywide, and includes sexual harassment prevention, safety, legal compliance, product knowledge and on-the-job training.

➤ Training Infrastructure

Training will be delivered primarily at the participating employers' worksites, with occasional center-based classes for employers with similar training needs. Participating employers will also provide qualified trainers who will train their own employees.

CWA has three staff members, a project manager and two additional staff members, who will oversee the administration of the ETP Contract. In addition to the assigned staff members, CWA has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.

Impact/Outcome

Training is expected to develop skilled workers to produce more with less waste and aid California manufacturers and small businesses in gaining more business, which general leads to more jobs.

Marketing and Support Costs

Marketing activities include mail, email, and website marketing. Members of the WIBs will also market directly to their associates and training vendors will conduct direct marketing. Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project. Staff recommends the 8% support costs.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0110	\$949,932	7/1/18 – 6/30/20	1,418	0	0

Based on ETP Systems, 31,168 reimbursable hours have been tracked for potential earnings of \$836,706 (88% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0136	Statewide	7/1/16 to 6/30/18	\$941,298	\$930,236 (99%)

ET15-0304	Statewide	11/17/14- 11/16/16	\$649,084	\$636,223 (98%)
ET13-0282	Statewide	2/4/13- 2/3/15	\$656,586	\$590,328 (90%)

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting and Finance
- Accounting Process Improvement
- Behavior Strategies/Styles To Improve Teamwork
- Budgets
- Business Administration
- Business Analysis And Goal Setting
- Business Performance
- Business Plans
- Business Process Re-Engineering
- Business Writing And Grammar
- CD-10 (Billing Codes)
- Communication Skills
- Contract Management
- Cost Control
- Creative Problem Solving & Innovative Solutions
- Customer Service
- Difficult Situations
- Diversity In The Workplace
- Effective Meeting Skills
- Employee Selection And Coaching
- Facilitation Skills
- Financial Analysis And Management
- Financial Strategies
- Four Elements of a Claim: Injuries
- Supervisor Training
- Guided Tour of Society of Interventional Radiology
- HIPAA Compliance
- How to Make Medical Status Calls & Issue Bill Payments
- Implementing A Plan
- Industry Advancement Program (Claims Management)
- Initial Loss Reports, Documentation Basics, Forms & Notices
- Internet Marketing
- Intro to Managed Care Record
- Intro to Medical Treatment in Workers Compensation, Primary Treating Physician and Report
- Interpersonal Skills
- Inventory Control
- Marketing
- Marketing & Product Knowledge
- Negotiating
- Order Entry and Processing
- Organization Skills
- Outsourcing Management

- Payroll Systems
- Payroll Systems, Accounting
- Presentation Skills
- Product Design
- Product Engineering
- Project Management
- Purchasing
- Relationship Building Through Sales & Service
- Risk Financing: Insurance and Self Insurance
- Sales Strategies & Skills

COMMERCIAL SKILLS

- Asbestos Operations and Maintenance
- Auto Repair: Engine Repair, Body Work
- Case Management Skills
- Child Development Skills
- Civil Engineering
- Environmental Engineering
- Forklift Training
- HVAC Respirators
- HVAC Safe/Good Work Practices
- HVAC Switches and Electrical Components
- HVAC Systems and Controls
- HVAC Tools
- Title 24 Standards

COMPUTER SKILLS

- AutoCad
- Computer Application Software
- Electronic Medical Records Application Skills
- Enterprise Management Systems
- Enterprise Resource Planning
- Google Classroom Training
- Google G Suite
- Intermediate/Advanced MS Office (Word, Excel, PowerPoint)
- Inventory/Purchasing Software
- JobBoss Software
- Nordion Medicare Endeavor
- Patient Billing & Accounts Receivable
- Payroll Software
- QuickBooks Advance
- Shop Floor Computer Basics
- Website Development

CONTINUOUS IMPROVEMENT

- Adapting to Change
- Benchmarking
- Case Management
- Coaching & Giving/Receiving Feedback
- Communicating Effectively

- Conflict Resolution
- Root Cause Analysis, Pareto Charts, Fishbone
- Coordination of Care
- CORE Measures
- Creating & Building Teamwork
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Relations/Identifying Customer Needs
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Discharge Planning
- Documentation Skills
- Implementing Solutions
- Interpreting and Analyzing Data
- ISO 9000 Overview (4-8 hours)
- Kaizen Methodology
- Kanban Principles
- Leading Others
- Leadership Skills
- Lean Manufacturing/Thinking
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizing for Total Quality Management
- Organizational Roles & Personality Styles
- Organizing and Setting Goals for Workflow
- Patient and Family Centered Care Skills
- Performance and Quality Improvement
- Planning
- Preceptor Skills
- Private Label Communication
- Problem Solving
- Procedure Skills
- Process Improvement Methodologies
- Process Mapping
- Production Workflow Improvement
- Pull System
- Quality Management Systems
- Reporting
- Setting Standards
- Six Sigma
- Social Media and the Specialty Retailer
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management & Delegation
- Total Quality Management Principles
- Using Behavior Styles

- Visual Factory
- Work Flow/Measurement

MANUFACTURING SKILLS

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Equipment Repair and Maintenance
- Forklift Training
- Fundamentals of Lean Manufacturing
- Good Manufacturing Practices
- Hazardous Material Communication
- Job Instruction/Analyzing Jobs For Efficiency
- Lock Out, Tag Out
- Machine Safety/Workplace Safety
- Maintenance Procedures
- Manufacturing Practices
- Operation & Processes
- Production Operations
- Shop Math
- Standard Operating Procedures
- Toyota Sewing System
- Warehousing Operations & Distribution

MEDICAL SKILLS TRAINING - DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Annual Skills Updates
- Basic Life Support
- Behavioral Health Nursing Skills
- Biofeedback
- Body Mechanics
- Care of Bariatric Patient
- Care of Cardiac Patient
- Care of Burn Patient
- Care of Neurosurgical Patient
- Care of Pediatric Patients (Acute and Intensive Care)
- Care of Stroke Patient
- Central Lines Management
- Chest Tube Care and Management
- Code Blue Response and Procedure
- Critical Care Nursing Skills
- Decontamination Procedure
- Dementia/Alzheimer's Care
- Diabetes Care and Management
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring

- Electronic Fetal Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills
- Ergonomics
- Evidence Based Practices
- Functional Restoration
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Home Healthcare Skills
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Mobility Awareness
- Moderate Sedation
- Neonatal Advanced Life Support
- Neonatal/Infant Pain Scale
- Neonatal Intensive Care Unit 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)
- Passy-Muir Valve Placement
- Patient Assessment & Care
- Patient Fall Protection and 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
- Rehabilitative Nursing Skills
- Conditioning Protocol for Therapy Patients
- Occupational Therapy Skills
- Patient Assessment & Care
- Physical Therapy Skills

- Rehabilitative Nursing Skills
- Respiratory Care Practitioner Skills
- Respiratory Assessment and Care
- Speech & Language Pathology Skills
- Rehabilitation Services
- Aquatic Therapy
- Automated External Defibrillator
- Brain Injury Rehabilitation
- Cardiac Rehabilitation
- Cold Laser Therapy
- Conditioning Protocol for Therapy Patients
- Functional Capacity
- Functional Restoration
- Hyperbaric Oxygen
- Occupational Therapy Skills
- Physical Therapy Skills
- Respiratory Assessment & Care
- Respiratory Care Practitioner Skills
- Speech & Language Pathology Skills
- Stroke Rehabilitation
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling/Pro Act Safe Patient Handling
- Splint Assessments & Measurements
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Telemedicine
- Therapy Skills
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator & Tracheotomy Care
- Wheelchair Assessment
- Wound Care

MEDICAL SKILLS TRAINING – PRECEPTOR (1:10 Ratio)

- Acute Psychiatric Care
- Behavioral Health/Psychiatric Acute Care Services Unit
- Behavioral Health Nursing Skills
- Care of Pediatric/Adolescent Psychiatry Patient
- Child Development Skills - (Cognitive/Problem Solving, Language & Communication, Fine Motor Skills, Gross Motor Skills)
- Electroconvulsive Therapy Skills
- General Nursing Training
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Patient Assessment & Care

- Pre and Post-Operative Care
- Ventilator and Tracheotomy Care

OSHA10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

CBT Hours

0-100

BUSINESS SKILLS

- Abuse Reporting (90 min)
- Adjuster Licensing (15 min)
- Business Etiquette (15 min)
- Business Flow (15 min)
- Calibration (25 min)
- Claim Concepts (15 min)
- Customer Satisfaction (35 min)
- Design and Development (35 min)
- Document and Record Control (50 min)
- Document Control Using CORE (40 min)
- Getting Started on ISO 9001 Certification (30 min)
- Getting Started with CORE (17 min)
- Getting Started with CORE: The Basics (35 min)
- HIPAA Changes (1.5 hrs.)
- HIPAA Regulation (1.5 hrs.)
- HIPAA Requirements (1.5 hrs.)
- Internal Auditing (40 min)
- Intro CORE Learning Center (5 min)
- Intro to Systems & Technology (15 min)
- Introduction to AutoForms (5 min)
- ISO 9001 Introduction (20 min)
- ISO 9001 Tour (50 min)
- JURIS Software (1 hr, 10 min)
- Leadership Responsibilities (25 min)
- Measurement Planning (30 min)
- Medical Reports & Confidentiality (15 min)
- Medical Specialist (15 min)
- Medical Terminology (20 min)
- Next Generation Society of Interventional Radiology (9 min)
- One Point Payroll (.5 hrs.)
- Payment Entry (10 min)
- Performance 360 – Quality (15 min)
- Plan Summary (4 min)
- Preparing for your Registrar's Audit (40 min)
- ProAct Refresher (2 hrs.)
- Process Planning (40 min)
- Product and Service Requirements (25 min)
- Providing Products and Services (45 min)
- Purchasing (25 min)
- Quality Management Software Planning (25 min)
- Resource Planning (25 min)

- Risk Based Thinking (25 min)
- Terminology (15 min)
- Time Management (15 min)

Productive Lab Hours

0-60

MANUFACTURING SKILLS (1:3 Ratio)

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs For Efficiency
- Manufacturing Practices
- Maintenance Procedures
- Operations & Processes
- Production Operations
- Shop Math
- Warehousing Operations & Distribution
- Toyota Sewing System

Safety Training cannot exceed 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Workforce Association
Reference No: 19-0852

CCG No.: ET20-0147
Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Alpine Corporation

Address: 6000 Rickenbaker Road

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

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

Company: Aranda Tooling, Inc.

Address: 13950 Yorba Avenue

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 50

Total # of full-time company employees worldwide: 173

Total # of full-time company employees in California: 173

Company: Easter Seals Superior California

Address: 3205 Hurley Way

City, State, Zip: Sacramento, CA 95864

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 116

Total # of full-time company employees in California: 116

Company: Kokatat, Inc.

Address: 5350 Ericson Way

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 50

Total # of full-time company employees worldwide: 150

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Workforce Association
Reference No: 19-0852

CCG No.: ET20-0147
Page 2 of 3

Company: Los Angeles County Museum of Natural History Foundation

Address: 900 Exposition Blvd.

City, State, Zip: Los Angeles, CA 90007

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 100

Total # of full-time company employees worldwide: 275

Total # of full-time company employees in California: 275

Company: Monterey County Weekly

Address: 668 Williams Avenue

City, State, Zip: Seaside, CA 93955

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 27

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

Company: Sedgwick Claims Management Services, Inc.

Address: 701 South Parker Street, Suite 5000

City, State, Zip: Orange, CA 92868

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 125

Total # of full-time company employees worldwide: 14,000

Total # of full-time company employees in California: 1,800

Company: Sutter Butte Olive Oil Company

Address: 2204 California Street

City, State, Zip: Sutter, CA 95982

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 30

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

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Workforce Association

CCG No.: ET20-0147

Reference No: 19-0852

Page 3 of 3

Company: Wing Inflatable

Address: 1220 P Street

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 100



Training Proposal for:
Northern California Construction Training, Inc.

Contract Number: ET20-0191

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: D. Jordan

PROJECT PROFILE

Contract Attributes:	New Hire HUA SET Multiple Barriers At-Risk Youth Ex-Offender	Industry Sector(s):	Construction (C) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, San Joaquin, Stanislaus, Mendocino, Placer, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$231,840		\$22,224 12%		\$254,064

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	New Hire SET Ex-Offender/At-Risk Youth	Commercial Skills	48	8-260	0	\$5,239	*\$12.00
				Weighted Avg: 210			

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

Minimum Wage by County: \$12.00 per hour for Sacramento, San Joaquin, Mendocino, Stanislaus, Placer, 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

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Pre-Apprentice Brick Layer		5
Pre-Apprentice Carpenter		3
Pre-Apprentice Carpet Layer		3
Pre-Apprentice Cement Mason		1
Pre-Apprentice Electrician		5
Pre-Apprentice Glazier		1
Pre-Apprentice Ironworker		3
Pre-Apprentice Laborer		3
Pre-Apprentice Operating Engineer		3
Pre-Apprentice Painter		2
Pre-Apprentice Plasterer		5
Pre-Apprentice Plumber		3
Pre-Apprentice Roofer		3
Pre-Apprentice Sheet Metal Worker		4
Pre-Apprentice Tile Setter		3
Pre-Apprentice Millmen		1

INTRODUCTION

Founded in 1996, Northern California Construction & Training, Inc., (NCCT) (www.ncct.ws) NCCT is a non-profit community-based organization. NCCT is headquartered in Sacramento and provides employment training and pre-apprenticeship programs in Sacramento, San Joaquin, Stanislaus, Mendocino, Placer, and Yolo Counties. The pre-apprenticeship program helps prepare individuals for entry into a variety of construction trades. At the completion of training, it

is planned that trainees will be placed in a Department of Apprenticeship Standards apprenticeship program and begin their retention period with employers in the building trades industry. NCCT is recognized as a Regional Occupational Center (ROC). As such, NCCT is eligible to contract with ETP as a Training Agency by the Sacramento County Office of Education. NCCT is also approved by the Division of Apprenticeship Standards for training as a Highway Maintenance Worker. This is NCCT's sixth ETP Contract, its second in the last five years.

NCCT is licensed to operate as a general contractor as approved under the Sacramento County Office of Education, Regional Occupational Program (SCOPE/ROP).

NCCT, a repeat contractor and is eligible to contract with ETP as a private non-profit training agency. The proposal is for Special Employment Training funds for individuals who might not otherwise meet trainee eligibility requirements. These trainees will have multiple barriers to employment, more specifically, they are Ex-Offenders/At-Risk Youth.

NCCT is proposing to train 48 individuals for placement with employers in the construction industry.

PROJECT DETAILS

NCCT seeks funding for Ex-Offender/At-Risk Youth New-Hire training with trainee placement through its established relationships with employer associations, apprenticeship programs, and local unions in the construction industry. NCCT's curriculum consists of commercial skills required for placement into construction related employment.

NCCT will provide a Commercial Skills curriculum that includes a range of skills that has been developed using input from employers and labor unions in the construction industry. The NCCT program is oriented to construction and consists of a total of 800 training hours, of which 520 hours are classroom, funded with SCOPE/ROP funds. NCCT is proposing an ETP-funded new hire program, to include 260 laboratory training hours. There will be no overlap with SCOPE/ROP funding.

Students will alternate between two weeks in SCOPE/ROP-funded class and one week of ETP-funded laboratory training at NCCT's facility. In the SCOPE/ROP-funded class training, trainees learn reading, math, safety, life skills and related requirements necessary for a career in construction, such as getting to work at an early hour, being drug free and working cooperatively with others. The ETP-funded lab training is summarized below.

Training Plan

Commercial Skills – Training will be provided to all trainees. Training includes hand and power tool terminology and identification, worksite conditions and requirements, basic masonry, carpentry, plumbing, electrical, painting, glazing, landscaping, hazardous material safety, and related skills at pre-apprentice levels.

Training Format

During the ETP-funded training, trainees build homes according to building code requirements, and learn specialties such as plumbing and wall texturing. The homes are sold to low-income or first-time homebuyers at cost.

NCCT is proposing laboratory-jobsite training consisting of commercial skills training for new-hires. The proposed training meets ETP's definition of laboratory training in a "non-productive

environment” because: (1) the training agency is not in the normal business of building construction; and (2) there will be no profit or other monetary gain because the structures are to be sold at cost. ETP-funded trainees shall not use laboratory time to produce goods or provide services for profit.

Curriculum Development

The curriculum has been developed and is periodically reviewed with input from employers and unions. The curriculum includes specific, updated trade terminology and standard processes for the construction industry. It contains viable workplace simulations which replicate problem-solving situations and general conditions encountered by trade’s people. From on-site visits, class presentations and interviews, continuous feedback is provided by participating employers, associations and unions.

New Hire Recruitment Plan

NCCT participates monthly in Job Talks with local EDD offices, high schools, colleges, jails, and group homes. NCCT also participates in Career Fairs conducted by One-Stop Centers, specifically SETA, EDD, local county offices and districts.

Employer Demand

Marketing and employer recruitment efforts have been achieved through NCCT’s historical relationships established with Building Trades Apprenticeship Training Programs in northern California. NCCT has also established referral relationships with multi-employer associations and local unions engaged in the construction industry.

SET/HUA

Trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. NCCT locations in Sacramento, San Joaquin, Stanislaus, and Mendocino County qualifies for the ETP Reduced Standard Wage rather than the Standard Wage. The Panel may modify the ETP Standard Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. This modification is permissible under the At-Risk Youth Project Guidelines for good cause. This wage modification is being requested (see Ex-Offender/At-Risk Youth paragraph below)

Ex-Offender/At-Risk Youth

Job Number 1 will be funded as Special Employment Training/Multiple Barriers under the Ex-Offender/At-Risk Youth Guidelines.

➤ Retention Modification

Retention may be satisfied by employment of at least 30 hours a week for at least 90 days out of 120 consecutive days, with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days. Incidental placement with public and non-profit entities is permissible, not to exceed 25% of the total number of trainees retained in employment.

➤ Wage Modification

NCCT requests a post-retention wage modification for these trainees at 25% below the ETP Minimum Wage. This modification is permissible under the At-Risk Youth Project Guidelines

for good cause which includes employment in high unemployment areas and secure jobs with known wage progression. Trainees who complete training will gain valuable experience and opportunities to seek apprenticeships.

➤ **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for the trainees in Job Number 1, not to exceed 25%.

Impact/Outcome

Training will develop trainee skills to meet specific needs of employers, and help manufacturers and small businesses increase business.

Marketing and Support Costs

Marketing activities include mail, email, and website marketing. Members of NCCT will also market directly to their associates, high schools, colleges, jails, group homes, and probation offices.

Support costs of 12% will be used to recruit additional participating employers and assess employer-specific job training requirements throughout the term of the project. Ex-Offender/At-Risk Youth Guidelines allow for and staff recommends the 12% support costs.

Trainer Qualifications

According to the Sacramento County Office of Education, all NCCT trainers are subject-matter experts credentialed by the State of California.

Training Coordinator

NCCT has 10 employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration.

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 Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0241	Multiple	12/26/2016– 12/25/2018	\$211,392	\$211,392 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-260 Trainees may receive any of the following:

COMMERCIAL SKILLS

- BATC Training- Petro-Chemical
- Basic Carpentry
- Basic Carpentry Review
- Basic Electrical
- Basic Floor Covering
- Basic Glazing
- Basic HVAC
- Basic Hazmat Safety
- Basic Masonry
- Basic Painting
- Building Construction Terminology Worksheets
- Building Layout
- Building Layout Review
- Building Materials
- Building Materials Review
- Critical Thinking
- Electrical Review
- Electrical and Mechanical Terminology Worksheets
- Floor Covering Review
- Glazing Review
- HVAC Review
- Hand Tool Identification
- Hand Tool Review
- Hand Tool Terminology
- Hands on Masonry Instruction
- Landscaping Test and Review
- Masonry Review
- Masonry Terminology Worksheets
- Media Marketing
- Painting Review
- Painting Trades Terminology Worksheets
- Power Tool Identification
- Power Tool Review
- Power Tool Terminology Worksheets
- Welding Workshop

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Alameda County Electrical Industry Apprenticeship and Training Trust

Contract Number: ET20-0932

Panel Meeting of: November 1, 2019

ETP Regional Office: Central Office - PPU

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 595		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$694,344		\$51,946 Job #'s 1-2: 8% Job #3: 20%		\$746,290

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Journeyworker	Commercial Skills, OSHA 10/30, Business Skills, Computer Skills	97	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Priority Apprentice	Commercial Skills, OSHA 10/30	168	8-210	0	\$3,850	\$24.13
				Weighted Avg: 200			
3	Retrainee Priority Apprentice Veteran	Commercial Skills, OSHA 10/30	10	8-210	0	\$3,850	\$24.13
				Weighted Avg: 200			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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	Wage Range	Estimated # of Trainees
Journeyworker Inside Wireman		97
Apprentice Inside Wireman		168
Veteran Apprentice Inside Wireman		10

INTRODUCTION

The Alameda County Electrical Industry Apprenticeship and Training Trust (Alameda Electrical Trust) (www.595jatc.org) is a joint labor management organization, founded in 1946 to provide high-quality and up-to-date training in electrical inside wiring for apprentice, pre-apprentice and journey level International Electrical Contractors Association (IBEW) Local 595 members.

Alameda Electrical Trust is governed by a Board of Trustees comprised of four labor representatives and four management representatives representing around 532 employers. In May of 2013, the JATC opened its new Zero Net Energy Training Center. This unique, state-of-art site helps prepare electricians for meeting California's new energy conservation and renewable energy efforts. This new training center was one of only a handful of US Department of Energy-designated "zero net energy" buildings in the nation, and it was the first to retrofit an existing commercial building.

Veterans Program

The Alameda Electrical Trust recruits Veterans in cooperation with Helmets to Hardhats (www.helmetstohardhats.org), a national joint labor-management program that recognizes the

link between skills acquired in military service and the building trades. On its website, the JATC advertises special days just for the veterans to come in and apply for the apprenticeship program. Veterans who apply for an apprenticeship can skip the first stage (the written assessment) and go the second stage (the interview).

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Women In The Program

Alameda County Electrical Trust works with Tradeswomen Inc. (www.tradeswomen.org) to attract more women into its program and trade. One of their current instructors, Luisa Sanders, participates in the Tradeswomen Inc. career fair in Hayward on behalf of the JATC. Alameda Electrical Trust has also hosted the annual Tradeswomen Inc. award ceremony in its facility.

PROJECT DETAILS

Electricians plan, lay out, install, repair and maintain electrical equipment that provides light, heat, communications and power. As journey-level electricians retire and new work develops in Alameda County, a gap of qualified electricians to step into these open positions is created. ETP-funded training will help reduce this gap.

The Trust is also requesting funding for the journey-level electricians. The journeyworker program is intended to bring work skills and knowledge up to date, as required by participating employers and property owners. ETP funds for the proposed project will help to expand the Journeyworker upgrade program, including the addition of energy efficiency training topics that will help employers meet new state energy efficiency goals and employer-driven certification classes (such as passing Green audits, NFPA-70 E (National Fire Protection Association), Arc Flash and Building Automation Lighting and Plug Load Systems).

Employer Demand

Alameda Electrical Trust will be supplying electricians to Oakland Army Base and several hospitals under construction (Kaiser Hospitals in San Leandro and Oakland, Alta Bates and Highland Hospital in Oakland). It will also be supplying electricians to the BART connector from the Oakland Airport to the Coliseum station as well as the BART extension from Fremont to Warm Springs. School projects in various Alameda County school districts will be ongoing as well as considerable work at the University of California Berkeley campus and the Port of Oakland. New

electrical energy efficient systems will be installed throughout these and other projects in Alameda.

Training Plan

Training will be delivered via class/lab in the following:

Journeyworker Training

Commercial Skills: Green training is expected to be the centerpiece of the program because of Title 24 regulations and LEED certifications. For participating employers and property owners, these recent standards have created market demand for energy efficient construction methods and technologies. Employers are able to meet the demand through retraining. Training will help workers hone new skills and knowledge, including energy-efficient technologies and products such as green building materials, solar photovoltaic panels, new motor controls, advanced welding, green materials testing and audit equipment.

Business Skills: Electricians are faced with understanding and following energy efficiency regulations, new national and state building codes, and green practices and certification guidelines. They also must use more collaborative bidding and project development practices; meet budgets; interact with other types of construction workers and implement green solutions in traditional work environments. The proposed training will give trainees the tools to plan, organize and manage their construction projects so they can complete them efficiently and on time. Training will also include teambuilding and leadership skills.

Computer Skills: Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking applications will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems.

Apprentice Training

Commercial Skills: Inside Wireman Apprentices learn to install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. They will also learn to install, connect, and test electrical wiring systems for lighting, heating, air conditioning and communications in any building or structure.

Certified Safety Training (for all Job Numbers)

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.

Because electricians work under extremely dangerous conditions, there is the potential for injury or death for themselves and other people in the work area vicinity. The work is performed in small space and requires excellent hand/eye/foot coordination and requires quick decision making. The participating employers and property owners need electricians to undergo additional training to ensure that their skills are up to date and that they can perform their work efficiently and safely.

Curriculum Development

Alameda Electrical Trust uses the National Joint Apprenticeship and Training Committee's Curriculum for its apprenticeship program, which was developed for the exclusive use of IBEW-NECA JATC'S. The Journeyworker curriculum meets the needs of the participating employers, because it is employer driven and based on feedback directly from employers. In addition, the curriculum is reviewed by union representatives of the JATC. Revisions and updates are made based on workplace performance, requests of customers, needs of the local-electrical industry, and course evaluations completed by all trainees.

Through direct engagement of employers, the apprenticeship program is uniquely designed to place its graduates not in short-term, low-wage jobs, but directly into "learn-while-you-earn" apprenticeships that provide a quality wage and entry into a rigorous trade, leading to a lifelong career within the local community.

Marketing and Support Costs

There are 5 staff people in the JATC office who will assist with the marketing, recruitment, needs assessments and scheduling of training. The JATC is requesting 8% support costs for Job Numbers 1 and 2 and 20% for Job Number 3 to fund its staff in recruiting and qualifying additional participating employers for this program. While many participating employers have already been recruited, additional recruitment and assessment activities with employers and the Trust is required to support apprenticeship training. The projected budget costs for personnel alone will exceed the ETP support cost funding. The JATC agrees to cover these additional costs. Staff recommends approval of support costs.

Impact/Outcome

This training program will assist apprentice and journey worker trainees in this project to earn certifications such as: OSHA 10, OSHA 30, Rigging and Lifting, Green Audits, Arc Flash Safety Awareness, Building Automation Systems, CALCTP Lighting, CALCTP Acceptance Testing, Title 24 Lighting Installation, Codes and Energy Storage, and Microgrid Training.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by apprentices and journey workers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Training Director is the dedicated administrator for this proposal. Currently the Trust serves 2,334 Apprentices and Journeyworkers. The school is located in San Leandro and Chabot College is the LEA for the JATC. The JATC has 1 full-time and 31 part-time trainers who will assist with the training. The trainers are former or current members of the trade and experts in the subject matter. A third party, Strategy Workplace Communications, will assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Alameda Electrical Trust's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0927	\$695,580	10/08/2018-10/07/2020	240	0	0

Based on ETP Systems, 24,987.25 reimbursable hours have been tracked for potential earnings of \$532,667.40 (77% of approved amount). Alameda County Electrical projects final earnings of 100% based on training currently committed to by employers and in progress through October 2020.

PRIOR PROJECTS

The following table summarizes Alameda Electrical Trust performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0924	San Leandro	1/27/17-1/26/19	\$501,200	\$428,642 (86%)
ET16-0908	San Leandro	9/8/15 – 9/7/17	\$492,740	\$484,316 (98%)
ET14-0912	San Leandro	3/3/14 – 3/2/16	\$358,107	\$358,107 (100%)
ET13-0914	San Leandro	10/22/12 – 10/21/14	\$354,796	\$320,451 (90%)

DEVELOPMENT SERVICES

California Labor Federation (CalFED) in Sacramento and Strategy Workplace Communications in Burlingame assisted with development at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class Lab Hours**

8 - 200 Trainees may receive any of the following

Job Number 1 Journeyworker**COMMERCIAL SKILLS**

Codeology

- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

Analog/Digital Circuit (AC/DC) Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

Grounding

- Grounding and Bonding
- National Electrical Code Article 100-Definitions and Provisions
- National Electrical Code Article 110-Requirements
- National Electrical Code Article 90-Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

Fire Alarm Systems and Installations

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

Fire Life Safety

- National Electrical Code (Relating to Fire Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- NFPA 72
- Principles of Electronics

Industrial Motor Control

- Control Relays and Timers
- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives

Programmable Logic Control (PLC)

- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

Electrical Design

- 3 and 4-Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

Voice, Data, and Video

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

Industry Specific Skills

- Advanced Instrumentation and Motor Controls
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Blueprints and Schematics
- Building Automation Systems
- Conduit Bending
- Confined Space Entry
- ESAMATC (Energy Storage and Microgrid Training Certification)
- Firestop Installation
- Management and Monitoring of Materials
- Programmable Logic Controllers
- Proper Equipment Set-Up (Green Training)
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Rigging and Lifting
- Safe Working Practices (Training is capped 10% of a trainee's total hours)

- Solar Panel Installation
- Solar Photovoltaics
- Specialized Tools
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)
- Understanding New Technologies & Changes to Industry Standards (Green Training)
- Work Flow and Resources

CALCTP (California Advanced Lighting Control Program)

- Advanced Lighting Control Systems
- Dimming Controls
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Occupancy Sensors
- Photosensors

CALCTP Acceptance Testing

- Electric Vehicle Infrastructure Training Program (EVITP)
- State Certification Prep

BUSINESS SKILLS

- Advanced Time Management
- Conflict Resolution
- Creating Project Bids
- Customer Service Skills
- Decision Making Skills
- Filling Out Work Documents and Reports Accurately
- Green Awareness Training and Green Certifications
- Inventory Checklist
- Leadership Skills
- Problem Solving
- Project Management
- Teambuilding Skills

COMPUTER SKILLS

- Auto Computer-Aided Design (AutoCAD)
- Job Tracking System
- Scheduling & Planning Jobs

OSHA 10/30 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10
- OSHA 30

Class/Lab Hours

8 - 210 Trainees may receive any of the following:

Job Numbers 2 & 3 Apprentices**COMMERCIAL SKILLS****2nd Year**

- AC Theory, Level I
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections
- Blueprints, Level I
- Codeology, Level I
- Electrical Safety-Related Work Practices, Level I
- Orientation, Level II
- Test Instruments, Level I
- Transformers, Level I

3rd Year

- AC Theory
- Blueprints
- Cad-welding
- Code and Practices
- COMET
- Conduit Bending: Rigid & EMT, Chicago & 555
- CPR/First Aid refresher
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Ground Testing
- Grounding and Bonding
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Transformer wiring
- Transformers

4th Year

- Blueprints (& layout yard)
- Code Calculations
- Code Prep
- ESAMATC (Energy Storage and Microgrid Training Certification) -- new
- Field Trip to motor repair shop and Folsom Power House
- Grounding and Bonding
- Lighting Essentials

- Lightning Protection
- Motor Control
- Motor control labs
- Motor Controls: mag starter & 3-wire control
- Motors
- PLC's
- VFD's

5th Year

- CALCTP
- Code and Practices
- Code Calculations
- CPR/First Aid Refresher
- EVITP
- Foreman Training: Managing the Work including NECA/IBEW presentations
- Motor Control
- Orientation
- PV/Solar Installer
- Rigging
- Torque

All Years

- State Certification Prep

OSHA 10 and OSHA 30 (2nd – 5th Year)

- OSHA 10
- OSHA 30

Safety training cannot exceed 10% of total training hours per-trainee. This 10% safety training cap does not apply to OSHA 10/30 training.

Note: Reimbursement for Job Number 1 training is capped at 200 total training hours per trainee. Reimbursement for Job Number 2 & 3 Apprenticeship training is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA 10/30 for a total of 210 hours.



Training Proposal for:
BAC Local 19 Apprenticeship and Training Trust Fund

Contract Number: ET20-0934

Panel Meeting of: November 1, 2019

ETP Regional Office: PPU – Central Office

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	46 Northern California Counties	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Bricklayers and Allied Craftworkers Local Union No. 3 CA, IUBAC, AFL-CIO		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$209,760		\$14,941 Jobs 1 & 2 - 8% Job 3 - 20%		\$224,701

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Journeyworkers	Commercial Skills	5	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Commercial Skills, OSHA 10/30	113	8-200	0	\$1,925	\$24.13
				Weighted Avg: 100			
3	Retrainee Apprentice Veterans	Commercial Skills, OSHA 10/30	2	8-200	0	\$2,113	\$24.13
				Weighted Avg: 100			

Minimum Wage by County: Job Numbers 1-3 (SET/Priority Industry): \$24.13 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 \$3.99 per hour may be used to meet the Post-Retention Wage for Job Numbers 2 and 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Journeyworker Tile Finisher & Tile Layers		5
Job Number 2		
Apprentice Tile Finishers		74
Apprentice Tile Layers		39
Job Number 3		
Veteran Apprentice Tile Finishers		1
Veteran Apprentice Tile Layers		1

INTRODUCTION

Since 1917 the Northern California Tile Industry JATC (NCTI JATC) with the support of BAC Local Union 3 and its 20 signatories has been training Apprentices from 46 Northern California counties in the tile finisher and layer trades. BAC Local 19 Apprenticeship and Training Trust Fund (BAC Local 19 Apprenticeship) serves the tile industry in these counties by supplying employers with qualified employees. At the training center Journeyworkers and Apprentices are trained year-round and its LEA is Hayward Adult School. Located in Alameda, BAC Local 19 Apprenticeship ensures that Finishers and Layers have the skills, knowledge and experience necessary to build and service commercial and residential buildings. This is BAC Local 19 Apprenticeship's second ETP Contract, and the first within the last five years.

Finishers and Layers work in residential housing, large commercial projects, malls, schools or hospitals. Trained Tile Layers install glass, ceramic and stone tile and tile finishers work with the Tile Layers on the installation of ceramic, glass or stone tile. Tile Layer work includes the laying, cutting or setting of all tile where used for floors, walls, ceilings, walks, promenade roofs, exterior veneers, stair treads, stair risers, facing, hearths, fireplaces, and decorative inserts, together with any marble plinths, thresholds or window stools used in connection with any tile work; also to prepare and set all concrete, cement, brickwork or other foundations or material that may be required to properly set and complete such work. Tile Finishers do most of the material set up after clean up. They mix all mortars, by machine or by hand mixing using a mixing hoe. Tile Finishing is very active work and is often strenuous. Work is both indoors and outdoors and may involve scaffolding.

Veterans Program

BAC Local 19 Apprenticeship recruits and hires Veterans in cooperation with Helmets to Hardhats, and will train 2 Veterans for this project (Job Number 3).

PROJECT DETAILS

Employment of tile and marble setters is projected to grow 25% from 2010 to 2020. Population and business growth, coupled with the increasing popularity of tile and marble, is the root of demand for tile and marble setters.

BAC Local 19 Apprenticeship designed the training to meet the needs of signatory employers, ensure an adequate number of skilled Tile Finishers and Layers to work on specialized projects, and address industry needs:

- Experienced Journeyworker must refresh their skills and learn to handle new materials and systems that did not exist when they started out as Apprentices.
- Apprentice training prepares workers for careers in the industry. Continuously increasing requirements for technical training and the demand for new apprentices require additional funding for apprenticeship programs. ETP support will enable the JATC to expand training to meet contractor demand and improve the quality of training.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is two years for Tile Finisher and three years for Tile Layer.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Training Plan

Commercial Skills: Training will be provided in Architectural Drawing, Caulking, Foreman Training Certification, Codes and Repairs, Grouting and Waterproofing.

Certified Safety Training

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

Curriculum Development

The BAC Local 19 Apprenticeship director, along with the labor and management representatives, developed and customized the national curriculum to address the local needs of its members, participating employers, and the industry. The instructors create many of their own teaching materials, giving students up-to-the-minute, state-of-the-art information on codes, materials, and processes not found in traditional textbooks.

The employer-driven journey level curriculum meets the needs of the participating employers. It is designed to address employer needs as determined by their customers and evolving energy efficiency standards in the tile industry. The local projects and their hiring demands have helped to shape the curriculum.

Feedback on the project will come directly from the employers and union representatives, based on workplace performance, requests of customers, needs of the industry, and student written course evaluations. The union directly participated in the development of this curriculum and fully supports the training for their members. The retrainees are members of Local 3 and one hundred percent of the training is center-based training.

Marketing and Support Costs

Employer demand is inherent in the apprenticeship agreements between the trainees and participating employers. Marketing is conducted through direct mailings, personal contacts, telephone calls, public service announcements, emails, and web postings. Three staff will perform duties related to marketing, recruitment, needs assessments, and scheduling of training.

BAC Local 19 Apprenticeship conducts outreach and recruitment efforts to encourage more women in the Tile Finisher and Layer Apprenticeship program through membership in the Bay Area Apprentice Coordinators Association and San Joaquin Area Apprenticeship Coordinators Association which include other member associations such as Trades Women and Rising Sun, both of which are pathways for bringing women into the trades. One woman currently participates in this Apprenticeship program.

BAC Local 19 Apprenticeship requests 8% support costs (Job Numbers 1 & 2) and 20% (Job Number 3) to fund its staff in recruiting and qualifying additional participating employers for this program. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the Contract term. Staff recommends the 8% and 20% support costs.

Impact/Outcome

Training will assist Apprentices and Journeyworkers to earn certifications such as OSHA 10, OSHA 30 and Forklift.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by Apprentices and Journeyworkers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Training Director of BAC Local 19 Apprenticeship will oversee administration of the Contract, assisted by Strategy Workplace Communications. Training will be conducted by one full-time trainer and the training director. The trainers are former or current tile finishers or layers and are experts in the areas they teach. The training rooms are fitted out with the latest equipment and tools.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

California Labor Federation, in Sacramento, and Strategy Workplace Communications, in Oakland, assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

Journeyworker**COMMERCIAL SKILLS**

- Advance Certification for Tile Installers (ACT)
 - ACT Grouts
 - ACT Gauged Porcelain Tile
 - ACT Membranes
 - ACT Mud Walls
 - ACT Mud Floors
 - ACT Shower Receptor
 - ACT Large Format Tile
- Foreman Training Certification
- Membranes & Substrate Prep
- Membranes & Mud Ben Requirements
- Gauged Porcelain Tile/Panel Training
- Forklift (can include scissor lift & gradall)
- ACT Orientation
- TCNA and ANSI Workshop
- Grouts A118.3, A118.6, A118.7, Single Component & Caulking's

Class/Lab Hours

8-200

Trainees may receive any of the following:

Apprentice**COMMERCIAL SKILLS**

- Architectural Drawing
- Blueprint Reading
- Caulking
- Cleaning, Polishing and Sealing
- Commercial Room Layout #1 and #2
- Codes and Repairs
- Walls & Base
- Manipulative Skills Tests:
 - Shower Floor
 - Cased Window Ceiling
 - Circular Column
 - Dome
 - Gothic Arch
 - Semi-Circular Arch
 - Serpentine Wall
 - Radius Stairs
 - Straight Stairs
 - Straight Kitchen and Backsplash

- Tub Splash
- Tub/Shower Combination
- Elliptical Arch
- Buttress Walls and Jamb
- Nitch
- Oval Bowl Pullman (HORSETOOTH)
- Radius Countertop and “L” and “U” Shaped Kitchen
- Two Drain Floor
- Float Large Walls – Using String lines to Set Strips
- Grouting
- Hawk and Trowel
- Holding String Lines and Chalk Lines
- Laser and Transit Use
- Lath & Scratch
- Layouts
- Math for Tile
- Mixing Mortar, Epoxy, Resins and Cement
- Mud Mixing and Bonding Materials
- Set Screeds on Large Floor and Float
- Shower Pans
- Slurrying & Roughing-in Large Floors
- Special Equipment: Scaffolds and Lifts
- Square Footages & Room Setup
- Square Shower Walls and Curb
- String lines and Screeds for Slope
- Technical Aspects of Tile Installations
- Trim Shapes and Materials
- Types of Tile
- Use of a Tile Rack
- Water level Rooms for Wall Layout and Floor Elevations
- Waterproofing
- ACT
 - ACT Grouts
 - ACT Gauged Porcelain Tile
 - ACT Membranes
 - ACT Mud Walls
 - ACT Mud Floors
 - ACT Shower Receptor
 - ACT Large Format Tile
- Foreman Training Certification
- Membranes & Substrate Prep
- Membranes & Mud Ben Requirements
- Gauged Porcelain Tile/Panel Training
- Forklift (can include scissor lift & gradall)
- ACT Orientation
- TCNA and ANSI Workshop
- Grouts A118.3, A118.6, A118.7, Single Component & Caulking's

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:

Heat and Frost Insulators and Allied Workers of Northern California and Local No. 16 Apprentice Training Trust Fund

Contract Number: ET20-0927

Panel Meeting of: November 1, 2019

ETP Regional Office: Central Office - PPU

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	47 Counties within California	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Heat and Frost Insulators and Allied Workers Union Local 16		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$518,400		\$36,000 8%		\$554,400
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Commercial Skills	160	8-200	0	\$3,465	\$24.13
				Weighted Avg: 180			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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	Wage Range	Estimated # of Trainees
Job Number 1		
Insulation Mechanic Apprentice		160

INTRODUCTION

Founded in 1961, Heat and Frost Insulators and Allied Workers of Northern California and Local No. 16 Apprentice Training Trust Fund (Heat and Frost Insulators) provides training for insulators and allied workers in Northern California at its Benicia training facility. This will be the fifth ETP Contract with Heat and Frost Insulators, the fifth in the last five years.

Heat and Frost Insulators insulate mechanical structures from ambient temperatures. A typical building has insulation on hot and cold water pipes, the heating and air conditioning system, and related mechanical equipment. Insulation materials conserve energy, reduce overall energy demand, reduce pollution, control condensation, eliminate mold, and improve workplace safety. Insulation requires a variety of techniques to install depending on the type of surface, which include pasting, wiring, stapling, taping, and spraying. Insulators also perform asbestos removal work, and install firestop materials to seal openings and joints in fire resistant rated walls.

Veterans Program

Heat and Frost Insulators continues to serve veterans and participates in veterans outreach and hiring activities, including Helmets to Hardhats.

PROJECT DETAILS

Heat and Frost Insulators designed the training to meet the needs of signatory employers, ensure an adequate number of skilled insulators to work on specialized projects, and address industry needs.

This proposal only includes training for Insulation Mechanic Apprentices. This training supports apprentices by preparing workers for careers in the industry. Continuously increasing requirements for technical training and the demand for new apprentices require additional funding for apprenticeship programs. ETP support will enable the JATC to expand training to meet contractor demand and improve the quality of training.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements the cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour.

Training Plan

Commercial Skills: Training will provide Insulators with the skills needed to perform in their field. Class topics will include blueprint reading, cold work/hot work, hand saw cutting, insulation materials and properties, PVC application, and sheet metal & layouts.

Curriculum Development

The curriculum is developed by the insulation industry with national and local input. Union and management are consulted through joint committees at all levels. Heat and Frost Insulators is a joint labor-management committee made up of representatives from the insulation industry. The committee reviews and updates the curriculum, training materials, and training facilities based on the industry expertise of the membership.

Marketing and Support Costs

Employer demand is inherent in the apprenticeship agreements between the trainees and participating employers. Marketing is conducted through announcements, email, and web posting to Local 16 union members and signatory contractors. Three staff members will perform duties related to marketing and support.

Heat and Frost Insulators conducts outreach and recruitment efforts to encourage more women in the Insulator Apprenticeship program including attending the Women's hands-on career fair in Hayward, and the future attendance at the Trades Women Build Nations conference in Minneapolis. Six women currently participate in this Apprenticeship program.

Heat and Frost Insulators requests 8% support costs to assist in apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the

participating employers have already been notified, additional outreach and needs assessments will take place throughout the Contract term. Staff recommends the 8% support costs.

Impact/Outcome

Apprentices trained under this proposal will become certified as journey level workers once they complete the apprentice curriculum.

Electronic Recordkeeping

Staff reviewed and approved the JATC's use of a Learning Management System for recordkeeping.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by apprentices and journey workers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Heat and Frost Insulators will document training using the Union Manager LMS. Steve Duscha Advisories will perform project administration by maintaining a database of training records, uploading training hours and enrollment data to ETP and preparing invoices.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Heat and Frost Insulators' performance under an active ETP Contract:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0900	\$646,720	07/01/18-06/30/20	160	0	0

Based on ETP Systems, 22,073 reimbursable hours have been tracked for potential earnings of \$463,545 (72% of approved amount). Heat and Frost Insulators projects final earnings of 100% based on training currently committed to by employers and in progress through March 2020.

PRIOR PROJECTS

The following table summarizes Heat and Frost Insulators' performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0910	Benicia	10/01/16- 09/30/18	\$250,200	\$250,200 (100%)
ET15-0918	Benicia	03/02/15- 03/01/17	\$200,160	\$200,160 (100%)
ET13-0923	Benicia	09/01/13- 08/31/15	\$121,660	\$121,601 (99.9%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also assist with administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

Apprentice Training (Job Number 1)

08-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Blueprint reading
- Boxing a valve
- Cold work/hot work
- Community service
- Determining an insulation system
- Economic thickness
- Effective supervision
- End caps and conicals
- General application methods
- Geometric construction
- Hand saw cutting
- High temperature
- Industry related formulas
- Insulation and its relation to heat transfer
- Insulation materials and properties
- Math review
- Metal layouts
- Orientation
- Pattern making
- Pumps
- PVC application
- Removable pads
- Rubatex, armafex and rubber
- Safety
- Sheet metal & layouts
- Skill upgrade
- Standards for refrigeration and low temperature insulation
- Stiffner ring
- Supervision

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Los Angeles County Electrical Educational and Training Trust
Fund

Contract Number: ET20-0937

Panel Meeting of: November 1, 2019

ETP Regional Office: PPU-Central Office

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction (C) 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 Local Union 11 I.B.E.W.		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$697,680		\$51,840 Job Number 1: 8% Job Number 2: 20%		\$749,520

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Commercial Skills, OSHA 30	490	8-200	0	\$1,443	\$24.13
				Weighted Avg: 75			
2	Retrainee Priority Rate Apprentice Veterans	Commercial Skills, OSHA 30	30	8-200	0	\$1,415	\$24.13
				Weighted Avg: 67			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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 \$0.73 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Apprentice Inside Wireman		490
Veteran Apprentice Inside Wireman		30

INTRODUCTION

Founded in 1964, Los Angeles County Electrical Educational and Training Trust Fund (LA County Electrical) is a joint effort of the IBEW Local 11 and the Los Angeles County Chapter NECA. This Apprenticeship program provides electrical worker training for its participating employers to perform construction projects throughout Los Angeles County. This will be LA County Electrical's fifth ETP Contract; the first within the last five years.

Veterans Program

The veteran training curriculum is the same as the apprentice training curriculum. The veterans are in a separate job number to better track performance toward the goal of improved outreach for veterans.

LA County Electrical recruits veterans with the assistance of IBEW Local 11's full-time Veterans Director in cooperation with Helmets to Hardhats. Additionally, the website for LA County Electrical targets recruitment efforts toward veterans. This program allows veterans to skip the written assessment and go straight to the interview process of recruitment.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship

Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

PROJECT DETAILS

LA County Electrical continues to train inside wiremen in standards of the trade while also training on new electrical changes to meet the needs of energy efficient solutions. ETP funding will assist LA County Electrical in meeting the demands of their 261 signatory contractors who require well-trained and qualified union electricians on their job sites.

Training Plan

This training was designed to meet the needs of the Participating Employers for the Inside Wireman trade.

Commercial Skills: this training will be offered to the Apprentice and Veteran Apprentice Inside Wiremen. This training meets DAS standards for the Inside Wireman Apprenticeship program, training Apprentices to become Inside Wiremen. Training courses include: AC Theory, Transformers, Motor Control, Structured Cabling, Advanced Lighting Control, and Energy Audit Survey.

Certified Safety Training

OSHA 30 training is included within the curriculum for this program.

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 journeymen 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.

Curriculum Development

LA County Electrical developed its curriculum by customizing the National Joint Apprenticeship and Training Committee's curriculum with input from labor and management representatives and direct feedback from employers and union representatives (based on workplace performance, customer requests, needs of the industry, and student evaluations) to meet local needs of its members and participating employers. With direct involvement in the development of the curriculum, the union fully supports this curriculum and training plan for its members. The retrainees of this program are members of I.B.E.W. Local 11. All training is center-based training.

Marketing and Support Costs

LA County Electrical retains 15 staff who assist with marketing, recruitment, needs assessments, and scheduling. LA County Electrical requests 8% support costs for Apprentices in Job Number 1 and 20% support costs for Veteran Apprentices in Job Number 2 to fund its staff in recruiting and qualifying additional participating employers. Advertising occurs through various media to attract additional participating employers and apprentices.

In conjunction with general outreach, LA County Electrical specifically targets veterans and women to join their apprenticeship program. This includes sponsorship of EMPOWER (Mentoring program offering women extra resources), and participation in outreach events such as Women Veterans Summit, Women Build METRO/L.A. Apprenticeship Readiness Fair, and others.

Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the Contract term. Staff recommends the 8% support costs for Job Number 1 and 20% support costs for Job Number 2.

Impact/Outcome

Inside wiremen apprentices learn to install, maintain, and repair various types of electrical and electronic equipment in commercial, industrial, and residential establishments. The training program will assist apprentice inside wiremen in this project to earn certifications such as: NFPA 70E, Lead and Asbestos, First Aid, CALCTP Acceptance Testing, Qualified Safety Person, OSHA-30, and Industrial Skills Orientation.

Commitment to Training

LA County Electrical provides commercial skills training for Inside Wireman Apprentices. Employers will continue to make contributions to the training trust fund for every hour worked by apprentices and journey 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

Diana Limon, Training Director of LA County Electrical, will oversee this project with assistance from Strategy Workplace Communications. LA County Electrical trainers will prepare rosters and deliver training. Strategy Workplace Communications will perform project administration by maintaining a database of training records, uploading training hours and enrollment data to ETP, and preparing invoices.

LA County Electrical retains 13 full-time and 58 part-time instructors who perform the training. The instructors consist of former or current members of the trade who hold Master Certification status by the National Joint Apprenticeship and Training Committee (NJATC) and maintain their CA state certifications as general electricians.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

California Labor Federation, in Sacramento, and Strategy Workplace Communications, in Oakland, assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

Apprentice Curriculum**COMMERCIAL SKILLS****2nd Year**

- AC Theory, Levels I, II, III
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections
- Blueprints, Level II
- Code Standards and Practices 2, 2017 NEC
- Codeology, Level I
- Conduit Fabrication
- Electrical Safety-Related Work Practices, Level I
- Orientation, Level II
- Test Instruments, Level I
- Transformers, Level I
- Mathematics

3rd Year

- AC Theory
- Commercial Blueprints
- Cad-Welding
- Code and Practices
- Conduit Bending: Rigid & EMT, Chicago & 555
- CPR/First Aid Refresher
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Ground Testing
- Grounding and Bonding
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Rigging, Hoisting, and Signaling
- Test Instruments
- Transformer wiring
- Transformers

4th Year

- Blueprints (& Layout Yard)
- Code Calculations
- Code Prep

- California Energy Commission Automated Demand Response
- Grounding and Bonding
- Motor Control
- Motor Control Labs
- Motor Controls: Mag Starter & 3-Wire Control
- Motors
- PLCs (Programmable Logic Controllers)
- Refinery Safety Orientation (RSO)
- VFDs (Variable Frequency Drives)

5th Year

- Advanced License Preparation
- Alternative Energy Sources
- Building Automation Systems
- CALCTP Acceptance Testing
- Code and Practices
- Code Calculations
- CPR/First Aid Refresher
- EVITP (Electrical Vehicle Infrastructure Training Program)
- Distributed Generation
- Foreman Training: Managing the Work including NECA/IBEW Presentations
- Instrumentation Introduction
- Motor Control
- Orientation
- Power Quality
- PV/Solar Installer (Photo-Voltaic/Solar)
- Structured Cabling
- Torque

All Years

- Arc Flash Safety Awareness
- Advanced Lighting Control
- Convention Center Orientation
- ESAMATC Energy Storage (Energy Storage and Microgrid Training and Certification)
- Energy Audit Survey
- Rigging and Lifting
- Title 24 Lighting Installation and Codes
- Qualified Safety Person

OSHA 30 (OSHA certified instructor)

- OSHA-30

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
**San Francisco Electrical Industry Apprenticeship
 and Training Trust**

Contract Number: ET20-0928

Panel Meeting of: November 1, 2019

ETP Regional Office: Central Office - PPU

Analyst: I. Launitz

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship Veterans	Industry Sector(s):	Construction 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local Union No. 6		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$693,200		\$56,397 Job Numbers 1-2: 8% Job Number 3: 20%		\$749,597

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Journeyworkers	Commercial Skills, Business Skills, Computer Skills, OSHA 10/30	25	8-200	0-16	\$393	\$24.13
				Weighted Avg: 16			
2	Retrainee Priority Rate Apprentice	Commercial Skills, OSHA 10/30	168	8-210	0	\$3,850	\$24.13
				Weighted Avg: 200			
3	Retrainee Priority Rate Apprentice Veterans	Commercial Skills, OSHA 10/30	22	8-210	0	\$4,226	\$24.13
				Weighted Avg: 200			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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	Wage Range	Estimated # of Trainees
Job Number 1		
Inside Wiremen Journeyworker		25
Job Number 2		
Inside Wiremen Apprentice		168
Job Number 3		
Inside Wiremen Veteran Apprentice		22

INTRODUCTION

Founded in 1962, San Francisco Electrical Industry Apprenticeship and Training Trust (San Francisco Electrical) provides training for inside wiremen at its training facility in San Francisco. Inside Wiremen install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. Inside wiremen also install, connect, and test electrical wiring systems for lighting, heating, air conditioning and communications. This will be San Francisco Electrical's eighth ETP Contract; and the seventh in the last five years.

Veterans Program

San Francisco Electrical recruits and hires Veterans in cooperation with Helmets to Hardhats, and will train 22 Veterans Apprentices for this project (Job Number 3).

PROJECT DETAILS

San Francisco continues to experience an increase in building projects and requires more electrical workers. Furthermore, because of new energy efficiency requirements and engineering advancements, the types of buildings being constructed are changing. San Francisco Electrical designed the training to meet the needs of signatory employers, to ensure an adequate number of skilled electricians for work on specialized projects and address two industry needs:

1. Employers are requesting classes such as NFPA 70E. Although OSHA requires employee training and sets the standards, it does not offer the specifics needed for an electrician on the job. NFPA 70E training is created from the document titled Standard for Electrical Safety in the Workplace published by the National Fire Protection Association (NFPA). The document covers electrical safety requirements for employees. The NFPA-70E safety class is the definitive “how to” guide to meet the electrical safe work standards set by OSHA.
2. San Francisco Electrical will continue to offer Electric Vehicle Infrastructure Training Program (EVITP) to its membership and is expanding the program by including an online course. This program will meet increasing demand for EV charging stations in the Bay Area. The online course, developed by National Joint Electrical Apprenticeship Training Alliance, takes 24 hours for a journey level trainee to complete, with the first three hours on site. After completion, a three hour certification test is conducted on site. San Francisco Electrical request to include the 16 hour online (CBT) portion for this proposal to allow journey level workers to better meet demand.

Journeyworker training: Experienced workers need training to refresh their skills and learn to handle new electrical materials and systems that did not exist when they started out as Apprentices. Journeyworkers in this program will participate in both class/lab and CBT training.

Apprentice training: Training will prepare workers for careers in the industry. Continuously increasing requirements for technical training and the demand for new apprentices require additional funding for apprenticeship programs. ETP support will enable San Francisco Electrical to expand training to meet contractor demand and improve the quality of training.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Training Plan

Business Skills: Training will provide all Inside Wiremen Journeyworkers with the skills needed to plan, organize, train and manage their construction projects. Class topics will include Teambuilding Skills, Leadership Skills, Conflict Resolution, Advanced Time Management, and Creating Project Bids.

Computer Skills: Training will provide Inside Wiremen Journeyworkers with the skills needed to perform in their field. Class topics will include Job Tracking System, and Scheduling & Planning Jobs.

Commercial Skills: Training will provide Inside Wiremen Apprentices and Journeyworkers with the skills needed to perform in their field. Class topics will include National Electrical Code, Math for Electricians, Generators, Ohm's Law, Solar Panel Installation, AC Theory, Transformers, Ground Testing, and Lighting Protection.

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

Commercial Skills: Training will provide Inside Wiremen Journeyworkers (Job Number 1) with certification for Electrical Vehicle Infrastructure projects.

Curriculum Development

The curriculum was developed and customized with input from both labor and management representatives to address the local needs of union members, participating employers and the industry as a whole. The union was directly involved in the development of this curriculum and training plan and are in full support of the proposed training for its members. The training curriculum utilizes standardized education programs developed by the National Joint Apprenticeship and Training Committee for the Electrical Industry supporting both the National Electrical Contractors Associations (NECA) and International Brotherhood of Electrical Workers (IBEW).

Marketing and Support Costs

Marketing is conducted through brochures/flyers, personal contact, web postings, public service announcements and presentations at labor-management meetings and industry assemblies. Five staff will perform duties related to marketing, recruitment, needs assessments, and scheduling of training.

San Francisco Electrical conducts outreach and recruitment efforts to encourage more women in the Electrician Apprenticeship program including: teaming up with SF Public Utility Commission, the Electrical Workers Minority Caucus and the IBEW women's group to produce an all women cohort at the SFJATC; attending outreach fairs; and hiring women in five of the last eight instructor positions.

San Francisco Electrical requests 8% support costs (Job Numbers 1 & 2); and 20% (Job Number 3) to assist in apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the Contract term. Staff recommends both support costs.

Impact/Outcome

This training program will assist apprentice and journey worker trainees in this project to earn certifications such as: Green Audits, Arc Flash Safety Awareness, and CALCTP Lighting, CALCTP Acceptance Testing, Title 24 Lighting Installation and Codes, OSHA 10, OSHA 30, Energy Storage and Microgrid Training and Certification energy storage, and Electric Vehicle Infrastructure.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by apprentices and journeyworkers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

San Francisco Electrical's Training Director will oversee training with assistance from the five marketing staff members. Trainers will prepare rosters and deliver training. They have four full-time and 22 part-time trainers who are former or current members of the trade and experts in the subject matter. Strategy Workplace Communications along with California Labor Federation will perform project administration by maintaining a database of training records, uploading training hours and enrollment data to ETP, and preparing invoices.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes San Francisco Electrical's performance under active ETP Contracts:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
*ET19-0928	\$949,990	11/05/2018-11/04/2020	220	0	0
**ET18-0914	\$613,773	10/02/2017-10/01/2019	548	293	208

*ET19-0928 - Based on ETP Systems, 32,065 reimbursable hours have been tracked for potential earnings of \$673,354 (71% of approved amount). San Francisco Electrical projects final earnings of 100% based on training currently committed to by employers and in progress through August of 2020.

**ET18-0914 - All training for this Contract has been completed and trainees are in the retention period. ETP Contract Tracking shows 45,740 hours for potential earnings of \$625,068 (102% of the contract amount). The Contractor expects 100% performance.

PRIOR PROJECTS

The following table summarizes San Francisco Electrical's performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0904	San Francisco	09/05/16-09/04/18	\$551,960	\$551,960 (100%)
ET16-0903	San Francisco	09/08/15-09/07/17	\$670,400	\$543,283 (81%)
ET14-0914	San Francisco	03/03/14-03/02/16	\$405,376	\$405,376 (100%)
ET13-0916	San Francisco	10/29/12-10/28/14	\$340,178	\$340,178 (100%)

DEVELOPMENT SERVICES

California Labor Federation, in Sacramento, and Strategy Workplace Communications, in Oakland, assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications will perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 (Job Number 1)

Journeyworker Training

Trainees may receive any of the following:

COMMERCIAL SKILLS

Codeology

- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

Analog/Digital Circuit (AC/DC) Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

Grounding

- Grounding and Bounding
- National Electrical Code Article 100-Definitions and Provisions
- National Electrical Code Article 110-Requirements
- National Electrical Code Article 90-Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

Fire Alarm Systems and Installations

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

Fire Life Safety

- National Electrical Code (Relating to Fire Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- NFPA 72
- Principles of Electronics

Industrial Motor Control

- Control Relays and Timers

- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices
- Solid State Electronic Devices
- Variable Frequency Drives

Programmable Logic Control (PLC)

- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

Electrical Design

- 3 and 4-Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

Voice, Data, and Video

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

Industry Specific Skills

- Solar Panel Installation
- Solar Photovoltaics
- Building Automation Systems
- Confined Space Entry
- Specialized Tools
- Conduit Bending
- Rigging and Lifting
- Firestop Installation
- Blueprints and Schematics
- Work Flow and Resources
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Proper Equipment Set-Up (Green Training)
- Safe Working Practices
- Advanced Instrumentation and Motor Controls
- Programmable Logic Controllers
- Advanced Welding
- Architecture Designs and Advanced Plan Reading

- Management and Monitoring of Materials
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)

CALCTP (California Advanced Lighting Control Program)

- Advanced Lighting Control Systems
 - Lighting Control Strategies
 - Line Voltage Switching Controls
 - Low Voltage Switching Control
 - Dimming Controls
 - Occupancy Sensors
 - Photosensors
 - CALCTP Acceptance Testing
-
- Electric Vehicle Infrastructure Training Program (EVITP)
 - Energy Storage and Microgrid Training and Certification (ESAMATC) (new)

BUSINESS SKILLS

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

COMPUTER SKILLS

Auto Computer-Aided Design (AutoCAD)

- Job Tracking System
- Scheduling & Planning Jobs

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

CBT Hours

0 - 18

COMMERCIAL SKILLS

- Electric Vehicle Infrastructure Training Program Certification (18 hours)

Class/Lab Hours

8-210 (Job Numbers 2 & 3)

Apprentice Training

Trainees may receive any of the following:

COMMERCIAL SKILLS**2nd Year**

- Orientation, Level II
- Test Instruments, Level I
- Codeology, Level I
- AC Theory, Level I
- Blueprints, Level I
- Electrical Safety-Related Work Practices, Level I
- Transformers, Level I
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections

3rd Year

- AC Theory
- Blueprints
- Code and Practices
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Grounding and Bonding
- Transformers
- Conduit Bending: Rigid & EMT, Chicago & 555
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Cad-welding
- Ground Testing
- Transformer wiring
- CPR/First Aid refresher
- COMET

4th Year

- Code Calculations
- Blueprints (& layout yard)
- Grounding and Bonding
- Motors
- Motor Control
- Lightning Protection
- Lighting Essentials
- Field Trip to motor repair shop and Folsom power house
- Motor Controls: mag starter & 3-wire control
- PLC's
- VFD's

- Motor control labs
- Code Prep

5th Year

- Code and Practices
- Code Calculations
- Motor Control
- Orientation
- Rigging
- Torque
- PV/Solar Installer
- CALCTP
- EVITP
- CPR/First Aid Refresher
- Foreman Training: Managing the Work including NECA/IBEW presentations

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to OSHA 10/30)

Note: Reimbursement for Job Number 1 training is capped at 200 total training hours per trainee, regardless of the method of delivery. Reimbursement for Job Numbers 2 & 3 is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA 10 for a total of 210 hours.



Training Proposal for:
**Santa Clara County Electrical Joint Apprenticeship and
 Training Trust**

Contract Number: ET20-0930

Panel Meeting of: November 1, 2019

ETP Regional Office: PPU – Central Office

Analyst: A. Olazaba

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Apprenticeship Veterans	Industry Sector(s):	Construction (C) 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Brotherhood of Electrical Workers Local 332		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$686,424		\$60,277 8% Jobs 1 & 2 20% Job 3		\$746,701

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Journeyworker	Business Skills, Comm'l. Skills, Computer Skills, OSHA 10/30	79	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Comm'l. Skills, OSHA 10/30	151	8-210	0	\$3,696	\$24.13
				Weighted Avg: 92			
3	Retrainee Apprentice Veterans	Comm'l. Skills, OSHA 10/30	35	8-210	0	\$4,057	\$24.13
				Weighted Avg: 192			

Minimum Wage by County: Job Numbers 1-3 (SET/Priority Industry): \$24.13 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 \$1.38 per hour may be used to meet the Post-Retention Wage for Job Numbers 2 & 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Journeyworker Inside Wireman		65
Journeyworker Residential Wireman		14
Job Number 2		
Apprentice Inside Wireman		88
Apprentice Residential Wireman		63
Job Number 3		
Veteran Apprentice Inside Wireman		21
Veteran Apprentice Residential Wireman		14

INTRODUCTION

The Santa Clara County Electrical Joint Apprenticeship and Training Trust (Santa Clara JATT) (<http://www.ejattc332.org/>) was founded in 1958. The JATT is funded through collective bargaining between signatory employers of the National Electrical Contractors Association and the International Brotherhood of Electrical Workers Local 332. Santa Clara JATT currently serves approximately 597 Apprentices and 2,200 Journeyworkers.

The JATT sponsors two Apprenticeship programs: Electrician/Inside Wireman and Residential Electrician. Apprentices learn to work on electrical systems and component wiring, such as power distribution systems, electrical panels, conduit, piping, test equipment, transformers, motors, grounding, over-current protection, security, solar and home automation systems.

The JATT also provides skills upgrade courses to keep Journeyworkers technologically current. Journeyworkers need new certifications and skills to install, maintain, and integrate a wide variety of electrical systems.

In addition, Santa Clara JATT must prepare Journeyworkers and Apprentices to meet green electrical standards as they evolve under legislation, regulations and local initiatives. This is Santa Clara JATT's sixth ETP Contract, and the sixth in the last five years.

Veterans Program

Santa Clara JATT recruits and hires Veterans in cooperation with Helmets to Hardhats, and will train 37 Veterans for this project (Job Number 3). The Veteran training curriculum will remain the same as the Apprentice training curriculum. Veterans who apply for the apprenticeship program skip the first stage of approval, a written assessment, and qualify immediately for an oral interview.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. In this case the Inside Wireman program is five years and the Residential program is three years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Outreach to Women

Santa Clara JATT currently partners with a local Trades Orientation Program through Working Partnerships USA, and visits local high schools. The JATT brings current female Apprentices or Journeyworkers to speak specifically to the young ladies to encourage them to apply. Santa Clara JATT currently has 25 women in its program, 4% of its enrollment. The JATT's goal is to increase to 7% next year. Santa Clara JATT's Training Director, Robert Moreno, is attending the Women in Construction Conference in September, and the Tradeswomen Build Nations in October to better understand the perspective of women in this industry, and to learn how to better outreach to young women interested in a career in this trade.

PROJECT DETAILS

The current need in the area for more Apprentices is due to an increase in construction projects and Journeyworker retirements. The retirement rates in the Silicon Valley area is a concern because as more of the older members retire they take with them their knowledge and work ethic. The JATT's Apprentice program make up some of the void by including additional technical training and personal development lessons. The additional funding is driven by the demand of employers for skilled Apprentices and Journeyworker Electricians in the Santa Clara County.

Inside Wireman Apprentices will learn to install, maintain and repair various types of electrical and electronic equipment in commercial, industrial and residential establishments. Training will also include how to install, connect and test electrical wiring systems for lighting, heating, air conditioning and communications in any building or structure.

Residential Wireman Apprentices will learn to install and connect electrical systems in homes, condos and apartments. Today's homes are being equipped with computer networks, energy management systems, security systems, fire alarm systems, and new power distribution systems. Residential Wiremen must have the knowledge and the skills necessary to make these systems work for today's homeowner.

Training Plan

All training will be conducted at the JATT Santa Clara Training Center in San Jose. This is a 30,000 sq. ft., state-of-the-art facility with numerous computers and technical labs in addition to classrooms. Santa Clara JATT employs 23 full and part-time instructors. All trainers are former or current members of the trade and some have received Master Certification status by the National Joint Apprenticeship and Training Committee.

Journeyworkers

Commercial Skills: Journeyworkers will learn advanced skills for installing, connecting, and testing electrical wiring systems for lighting, heating, air conditioning, and communications in any building or structure. Trainees may receive specialized training that may include courses leading to certification. Santa Clara JATT has been certified by Electric Power Research Institute as the nationally-certified lab and testing facility in northern California to certify Level B Technicians.

Green training will focus on energy-efficient technologies and products such as green building materials, solar photovoltaic panels, new motor controls, advanced welding, green materials testing, audit equipment and electric vehicle infrastructure training program (EVITP). The EVITP class provides training on the regulations, products and strategies to install and maintain electric vehicle and plug-in hybrid electric vehicle infrastructure.

Business Skills: This training will focus on using more collaborative bidding and project development practices, meeting budgets, interacting with other types of construction workers, and implementing green solutions in traditional work environments. Trainees will learn the tools to plan, organize, and manage construction projects so that they can complete them efficiently and on time. Training will also include team-building and leadership skills so that electricians can participate and lead teams in an effective and efficient manner.

Computer Skills: Training will include scheduling, planning and modeling software. AutoCAD and Job Tracking software will provide trainees with the tools to modify blueprints, look up project requirements, build budgets and timelines, design virtual buildings, and adjust computerized control systems. Santa Clara JATT has added new computer classes for Journeyworkers. These

new computer classes will help the electricians learn to use new technology tools such as BlueBeam, a computer program designed specifically for construction workers. These advanced Excel skills allows electricians to: write a voltage drop formula, create a transformer calculator, and create a dynamic feeder schedule.

Apprentice

Commercial Skills: The Apprentice Electrician works directly under the supervision of a qualified Journeyworker electrician in installing or maintaining a variety of approved wiring methods for distribution of electrical light, heat, power, radio and signaling utilization systems in existing or new buildings; including street and highway lighting, traffic signal and other outdoor above and below grade installations.

Certified Safety Training

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

Curriculum Development

Santa Clara JATT, with input from both labor and management representatives, has developed and customized the national electrical curriculum to address the local needs of its members, participating employers, and the local construction industry.

The curriculum for Journeyworkers is employer-driven and based on local hiring demands in Santa Clara County. Feedback on the curriculum also comes directly from employers and union representatives based on workplace performance, customer requests, industry feedback, and course evaluations completed by trainees.

Marketing and Support Costs

Employer demand is inherent in the apprenticeship agreements between the trainees and participating employers. Marketing is conducted through announcements, email, and web posting to union members and signatory contractors.

Santa Clara JATT requests 8% support costs (Job Numbers 1 & 2) and 20% for Veterans (Job Number 3) to assist in apprentice recruitment, employer outreach, and assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place throughout the contract term. Staff recommends the 8% and 20% support costs.

Impact/Outcome

Apprentices will receive an OSHA 10/30 certification upon completion of training. Certifications for both Journeyworkers and Apprentices may also include Rigging and Lifting, Arc Flash Safety Awareness, Building Automation Systems, Green Audits and Solar Installation, California Advanced Lighting Control Program Installer, Electric Vehicle Infrastructure Training Program Technician, Lighting Acceptance Testing Technician, and a new certification Cable Splicing.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by Apprentices and Journeyworkers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Santa Clara County JATT trainers will prepare rosters and deliver training. Strategy Workplace Communications will perform project administration by maintaining a database of training records, uploading training hours and enrollment data to ETP, and preparing invoices.

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes Santa Clara County JATT performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0929	\$949,589	11/05/18-11/04/20	287	0	0
ET18-0912	\$501,200	10/02/17-10/01/19	260	406	225

ET19-0929: Based on ETP Systems, 18,714.70 reimbursable hours have been tracked for potential earnings of \$400,675 (42% of approved amount). Santa Clara County JATT projects final earnings of 100% based on training currently committed to by employers and in progress through August of 2020.

ET18-0912: Based on ETP Systems, 37,188.65 reimbursable hours have been tracked for potential earnings of \$521,673 (104% of approved amount).

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0906	San Jose	10/03/16-10/02/18	\$501,200	\$501,200 (100%)

ET16-0905	San Jose	09/08/15- 09/07/17	\$557,600	\$525,267 (94%)
ET14-0915	San Jose	03/03/14- 03/02/16	\$328,640	\$328,640 (100%)

DEVELOPMENT SERVICES

California Labor Federation and Strategy Workplace Communications in Alameda assisted with development at no cost.

ADMINISTRATIVE SERVICES

Strategy Workplace Communications in Alameda will also assist with administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

Journeyworkers**COMMERCIAL SKILLS**

Codeology

- National Electrical Code
- Other Recognized Standards (Installation Changes)
- Plan, Build, and Use
- Related Standards (Mandatory and Permissive Rules)
- Special Occupancies and Equipment
- Arc Flash

Analog/Digital Circuit Principles

- Math for Electricians
- Ohm's Law
- Generators
- Inductance/Reactance
- Series/Parallel Circuits

Grounding

- Grounding and Bonding
- National Electrical Code Article 100-Definitions and Provisions
- National Electrical Code Article 110-Requirements
- National Electrical Code Article 90-Introduction
- National Electrical Code Article Chapters 1-4
- Significant Changes to National Electric Code

Fire Alarm Systems and Installations

- Definitions and Systems
- Initiating Devices and Notification Systems
- National Electrical Code and Installation Requirements
- Start Up and Check Out Procedures
- National Fire Protection Act, 1972 (NFPA 72)

Fire Life Safety

- National Electrical Code (Relating to Fire Alarms)
- National Electrical Code Article 725
- National Electrical Code Article 760
- NFPA 72
- Principles of Electronics

Industrial Motor Control

- Control Relays and Timers
- Jogging and Plugging Controls
- Manual Starters and Magnetic Coils
- Push Buttons, Selector Switches, and Mechanical Devices

- Solid State Electronic Devices
- Variable Frequency Drives

Programmable Logic Control

- Developing Ladder Programming
- Introduction to Programmable Equipment
- Programming Programmable Logic Controllers
- Using Timers and Counters in Logic Programs
- Writing a Program

Electrical Design

- 3 and 4-Way Switching
- Design of Electrical Circuits
- Magnetic Motor Control and the Code
- LonWorks and Building Automation
- Transformers and the Code

Voice, Data and Video

- Audio Distribution
- CCTV Security Surveillance
- Computer Networking
- Fiber Optics
- Telephonic Interconnect

Industry Specific Skills

- Advanced Instrumentation and Motor Controls
- Advanced Welding
- Architecture Designs and Advanced Plan Reading
- Blueprints and Schematics
- Building Automation Systems
- Conduit Bending
- Confined Space Entry
- Firestop Installation
- Management and Monitoring of Materials
- Photovoltaic
- Programmable Logic Controllers
- Proper Equipment Set-Up (Green Training)
- Proper Installation and Use of Testing and Auditing Materials and Equipment (Green Training)
- Rigging and Lifting
- Safe Working Practices Solar Panel Installation
- Solar Photovoltaics
- Specialized Tools
- Testing Materials and Equipment –Proper Set-Up and Use (Green Training)
- Understanding Changes to Industry Standards (Green Training)
- Understanding New Technologies and Changes to Industry Standards (Green Training)
- Work Flow and Resources

California Advanced Lighting Control Program (CALCP)

- Advanced Lighting Control Systems
- Lighting Control Strategies
- Line Voltage Switching Controls
- Low Voltage Switching Control
- Dimming Controls
- Occupancy Sensors
- Photo Sensors
- CALCTP Acceptance Testing
- Electric Vehicle Infrastructure Training Program
- Cable Splicing (new certification)

BUSINESS SKILLS

- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

COMPUTER SKILLS

- Auto Computer-Aided Design
- Job Tracking System
- Scheduling & Planning Jobs
- Computer Systems/Hardware Basics
- Internet, Networks and Webservices
- Microsoft Office Tools: Excel, Word & PowerPoint
- Bluebeam

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

Class/Lab Hours

8 – 210

Trainees may receive any of the following:

Apprentices**COMMERCIAL SKILLS****2nd Year**

- Orientation, Level II
- Test Instruments, Level I
- Codeology, Level I
- AC Theory, Level I

- Blueprints, Level I
- Electrical Safety-Related Work Practices, Level I
- Transformers, Level I
- Application #5: Conduit Bending
- Application #6: Conduit Bending
- Application #7: Comb. Circuit Wiring
- Application #8: Transformer Connections

3rd Year

- AC Theory
- Blueprints
- Code and Practices
- Electrical Safety-Related Work Practices
- Fire Alarm Systems
- Grounding and Bonding
- Transformers
- Conduit Bending: Rigid & EMT, Chicago & 555
- Lighting Control Panels
- Motor Controls: Relays & Start/Stop
- Cad-Welding
- Ground Testing
- Transformer Wiring
- CPR/First Aid Refresher
- COMET

4th Year

- Code Calculations
- Blueprints & Layout Yard
- Grounding and Bonding
- Motors
- Motor Control
- Lightning Protection
- Lighting Essentials
- Field Trip to Motor Repair Shop and Folsom Power House
- Motor Controls: Mag Starter & 3-Wire Control
- PLC's
- VFD's
- Motor Control Labs
- Code Prep

5th Year

- Code and Practices
- Code Calculations
- Motor Control
- Orientation
- Rigging
- Torque
- PV/Solar Installer
- CALCTP
- EVITP

- CPR/First Aid Refresher
- Foreman Training: Managing the Work including NECA/IBEW presentations

OSHA 10/30 (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

All Years

- Cable Splicing (new certification)

Safety training cannot exceed 10% of total training hours for any individual trainee. This cap does not apply to Hazardous Materials or OSHA 10/30 training.

Note: Reimbursement for Job Number 1 training is capped at 200 total training hours per trainee. Reimbursement for Job Number 2 & 3 Apprenticeship training is capped at 200 total training hours per trainee in Commercial Skills and 10 hours of OSHA10/30 for a total of 210 hours.



Training Proposal for:
Southern California Sheet Metal Joint Apprenticeship & Training Committee

Contract Number: ET20-0933

Panel Meeting of: November 1, 2019

ETP Regional Office: Central Office - PPU

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Apprenticeship	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Bernardino, Riverside, Inyo, Mono, Kern Counties.	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 Sheet Metal, Air, Rail, and Transportation Workers, Local 105		
Turnover Rate:		≤20%	
Managers/Supervisors: (% of total trainees)		N/A	

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$694,944		\$48,336 8%		\$743,280
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate Apprentice	Commercial Skills OSHA 10/30	304	8-210	0	\$2,445	\$24.13
				Weighted Avg: 127			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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 \$3.53 can be used to meet post retention wage. This amount has been verified in the collective bargaining agreement wage tables.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Sheet Metal Apprentice		304

INTRODUCTION

Formed in 2003, the Southern California Sheet Metal Joint Apprenticeship & Training Committee (SoCal Sheet Metal JATC) provides training for Apprentice and Journey level sheet metal workers for seven Southern California counties. In the past, two different apprenticeship committees served the Southern California Region (Sheet Metal Workers International Association, Local 105 JATC and Air Conditioning Sheet Metal Association, Orange Empire JATC). After 2007, these committees were consolidated into one. Signatory employers are represented on the Committee through the Sheet Metal and Air Conditioning Contractors National Association (SMACNA) and Sheet Metal, Air, Rail, Train International Association (SMART). This will be the sixth ETP Agreement with SoCal Sheet metal JATC, the fifth in the last five years.

The Southern California Sheet Metal Joint Apprenticeship & Training Committee Training Center provides training for apprentice and journey level sheet metal workers throughout Southern California. The \$6 million, 80,000 square foot facility in the City of Industry houses eight classrooms and six laboratory areas, including a welding lab, a field installation lab, two shop labs, and an HVAC service lab.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the Division of Apprenticeship Standards (DAS). ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is five years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour.

Veterans Program

SoCal Sheet Metal JATC actively recruits veterans and holds a Veterans Boot camp twice a year. Veterans who complete the boot camp program are provided with tools, tool bags, a voucher towards work boots, OSHA certifications and two months of union dues to start them immediately working. The JATC also works directly with Helmets to Hardhats and promote its program during career days at various military bases.

Women In The Program

SoCal Sheet Metal JATC works directly with WINTER (Women In Non-Traditional Employment Roles) to recruit women into its program as well as sponsor and attend the “Trades Women Build Nations” national conferences. In October, 12 women apprentices will be attending the annual conference in Minnesota. The JATCs Director of Training is one of the first women to become a Sheet Metal Instructor.

PROJECT DETAILS

Sheet Metal contractors provide construction services that include design, fabrication, installation, service and repair work of any metal that can be formed from flat pieces of varying thickness. Apprentices will receive training to ensure they can utilize specialized tools to cut, roll, bend, and shape metal for objects/products such as ductwork, airplane wings, car bodies, refrigeration units, medical tables, storage units, building facades, tubing, and signs. In addition, workers will also learn to use computer-aided drafting tools to produce detailed 2D and 3D drawings of building systems.

This project continues training begun in the prior ETP contract. It enables those trained under the first contract to extend and expand their skills and enables other trainees to be trained for the first time.

Training Plan

Commercial Skills: Apprentices trained under this application will learn skills directly related to working in the sheet metal industry and adapting to the changes faced by workers and contractors. Workplace safety is stressed throughout the apprenticeship program. Trade mathematics, drafting and sketching, layout and pattern development, reading plans and specifications, shop work, field installation, architectural sheet metal, HVAC systems, testing and balancing, and energy conservation are all taught in the program. More advanced training focuses on beginning and advanced welding skills, advanced math, drawing and drafting, electronic and computerized controls for energy efficiency, specialty work, roles and responsibilities in a team environment, and continuing professional development.

Certified Safety Training

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

Curriculum Development

Curriculum is developed by the sheet metal industry with national and local input. Union and management are consulted through joint committees at all levels.

The primary curriculum development tool for the industry is the International Training Institute for the Sheet Metal and Air Conditioning Industry, which is jointly sponsored by the Sheet Metal Worker's International Association and the Sheet Metal and Air Conditioning Contractors National Association. The institute developed training curriculum and materials used in the applicant's training center.

Marketing and Support Costs

Employers are notified of training through their associations, the Sheet Metal and Air Conditioning Contractors' National Association—Los Angeles and the Orange Empire Sheet Metal and Air Conditioning Contractors' National Association. Notifications are made through the association web sites, mailings and presentations. Workers are notified of training through their union local and directly by the training center through postings on web sites and mailings.

Impact/Outcome

Apprentices trained under this proposal will be certified as journey level workers once they complete the apprentice curriculum.

Commitment to Training

ETP funding will not displace the existing financial commitment to training. Employers will continue to make contributions to the training trust fund for every hour worked by apprentices and journey workers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be overseen by the Training Administrator. Training will be provided by experienced journey-level workers in the trade employed by the applicant. SoCal Sheet Metal JATC has retained two administration vendors to assist with administrative tasks. In-house staff will handle class scheduling and completion of training rosters.

Learning Management System

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

Tuition Reimbursement

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

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes SoCal Sheet Metal JATC's performance under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET19-0918	\$948,480	09/03/2018-09/02/2020	384	0	0

Based on ETP Systems, 48,864 reimbursable hours have been tracked for potential earnings of \$1,026,144 (108% of approved amount). SoCal Sheet Metal JATC projects final earnings over 100% based on training currently committed to by employers and in progress through Sept 2020.

PRIOR PROJECTS

The following table summarizes SoCal Sheet Metal JATC performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0902	Southern CA	07/01/2017-06/30/2019	\$949,690	\$939,690 99%
ET16-0923	Southern CA	05/27/2016-05/26/2018	\$885,400	\$885,400 100%
ET15-0925	Southern CA	04/01/2015-03/31/2017	\$448,448	\$448,448 100%

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Steve Duscha Advisories and the Los Angeles Unified School District will perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-210

Trainees may receive any of the following:

COMMERCIAL SKILLS

Course Two

INTRODUCTION

- Review class expectations
- Review class rules
- Discuss the current state of the sheet metal trade
- Discuss the different types of apprenticeship organizations
- Discuss the industry standards for employment
- Discuss wage scales for the trade
- Discuss the importance of organization and time management
- Discuss the procedures for equipment care
- Discuss the role of computers in the sheet metal trade

WORKPLACE SAFETY

- Identify the standard shop procedures
- Discuss shop safety rules and regulations
- Discuss procedures for the safe handling of asbestos
- Discuss shop safety as it applies to the use of tools and equipment
- Demonstrate the ability to use tools and equipment safely
- Discuss safety practices in field installations
- Discuss shop procedures for fire and earthquake safety
- Pass the safety test with 100% accuracy

TRADE MATHEMATICS – PART 2

- Describe how mathematics is used in the sheet metal trade
- Demonstrate the ability to use a calculator
- Solve various decimal and fractional problems using a calculator
- Demonstrate the ability to solve equations
- Describe how trigonometry is used in the sheet metal trade
- Solve various trigonometric problems

DRAFTING AND SKETCHING – PART 2

- Review fundamentals of drafting and sketching
- Describe a pictorial drawing
- Draw square and rectangular fittings
- Sketch moldings
- Draw ellipses
- Lay out and draw an octagon
- Interpret shop sketches and drawings
- Demonstrate the ability to sketch free hand

LAYOUT AND PATTERN DEVELOPMENT – PART 2

- Describe off-center round tees
- Lay out a round elbow
- Describe radial lines
- Fabricate a roof jack
- Fabricate offset round tapered ducts using triangulation
- Layout and fabricate a transition
- Describe a duct change elbow
- Demonstrate the ability to lay out change and drop “S” offsets
- Explain applicable formulas for fabrication of ducts

READING PLANS AND SPECIFICATIONS – PART 1

- Discuss the importance of specifications
- Identify the symbols commonly used in plan reading
- Identify the abbreviations commonly used in plan reading
- Identify the different details commonly used in plan reading
- Identify the different parts of a set of plans
- Interpret a set of plans

MATERIALS – PART 2

- Review the sources and uses of steel
- Review the different types of sheet metal
- Review the U.S. standard gauges of sheet metal
- Review the different metal products used in sheet metal work
- Demonstrate the ability to use various sheet metal fasteners
- Describe various forming methods used in sheet metal work
- Differentiate among various types of sheet metal

INDUSTRIAL SPECIALTIES – PART 2

- Differentiate among various materials used in sheet metal work
- List various material handling systems
- Analyze various material handling systems

SHOP WORK – PART 2

- Review basic shop fabrication procedures
- Discuss use of the standard sheet metal hand bending hand brake
- Demonstrate use of box and pan brakes
- Describe use of the rotary combination machines
- Demonstrate the ability to use squaring and throatless shears
- Demonstrate the use of bar folders and slip rollers
- Describe how to fabricate a round tee

FIELD INSTALLATION – PART 2

- Review the basics of field installation
- Describe various duct clearances in field installation
- Describe the placement of hangers
- Demonstrate duct preparation

- Describe duct erection
- Know how to evaluate a job upon completion

SERVICE WORK – PART 2

- Evaluate a typical work order and job layout
- Describe heating, ventilation, and air conditioning control systems
- Describe servicing of heating, ventilation, and air conditioning systems
- Evaluate materials used in servicing
- Interpret job specifications for servicing
- Evaluate control systems on furnaces
- Evaluate control systems on air conditioning units

ARCHITECTURAL SHEET METAL – PART 2

- Describe various architectural sheet metal materials
- Describe the differences in architectural sheet metal seams
- Describe the installation of gutters and conductor pipe
- Discuss the use of flashing and cornices
- Discuss the evaluation procedures for sheet metal siding, roofing, and decking
- Discuss the evaluation procedures of the different types of ventilators

HEATING, VENTILATION, AND AIR CONDITIONING (HVAC) SYSTEMS – PART 2

- Describe air movement in ducts
- Differentiate among various duct types
- Describe the operation of central heating, ventilation, and air conditioning systems
- Discuss different duct systems

TESTING AND BALANCING – PART 1

- Describe normal design conditions for summer and winter
- Discuss basics of testing and balancing
- Demonstrate how to test and balance a system

ENERGY CONSERVATION

- Define energy management
- Discuss the economic impact of energy management on a business organization
- Discuss the environmental impact of energy management on a business organization
- Describe typical ways in which energy is wasted
- Describe typical ways in which energy is saved

Course 3

WORKPLACE SAFETY

- Discuss shop safety rules and regulations
- Discuss shop procedures for fire and earthquake safety
- Discuss shop safety as it applies to the use of tools and equipment
- Use tools and equipment safely
- Pass the designated safety exam with 100% accuracy

WELDING METALLURGY

- Describe types of steel and their manufacturing processes
- Identify properties of metal
- Identify laws of expansion, contraction, and distortion
- Describe filler materials
- Explain reason for preheating and post-heating
- Describe methods and processes of welding the following: a. carbon steel; b. alloy steel

WELDING EQUIPMENT AND PROCESSES

- Describe the processes involved in using the oxy-acetylene welding apparatus
- Describe the processes involved in using the arc welding machine
- Describe the processes involved in using the TIG welding machine
- Describe the processes involved in using the MIG welding machine
- Describe the processes involved in using the gas metal arc welder

WELDING TOOLS AND EQUIPMENT

- Describe the use and efficiency of the various types of AC and DC power supplies
- Classify the various types of electrodes
- Identify the types of gases according to the following: cylinder identifications, use on specific metals, use on specific jobs
- Identify the types of torches and tips
- Perform inspection and maintenance procedures

WELDING SYMBOLS AND NOMENCLATURE

- Describe standard welding symbols
- Describe nomenclature for the welding trade

SURFACE WELDS

- Weld fusion beads with and without filler metal
- Perform butt welds with filler metal
- Perform fillet welds in lap and tee joints
- Demonstrate corner welds with and without filler metal

FILLET WELDS: ALL POSITIONS

- Apply torch manipulation techniques
- Inspect metal for weld defects
- Perform welding sequences
- Compute measurements
- Perform welds for joint design
- Demonstrate welds for pipe-to-plate
- Demonstrate fillet soundness

GROOVE WELDS

- Learn the different types of groove welds
- Identify the various types of groove welds
- Perform the following types of groove welds: corner, single vee with back up, single vee open, single level with back up, single level open, double vee and double level, pipe 2-G, 5-G and 6-G

OXYACETYLENE CUTTING (BURNING)

- Describe principles of oxyacetylene cutting
- Describe characteristics of acetylene
- Describe characteristics of oxygen
- Demonstrate proper care of cylinders and regulators
- Identify oxyacetylene cutting equipment
- Assemble oxyacetylene cutting equipment
- Know how to correctly and safely adjust oxyacetylene cutting equipment
- Demonstrate correct tip cleaning procedures
- Perform flame adjustment for cutting
- Demonstrate skill in the following: burning slits, scarfing, piercing holes
- 1 Demonstrate free-hand cutting
- 1 Know how to set up and use a radiograph (sidecutter)
- 1 Demonstrate beveling a 30-degree bevel on 3/8 inch plate
- 1 Demonstrate beveling a 22 1/2-degree bevel on 1-inch plate
- 1 Demonstrate proper use of scarfing tips
- 1 Identify various fuel gases

AIR CARBON ARC PROCESS

- Describe procedures and safety precautions
- Identify air supply
- Identify use of arc electrode holder
- Identify electrodes used
- Describe and use air carbon arc cutting equipment
- Describe and use carbon electrode arc cutting equipment
- Perform oxygen arc cutting
- Perform metal electrode arc cutting
- Perform air metallic arc cutting

BRAZING STEEL AND CAST IRON

- Braze the following joints: sheet metal, butt, lap, tee
- Perform brazing on tubing in the following positions: butt, horizontal, vertical, overhead
- Demonstrate cast iron vee groove brazing
- Perform brazing on tubing tee joints in all positions

WELDING EVALUATION

- Answer and interpret correctly items on the written examinations
- Participate in manipulative skills tests
- Cooperate in observations and critiques
- Participate in classroom activities
- Prepare for the City of Los Angeles Departmental Exam

READING PLANS AND SPECIFICATIONS – PART 2

- Review the importance of specifications
- Review the symbols commonly used in plan reading
- Review the abbreviations commonly used in plan reading
- Review the different details commonly used in plan reading
- Review the different parts of a set of plans
- Interpret a set of plans

- Interpret architectural drawings
- Interpret structural drawings
- Draw mechanical drawings
- Draw electrical drawings

Course 4

INTRODUCTION

- Review class expectations
- Review class rules
- Review the standard shop procedures
- Review the importance of craftsmanship
- Review the history of apprenticeship programs
- Review the history of sheet metal
- Review the possible future uses for sheet metal
- Review mathematical computations relevant to the sheet metal trade
- Solve various practical math problems

WORKPLACE SAFETY REVIEW

- Review shop safety rules and regulations
- Review shop procedures for fire and earthquake safety
- Review shop safety as it applies to the use of tools and equipment
- Use tools and equipment safely
- Pass the designated safety exam with 100% accuracy

DRAFTING AND SKETCHING – PART 3

- Review fundamentals of drafting and sketching
- Interpret basic sheet metal drawings
- Identify symbols and abbreviations used in heating and air conditioning plans
- Draw installation plans for a heating and air conditioning system

LAYOUT AND PATTERN DEVELOPMENT – PART 3

- Review the principles of pattern development
- Discuss the use of off-center tapers in metal fabrication
- Discuss the fabrication of various types of miters
- Identify round tapers on a pitch
- Discuss the use of round tapers on a pitch
- Identify a square to round transition on a pitch
- Discuss the use of a two-way switch

READING PLANS AND SPECIFICATIONS – PART 3

- Review the importance of specifications
- Review the proper way of interpreting architectural drawings
- Review the proper ways of interpreting structural drawings
- Draw several mechanical drawings
- Draw several electrical drawings

MATERIALS – PART 3

- Discuss the characteristics of stainless steel used in sheet metal work
- Discuss characteristics of aluminum used in sheet metal work
- Discuss the characteristics of copper used in metal sheet work
- Differentiate the uses of stainless steel, aluminum, and copper in sheet metal work

INDUSTRIAL SPECIALTIES – PART 3

- Describe lagging
- List examples of where lagging is used
- Describe various materials used in pipe lagging
- Describe the use of polyvinyl chloride (PVC) in sheet metal work
- Work with PVC
- Describe the use of fibrous glass duct board
- Work with fibrous glass duct board
- Describe the use of fiber-reinforced plastic
- Work with fiber-reinforced plastic

SHOP WORK – PART 3

- Review basic shop fabrication procedures
- Operate power-squaring shears
- Operate a press brake
- Operate roll-forming machines

HEATING, VENTILATION, AND AIR CONDITIONING SYSTEMS – PART 3

- Describe air movement in ducts
- Differentiate among installation of different types of package units
- Evaluate the different types of terminal devices
- Discuss the different types of generators and motors used in heating and air conditioning systems

FIELD INSTALLATION – PART 3

- Differentiate between a smoke damper and a fire damper
- Analyze various installations of central heating and air conditioning systems
- Discuss advantages of roof top package unit installations

SERVICE WORK – PART 3

- Describe the start-up process for residential and light commercial heating and air conditioning systems
- Prepare components for testing and balancing
- Describe instruments used in balancing a system
- Test and balance a heating and air conditioning system

ARCHITECTURAL SHEET METAL – PART 3

- Install batten seam roofs
- Install coping, fascia, and gravel stops
- Install flashing and counter-flashing
- Discuss fabrication of cornices
- Fabricate and install louvers

ELECTRONIC AND COMPUTERIZED CONTROLS – PART 1

- Define electricity
- Define current
- Define conductor
- Define resistance
- Define voltage
- Solve Ohm's Law problems
- Compare alternating current (AC) to direct current (DC)
- Identify electrical circuits and their components
- Describe magnetism
- Describe how electricity can be generated
- 1Describe the function of fuses and circuit breakers
- 1Describe the action of the following electromechanical devices: fans, motors, monitors, controls
- 1Describe basic controls used in heating and air conditioning systems
- 1Describe the use of pneumatic controls in heating and air conditioning systems

BLOWPIPE SYSTEM – PART 1

- Describe a complete blowpipe system
- Describe a closed system
- Describe a heat recovery system
- Describe a cyclone material separator
- Describe how various parts of a system contribute to the total operation
- Describe a baghouse
- Explain how a baghouse works

FOOD SERVICE AND BEVERAGE DISPENSING EQUIPMENT – PART 1

- Describe food service equipment that uses sheet metal
- Describe various jobs a sheet metal worker might encounter in servicing food service equipment
- Differentiate among food service sheet metal work and other types of sheet metal work

ASBESTOS

- Describe places asbestos might be found at a work site
- Discuss how to identify asbestos
- Describe the hazards of working with asbestos
- Describe how to handle asbestos when found in retrofit work

Course 5

PROFESSIONAL GROWTH

- Explain the necessity to continue learning about the trade
- List several ways to continue learning about the trade

ADVANCED TRADE MATHEMATICS

- Use trigonometry and other areas of mathematics to solve practical trade problems
- Explain how to break down difficult problems into small steps
- Use all the features of THE International Training Institute (ITI) calculator

DRAFTING AND SKETCHING – PART 4

- Use applied shop drawing skills to make a simple shop drawing
- Explain the uses and advantages of a CAD system
- Describe the basic elements of CAD system
- Perform field measurements of ducts and fittings

LAYOUT AND PATTERN DEVELOPMENT – PART 4

- Review the principles of pattern development
- Review the use of off-center tapers in metal fabrication
- Review the fabrication of various types of miters
- Review the use of round tapers on a pitch
- Review the use of a two-way switch
- Solve practical problems in layout
- Explain the processes in mathematical layout
- Summarize the principles of pattern drafting

READING PLANS AND SPECIFICATIONS – PART 4

- Discuss the value of making shop tickets and cut lists
- Make a shop ticket from a drawing of a duct run
- Use the shop ticket to construct each piece of duct needed in the duct run

INDUSTRIAL SPECIALTIES – PART 4

- Explain why working with heavy gauge metal requires different skills than working with light gauge metal
- Calculate stretch-out for sixteen gauge and heavier metal
- Lay out the bend lines of heavy metals to properly account for metal thicknesses
- Calculate stretch-out for cylinders
- Evaluate and choose proper vee die sizes
- Describe the basic procedures for building a sign
- Explain the various components of blowpipe construction
- Identify and illustrate special blowpipe fittings
- Explain how special fittings are used
- Describe boiler breeching
- Explain how to install boiler breeching

SHOP WORK – PART 4

- Discuss and demonstrate the use of coil line systems
- Discuss the features and function of a cleat bender
- Demonstrate the use of a cleat bender
- Discuss the features and function of a pin spotter
- Demonstrate the use of a spin spotter
- Discuss the features and function of a shopmaster machine
- Demonstrate the use of a shopmaster machine

HEATING, VENTILATION, AND AIR CONDITIONING (HVAC) SYSTEMS – PART 4

- List the basic properties of air.
- Describe the following for a given air condition: a. psychometric temperature b. dry bulb temperature c. relative humidity d. dew point
- Describe the refrigeration cycle
- List the basic components of a refrigeration unit
- Describe the function of each unit
- Describe the difference between six different types of fan
- Use fan laws when making changes in a fan system
- Describe positive and negative pressures in a building or room
- Describe the basic operation of an economizer cycle
- Explain why heat loads are calculated
- List the three main sources of heat loss
- List the most common method of sizing duct
- Explain the importance of indoor air quality

TESTING AND BALANCING – PART 2

- List three advantages of the proportionate method of testing and balancing
- List five main steps used to balance simple duct systems
- Explain why different fan wheels are required for positive and negative systems

ARCHITECTURAL SHEET METAL – PART 4

- Describe different types of metal ceilings
- Demonstrate how to install metal ceilings
- Discuss installation of specialty items
- Demonstrate how to install roof panels
- Demonstrate how to install flashing, counter flashing, gravel stop and coping
- List the advantages of metal buildings over other types of buildings
- Identify two types of roof used on metal buildings
- Identify two types of skin used on metal buildings
- Identify components commonly used in metal buildings
- Describe the steps for installing a skylight
- Explain the difference between the two types of curtain wall

ELECTRONIC AND COMPUTERIZED CONTROLS – PART 2

- Describe the operation of electronic control systems
- List the four main advantages of electronic control systems over conventional systems
- Explain specific electronic control system components
- Define a computerized control system
- List five main advantages of computerized control systems over conventional systems
- Explain the purpose of an energy management system (EMS)
- Distinguish between three levels of EMS systems
- Discuss how to avoid damage from static electricity
- List four things to avoid in the location of control components

FOOD SERVICE AND BEVERAGE DISPENSING EQUIPMENT – PART 2

- Discuss why fabricating food service and beverage dispensing equipment requires a high degree of craftsmanship
- List the different materials used in fabricating and installing food service and beverage dispensing equipment
- Describe some of the special techniques in laying out patterns on stainless steel
- Describe how patterns for stainless steel food service equipment are notched and formed
- Describe the general process of assembling and welding food service equipment fixtures
- Describe the responsibilities of the sheet metal worker who is in charge of installing food service equipment

SUPERVISORY TRAINING

- List six qualities needed to make a good supervisor
- Compare the advantages and disadvantages of supervision
- Explain the importance of organizing work
- Distinguish between different levels of supervision
- Explain how supervisors should deal with personnel problems
- List problem solving techniques
- Learn how to control employee drug and alcohol abuse on the job

OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee
(This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:

U.A. Local 342 Joint Apprenticeship and Training Trust

Contract Number: ET20-0938

Panel Meeting of: November 1, 2019

ETP Regional Office: PPU-Central Office

Analyst: C. Hoyt

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Apprenticeship	Industry Sector(s):	Construction (C) 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 United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (Local 342)		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$676,800		\$46,800 8%		\$723,600
In-Kind Contribution:	50% of Total ETP Funding Required			Inherent

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Journeyworker Priority Rate	Comm'l. Skills, OSHA 10/30	150	8-200	0	\$590	\$24.13
				Weighted Avg: 24			
2	Retrainee Apprentice	Comm'l. Skills, OSHA 10/30	300	8-210	0	\$2,117	\$24.13
				Weighted Avg: 110			

Minimum Wage by County: \$24.13 SET/Priority Industry Modified Statewide Average

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	Wage Range	Estimated # of Trainees
Journeyworker Plumber, Pipe Fitter, Steamfitter, Refrigeration Fitter/Air Conditioning Mechanic		150
Apprentice Plumber, Pipe Fitter, Steamfitter, Refrigeration Fitter/Air Conditioning Mechanic		300

INTRODUCTION

The U.A. Local Union 342 Joint Apprenticeship and Training Trust (UA Local 342 JATT) (www.ua342.org/training) trains Apprentices and Journeyworkers for the piping industry in Northern California. The UA Local 342 JATT serves 2,000 Journeyworkers and 520 Apprentices working primarily in Alameda and Contra Costa counties.

Employers are represented by the Industrial Contractors UMIC, Inc., the Northern California Piping Contractors, the Mechanical Contractors Association of Northern California, the Air Conditioning & Refrigeration Contractors Association of Northern California; and the Residential Plumbing and Mechanical Contractors Association of Northern California. Workers to be trained are employed by a variety of firms, including plumbing and mechanical contractors, utility contractors, refineries, building and industrial plant owners, utility and pipeline companies.

The UA Local 342 JATT operates a 45,000 square-foot, fully equipped Training Center located in Concord where all ETP-funded training will occur. The Training Center offers Apprentice and Journeyworker programs (Plumber, Pipefitter, Steamfitter, Refrigeration Fitter and Air Conditioning Mechanic) registered through the Division of Apprenticeship Standards (DAS). Funding for Journeyworker training will allow the JATT to offer specialized training leading to certifications that are nationally recognized in the pipe trades industry.

This will be UA Local 342 JATT's fifth ETP Agreement, and the fifth in the last five years. All training has been delivered under the prior Agreement, and there is sustained employer demand for skilled pipe trade workers.

UA Local 342 JATT provides training for Apprentices and Journeyworkers in the following:

- Installation, service, and repair of plumbing and sanitary systems, water and gas piping and fixtures in homes, commercial enterprises and other institutions.
- Construction, service and repair of refrigeration and HVAC systems that maintain the comfort, health, and safety of building occupants or operate in various industrial and commercial applications.
- Design-build, installation and service of high-purity process piping for semiconductor, biotechnology, and pharmaceutical manufacturing.
- Construction, service, and replacement of pipeline systems, including pumps and other installations.
- Installation, service, and repair of piping systems that provide hospital patients with life-giving oxygen and other medical gases.
- Construction, service and repair at oil refineries.

Plumbers create new systems and service, repair, and remodel existing plumbing systems in residential, commercial, and industrial buildings. Refrigeration and air conditioning mechanics install and retrofit all types of refrigeration equipment, from small air conditioning systems to HVAC units used in hospitals, schools, and other complex installations. Steamfitters/pipefitters are responsible for designing and installing complex heating systems, and special piping for acid, gas, oil, air, oxygen, nitrogen, and ultra-high-purity water and gas systems.

Veterans Program

UA Local 342 JATT is committed to supporting job-related training that helps Veterans transition into California's workforce. It recruits Veterans in cooperation with Helmets to Hardhats, (<http://www.helmetstohardhats.org>), a national joint labor-management program that recognizes the link between skills acquired in military service and the building trades.

In addition, the Veterans in Piping (VIP) program (<http://www.uavip.org/veterans>) offered by the United Association (UA) of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, offers high-quality skills training and jobs in the pipe trades to active duty military personnel preparing to leave military service. The VIP program consists of 18 weeks of highly specialized, intensive training in marketable skills such as welding; heating, ventilating, air conditioning and refrigeration; and sprinkler fitting. The UA provides Veterans with additional skills training opportunities after they complete this program by connecting them to established apprenticeship training programs such as the UA Local 342 JATT. This program is a major factor in the UA Local 342 JATT's recruitment of Veterans, however, the JATT is not requesting a veteran job number.

Women in the Trades

UA Local 342 JATT actively recruits women into its program in participation with Tradeswomen Inc. (<http://tradeswomen.org/>) and sponsors delegates to go to the National Women in Construction events.

PROJECT DETAILS

Plumbing, pipefitting and HVAC contractors participating in this agreement need highly skilled workers in “green” energy requirements and systems. These skilled workers are needed to replace retiring baby boomers and fill the growing demand for workers in San Francisco. Demand for trained and skilled workers also comes due to the demands of SB 54, requiring oil refineries to meet certain requirements, as well as a demand for workers skilled in “green” energy building technology and procedures.

Proposed training will give Journeyworkers skills in valve repair, medical gas installation, welding, refrigerant handling, industrial rigging, foreman skills, geothermal systems, green awareness, instrumentation, field computer systems, AutoCAD and Title 24 requirements. This specialized training leads to certifications that are recognized nationally in the pipe trades industry. The training gives workers and contractors the skills they need to win bids and complete jobs quickly and with the highest quality workmanship.

Training for Apprentices will give the skills to advance in the industry to replace retiring Journeyworkers and staff new and increasingly complex jobs.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by the DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is four years.

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

To ensure ETP does not displace Montoya Funds, Apprenticeship reimbursement is reduced by \$5, reducing the priority industry rate from \$23 to \$18 per class/lab hour. The ETP wage for Apprentices is no less than \$24.13 per hour. However, the actual wages paid are shown in the Training Plan Table for the Panel's information.

Training Plan

Training will be delivered via class/lab in the following:

Apprenticeship Training

Commercial Skills: Training will include trade math, blueprint reading, and all plumbing and mechanical systems in use, in addition to basic skills required across all pipe trades. Training will help Apprentices gain the skills needed to work safely and productively across industries. Training will also cover courses in green construction compliance, practices and materials; new equipment, welding and industry certifications.

Journeyworker Training

Commercial Skills: Training will give Journeymen skills in valve repair, medical gas installation, welding, refrigerant handling, industrial rigging, foreman skills, geothermal systems, green awareness, instrumentation and field computer systems. This specialized training leads to certifications that are recognized nationally in the pipe trades 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 hours of classroom or CBT training for Journeyworkers and Apprentices; 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.

Impact/Outcome

Training for Apprentices will allow them to advance in pay levels in accordance with the collective bargaining agreement for the industry. The specialized training included in the curriculum leads to certifications and apprenticeship that are recognized nationally in the pipe trades industry. The training gives workers and contractors the skills they need to win bids and complete jobs quickly and with the highest quality workmanship.

Journeyworker training will lead to industry certifications in welding, National Inspection Testing Certifications for pipe fitters and plumbers, medical gas installation systems, backflow testing, tube bending, and Title 24 requirements.

Marketing and Support Costs

UA Local 342 JATT requests, and staff recommends, 8% support costs to assist in trainee recruitment, employer outreach and assessment of employer-specific job requirements. All training is marketed through the various participating employer associations and through the UA Local 342 JATT's newsletters, public service announcements, personal contacts, telephone calls, the Internet, emails, and the UA Local 342 JATT's website. While many participating employers have already been recruited, additional recruitment and assessment activities with employers must occur.

Commitment to Training

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

➤ Training Infrastructure

Training will be overseen by the Training Director. Four staff work part time for the UA Local 342 JATT and assist in ETP administration. Staff will coordinate training scheduling. Training attendance will be kept by each instructor and passed to the administrative staff of the UA Local 342 JATT, which maintains the data in the LMS. Training, demographic, and work hour data will be forwarded to Steve Duscha who uploads the data to ETP web sites.

Trainer Qualifications

Highly trained and skilled employees of the UA Local 342 JATT will provide all training. These trainers are experienced journey level workers who have experience and formal instruction in training methods and subject matter.

Training Coordinator

Training facilitation will also be overseen by the JATT's Training Director.

Electronic Recordkeeping

Staff has reviewed and approved the UA Local 342 JATT's use of a Learning Management System for recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

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
ET19-0906	\$841,050	08/01/18-07/31/20	397	0	0

Based on ETP Systems, 45,624 reimbursable hours have been tracked for potential earnings of \$958,104 (113% of approved amount).

PRIOR PROJECTS

The following table summarizes UA Local 342 JATT's performance under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0931	Concord	04/03/17-04/02/19	\$533,399	\$533,399 (100%)
ET16-0914	Concord	10/05/15-10/04/17	\$534,555	\$520,598 (97%)
ET14-0916	Concord	05/05/14-05/04/16	\$533,399	\$524,591 (98%)

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Apprentice Training

Class/Lab Hours

8 - 210

Trainees may receive any of the following:

COMMERCIAL SKILLS

Refrigeration Fitter/Air Conditioning Mechanic:

- ✦ Beginning Electrical Theory
- ✦ Mechanical Refrigeration Theory
- ✦ Advanced Electrical Theory/Beginning Schematics
- ✦ The Refrigeration Cycle
- ✦ Intermediate Electrics I
- ✦ Intermediate Mechanical Refrigeration I
- ✦ Intermediate Electrical II
- ✦ Intermediate Mechanical Refrigeration II
- ✦ Electrical Troubleshooting I
- ✦ Electrical Troubleshooting II
- ✦ Introduction to Direct Digital Controls
- ✦ Introduction to Variable Frequency Drivers
- ✦ Introduction to Market Refrigeration Systems
- ✦ Introduction to Pneumatic Controls
- ✦ Introduction to Boilers
- ✦ Advanced Compressor and Motor Theory
- ✦ Start Test Balance: Water Side I
- ✦ Start Test Balance: Air Side I
- ✦ Start Test Balance: Water Side II
- ✦ Start Test Balance: Air Side II

Plumber/Pipefitter:

- ✦ CPR
- ✦ Trade Mathematics
- ✦ Water Supply systems
- ✦ Sewage Disposal
- ✦ Plumbing System Service and Repair
- ✦ Construction Management in Plumbing
- ✦ Medical Gas Systems
- ✦ Related Science in the Piping Trades
- ✦ Beginning Drawing and Plan Reading for the Piping Trades
- ✦ Advanced Drawing in the Piping Trades
- ✦ Plumbing Tool Workshop I
- ✦ Plumbing Tool Workshop II
- ✦ Plumbing Code I
- ✦ Plumbing Code II
- ✦ Welding for Plumbers
- ✦ Electricity for Plumbers
- ✦ Gas Installation in Plumbing
- ✦ Backflow Prevention
- ✦ Plumbing Fixtures
- ✦ Certification Preparation
- ✦ Computer for the Field

Steamfitter:

- ✚ CPR
- ✚ Trade Mathematics
- ✚ Use and Care of Tools
- ✚ Welding Safety/Plate Welding
- ✚ Oxygen/Acetylene Cutting
- ✚ Pipe Shop I
- ✚ Pipe Shop II
- ✚ Related Science in the Piping Trades
- ✚ Beginning Drawing and Plan Reading for the Piping Trades
- ✚ Advanced Drawing in the Piping Trades
- ✚ Instrumentation 1
- ✚ Instrumentation 2
- ✚ Steam Systems
- ✚ Electricity for Steamfitting
- ✚ Industrial Rigging
- ✚ Beginning AutoCAD
- ✚ Advanced AutoCAD
- ✚ Pumps
- ✚ Tube Bending
- ✚ Pipe Welding 1
- ✚ Welding 5
- ✚ Welding 6
- ✚ Welding 7
- ✚ Welding 8
- ✚ Welding 9
- ✚ Welding 10
- ✚ Orbital Welding
- ✚ Construction Management in Steamfitting
- ✚ Computer for the Field

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10
- ✚ OSHA 30

Journeyworker Training**Class/Lab Hours**

8-200

Trainees may receive any of the following:

COMMERCIAL SKILLS

- ✚ Auto CAD
- ✚ Advanced Drawing (Pipe Drafting)
- ✚ Advanced Plan Reading
- ✚ Basic Electricity
- ✚ Beginning Instrumentation
- ✚ Blueprint Reading
- ✚ Boiler
- ✚ Brazing
- ✚ CCO Certification
- ✚ CFC Certification

- ✚ Construction Management
- ✚ Detailing
- ✚ Diametrics
- ✚ Downhill Welding
- ✚ Drawing
- ✚ Foreman Training
- ✚ Gas
- ✚ Gas Installations (Plumbing)
- ✚ Hand Fusion
- ✚ HVAC Theory
- ✚ Industrial Instrumentation (Tube Bending)
- ✚ Instrumentation
- ✚ Med Gas
- ✚ Med-Gas Installer/Brazer (For UA Certification)
- ✚ MIG
- ✚ Orbital Welding
- ✚ Plumbing Code
- ✚ Plumbing Fixtures & Appliances (Plumbing)
- ✚ PVDF
- ✚ Rigging
- ✚ RSO
- ✚ Signal Person
- ✚ TGO
- ✚ Tig & Fusion Welding
- ✚ Title 24
- ✚ Trimble
- ✚ Tube Bending
- ✚ Variable Speed
- ✚ Water Supply

OSHA 10/30 (Certified OSHA Instructor)

- ✚ OSHA 10
- ✚ OSHA 30

Safety Training cannot exceed 10% of total training hours per-trainee
(This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

Note: Reimbursement for Journeyworker (Job Number 1) training is capped at 200 total training hours per trainee. Reimbursement for Apprentice (Job Number 2) training is capped at 210 total training hours per trainee.
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RETRAINEE - JOB CREATION

Training Proposal for:

180 Snacks, Inc. dba Mareblu Naturals Manufacturer, Inc.

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0141

Approval Date: August 16, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SB <100	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 49	U.S.: 49	Worldwide: 49	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	2%			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$51,273

Total ETP Funding

\$43,470

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Production Staff, Technical Staff, Administrative Staff, Supervisors, Managers, Owners

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Retrainee SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	37	8-60	0	\$1,035	\$18.14
				Weighted Avg: 45			
2	Priority Job Creation SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	5	8-60	0	\$1,035	\$15.12
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: (Retrainee) - \$18.14/ hr. Job Number 2: (Job Creation) - \$15.12/ hr.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1998	Company Headquarters: <input checked="" type="checkbox"/> Single location Anaheim, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> Anaheim, CA 	
Nature of Business:	<ul style="list-style-type: none"> 180 Snacks, Inc. dba Mareblu Naturals Manufacturer, Inc. manufactures highly customized and seasonal product offerings, fulfilling major orders in a short time. The Company produces and 	

	<p>manufactures specialty snacks which includes nuts, fruits, seeds, and rice.</p> <ul style="list-style-type: none"> • The Company's products are Kosher, Gluten-free, Non GMO, Dairy free, and peanut free. • The Company has expanded its product line over the years and its products are now available nationwide through 3rd party vendors.
Customer Base:	<ul style="list-style-type: none"> • 180 Snacks primary customer is Costco, but the Company is now expanding to include grocery stores. Specifically, the Company is in the process of introducing its product line at Kroger stores.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • 180 Snacks is in the process of diversifying its customer base to acquire new accounts in effort to resist being pushed out of the market by larger manufacturers. • To do this, the Company must maintain inventory, maximize thorough output and minimize operating costs. Therefore, 180 Snacks is introducing a brand new Enterprise Resource Planning (ERP) and Management software, a Global Food Safety Initiative Certification, and a comprehensive cross training program to stay competitive within a diverse market, and streamline internal functions. • The introduction of the ERP System has also allowed the Company to expand to double shifts, five days a week, which requires significant cross training for current staff. • In conjunction with its expanding customer base, 180 Snacks will hire 5 new staff over the two year period to accommodate new production lines (Job Number 2).

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Comprehensive staff training on the new ERP System is needed to ensure efficient operations on a daily basis. Trainees will receive training on proper system maintenance, master tables, ship to/bill tables, formula tables, vendor tables, and manufacturing routings. • 180 Snacks will train staff in a globally recognized, comprehensive certification, Version 9 Global Food Safety Initiative Certification (GFSI). The training for this certification will cover food and plant safety, plant defense and recall controls. • This certification is required as part of the growth and expansion into the grocery store market and is required to hold major retail accounts.
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	<ul style="list-style-type: none"> • The certification training will also enable the Company to double its volume while maintaining low levels of safety and quality risks to its staff. • Finally, as 180 Snacks is a small food manufacturer, the expansion to multiple stores requires cross training. This is essential to ensure that every member of staff understands all aspects of the business. Therefore, all staff will receive cross training on production, shipping, scheduling, quality assurance, and order entry. • New hires will receive training in product knowledge, internal processes and companywide functions.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	HazMat	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification:
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards
	0-30 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff, Technical Staff

The PL instructor must be dedicated to training, at a ratio of 1:2.

Ratio Higher than 1:1	Production and/or production processes require a team of 2 trainees per instructor to ensure trainees receive the skills necessary to produce at a sufficient level to meet reasonable quotas whilst on the production floor.
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; and,
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	<input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>The Managing Director will oversee all project administration and training with assistance from Training Funding Source. With dedicated infrastructure and a streamlined training plan, the Company is ready to begin training upon approval. All training will be at its Orange County Location.</p>
<ul style="list-style-type: none"> • Trainers: <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing skills, PL- Manufacturing Skills</p>
<ul style="list-style-type: none"> • Administration: <p>The Managing Director will oversee the project with assistance from administrative staff. In addition, 180 Snacks has retained Training Funding Source to assist with project administration such as enrollment and uploading eligible training hours.</p> <p><input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor</p>

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13% of payment earned
Training Vendors	TBD	TBD	TBD

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

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Business and Phone Etiquette
- Change Management
- Coaching And Conflict Resolution
- Communication Skills
- Performance Management
- Problem Solving – Root Cause Analysis
- Product Knowledge
- Project Management
- Working Successfully With Others

COMPUTER SKILLS

- Database Administrator Skills
- Microsoft Office
- Materials Requirements (MRP)
- Production Scheduling
- Capacity Management
- Process Mapping
- Financial/Accounting/ Manufacturing Software

CONTINUOUS IMPROVEMENT

- Decision Making/Problem Solving
- Kaizen
- Kanban Inventory System
- Line Balancing
- Leadership
- Lean Manufacturing
- Lean Waste Reduction
- Quality Systems
- 5s Program
- Teambuilding
- Total Preventive Maintenance

HAZARDOUS MATERIALS

- HAZMAT

MANUFACTURING SKILLS

- Good Manufacturing Practices
- Gluten Free, Non-GMO, Vegan, Kosher, Organic, SQF
- Hazard Analysis & Critical Control Point
- Production Equipment/Tools
- Sanitation Procedures/Materials

- Standard Operating Procedures
- Shop Floor Data

PRODUCTIVE LAB (RATIO 1:2)

0-30 Trainees may receive any of the following:

MANUFACTURING SKILLS

- Good Manufacturing Practices
- Gluten Free, Non-GMO, Vegan, Kosher, Organic, SQF
- Hazard Analysis & Critical Control Point (HACCP)
- Production Equipment/Tools
- Sanitation Procedures/Materials
- Standard Operating Procedures

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



**Retrainee – Job Creation
Training Proposal for:
Arvinyl Laminates, LP**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0197

Approval Date: October 14, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 27	U.S.: 27	Worldwide: 27
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$42,545

Total ETP Funding

\$31,050

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration, Production Staff, Manager/Supervisor

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	27	8-200	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	3	8-200	0	\$1,035	*\$15.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: \$17.70 per hour in Riverside County Job Number 2 (Job Creation): \$14.48 per hour in Riverside County Health Benefits: Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 & 2.
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OVERVIEW

Year Company Founded:	1987	Company Headquarters: <input checked="" type="checkbox"/> Single location Corona
Facility location(s) where training will occur		<ul style="list-style-type: none"> Corona (Riverside County)

Nature of Business:	<ul style="list-style-type: none"> Arvinyl Laminates, LP (Arvinyl) designs and manufactures a full range of custom laminates used in various applications such as truck interiors, wall panels, ventilation equipment, automotive firewalls and floors, architectural finishing and medical products.
Customer Base:	<ul style="list-style-type: none"> Customers include Military, Truck Manufacturers, Architecture Firms, Healthcare, Hospitality, Retail and Roofing companies.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Improve process through Lean implementation by adding additional strategic Kanban methods, a workflow management tool, to eliminate waste and manage customer order projections. Implement upgrades to existing equipment, including conveyors and water jets, and automate the manufacturing process to increase speed and quality of production. Address the trucking industry's newly published timetable, which changes the use of metal-based products to plastic thermoformed parts. Arvinyl will implement thermoforming technology by utilizing molding machine equipment to create new products, such as dash panels. To expand Arvinyl's presence in the roofing industry, Arvinyl plans to add three new positions to the sales and production departments.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Training will be provided to all staff on LEAN and Kanban methods, respective to each position and job responsibility, to address changes in work flow management. New equipment training will be provided to all Production Staff and Managers/Supervisors. As a new production process to Arvinyl, thermoforming production training will be provided to all Production Staff and Managers/Supervisors on process and equipment. Ongoing training on Leadership, Planning and Microsoft Office will be provided to all staff.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☒ Productive Lab

☐ MS Preceptor

☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	HazMat	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The Finance & Administrative Manager will oversee the project with assistance from the Plant Manager. The Company has a training plan in place with sessions scheduled weekly. Training will be provided by in-house experts and will begin immediately upon project approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Busines, Computer, Continuous Improvement and Manufacturing Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Hazardous Material (HAZMAT)
<ul style="list-style-type: none"> Administration: Training Funding Source will assist with project administration <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	3
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> In ET13-0192, the Company implemented and established a formal training program. In ET15-0264, Arvinyl formalized cross-training and line-balancing training goals. In ET17-0439, training focused on improving products and manufacturing processes with the introduction of Kanban.
<ul style="list-style-type: none"> Difference in Training Plan: 	<p>For the current project, Arvinyl will focus on changes to its manufacturing processes with the implementation of upgraded and new equipment to efficiently produce new and existing products as the company shifts their focus towards expanding their presence in the Roofing Industry. Additionally, Arvinyl will also focus on further minimizing waste by implementing additional Kanban methods, with the emphasis on customer order projection management.</p> <p>The number of hours is consistent with previously earned. Some courses listed may be the same as in the previous Curriculum; however, trainees who have already taken these courses will receive advanced versions. Training will not be duplicated.</p>

PRIOR PROJECTS

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0439	Corona	3/1/17 - 2/28/19	\$23,920	\$23,920 (100%)
ET15-0264	Corona	8/25/14 - 8/24/16	\$48,464	\$28,988 (60%)
ET13-0192	Corona	10/18/12 - 10/17/14	\$39,780	\$39,780 (100%)

ET15-0264: a change in the company's management personnel, including the departure of the Plant Manager overseeing the ETP Contract, impacted Arvinyl's ability to implement and administer regular scheduled trainings. Since the completion of that contract, Arvinyl performed at 100% in the following contract, ET17-0439. To avoid any future impacts on training, Arvinyl has two Managers to oversee the ETP contract, the Plant Manager and the Finance & Administrative Manager.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,950
Administrative	Training Funding Source	Seal Beach	Not to Exceed 13% of payment earned
Training Vendors	Bill Rosenthal and Associates	Irvine	TBD





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

8-200 Trainees may receive any of the following:









BUSINESS SKILLS

-  Leadership
-  Planning and Logistics
-  Product and Service Knowledge
-  Research and Development
-  Sales & Marketing
-  Shipping and Receiving
-  Team-Building




COMPUTER SKILLS

-  Crystal Reports
-  Customer Relationship Management
-  Enterprise Resource Planning - JobBoss
-  Microsoft Office











CONTINUOUS IMPROVEMENT

-  Down-Time Elimination
-  International Standards Organization
-  Kaizen
-  Kan Ban
-  LEAN (5S, 7 Wastes, Value Stream, etc.)
-  Problem-Solving
-  Scrap/Waste Reduction
-  Set-Up Minimization

HAZARDOUS MATERIALS (Ratio 1:40)

-  Haz-Mat Handling
-  Global Harmonized System
-  Toxic Substance Handling







MANUFACTURING SKILLS

-  Adhesives, Substrates, Vinyls
-  Equipment Operations, Maintenance, Troubleshooting
-  Industrial Hygiene
-  Jetcam, Geomagic, FlowXpert
-  Material Flow, Procurement and Inspection
-  Punch Press/Forming
-  Production Operations
-  Shearing Operation
-  Stormwater/Wastewater
-  Supply Chain

Productive Lab Hours

0-24

MANUFACTURING SKILLS (Ratio 1:1)

-  Equipment/Production Operations
-  Finishing Skills
-  Line Operation and Leadership
-  Maintenance and Trouble-Shooting
-  Punch Press/Forming Techniques
-  Shipping and Receiving

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:

Avalara, Inc.

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0138

Approval Date: August 13, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Luis Obispo	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: 200	U.S.: 1,400	Worldwide: 1,600	
<u>Turnover Rate:</u>	15%			
<u>Managers/Supervisors:</u> (% of total trainees)	13%			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$78,941

Total ETP Funding

\$74,290

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Compliance, Information Technology (IT), Administration, Reporting, Customer Service Specialists, Managers

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr.	38	8-200	0-7	\$1,995	\$17.70
				Weighted Avg: 85			

Minimum Wage by County: \$17.70 per hour for San Luis Obispo County.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

Up to \$1.70 per hour may be used to meet the Post-Retention Wage for Job 1.

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input type="checkbox"/> Single location Seattle, WA
Facility Locations Outside CA	<ul style="list-style-type: none"> Facilities within USA: Washington, Colorado, North Carolina, Wisconsin and Texas Facilities located Internationally: Canada, England, Belgium, India and Brazil 	
Total Number of Facility locations in California	4	
Facility location where training will occur	<ul style="list-style-type: none"> Paso Robles (San Luis Obispo County) 	

Nature of Business:	<ul style="list-style-type: none"> Regulatory compliance software and services for the alcohol beverage industry.
Customer Base:	<ul style="list-style-type: none"> Alcoholic beverage producers, distributors and importers.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> The alcoholic beverage industry is in the middle of regulatory ruling change. The Company's focus is assisting their customers in compliance with their respective local laws. United States has different rules in different states, which makes compliance very complex (from pricing to labeling to content to
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	<p>marketing to shipping). Avalara assists clients to navigate through these changes.</p> <ul style="list-style-type: none"> • In January 2019, Avalara acquired the Paso Robles Company formerly known as Compli. The acquisition expanded Avalara's intellectual property (IP), technology, and expertise with a broad customer base in the beverage alcohol space. • The acquisition will expand Avalara's ability to serve existing and prospective client base.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Ongoing change in alcohol beverage regulations, whereby different rules for different localities and states makes compliance complex. Avalara needs to train staff to incorporate compliance and resolutions to address these changes for their customers. Training includes upgrading technologies, processes and capabilities to monitor change across every state in the country. • The integration of Avalara and Compli will require training for the former Compli team to learn new processes and a new infrastructure while integrating with the current ECompli software and compliance management services.
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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

Continuous Improvement	Business Skills	Computer Skills
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	85 Hours
<ul style="list-style-type: none"> • Recent changes in regulations related to compliance in the alcohol beverage industry will require training which is critical to service Avalara's customers and expand business. Training between 80 and 120 hours will be provided to Customer Service Specialists, IT and Compliance staff to upgrade technologies and address changes in labeling for content, pricing and shipping, which varies from State to State. • Training is required to bring the newly acquired employees of Avalara up to speed on technology and industry changes. The Company will also be providing all employees with an estimated 4 hours of training per week, for the next 18 months, to address the change in Avalara's software and business processes. Training will commence upon ETP approval. 	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: The project will be overseen by the Company's Human Resource Specialist. A training plan is in place and Avalara will begin training upon approval.
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Continuous Improvement, Computer and Business Skills <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> • Administration: Avalara's Human Resource Specialist will administer the project with the assistance of an Administrative Subcontractor. <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	TGII	Canton, GA	\$1,500
Administrative	TGII	Canton, GA	\$13%
Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

Continuous Improvement

- Quality Concepts
- Salesforce
- All-Staff Training
- Process Improvement
- Conflict Resolution
- Leadership Skills
- Teambuilding
- Focus Improvement
- Organizational Capability Continuous Improvement
- Productivity
- Winning Together
- Marketing/Sales
- Customer Service
- Systems, Applications and Products
- Succession Planning
- Business Performance/Skills Enhancement
- Leadership
- Early Management
- Office Skills (efficiency, organization, attention to detail)
- Business Communication Skills
- Project Management
- Business Productivity
- Best Practices

Computer Skills

- Software Engineering
- E-Compli Software
- Cloud Computing
- Mobile Digital
- Opens Source
- Secure Data
- Paradigms in Programming
- Python Language
- Visual Paradigm and Design
- JAVA, .NET
- Sphere Server
- Adobe ME
- Software Architecture
- Advanced Software Development
- Cyber Security Management
- Cyber Security Technologies
- Data Center Operations and Management

- Data Management and Analytics
- Digital Voice and Data Communication Technologies
- IT Innovation, Leadership and Entrepreneurship
- System Administration
- Systems Analysis
- Web Design/ Application Development Database Configuration
- Systems, Applications and Products
- Office Word, Excel, Access, PowerPoint
(Intermediate/Advanced)

CBT Hours

0-7

Trainees may receive any of the following:

Continuous Improvement

- Conflict Resolution (6 hours)
- Organizational Skills (4 hour)

Business Skills

- Business Writing (4 hours)
- Business Etiquette (4 hours)
- Business Ethics (1 hour)

Computer Skills

- Microsoft SharePoint Design (6 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Avatar Partners, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0148

Approval Date: August 28, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: C. Clady

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB<100	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 15	U.S.: 24	Worldwide: 24
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$28,563

Total ETP Funding

\$18,630

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Engineers, Developers, Administrative, Supervisor, Manager & Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	15	8-200	0	\$1,035	\$18.14
				Weighted Avg: 45			
2	Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	3	8-200	0	\$1,035	*\$15.00
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: Orange County \$18.14: Job Number 2 (Job Creation) Orange County \$15.00.

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 1 and Job 2.

OVERVIEW

Year Company Founded:	2003	Company Headquarters: <input checked="" type="checkbox"/> Single location Huntington Beach
Facility location(s) where training will occur	<ul style="list-style-type: none"> Huntington Beach (Orange County) 	

Nature of Business:	<ul style="list-style-type: none"> Avatar Partners, Inc. (Avatar) develops software and technological solutions that incorporate augmented and virtual reality, artificial intelligence (AI), analytics, big data and radio frequency identification (RFID) for military, and commercial aircraft equipment.
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Customer Base:	<ul style="list-style-type: none"> • Aviation & automotive industries • Manufacturing • Governmental agencies • Private companies
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Avatar is developing new applications (augmented and virtual reality, Artificial Intelligence and radio frequency identification technologies). These applications will expand its customer base as they will be adopted by a growing number of governmental agencies and private industries. • Avatar is in the process of obtaining its Capability Maturity Model Integration (CMMI) Level 3 designation required by the US Department of Defense (DoD), which will enhance the Company's standardization of operations and procedures. • The implementation of a new Customer Relationship Management (CRM) system will be necessary in accordance with the CMMI designation and will assist with expansion, management of customer subscriptions, and helpdesk customer support.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • All staff will receive training on Customer Relationship Management (CRM) to improve operational effectiveness. Managers, Developers, and Engineers will be trained on Capability Maturity Model Integration (CMMI) which is required by US DoD and other government agencies. • Supervisors/Managers will be trained in Commercial Skills, Business Skills, Computer Skills, and Continuous Improvement Skills to improve efficiency of communication within the company and enable standardization of operations and procedures. In addition, these trainees will require leadership and product knowledge skills necessary to interact with internal and external clients.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Continuous Improvement	Business Skills	Computer Skills
Commercial 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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<ul style="list-style-type: none"> • Project Oversight: The project will be overseen by the Chief Innovation Officer with the assistance of the Human Resource Administrator. The Company's in-house trainers will include, Technical Director, Program Manager, Contract Specialist, Proposal Manager, and Multimedia Director. A detailed training plan is in place to commence ETP training provided by in-house trainers upon approval.
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills and Continuous Skills. <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> • Administration: Training Funding Source will assist with the Administration of this project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$900
Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13% of earned funds
Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Admin Processes & Procedures
- Coaching/Communication
- Customer Relations
- Vendor Relations
- Leadership
- Marketing & Business Development/Sales
 - Data Analytics for Business Dev/Market Research
- Planning
 - Project Management Training for Executives
 - Human Resource Training for Executives
- Time Management
- Business Writing

COMMERCIAL SKILLS

- Agile Methodology
- Angular Methodology
- Change Management Processes
- Client Portal
- Disaster recovery for customers
- Engineering & System Design
- Health Insurance Portability and Accountability (HIPAA)
- Product/Service Knowledge
- Quality Assurance Plan
- Request for Proposal (RFP)
- Risk Assessments-Development Estimation
- Security Awareness
- Sarbanes Oxley (SOX)
- Standard Operating Procedures (SOPs)
 - Vendor Management
 - Travel Management
- Systems Integration & Testing

COMPUTER SKILLS

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Applications
- Business Intelligence (BI)
- Cloud Solutions
- Crystal Reports
- Customer Relationship Management (CRM)
- E-Mail Marketing Tools (Act ON, Survey Monkey, GoldMine)
 - Social Media Tools
 - Tools helping customers who need our products find our products

- Schools
 - Hospitals
 - State/Local Government Agencies
- ERP (ServiceNow)/ Quickbooks/SAP
- Intelligence
- Knowledge Process Outsourcing (KPO)
- Microsoft Office/ Project/Azure/ Exchange
- Mobility
- Cyber Security / NIST / NISP Training
- Payroll/HR
- Sales Force
- Sharepoint
- Time Tracking & Time & Billing system
- WordPress, Web Design and Graphics Software
- Microsoft Office

CONTINUOUS IMPROVEMENT

- Agile (DevOps) & SCRUM
- Performance Improvement
- Process/Quality Improvement/Efficiency /Workflow
- Quality Management Office (QMO)
- SCEP (SOD Customer Excellence Program)
- Six Sigma
- Teamwork & Collaboration

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

Badu Networks, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0142

Approval Date: October 3, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SB <100	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 13	U.S.: 21	Worldwide: 21
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$43,500

Total ETP Funding

\$18,630

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Technical Staff, Engineer, Administrative Staff, Supervisor, Manager

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Retrainee Priority	Business Skills Computer Skills Continuous Impr. PL-Computer Skills	13	8-60	0	\$1,035	\$18.14
				Weighted Avg: 45			
2	SB<100 Retrainee Job Creation Priority	Business Skills Computer Skills Continuous Impr. PL-Computer Skills	5	8-60	0	\$1,035	\$15.12
				Weighted Avg: 45			

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

Minimum Wage by County: Job Number 1: (Retrainee) - \$18.14/ hr. Job Number 2: (Job Creation) - \$15.12/ hr.

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.

OVERVIEW

Year Company Founded:	2012	Company Headquarters: <input checked="" type="checkbox"/> Single location Irvine (Orange County)
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Nature of Business:	<ul style="list-style-type: none"> Badu Networks provides software and appliance solutions to improve end-user telecommunications experience. The Company's services include: infrastructure to increase Transmission Control Protocol (TCP) speed, which delivers data over both wired and wireless connections; maximize bandwidth efficiency for wireless networks.
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Customer Base:	<ul style="list-style-type: none"> • Badu Networks primarily serves mobile carriers, internet service providers, and government agencies. • The Company's main customer base is located in Asia. The Company plans to expand into North American and European Markets by 2020.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • To remain competitive within the industry, Badu Networks continually upgrades its technology and software programs. The Company will transition from 4th generation cellular network to 5th generation cellular network (4G to 5G Network). • Badu Networks is implementing new internal processes to effectively respond to the needs of their customers as they transition from 4G to 5G. • Cross training staff will broaden technical skills throughout the company and serve the customer's practical needs due to the network transition. • Due to expanding customer base, staff volume doubled within the last two years and it is expected to double over the next two years.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • To meet rapidly changing industry needs, Badu Networks will deliver a majority of training to its Technical Staff and Engineers focused on Computer Skills training with an emphasis on Voice over Protocol (VIOP), linux, database programming, and Software-defined networking in a wide area network (SDWan). This coursework will ensure that staff keeps pace with customer demand; meet or exceed necessary skill levels to assist with the network transition. • Extensive product knowledge is required for rapid customer response during the transition. Training will focus on highly technical systems and will be delivered via hands on. • The Company will focus on training approximately five new staff, a conservative request given current hiring projections. • Newly hired staff training will ensure that new hires can respond to customer demand and provide working solutions to improve the end user experience. Training will include extensive training in product knowledge and internal systems at Badu Networks.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
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Productive Laboratory	Justification: <input type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Engineers, Technical Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Infrastructure & Administrative Plan

<p>• Project Oversight:</p> <p>The Co-Founder will oversee both project administration and training with assistance from internal administrative staff. The Company has a detailed training plan in place and is ready to begin training upon approval. All training will be provided at the Orange County site. In addition, a 3rd party administrator will assist with administration.</p> <p>The training is currently scheduled for every Monday and Wednesday. In addition, training schedules will be coordinated by the Co-Founder in conjunction with the Technical Engineer responsible for overseeing and conducting training needs assessments for all staff.</p>
<p>• Trainers:</p> <p><input checked="" type="checkbox"/> In-house – Types of Training: Bossiness, Commercial, Computer, Continuous Improvement, PL-Computer Skills</p>
<p>• Administration:</p> <p>Badu Networks has retained Training Funding Source to assist with administration tasks.</p> <p><input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor</p>

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$950
Administrative	Training Funding Source	Seal Beach, CA	13% of payment earned
Training Vendors	TBD	TBD	TBD

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

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching/ Communication
- Leadership
- Product Knowledge
- Sales/Business Development
- Work Processes/ Procedures

COMPUTER SKILLS

- 5G
- Amazon Web Services (AWS)
- C++
- Cisco Routers, Switches and Firewalls
- Citrix
- Cloud Backup/ Storage/ Services
- Configure Static IP Address
- CentOS 7 Minimal on Virtual Machine
- Content Distribution Network (CDN)
- Database Administration
- Data Backup
- Dell Servers
- Disaster Recovery
- Dot Net Framework
- Enterprise Network
- Extensive Markup Language (XML)
- GoToMeeting
- Google Docs
- Hubspot
- HyperText Markup Language (HTML)
- ISO to the box (Jetway)
- JIRA
- JAVA
- Javascript
- Keylok device (Virtual Machine)
- Kernel-based Virtual Machine
- Linux
- Mac Pages, Keynote, Cyber Security, Tricks & Commands
- Mobile Network
- GTP Tunneling
- Network Optimization/ Monitoring
- Network Interface Card
- Product/ Service knowledge
- Quality of Service (QoS)
- Quickbooks
- Software wide area network (SD-WAN)

- SuperMicro
- TCP De-Bottleneck
- VMware
- Virtual Private Network
- Video Delivery
- Virtualization Tools
- MPL, Wi-Fi, LTE
- WarpTCP
- Wireless Last Hop
- Windows

CONTINUOUS IMPROVEMENT

- Goal Setting
- Process/ Quality/Productivity Improvements
- Problem Solving
- Teamwork
- Time Management
- Project Management
- Presentation Skills
- Data Analysis and Presentation
- Finance

Productive Lab Hours

0-24 Trainees may receive any of the following:

COMPUTER SKILLS (1:1)

- 5G
- Amazon Web Services (AWS)
- C++
- Cisco Routers, Switches and Firewalls
- Citrix
- Cloud Backup/ Storage/ Services
- Configure Static IP Address
- CentOS 7 Minimal on Virtual Machine
- Content Distribution Network (CDN)
- Database Administration
- Data Backup
- Dell Servers
- Enterprise Network
- ISAO (Jetway)
- Keylok Device (Virtual Machine)
- Linux
- GTP Tunneling
- Network Interface Card
- Product Knowledge
- Quality of Service (QoS)
- SD-WAN
- TCP De-Bottleneck
- VMware

- Virtual Privacy Network
- Video Delivery
- Virtualization Tools
- MPLS, Wi-Fi, LTE

Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery.



Training Proposal for:
Bandy Manufacturing, LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0143

Approval Date: September 25, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	SB <100 Priority Rate Retrainee	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 75	U.S.: 75	Worldwide: 75
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution:

\$36,764

Total ETP Funding

\$60,375

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Machinist, General Laborer, Clerical Staff, Shop Leads, Quality Inspector, Warehouse, Maintenance, Engineering, Supply Chain, Manager

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Priority Retrainee	Adv. Tech. Business Skills Computer Skills Continuous Impr. HazMat Literacy Skills PL-Mfg. Skills Manufacturing Skills	75	8-60	0	\$805	\$18.56
				Weighted Avg: 35			

Minimum Wage by County: Job 1: \$18.56 for Los Angeles County.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1952	Company Headquarters: <input checked="" type="checkbox"/> Single location Burbank
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Burbank 	
Nature of Business:	<ul style="list-style-type: none"> Manufactures complex, close-tolerance hinges used on numerous commercial and military equipment. 	

	<ul style="list-style-type: none"> • Products include military spec hinges, cargo/passenger door hinges; aerial deployment systems (ADS) rails and line kitting and assemblies
Customer Base:	<ul style="list-style-type: none"> • Aircraft/Aerospace industry • Commercial and military industries • Customers include Sabb, Boeing, Lockheed
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Secured a large contract with TX Boeing which will increase product demand • Added an additional shift for production to keep up with demands • Initiated new company-specific procedures and processes (The Bandy Way and Bandy 6 processes) for all divisions. • Acquired new equipment (Axis, Spindles and CNC machines) • Upgrading newer employees' skillset on use of soft metal platform for succession planning behind aging and retiring workforce.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Advanced Technology will be provided to Engineering, Quality Inspectors and Machinists in order to gain higher-level skills in Computer-Assisted Drafting, Computer-Assisted Manufacturing and coordinate measuring machines. • Business Skills will be provided to Clerical Staff, Manager, Shop Leads, Quality Inspector and Supply Chain to improve customer relations and specific administrative and management processes. • Computer Skills will be provided to Clerical Staff, Quality Inspector, Engineering, Supply Chain and Managers familiarize them on the navigation and use of software systems and platforms. Trainees will gain confidence and competence to full utilize these system. • Continuous Improvement will be provided to all occupations to keep processes moving efficiently through the plant with low error rate. This training will improve technical efficiency and time and movement savings. • Manufacturing Skills will be provided to Machinists, General Laborer, Shop Leads, Quality Inspector, Warehouse and Maintenance Staff, Engineering, Supply Chain and Manager on new manufacturing processes and procedures to gain knowledge and expertise in operating machines and equipment currently used in the manufacturing process. • Hazardous Materials training will be provided to Production Staff, Managers and Supervisors to
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	<p>ensure that hazardous materials are handled in the safest manner possible.</p> <ul style="list-style-type: none"> Literacy Skills will be provided to Warehouse and Maintenance Staff and General Laborers to learn vocational English and basic math that is essential in communicating and understanding job instructions and procedures.
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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

Advanced Technology *	Business Skills	Computer Skills
HazMat	Continuous Improvement	Literacy Skills
PL - Manufacturing Skills	Manufacturing Skills	

*Advanced Technology: \$26/hour AT rate (Trainer to trainee ratio up to 1:10)	Occupations: Engineering, Quality Inspectors and Machinist
	Training / Topics: CAD/CAM, CMM programming, CNC Machines

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	15 PL Hours per-trainee
	Occupations Receiving PL Training: Machinist and General Laborer
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	Trainees work in pairs to train and operate equipment.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: Human Resources Manager will oversee the project with the assistance of the company President. Bandy is ready to start training upon approval. Training will be provided by a combination of in-house trainers and vendors. Bandy has retained an administrative subcontractor to assist with enrollment, uploading and invoicing training hours in the ETP System.
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<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Advance Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, PL-Manufacturing Skills, Literacy Skills, and Hazardous Materials <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: (To Be Determined)
<ul style="list-style-type: none"> • Administration: <p>Bandy retained Judith's Training Services, LLC (JTS) in Los Angeles to assist with administration. The subcontractor will work closely with the Human Resources Manager.</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Judith's Training Services, LLC	Los Angeles	\$6,048
Administrative	Judith's Training Services, LLC	Los Angeles	Not to exceed 10% of payment earned.
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 - 60

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting and Payroll Procedures
- Marketing and Business Planning
- Business Administration
- Financial Strategy
- Inventory Control
- Product Knowledge
- Negotiating
- Conflict Management
- Interpersonal Skills
- Customer Relations and Customer Needs
- Resolving Complaints
- Estimating
- Leadership
- Decision Making
- Motivation and Coaching Procedures
- Team Building

COMPUTER SKILLS

- Microsoft Office
- Sales Force – CRM
- Customer Portals – Transfer Large files (Boeing,Laki)
- PC Dimis – Coordinate Measurements
- MAPIC – MRSP Financial Software
- Plotter Use
- Graphic Representation
- Auxillary Hardware
- Isometric Drawings (2and 3)
- Network Management
- Certified Novell Assistance (CAN)
- World Wide Web (WWW)
- Designing and Developing Software and Applications
- Integrated Material Management
- Accounting Systems
- Computerized Scheduling
- Sales Forecasting
- Material Resource Planning
- Inventory Control
- Purchase Order Tracking
- Payroll
- Cost Accounting
- Engineering/Document Control

CONTINUOUS IMPROVEMENT

- Statistical Process Control (SPC)
- GMS – Quality Management Systems

- Problem Solving
- Quality Concepts
- Total Quality Management
- ISO – 2015 – AS 9100 REVD
- Just In Time Process (JIT)
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- The Bandy Way
- Bandy – Focus 6
- Forklift Training and Certification
- Lean Manufacturing
- Methods to Monitor Quality Control During Production
- Interpreting Charts and Graphs
- Pareto
- Histogram
- Fishbone Diagrams
- Statistical Analysis
- Strategic Planning, Evaluations, Monitoring

HAZARDOUS MATERIALS

- Hazardous Material Handling
- Hazardous Chemical Cleaning/Handling/Disposal
- Hazardous Waste Handling

LITERACY SKILLS

- Vocational English (VESL)
- Basic Math

MANUFACTURING SKILLS

- Production Operation
- Parts and Products Manufacturing
- Equipment Operation
- Assembly Procedures
- Inventory Control
- Warehousing
- Manufacturing Practices
- Cross Training in Production Equipment/Skills
- Equipment Repair/Maintenance
- Super Highway – Automated Drill Operation
- MS- Mil Spec – Military Spec Manufacturing
- CNC Machine Operations
- Drills and Lathes
- Milling Machines
- Grinders and Other CNC Machines
- CNC Programming

ADVANCED TECHNOLOGY (1:10)

- Computer Assisted Drafting/Manufacturing (CAD/CAM)
- Computer Numerical Control (CNC) Automated

- CMM – Coordinate Measurement Machine
- CAD/CATIA – 3D Imagery Viewing
- Certified Network Engineering
- Local Area Network (LAN)
- Certified Network Engineer

Productive Lab Hours

0-15

MANUFACTURING SKILLS (1:2)

- Equipment Operation
- Drilling and Burring
- Equipment Maintenance and Repair Procedures

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training will be limited to 10% of total training hours per-trainee.

Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

**Calmont Engineering & Electronics Corp.
dba Calmont Wire & Cable**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0172

Approval Date: October 2, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 32	U.S.: 32	Worldwide: 32	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$48,602

Total ETP Funding

\$30,935

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Production, Administrative, Supervisor/Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	32	8-200	0	\$805	\$18.14
				Weighted Avg: 35			
2	Retrainee Job Creation Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	5	8-200	0	\$1,035	\$15.12
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1: \$18.14 per hour in Orange County

Job Number 2 (Job Creation): \$15.12 per hour in Orange County

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1958	Company Headquarters: <input checked="" type="checkbox"/> Single location Santa Ana
Facility location(s) where training will occur	<ul style="list-style-type: none"> Santa Ana (Orange County) 	

Nature of Business:	<ul style="list-style-type: none"> Calmont Engineering & Electronics Corp. dba Calmont Wire & Cable (Calmont) designs and manufactures precise, highly engineered custom wire, cable and extruded shapes/profiles for electrical and non-electrical products, such as cable coatings and windshield wiper blades.
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Customer Base:	<ul style="list-style-type: none"> Customers include medical, aerospace, and military/defense industries as well as sensor and robotic companies, selling to both original equipment manufacturers and cable assembly houses.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Military/defense customers require Calmont to comply with International Traffic in Arms Regulations (ITAR) to control the export and import of its defense-related products. Implementation of new inline printers to combine two functions into one: extrusion, the continuous process used to create objects of fixed cross-sectional profile, and printing. This will enable Calmont to run longer job orders of 1,000 feet or more. Implementation of additional/updated equipment, extruders, to accommodate larger job demands for co-extrusion materials and increase the number of prospective customers. To accommodate large upcoming orders, business will increase by 15%, Calmont plans to add at least five individuals to its production staff

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Complying with ITAR regulations require changes in internal processes including the bidding, selling, manufacturing, and shipping. Calmont will train all staff on ITAR regulations. Training will be provided to new and existing Production and Managers on integrating large scale inline printers into the manufacturing process. Training will be provided to Production and Managers on new processes for fulfilling co-extrusion materials orders. Ongoing training on Leadership, Planning and Process Improvement will be provided to all staff.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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The following Modification(s) fall within Panel guidelines:

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 Days
Employer-paid healthcare premiums while on temporary status.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: This project will be overseen by the President with administrative support from Training Funding Source, Administrative Subcontractor. Training will be delivered by nine in-house experts. The Company has a scheduled training plan in place with sessions scheduled weekly. Training will begin immediately upon project approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business, Computer, Continuous Improvement and Manufacturing Skills <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> Administration: Training Funding Source will assist with the Administration of this project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	2
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> In the most recent project (ET17-0324), Calmont focused training on the automation of new equipment and implementation of a new initiative to reduce job lead times. New equipment consisted of a new extruder machine, a laser mic, and a network analyzer.
<ul style="list-style-type: none"> Difference in Training Plan: 	For the current project, Calmont will focus on changes to its manufacturing process to accommodate longer and higher volume runs with the inclusion of new equipment and five additional production staff.

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 \$ %
ET17-0324	Santa Ana	12/31/16 - 12/30/18	\$20,020	\$20,020 (100%)
*ET15-0154	Santa Ana	7/7/14 - 7/6/16	\$35,230	\$20,334 (58%)

ET15-0154: Calmont struggled with balancing daily operations in tandem with administering the ETP Contract and training. Upon completion of the initial contract, Calmont hired additional staff to manage day-to-day operations thus allowing more dedicated time to training, which was exemplified with the most recent contract's performance.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13% payment earned
Training Vendors	N/A	N/A	N/A

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

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Coaching
- ✦ Costing/Quoting
- ✦ Finance/Accounting procedures
- ✦ International Traffic in Arms Regulations
- ✦ Leadership
- ✦ Planning
- ✦ Product Knowledge
- ✦ Sales and Marketing
- ✦ Work Processes/Procedures

COMPUTER SKILLS

- ✦ Cablebuilder (cable design software)
- ✦ Calibration Manager
- ✦ Cost Center Analysis
- ✦ Expandable (MRP software)
- ✦ Payroll Processing

CONTINUOUS IMPROVEMENT

- ✦ Lean Manufacturing Concepts
- ✦ Process Improvement
- ✦ 5S

MANUFACTURING SKILLS

- ✦ Equipment Operation
- ✦ Good Manufacturing Processes
- ✦ Industry Accepted Inspection Techniques
- ✦ Maintenance & Troubleshooting
- ✦ Quality Assurance Equipment
- ✦ Standard Operating Procedures

PL Hours

0 – 24

MANUFACTURING SKILLS (limited ratio 1:1)

- ✦ Equipment Operation, Maintenance & Troubleshooting
- ✦ Good Manufacturing Processes
- ✦ Quality Assurance Equipment
- ✦ Proper Inspection Tool Selection
- ✦ Industry Accepted Inspection Techniques
- ✦ Proper Care of Inspection Tools

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Cibaria International, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0180

Approval Date: October 15, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Priority Rate	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Riverside	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:		CA: 38	U.S.: 38	Worldwide: 38
<u>Turnover Rate:</u>		7%		
<u>Managers/Supervisors:</u> (% of total trainees)		13%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$66,740

Total ETP Funding

\$46,322

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Executive Staff, Administrative Staff, Warehouse & Production Staff, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Continuous Impr. Computer Skills Mfg. Skills OSHA 10 OSHA 30	38	8-200	0	\$1,219	\$17.70
				Weighted Avg: 53			

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

Minimum Wage by County: Job 1: Riverside County: \$17.70/ hour

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 1.

OVERVIEW

Year Company Founded:	1998	Company Headquarters: <input checked="" type="checkbox"/> Single location Riverside, CA
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Nature of Business:	<ul style="list-style-type: none"> Cibaria International, Inc. (Cibaria) specializes in the production of Olive Oils, Vinegars and Soap Products. Cibaria currently has over 50 different Oils in its catalog that it supplies to its customer base around the world.
Customer Base:	<ul style="list-style-type: none"> Cibaria customers range from bulk manufacturers to private label companies such as TJ MAXX, Smart & Final, and Trader Joe's.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Cibaria is known for its outstanding customer service, attention to detail and its ability to provide

	<p>customized solutions based on need. This resulted in Cibaria obtaining Hazard Analysis Critical Control Point (HACCP) and Sanitation Standard Operating Procedures (SSOP) accreditations. To continue meeting standards to maintain these accreditations, Cibaria must provide extensive training to all staff. These certifications will also enable Cibaria to continue to be flexible and expand its customer base as the Company will be better equipped to respond to customized requests.</p> <ul style="list-style-type: none"> • Cibaria is in the process of expanding the implementation of its Enterprise Resource Program (ERP) System (QuickBooks) through the introduction of the inventory module. This module will allow for streamlined LEAN manufacturing processes and the reduction of the Company's raw material and finished material carrying costs. Cibaria is also introducing Good Manufacturing Processes (GMP) to help with the transition to LEAN Manufacturing. • Due to customer demand, Cibaria is constantly creating customized products for its customers. In order to keep pace with demand, Cibaria must also improve its efficiency on the production floor. Therefore, Cibaria is upgrading its equipment & technology which will allow for improved standards in quality in control resulting in fewer alternations in the end products.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Employees will receive training in regulatory procedures necessary to maintain relevant accreditations previously obtained by the Company. Employees will receive training in LEAN manufacturing, Good Manufacturing Processes and product knowledge to increase flexibility and decrease lead times when responding to customized customer requests. The result will be outstanding customer service and continued customized solutions. • As a result of the New ERP System implementation, all staff will receive training to assist in streamlining internal company procedures to reduce raw material and finished material carrying costs. This will also improve product quality through the reduction of defects in finished products. • The introduction of new equipment and technology requires training for competency so staff may continue to generate new products upon a customer's request. Staff will receive extensive training on the new equipment & technology. This
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	will also ensure that Cibaria maintains its competitive edge in customized solutions.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	OSHA 10/30	

Certified Safety Training	Check those that will be provided <input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	53 Hours Weighted Avg. over 45 proposed for small businesses.
<p>Over a two year period, Cibaria will be implementing a new Enterprise Resource Program (ERP), introducing good and LEAN manufacturing processes to improve efficiency, reducing raw material and finished material carrying costs, maintaining its accreditations & certifications and introducing new product lines per customer requests.</p> <p>The first part of the training will focus on the introduction of a new ERP System Module, which will increase efficiency. The increased efficiency will ensure flexibility and reduce lead times in responding to customized requests.</p> <p>Executive and Management Staff will also receive training in the following: Leadership Skills, Communications Skills, Customer Relations, Presentation Skills and Team Building (Business Skills). Enhancement of these skills in the initial phase of the training plan will speed the transition into LEAN Manufacturing and Good Manufacturing Processes. Training will also aid in adaptability of the workforce to shorten response times when responding to customized demands.</p> <p>The second part of the training will focus on Manufacturing Skills. This training will include the introduction of LEAN Manufacturing, Good Manufacturing Processes, Plant Hygiene, and Operations in Specialty Equipment. This training will ensure that everyone understands internal practices necessary to adapt to old products, introduce new products and problem solve.</p> <p>Due to the extensive training needed to accommodate the company wide changes necessary for continued growth and expansion mentioned above, Cibaria is requesting approval for 53 average weighted hours of training per trainee over a two year period.</p>	

The following Modification(s) fall within Panel guidelines:

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 Days
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The CEO and President of the Company will oversee the project. The project will be managed by the Human Resources Manager in conjunction with training staff. Specifically, trainers will be tasked with ensuring that quality controls are in place for accurate data collection and reporting of training delivered. Training Refund Group will assist with project administration. Cibaria has a detailed training schedule in place and is ready to begin training upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> Administration: Training Refund Group will assist with administration on this project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Refund Group	Anaheim, CA	\$2,500
Administrative	Training Refund Group	Anaheim, CA	Not to exceed 13%
Training Vendors	TBD	TBD	TBD

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Marketing Strategies
- Leadership Skills
- Coaching/ Counseling
- Navigating through Conflict
- Communication Skills
- Time Management
- Project Management
- Financial Acumen
- Teambuilding
- Emotional Intelligence
- Strategic Thinking
- Critical Thinking
- Accountability in the Workplace
- Workplace Trust
- Product Knowledge
- Accounting Processes
- Business Processes
- Customer Relations
- Presentation Skills

COMPUTER SKILLS

- QuickBooks (Inventory Implementation)
- Intermediate Microsoft Office
- Adobe Acrobat

CONTINUOUS IMPROVEMENT

- Process Improvement

OSHA 10/30 (RATIO 1:40)

- OSHA 10
- OSHA 30

MANUFACTURING SKILLS

- Plant Operating Procedures
- Supply Chain Management
- Resolving Production Problems
- Quality Control
- Production ID and Traceability
- LEAN Manufacturing
- Good Manufacturing Processes
- Equipment Maintenance & Operations
- Power Tools
- Plant Hygiene
- Sanitation Standard Operating Procedures

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Eriksson, LLC dba Ingleby Farms

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0168

Approval Date: September 19, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: Sacramento

Analyst: A. Townsend

PROJECT PROFILE

Contract Attributes:	HUA Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Agriculture (B) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, 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: 80	U.S.: 80	Worldwide: 1,200
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$86,000

Total ETP Funding

\$57,155

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HUA Only:	Number of trainees in HUA location: 70
Occupations to be Trained:	Administrative Staff, Agronomist, Drivers, Irrigators, Farm Labors, Maintenance Staff, Mechanics, Managers, Production Staff, Quality Control Staff, Supervisors

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority Retrainee HUA	Business Skills Comm Skills Continuous Impr. Computer Skills HazMat Mfg. Skills PL-Mfg. Skills	63	8-200	0	\$805	*\$13.28
				Weighted Avg: 35			
2	Priority Job Creation HUA Retrainee	Business Skills Comm Skills Continuous Impr. Computer Skills HazMat Mfg. Skills PL-Mfg. Skills	7	8-200	0	\$920	*\$12.00
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1 (HUA): \$13.28 per hour for Tulare and Fresno Counties; Job Number 2 (HUA): \$12.00 per hour for Tulare and Fresno Counties.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

Up to \$0.28 per hour may be used to meet the Post-Retention Wage for Job Number 1.

OVERVIEW

Year Company Founded:	1998	Company Headquarters: <input type="checkbox"/> Single location Visalia
Total Number of Facility locations in California	2	

<i>Facility location(s) where training will occur</i>	<ul style="list-style-type: none"> • Fresno (Fresno County) • Visalia (Tulare County)
Nature of Business:	Eriksson, LLC dba Ingleby Farms (Ingleby Farms) grows, harvests, processes, and distributes pistachios and other nut products.
<i>Customer Base:</i>	<ul style="list-style-type: none"> • International markets including Argentina, New Zealand, Peru, and Western Australia. • United States food service industry. • Retail marketplaces such as Jeff Curry & Associates, Meridian Nut, and Nichols Pistachio.
<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • 60% increase in production last year. • Recently invested \$38 Million on huller, pinner, and conveyor equipment to support production requirements such as grading and sorting processes. • The Company is switching its operation systems from Quickbooks to Microsoft Dynamics NAV Enterprise Resource Planning (ERP) software. This will streamline processes in all departments. • Ingleby Farms is revising its natural processes and agronomy practices to reach its goal of having 100% pesticide free farmland in the next ten years.

Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • New and existing employees require extensive training on huller, pinner, and conveyor equipment; as well as assembly process control, repair, maintenance, and troubleshooting in the manufacturing processes. • Training on Microsoft Dynamics NAV ERP system will provide trainees needed skills to understand the system and its capabilities. • Trainees will gain necessary knowledge and skills on natural processes and agronomy practices, allowing the Company to meet its goal of growing, processing, and distributing 100% pesticide free pistachios worldwide by 2030. • Food Product Safety, Teambuilding, and Leadership topics will increase employee professionalism and production methods.
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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	Continuous Improvement
Commercial Skills	Manufacturing Skills
Computer Skills	PL-Manufacturing Skills
Hazardous Materials	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	9 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff, Production Supervisors, Mechanics, Quality Control Staff
The PL instructor must be dedicated to training, at a ratio of 1:2.	
Ratio Higher than 1:1	Production and/or production process requires a team of two workers.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities; <input checked="" type="checkbox"/> New Equipment
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Training Infrastructure & Administrative Plan

- **Project Oversight:**

Ingleby Farms has a detailed training schedule in place and is ready to begin training upon approval. The Finance Manager will oversee all aspects of training. The Office Manager will coordinate with the Fresno and Visalia facilities, and will be responsible for reports and internal data collection for tracking purposes. There are designated staff at each location to coordinate training. A team of high-level subject matter experts will deliver training, with vendors to be determined later.

- **Trainers:**

- ☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous materials, Manufacturing Skills
- ☐ Vendor – Types of Training by vendor:

- **Administration:**

Ingleby Farms has retained the services of a third party administrator, Strategic Business Solutions LLC, to oversee all administrative responsibilities.

- ☐ In-house
- ☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions, LLC	Visalia	\$4,000
Administrative	Strategic Business Solutions, LLC	Visalia	13% of funds earned
Training Vendors	To Be Determined	To be Determined	To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Account Development
- Production/Shipping Scheduling and Logistics

COMMERCIAL SKILLS

- Farm Equipment Repair and Maintenance
- Production Equipment Repair and Maintenance
- Agronomy Best Practices
- Pest Control Best Practices
- Irrigation Best Practices

COMPUTER SKILLS

- Microsoft Applications-Intermediate/Advanced (WORD, EXCEL)
- Microsoft Dynamics NAV ERP System

CONTINUOUS IMPROVEMENT

- Food Product Safety and Quality
- Team Building
- Leadership

HAZARDOUS MATERIALS (Certified Trainer)

- Hazardous Materials Safe Handling, Storage, and Clean-up

MANUFACTURING SKILLS

- Production Equipment Operation (Huller, Pinner, Conveyors)
- Materials Handling Equipment

Productive Lab Hours

0 - 9

Trainees may receive any of the following:

MANUFACTURING SKILLS (1:2 Ratio)

- Production Equipment Operation (Huller, Pinner, Conveyors)
- Materials Handling Equipment

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Everson Spice Company, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0136

Approval Date: August 9, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	SB <100 Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 90	U.S.: 96	Worldwide: 96
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$64,500

Total ETP Funding

\$59,340

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative Staff, Production 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	Priority SB<100 Retrainee	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	50	8-200	0	\$690	\$18.56
				Weighted Avg: 30			
2	Priority SB<100 Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	18	8-200	0	\$1,380	*\$15.47
				Weighted Avg: 60			

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

Minimum Wage by County: Job Number 1(Retrainees): \$18.56 per hour for Los Angeles County.
Job Number 2 (Job Creation): \$15.47 per hour for Los Angeles County

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1987	Company Headquarters: <input type="checkbox"/> Single location Signal Hills, CA
Total Number of Facility locations in California	2	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Two location in Signal Hills (Los Angeles County) 	

Nature of Business:	<ul style="list-style-type: none"> • Everson Spice Company (Everson) is a spice processor and manufacturer of custom blend spices and liquid marinades.
Customer Base:	<ul style="list-style-type: none"> • Food Service and Retail establishments
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • As a food manufacturer, Everson is tasked with training employees in food handling processes which has recently shifted focus to preventing foodborne illness. • The Company is currently implementing a new Enterprise Resources Planning (ERP) system. • As a British Retail Consortium (BRC) certified facility, ongoing updates on technical and protocol food supplier standards are required.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training is required for all occupations in Computer skills with emphasis on ERP system upgrade training across all departments. • Business skills training will be provided to all occupations. Trainees will improve communication skills, problem solving analysis, project management and how to successfully work with others. • Continuous Improvement skills will be offered to all occupations. Trainees will improve decision making, problem solving, and leadership skills. Lean Manufacturing Skills and teambuilding processes will also be improved. • Manufacturing skills training is needed for Production staff. Trainees will learn enhanced Good Manufacturing Practices, HACCP (Hazard Analysis & Critical Control Point), Production Equipment and Tools, Preventative Maintenance, Sanitation procedures, Standard Operating Procedures and general work procedures. • Hazardous Material skills is required for all occupations to ensure compliance with standards and requirements.
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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:

- | | | | |
|---|---------------------------------------|--------------------------------------|--|
| <input checked="" type="checkbox"/> Class/lab | <input type="checkbox"/> E-Learning | <input type="checkbox"/> CBT | <input checked="" type="checkbox"/> Productive Lab |
| | <input type="checkbox"/> MS Preceptor | <input type="checkbox"/> MS Didactic | |

Business Skills	Manufacturing Skills
Computer Skills	Continuous Improvement
HazMat	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff
The PL instructor will be dedicated to training at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
All Job Creation trainees (Job 2) will be receiving 1 hour of training per week to implement new ERP software. As newly hired employees, they will also receive approximately 40 hours of training in equipment operations and good manufacturing practices.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The Human Resources Generalist and Secretary/Treasurer will manage the administration and implementation of training at both training locations with oversight from the Company Controller.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: All training <input checked="" type="checkbox"/> Vendor – To be determined
<ul style="list-style-type: none"> Administration: A subcontractor has been retained to assist with administration and ensure all training records meet ETP compliance. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$3,900
Administrative	Training Funding Source	Seal Beach	Not to exceed 13% of earned funds
Training Vendors	To be Determined		

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Change Management
- Coaching and Conflict Resolution
- Communication skills
- Performance Management
- Problem Solving – root cause analysis
- Product and Service Knowledge
- Project Management
- Working Successfully with Others

COMPUTER SKILLS

- ERP System
- Financial/Accounting/Manufacturing
- Materials Requirement (MRP)

CONTINUOUS IMPROVEMENT

- Decision Making/Problem Solving
- Leadership
- Lean Manufacturing
- Teambuilding

HAZARDOUS MATERIALS

- Sanitation
- Chemical Safety

MANUFACTURING SKILLS

- Good Manufacturing Practices
- HACCP (Hazard Analysis & Critical Control Point)
- Production Equipment/Tools (Preventative Maintenance)
- Safety
- Sanitation procedures/materials
- Standard Operating Procedures
- Work procedures

Productive Lab Hours (ratio 1:1)

0 – 24

MANUFACTURING SKILLS

- Production Equipment/Tools
- Maintenance

Safety Training is capped at 10% of a trainee's total training hours.

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Haggarty Printing, Inc. dba Main Graphics

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0137

Approval Date: August 15, 2019

Approval / Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: H. Miguel

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Manufacturing (E) Manufacturing (33) 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: 24	U.S.: 24	Worldwide: 24
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$36,821

Total ETP Funding

\$23,064

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Production Staff, Administrative Staff, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	24	8-200	0	\$920	\$18.14
				Weighted Avg.: 40			
2	Retrainee Priority Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	2	8-200	0	\$492	\$15.12
				Weighted Avg.: 20			

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

Minimum Wage by County: Job Number 1 - Orange County - \$18.14/hr.; Job Number 2 - Orange County - \$15.12/hr.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1988	Company Headquarters: <input checked="" type="checkbox"/> Single location Irvine (Orange County)
Facility location(s) where training will occur		<ul style="list-style-type: none"> Irvine

Nature of Business:	<ul style="list-style-type: none"> Haggerty Printing, Inc. dba Main Graphics (Main Graphics) is a full service print communications firm. The Company provides services in pre-press, commercial printing, web-to-print-solutions and in-house bindery, custom direct mail, brochures, flyers, pocket folders, books, manuals, stationery items and all types of collateral print applications. Main Graphics also specializes in eco-friendly print services.
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Customer Base:	<ul style="list-style-type: none"> • Main Graphics services customers in commercial print and fulfillment houses in the Orange County area. • Customers include, Fluidmaster, Pacific Premier Bank, City of Hope, UC Irvine Health, Applied Medical, Irvine Valley College, CalOptima, Concordia University, Ayers Hotels, Alteryx, and System Pavers.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Main Graphics is implementing new opportunities in printing services to meet customer need, introducing new products and services opportunities, such as, wide format printing; complex outdoor and indoor signage; clothing; blankets; towels; suntan lotions; visors and is purchasing a new wide format flatbed printer in the coming months. • The Company needs to update and integrate its marketing strategies with social media platforms to expand its customer base. • Main Graphics needs to cross train its production staff to integrate departments across the Company to ensure full production is operational at all times. This will include training on the production floor to ensure that staff can work all equipment. In addition, administrative staff will be cross trained on production knowledge to ensure they are able to interact with customers about products and services in a knowledge manner. • Main Graphics 20% growth within the next year, due in part to diversified products, services and marketing initiatives. The Company plans to hire 3-4 new staff per year in the next two years, of which 2 of these new staff will be included in the project as Job Creation trainees.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training will be provided in Manufacturing Skills, Product Knowledge, Standard Operating Procedures, and Printing/Prepress skills to ensure that staff understands how to manufacture new products. • Training will be provided on new equipment in a classroom and productive lab setting. • In conjunction with its new marketing strategy, training will be provided on social media platforms. Training will also be provided on customer service skills, sales skills and product knowledge to ensure all staff are aware of the products and services Main Graphics provides.
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	<ul style="list-style-type: none"> Ongoing training will be provided on internal software systems to ensure that staff are knowledgeable about annual updates.
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	HazMat	

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures 20 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff
	The PL instructor must be dedicated to training, at a ratio of 1:2.
Ratio Higher than 1:1	Production and/or production process requires a team of workers.

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 Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The Company's President will oversee this project with assistance of the Administrative Assistant. Much of the training will be provided by in-house subject matter experts, with external vendors as needed. Training is ready to start upon approval.
<ul style="list-style-type: none"> Trainers: <input type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, and Manufacturing Skills. Productive Lab training will be provided by in-house subject matter experts <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

Main Graphic's Administrative Assistant will provide administration internally. Training Funding Source will also assist with administrative services.

- ☐ In-house
☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$950
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	To be Determined		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8- 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Advertising
- Best Practices
- Communication Skills
- Customer/Vendor Relations
- Dispute Resolution
- Mailing, Rates, Sizes
- Product and Service knowledge
- Pricing
- Project Management
- Sales
- Team Building

COMPUTER SKILLS

- Adobe Suite
- Accuzip
- Microsoft Office
- Online Ordering
- Printers Plan
- Page DNA
- Social Media Platforms
- Work Station
- Main Graphics Website

CONTINUOUS IMPROVEMENT

- Process Improvement

HAZARDOUS MATERIALS

- Handling/Operations/Material Safety Data Sheet

MANUFACTURING SKILLS

- Cutting and Folding
- Equipment Operations and Maintenance
- Finishing and Packaging
- Inventory Management
- Lean Manufacturing
- Mailing Services
- Offset and Digital Printing
- Online Ordering
- Ordering Raw Materials/ Outside Services
- Printing/Prepress
- Production Practices
- Standard Operating Procedures

- Understanding Current Systems
- Wide Format

PL Hours

0 – 24

MANUFACTURING SKILLS (limited ratio 1:2)

- Equipment Operations and Maintenance

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
Hi-Tech Electronic Manufacturing Corporation

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0173

Approval Date: October 7, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee 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: 74	U.S.: 74	Worldwide: 74	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$14,502

Total ETP Funding

\$11,385

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Occupations to be Trained:	Administration, Production, Manager

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. Mfg. Skills	33	8-200	0	\$345	\$17.70
				Weighted Avg: 15			

Minimum Wage by County: Job Number 1: San Diego County - \$17.70

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

Up to \$1.70 per hour may be used to meet the Post-Retention Wage for Job Number 1.

OVERVIEW

Year Company Founded:	1997	Company Headquarters: <input checked="" type="checkbox"/> Single location San Diego
Facility location(s) where training will occur	<ul style="list-style-type: none"> San Diego (San Diego County) 	

Nature of Business:	<ul style="list-style-type: none"> Hi-Tech Electronic Manufacturing Corporation (HiTEM) is an electronic manufacturing services provider for high-caliber printed-circuit card assembly services and total system integration box builds. Its services include turnkey and consignment contract manufacturing, surface mount technology, through-hole technology, functional testing, cable assemblies, and quick-turn prototypes.
Customer Base:	<ul style="list-style-type: none"> Customers include Original Equipment Manufacturers (OEM) in the aerospace, military/defense, and specialized commercial markets.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Relocation of HiTEM's shipping and testing departments within the same facility to improve internal production processes. Relocation allows the Company to efficiently and effectively secure shipping materials and test equipment.
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	<ul style="list-style-type: none"> • New equipment: higher-precision testing equipment, flying probe machines (which test low to mid volume production prototypes), and printed circuit boards that present accessibility issues. • Updates in Quality Management System requirements: AS 9100 REV D applies to aerospace products and ISO 13485:2015 applies to medical products.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Training will be provided to all staff on updated workflow procedures impacted by the relocation of the Company's shipping and testing departments. • Training will be provided to Administrative and Production staff on the implementation of new testing equipment. Training will address sales aspects on offering this new service to customers and procedures to fulfill orders. • Training will be provided to all staff on updated certification requirements. • Ongoing training on Customer Service and Data Analysis will be provided for all staff.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills		

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: The project will be overseen by a Human Resource Representative with the assistance of Accounting Staff. Training will be supported by 8 in-house trainers.
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, and Manufacturing Skills <input type="checkbox"/> Vendor – Types of Training by vendor: N/A
<ul style="list-style-type: none"> • Administration: Administration will be overseen by a Human Resource Representative with the assistance of the Accounting Department. <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> HiTEM's previous ETP contract (ET17-0108) focused training on maintaining current certifications such as International Traffic in Arms Regulations (ITAR), AS9100, ISO 13485:2003 and ISO 9001:2008 certification requirements. Additional training focused on obtaining a National Aerospace and Defense Contractors Accreditation Program (Nadcap) certification.
<ul style="list-style-type: none"> Difference in Training Plan: 	The current project will focus on updated Quality Management System requirements (AS 9100 REV D certification and ISO 13485 certification). These are certifications are critical for the current manufacturing of medical products, newly implemented equipment, and changes in internal processes and procedures.

ACTIVE PROJECTS

N/A

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0108	San Diego	7/5/2016- 7/4/2017	\$20,800	\$11,309 (54%)

*ET17-0108: Performance in the previous ETP Contract suffered due to the departure of the Purchasing Manager, who was scheduled to deliver the majority of training. Since the completion of the previous contract, HiTEM cross-trained all managers on all operational functions to allow the flexibility for any manager to train all staff. This gives HiTEM the ability to continue training in the absence or departure of any single trainer. Additionally, the Contract was only overseen by the HR Manager. For this Contract, the Company has assigned more staff to assist with administration.

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	N/A	N/A	N/A

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Turn-Key Quote Procedures
- ✦ Purchasing Procedures
- ✦ Quote vs Buy Procedures
- ✦ Customer Service
- ✦ Engineer Change Order Procedures
- ✦ Contract Review
- ✦ Supplier Registry Review
- ✦ Risk Management
 - Corrective Action
 - Preventive Action
 - Internal Audit
- ✦ Customer-Related Processes
 - Customer Property/Customer-Furnished Materials
 - Customer Feedback
- ✦ Product Knowledge
- ✦ Data Analysis

COMPUTER SKILLS

- ✦ Manex ERP System
 - Beginner
 - Intermediate
 - Advanced

CONTINUOUS IMPROVEMENT

- ✦ AS9100
- ✦ ISO13485:2015
- ✦ Business Continuation Plan
- ✦ Handling Hazardous Material

MANUFACTURING SKILLS

- ✦ Machine Operation
- ✦ Identification & Traceability
- ✦ Quality Inspection and Testing Procedures
- ✦ Receiving
- ✦ Product Preservation
- ✦ Manufacturing Instruction Procedures
- ✦ Redline Procedure
- ✦ Surface-Mount Technology
- ✦ Electrostatic Discharge Control Program
- ✦ Test and Eco Procedures
- ✦ Control of Moisture Sensitive Devices
- ✦ Stamp Control Procedure
- ✦ Foreign Object Debris Manual
- ✦ Inventory Cycle Count
- ✦ Prevention

- ✚ Qualification Protocols
 - Installation
 - Operational
 - Performance
- ✚ Work Orders
- ✚ Monitor Managing Delays and Shortage
- ✚ Capacity Planning
- ✚ Obsolescence Plan
- ✚ Customer Requests

Safety Training will be limited to 10% of total training hours per trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Morgan Gallacher, Inc. dba Custom Chemical Formulators Inc.

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0183

Approval Date: October 2, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	SB<100 Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 53	U.S.: 53	Worldwide: 53	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$73,825

Total ETP Funding

\$46,805

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative Staff, Production Staff, Supervisor/Manager, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	53	8-200	0	\$805	\$18.56
				Weighted Avg. 35			
2	Job Creation Priority SB<100	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	4	8-200	0	\$1,035	*\$15.47
				Weighted Avg. 45			

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

Minimum Wage by County: Job Number 1 (Retrainees): \$18.56 per hour for Los Angeles County. Job Number 2(Job Creation): \$15.47 per hour for Los Angeles

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1964	Company Headquarters: <input checked="" type="checkbox"/> Single location Santa Fe Springs
Facility location(s) where training will occur	<ul style="list-style-type: none"> Santa Fe Springs 	

Nature of Business:	<ul style="list-style-type: none"> Morgan Gallacher, Inc. dba Custom Chemical Formulators Inc. (CCFI) is a powder production manufacturing plant. Services include powder and liquid chemical blending, contract labeling and packing, repacking, and chemical product development.
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Customer Base	Customers are from the following industry sectors: <ul style="list-style-type: none">• Food and Beverage• Automotive• Commercial Laundry• Industrial• Retail
Business / Industry Needs / Changes	<ul style="list-style-type: none">• Custom Chemical Formulators will be hiring new staff in order to meet customer demands. With new CA regulations such as FDA and Prop 65 guidelines, more resources are needed to research and implement those new rules into all aspects of production.• CCFI must make operational improvements in quality, production, blending and packaging processes to remain competitive.• The Company is currently implementing a new Entrepreneurial Operating System (EOS).• Customers are requiring National Association of Chemical Distributor (NACD) operational standards for handling chemical products which requires compliance training.• As a USDA, EPA, FDA, and Kosher Certified facility, standards are constantly changing.

Training Plan:

Need for Training:	<ul style="list-style-type: none">• Business Skills will be offered to all trainees to improve operations. This includes project management and customer relations. Training topics will include cost accounting, manufacturing and pricing control, inventory management and supply chain.• Computer skills will be offered to all trainees in computer programs such as MRP/ERP-Chempax to improve efficiency in order entry, purchasing and processing.• Continuous Improvement will be offered to all trainees to improve productivity and processes.• Hazardous Materials will be offered to Production Staff, Supervisors/Managers and Owner. Staff will learn to the proper way to handle chemical waste materials in a safe manner.• Manufacturing Skills will be offered to Production Staff. Training will increase efficiency and productivity. Topics will include production safety and quality improvement.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Hazmat	Manufacturing Skills	

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Production Staff, Supervisors/Managers
The PL instructor must be dedicated to training, at a ratio of 1:1	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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The following Modification(s) fall within Panel guidelines:

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	45
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits 90 days after becoming a full-time.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The Vice President of Finance will manage the administration and implementation of training with oversight from the Company Controller. A detailed 21-month training plan is in place that will ensure the completion of all training hours. The company will begin training upon approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: All training <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be determined

- **Administration:**

A subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance.

- ☒ In-house
- ☒ Subcontractor

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	2
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Training provided in the previous Contract focused on software implementation including Purchasing, CRM, Sage MAS 90 and QuickBooks. • Training on streamlining processes for new leadership, executives and managers.
<ul style="list-style-type: none"> • Difference in Training Plan: 	This proposal will focus on the implementation of the Company's new EOS. Standard Operating Procedures and Quality Systems will also be highlighted, along with new equipment including Bottle Filler which takes ingredients and blends, batches and fills containers.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET17-0223	Santa Fe Springs	09/16/16-09/15/18	\$25,844	\$25,844 (100%)
ET14-0352	Santa Fe Springs	04/28/14-04/27/16	\$49,920	\$25,523 (51%)

ET14-0352: Midway through the Contract, the CCFI contract administrator was replaced which disrupted training delivery and planning, decreasing the number of training sessions. In addition, training was not properly documented. CCFI was better prepared in the most recent ETP project (ET17-0223) with a training plan and several staff to assist with administration. The Company was able to earn 100% of total funding.

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS















Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source (TFS)	Seal Beach	\$2,900
Administrative	TFS	Seal Beach	Not to exceed 13% of payment earned
Training Vendors	To Be Determined		

Exhibit B: Menu Curriculum**Class/Lab Hours**



8-200

Trainees may receive any of the following:









BUSINESS SKILLS

-  Business Key Performance Indicators (KPI)
-  Communication Skills
-  Computerized Scheduling
-  Cost Accounting, Manufacturing and Pricing Control
-  Concierge Customer Service
-  Inventory Management
-  Leadership
-  Open Order Tracking & Planning
-  Product and Service Knowledge
-  R&D /Product & Application Knowledge
-  Supply Chain
-  Sales & Marketing Strategy
-  Standard Operating Procedures & Accountability
-  Tariffs

COMPUTER SKILLS

-  MRP/ERP- Chempax
-  MS Office- Excel, Access







CONTINUOUS IMPROVEMENT

-  Change & Culture Management
-  Coaching & Mentoring
-  Decision Making
-  Entrepreneurial Operating System (EOS)
-  National Association of Chemical Distributors (NACD) process
-  Managing & Planning Using EOS
-  Problem Solving/Root Cause Analysis
-  Process & Productivity Improvement

HAZARDOUS MATERIALS

-  Hazardous Materials/Chemical/Waste Handling




MANUFACTURING SKILLS

-  Equipment Operation
-  Forklift
-  Operations process
-  Production Safety
-  Quality improvement
-  Production Troubleshooting

Productive Lab Hours

0 – 24

MANUFACTURING SKILLS (1:1 Trainer-to-trainee ratio)

-  Equipment Operation
-  Operations process and troubleshooting
-  Quality improvement

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



Training Proposal for:
One-Cycle Control, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0196

Approval Date: October 9, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	SB <100 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: 30	U.S.: 30	Worldwide: 30	
<u>Turnover Rate:</u>	0%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$37,968

Total ETP Funding

\$25,875

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Technicians, Material Handlers, Production Coordinators, Production Managers, Engineers, Operations Manager, Purchasing 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	SB<100 Retrainee Priority	Continuous Impr. Mfg. Skills PL-Mfg. Skills	25	8-60		\$1,035	\$18.14
				Weighted Avg. 45			

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

Minimum Wage by County: Job 1: Orange County: \$18.14/ hour.

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.

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input checked="" type="checkbox"/> Single location Irvine, CA
Facility location(s) where training will occur		<ul style="list-style-type: none"> Irvine, CA

Nature of Business:	<ul style="list-style-type: none"> One-Cycle Control (One-Cycle) specializes in commercial technology solutions for clean energy. Specifically, the Company researches, designs and manufactures power converters which can be used to: stabilize grids that store renewable energy (i.e. solar powered energy), reduce harmonic distortions, increasing grid power factors, which in turn improve overall power grid efficiency, and optimize/ level electricity consumption peaks by consumers.
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Customer Base:	<ul style="list-style-type: none"> One-Cycle primarily serves MicroHydro, Energy Storage, MicroGrid, Future Grid, and Defense power industries. Specific customers include the Department of Defense, Department of Energy, and Utility companies such as San Diego Gas & Electric (SDG&E).
Business / Industry Needs / Changes	<ul style="list-style-type: none"> Due to the recent award of a production contract, which is 40 times bigger than previously awarded production contracts in terms of unit quantity, One-Cycle is expanding rapidly. Its addition of 5 production lines to the 1 production line already in place. This will increase the production team from 5 employees to 30 employees. The addition of these new production lines will generate the support required for the newly acquired contract. One-Cycle is also seeing an increase in demand for its unique offerings. These unique offerings include One-Cycle's technology that enables fast acting power conversion, leading edge technology that provides an advantage to customers in terms of size, weight and efficiency. This is contributing to its rapid growth as well as a need to increase skill companywide.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> In order to support the rapid growth from 1 production line to 5 production lines by year's end, all staff will need training in company production methods, specifically the Toyota Production System (TPS). This will ensure that all staff are proficient in the tasks required to meet production demands for the newly acquired contract. As a result of the demand for its unique offerings, training is needed to achieve higher quality standards, consistent quality and faster production time. As a result of the rapid growth the Company is experiencing, One-Cycle will add another 5-20 new staff to the Company. However, One-Cycle is not seeking a Job Creation Job Number at this time, as incumbent staff will be the focus of this project.
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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

Continuous Improvement	Manufacturing Skills	PL- Manufacturing Skills
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <input type="checkbox"/> Certification Standards
	24 PL Hours per-trainee
	Occupations Receiving PL Training: Technicians, Material Handlers, Production Coordinators, Production Managers, Engineers, Operations Manager
The PL instructor must be dedicated to training, at a ratio of 1:3.	
Ratio Higher than 1:1	Production and/or production process requires a team of workers.

Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 Days
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Trainees will receive employer-paid health benefits immediately upon hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: With the oversight of the CEO, the Operations Manager will oversee the project. The CEO will be responsible for quality control and ensuring adherence to the terms of the contract while and Operations Manager will be responsible for project administration. One-Cycle is ready to begin its training program upon approval from ETP.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Continuous Improvement, Manufacturing Skills. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Continuous Improvement, Manufacturing Skills TYF Solutions, 1905 West Catalpa Ave, Anaheim, CA 92801

- **Administration:**

Company will be performing all administration for this project, under the oversight of the Operations Manager.

☒ In-house

☐ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	TYF Solutions, LLC	Anaheim, CA	TBD

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

8-60 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Toyota Production System
- 1 Piece Flow
- Value Stream Mapping – Value Added
- Value Stream Mapping – Non-Value Added
- Improving set up and change over cycle times
- Small Incremental Continuous Improvement (Kaizen)
- Create Continuous Process Flow

MANUFACTURING SKILLS

- Kanban – Avoiding Overproduction by using pull methods
- 5S & Visual Controls
- Relentless Reflection (Hansei)
- Leveling out Workload (Heijunka)
- Avoiding Overproduction
- Identifying Value Added work v. Non-Value Added work
- Fundamental Wastes - Overproduction
- Fundamental Wastes -Overstock
- Fundamental Wastes -Overquality
- Fundamental Wastes -Quality Defects
- Electrical Engineering Fundamentals

Productive Lab Hours

0-24 Trainees may receive any of the following:

MANUFACTURING SKILLS (1:3)

- Kanban – Avoiding Overproduction by using pull methods
- 5S & Visual Controls
- Relentless Reflection (Hansei)
- Leveling out Workload (Heijunka)
- Avoiding Overproduction
- Identifying Value Added work v. Non-Value Added work
- Fundamental Wastes - Overproduction
- Fundamental Wastes -Overstock
- Fundamental Wastes -Overquality
- Fundamental Wastes -Quality Defects
- Electrical Engineering Fundamentals

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

Q C M, Inc. dba Veris Manufacturing

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0167

Approval Date: October 3, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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: 128	U.S.: 128	Worldwide: 128
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$110,238

Total ETP Funding

\$74,865

Occupations to be Trained:	Production Staff, Administrative Staff, Supervisors, Managers
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	120	8-200	0	\$552	\$18.14
				Weighted Avg: 24			
2	Retrainee Priority Job Creation	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills PL-Mfg. Skills	15	8-200	0	\$575	\$15.12
				Weighted Avg: 25			

Minimum Wage by County: Orange County - Job Number 1: \$18.14/ hr; Orange County - Job Number 2: \$15.12/ hr.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1987	Company Headquarters: <input checked="" type="checkbox"/> Single location Brea, CA
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Nature of Business:	<ul style="list-style-type: none"> Q C M, Inc. dba Veris (Veris) manufactures electronic products such as printed circuit boards, cable and box-build components. The Company also offers conformal coating and testing services. Veris' products are used in medical, test and measurement, aerospace, military, capital equipment, telecom and industrial equipment.
Customer Base:	<ul style="list-style-type: none"> Veris provides services to military, aerospace, industrial and medical industries.

<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • To increase market demand and address current customer need, Veris' obtain the National Aerospace and Defense Contractors Accreditation (NADCAP). This accreditation has spurred the need for extensive training for all staff. During its previous ETP contract, Veris acquired AS9100 and ISO13485 certifications. Staff now requires ongoing and continual training to maintain these certifications to ensure that the Company stays competitive within the industry. The Company will continue to obtain certifications as necessary, to address customer need. • Veris is in the process of transitioning from a 13 year old Enterprise Resource Program (ERP) to a new ERP System (CSI by Infor), with implementation scheduled to be complete in mid-2020. Expected outcomes include decreased lead times, improved customer response, and enhanced problem solving/ solutions. • Veris recently purchased a 3D X-Ray Machine (Nikon), a new Reel Storage Machine (Juki), and a 3D AOI Machine, which will assist with meeting production demands. • As the Company continues to grow, flexibility is important to meet customer demands, decrease lead times. • Veris' increased customer demands have resulted in its growth including moving to a new facility. The Company is projected to increase its workforce and production over the next 2 year period through the acquisition of its new certifications.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • Employees will receive regulatory procedure training to maintain relevant defense contracts. Staff will also receive training necessary to obtain and maintain certifications. • All staff will receive training that will assist in streamlining internal company procedures during the new ERP System implementation. • To increase flexibility, decrease lead times, Veris staff will receive certification training and be cross trained. Veris will cross train all staff in NADCAP and ISO13485 certifications. The result is increased productivity while maintaining customer satisfaction. • Over a two year period, Veris will add an additional fifteen (15) staff to its workforce. Newly hired staff will train to ensure Veris maintains its specialized cutting edge processes and certifications for aerospace, medical, and military.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	HazMat	

Certified Safety Training	<input type="checkbox"/> OSHA 10/30 <input type="checkbox"/> HAZWOPER <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification:
	<input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> Certification Standards
	0-20 PL Hours per-trainee
	Occupations Receiving PL Training:
	Production Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Temp-to-Perm

Average days to convert temporary workers to full time permanent employment.	90 days (3 Months)
Employer-paid healthcare premiums while on temporary status.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is expected that these workers will receive employer-paid health benefits immediately upon hire.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: This project will be overseen by the Plant Manager and Human Resources Manager. The Plant Manager will identify staff's need for training, requests for training in specific areas/skills, and identify certification timeframes prior to expiration. The Human Resource Manager will administer training roster templates and ensure that training is relevant and rosters are accurate.
<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing Skills, PL-Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Computer Skills, HazMat
<ul style="list-style-type: none"> • Administration: Training Funding Source will assist with project administration. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

Repeat Contract

• Number Of Contracts in last 5 years:	2
• Training provided / focus in last Contract:	<ul style="list-style-type: none"> • Lean Manufacturing and Six Sigma; • Initial NADCAP Certification; • AS9100 Certification; • IPC-610 Certification; • J-STD-001
• Difference in Training Plan:	The Company seeks to maintain current certifications and include additional certifications. Veris is implementing a new ERP System and purchased additional pieces of equipment to assist in expansion and increased production.

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 \$ %
ET15-0169	Anaheim	07/07/14-07/06/16	\$49,140	\$49,140 (100%)
ET17-0110	Brea	07/01/16-6/30/18	\$75,400	\$67,159 (89%)

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$3,900
Administrative	Training Funding Source	Seal Beach, CA	Not to exceed 13% of earned funds
Training Vendors	TBD	TBD	TBD

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

8-200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching
- Communication
- Conflict Resolution
- Customer Relations
- Finance
- Goal Setting
- International Traffic and Arms Regulation (ITAR)
- Inventory Control
- Leadership
- Marketing & Business Development
- Program Management
- Product Knowledge
- Project Management
- Team Cohesiveness

COMPUTER SKILLS

- Accounting
- Aegis Factory Logix MES
- Asana
- CircuitCam
- Crystal Reports
- Enterprise Resource Program (ERP) (Vantage by Epicor)
- Infor ERP
- Manufacturing
- Material Requirements Planning (MRP)
- MS Office
- Program Management
- Purchasing
- Quote FX (Management Tool)
- Scheduling
- Warehouse

CONTINUOUS IMPROVEMENT

- 6S (Workplace Efficiency)
- AS9100 (ISO Quality System Requirement)
- Corrective/ Preventive Actions
- ISO9001-2008
- ISO 13485
- Lean Manufacturing
- National Aerospace & Defense Contractors Accreditation Program Compliance Processes (NADCAP)
- Process Improvement

- Productivity Improvement
- Quality Improvement

HAZARDOUS MATERIALS (RATIO 1:40)

- HazMat
- Chemical/ Waste Handling

MANUFACTURING SKILLS

- AOI (Automated Optical Inspection) Inspection and Programming
- Blueprint Reading
- Cross Functional Production
- DEK Stencil Printer
- Equipment Operation, Maintenance & Troubleshooting
- Hand Soldering to J-Std (Requirements for Soldered Electrical & Electronic Assemblies)
- Inspection Techniques
- IPC-610 (Electronic Assemblies Standards)
- Juki SMT Pick & Place Machine, ISM3600
- Koh Young 3D AOI
- Lean Manufacturing
- Moisture Sensitive Devices
- Material Requirements Planning
- Preventative Maintenance
- Production Safety
- Programmable Conformal Coating Machine
- Solder Paste Handling
- Surface Mount Defects – Causes & Prevention
- SMT & Stencil Operation
- Statistical Process Control (SPC)
- VI Technology SPI Machine
- VJ Electronix Reel Counter
- X-Ray Machine Inspection

Productive Lab Hours

0-20 Trainees may receive any of the following:

MANUFACTURING SKILLS (1:1)

- AOI Inspection & Programming
- Blueprint Reading
- DEK Stencil Printer
- Equipment Operation, Maintenance & Troubleshooting
- Hand Soldering to J-Std
- Inspection Techniques
- IPC-610
- Juki SMT Pick & Place Machine, ISM3600
- Koh Young 3D AOI
- Lean Manufacturing

- Moisture Sensitive Devices
- Material Requirements Planning
- Preventative Maintenance
- Programmable Conformal Coating Machine
- Solder Paste Handling
- Surface Mount Defects – Causes & Prevention
- SMT & Stencil Operation
- Statistical Process Control (SPC)
- VI Technology SPI Machine
- VH Electronix Reel Counter
- X-Ray Machine Inspection

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

RF-Lambda USA LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0144

Approval Date: August 26, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100 Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 21	U.S.: 36	Worldwide: 36
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$29,789

Total ETP Funding

\$23,851

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Occupations to be Trained:	Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year Engineers, Technicians, Assemblers, Managers, Sales Representatives, Supply Chain 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	Priority Retrainee SB<100	Business Skills Comm Skills Continuous Impr. Mfg. Skills	21	8-60	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Priority Retrainee Job Creation SB<100	Business Skills Comm Skills Continuous Impr. Mfg. Skills	4	8-60	0	\$529	*\$15.00
				Weighted Avg: 23			

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

Minimum Wage by County: Job Number 1 (San Diego County): \$17.70 per hour; Job Number 2 (San Diego County): \$15.00 per hour.

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 2.

OVERVIEW

Year Company Founded:	2003	Company Headquarters: <input type="checkbox"/> Single location San Diego, CA
Facility Locations Outside CA	<ul style="list-style-type: none"> Carrollton, Texas 	
Facility location(s) where training will occur	<ul style="list-style-type: none"> San Diego 	

Nature of Business:	<ul style="list-style-type: none"> RF-Lambda USA LLC (RF-Lambda) manufactures a wide range of radio frequency (RF) broadband solutions and high-end RF Components, Modules, and Systems. Components are used in testing devices, communications systems, radars, vehicles, aircrafts and even satellites.
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Customer Base:	<ul style="list-style-type: none"> RF-Lambda specializes in providing services to military, aerospace, and wireless communications industries. Specific customers include the US Navy, Boeing, Raytheon, and Nokia.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> RF Lambda's customers have highly regulated procedures and products. The complexity required to manufacture these products to comply with the necessary regulatory procedures require specialized skills and knowledge. RF-Lambda is also looking to improve efficiency by streamlining internal processes. Increased customer demand have resulted in growth. The Company is projected to nearly double its workforce (four will be included in this proposal) and production in the next two years. The Company will also be moving into a new facility.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> Employees will receive training in regulatory procedures necessary to maintain relevant defense contracts. Further, employees will receive training to advance skills via certifications. Cross-training will be provided to all staff on innovative technological solutions to improve production in response to increased customer demand. Besser Training Courses, designed to improve skill efficiency, will allow employees to produce and manufacture the specialized components unique to customer needs. Newly hired staff will receive training to ensure they can maintain the cutting edge innovation unique to the RF-Lambda brand, including product knowledge and regulatory standards.
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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
Manufacturing Skills		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: <p>This project will be overseen by the Export Compliance Specialist and the General Manager. Additionally, other staff may assist so as to avoid leaving project administration to a single person within the Company.</p>
<ul style="list-style-type: none"> • Trainers: <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement, Manufacturing Skills</p> <p><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills, Commercial Skills, Continuous Improvement</p> <p>The vendor training provided will include the Besser certification training.</p>
<ul style="list-style-type: none"> • Administration: <p>RF-Lambda will perform all administration in-house (i.e. data - collection: complete recordkeeping methods and collection for timely uploading).</p> <p><input checked="" type="checkbox"/> In-house</p>

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	TBD	TBD	TBD

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

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Development
- UCSD Project Management
- Digital Marketing for Adwords
- ITAR

COMMERCIAL SKILLS

- Supply Chain Management Fundamentals
- Wirebonding

CONTINUOUS IMPROVEMENT

- Besser Phase Array Antenna Course
- IT Cyber Security
- The Art of Presenting Program
- Effective Meetings
- USC Performance Management Leadership

MANUFACTURING SKILLS

- Quality Assurance Basics for Manufacturing

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.
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RETRAINEE - JOB CREATION

Training Proposal for:

RK Engineering Group, Inc.

Delegation \leq \$75,000 Single Employer

Contract Number: ET20-0139

Approval Date: August 30, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

PROJECT PROFILE

Contract Attributes:	SB <100 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:	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: 10	U.S.: 10	Worldwide: 10
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$24,589

Total ETP Funding

\$11,385

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Engineer, Administrative Staff, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	10	8-200	0	\$1,035	\$18.14
				Weighted Avg: 45			
2	Retrainee Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr.	1	8-200	0	\$1,035	\$15.12
				Weighted Avg: 45			

Minimum Wage by County: Job Number 1: Orange County - \$18.14; Job Number 2: Job Creation - Orange County \$15.12

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

Up to \$0.14 per hour may be used to meet the Post-Retention Wage for Job Number 1.

OVERVIEW

Year Company Founded:	2001	Company Headquarters: <input checked="" type="checkbox"/> Single location Newport Beach
Facility location where training will occur		<ul style="list-style-type: none"> Newport Beach
Nature of Business:		<ul style="list-style-type: none"> RK Engineering Group, Inc. (RK Engineering) is an engineering firm providing full service transportation engineering, environmental engineering, and transportation planning.

	<ul style="list-style-type: none"> Services include: traffic impact studies; circulation elements; transit/pedestrian systems; parking studies; traffic control plans; greenhouse and air quality studies.
Customer Base:	<ul style="list-style-type: none"> Customer base includes: private developers; commercial/residential builders; planning firms; homeowner associations; public agencies such as cities, counties and school districts.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> RK Engineering plans to improve processes by adding California Environmental Quality Act (CEQA) Planning Study Capabilities. This addition will allow engineers the ability to identify, create action plans and mitigate significant environmental impacts. Study implementation will increase efficiency in production studies and design. To remain competitive within the industry, the Company will increase skills to address industry-wide change. Upcoming change include: Implementation of newer versions of City Highway Capacity Manuals; Annual Trip Generation Rate Updates, New City Scope of Work Delivery Method Requirements; SB 743 which changes how traffic studies are completed. The Company will implement the usage of new and updated traffic studies, air studies, and noise measurement software programs, such as Synchro to allow the simulation of traffic patterns and SoundBlast for acoustical measurement.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> The addition of CEQA Planning Study capabilities and project processing studies will require extensive training for Engineering Staff that do not currently hold this expertise. RK Engineering plans for all Engineering Staff to be well versed in various studies to minimize rework by educating each individual to deliver numerous studies rather than transferring work amongst all Engineers. Training will be provided on updated standards & regulations for analysis, including SB 743 to all staff. Training will be provided to all staff on all newly implemented platform programs. Ongoing training on Bidding/Proposals, Leadership, Project Management, and Process Improvement will be provided to all staff.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills	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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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: The project will be overseen by the Vice President and Office Manager. The Company has a training plan in place with sessions scheduled weekly. Training will begin immediately upon project approval.
<ul style="list-style-type: none"> Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, and Continuous Improvement <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> Administration: Training Funding Source will assist with the Administration of this project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

ACTIVE PROJECTS

N/A

PRIOR PROJECTS

N/A

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$900
Administrative	Training Funding Source	Seal Beach, CA	13%
Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Bidding/Proposals
- Business Development
- Client Relationships
- Communication
- Proposal Writing
- Financial Management
- Leadership
- Negotiation
- Presentation
- Product Knowledge
- Project Management
- Teamwork
- Time Management
- Writing Skills

COMMERCIAL SKILLS

- Acoustical Engineering
- Air Quality Elements
- Change Orders
- Construction Procedures
- Contract Administration
- Correspondences and Transmittals
- Design Standards
- Electrical Design
- Engineering Procedures
- Engineering and Speed Surveys
- General Plan Noise
- Homeowner Association Traffic Review
- Leadership in Energy and Environmental Design (LEED)
- Life Cycle of Projects (RFP, SD, DD, CD, VE, CA....)
- Noise Ordinance Compliance
- Noise and Air Quality Studies
- Noise and Air Monitoring/ Analysis
- Parking Lot Layouts, Demand Studies
- Project Management
- Room to Room Acoustical Analysis
- Scheduling
- Shop Drawing Review Process
- Sound Barrier Analysis
- Specification Writing
- Surveying Procedures
- Traffic Calming, Signal & Signing/ Striping, Control, Impact, Engineering
- Transportation Planning/ Demand

COMPUTER SKILLS

- Adobe (Acrobat, Photoshop, etc.)
- AutoCAD
- Billing Matters
- Building Information Modeling
- Engineering (Traffic, Acoustical, Air, Design, Planning)
- Microsoft Office, Windows
- Project Management
- QuickBooks
- SoundBlast
- Synchro
- Traffix
- TripGen
- Urban Land Institute (ULI) Shared Parking

CONTINUOUS IMPROVEMENT

- Goal Setting
- Planning
- Process Improvement
- Quality Improvement
- Team Building

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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**In-House Amendment #1 Proposal for:
Uniluv Marketing, Inc. dba Skech
Contact Number: ET19-0311**

Approval Date: August 26, 2019

Amendment Effective Date: August 26, 2019

ETP Regional Office: San Diego

Analyst: M. Mathis

CURRENT PROJECT PROFILE

Contract Type:	Priority/SB<100	Industry Sector(s):	Manufacturing
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	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	October 25, 2018 to October 24, 2020	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$16,224

AMENDMENT FUNDING

Requested Funding	Total Funding
\$11,040	\$27,264

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB<100 Priority Rate	Computer Skills Continuous Impr	12	8-200	0	\$1,352	\$17.03
				Weighted Avg: 52			
2	SB<100 Priority Rate Phase II	Computer Skills Continuous Impr	10	8-200	0	\$1,104	\$17.70
				Weighted Avg: 48			

Minimum Wage by County: Job Number 1: \$17.03 (San Diego)

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

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

Wage Range by Occupation	
Occupation Title	Wage Range
Phase I	
Administrative	
Customer Service	
Sales	
Accounting	
Manager	
Operations Director	
Executive Staff	
Owner	
Phase II	
Customer Service	
Sales	
Accounting	
Manager	
Operations Director	
Executive Staff	
Owner	

INTRODUCTION

Uniluv Marketing, Inc. dba Skech (Skech) is a manufacturer, wholesaler, and retailer of smartphone and tablet accessories such as phone/tablet cases, car mounts, and screen protectors. The Company also provides marketing, sales, warehouse, and distribution services to various retailers across the U.S.

Sketch's delegation proposal was approved in October 2018.

AMENDMENT DETAILS

Skech requests additional funding for training to remain competitive. The industry is constantly evolving as new cell phone products enter the market. In Phase I, the Company trained its staff on Enterprise Resource Planning system advances, including the newly implemented Electronic Data Interchange system. Skech has reached 82% of planned performance only four months into the training period and expects to maintain this percentage within Phase I due to the recent departure of one staff member. All remaining staff had completed the 90-day retention period since the last date of training delivered upon request for additional funds. Since Skech plans to deliver more training in the upcoming months in anticipation of a new product release, Skech is requesting additional funding to provide the additional training to its workers. Although Skech expects to earn only 82% of Phase I, due to their rigorous training plan scheduled for the upcoming months, Skech expects to earn 100% in Phase II of the contract.

Amendment Changes:

- Add Job Number 2 for Phase II funding.
- Add six training topics to Continuous Improvement within the Curriculum as reflected in the revised Exhibit B.

RECOMMENDATION

Staff recommends approval of this Amendment.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Skech under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET19-0311	\$16,224	10/25/2018 to 10/24/2020	11	10	10


*Skech documented 510 eligible training hours for 10 trainees whom completed training and the 90-day retention period. These eligible hours equate to \$13,260 (82%).

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











8 – 200

Trainees may receive any of the following:

COMPUTER SKILLS

-  Netsuite Software Management Skills
 - Advanced KPI and Saved Search Reporting
 - EDI Trading Partner requirements and Procedures
 - Product Maintenance and Connector Feed Updates

CONTINUOUS IMPROVEMENT

-  Train the Trainer
-  Assembly Building/Work Orders and Forecasting Transfer Orders and Consignment Locations
-  Email Marketing Campaign Management
-  New Department Workflow and Functionalities
 - Shipping Automation Workflow
 - Amazon Returns and Seller Fees
 - Automation/Integration
 - Sell Through and Customer Sales Trend Reporting
 - Advanced Shipping and Labeling
-  **Generating online advertising Campaigns**
-  **Processing International Consignment Orders (Canada and Mexico)**
-  **Amazon Fees and Tax Reconciliation**
-  **Amazon (FBA) Inventory Management and Cycle Counts**
-  **Recording Tangible Measurements;**
 - **Warehouse Reports**
 - **Sales Reports**
 - **Customer Service Reports**
-  **Customer Drop Shipping Workflow**

Reimbursement for retraining is capped at 200 total hours per trainee, regardless of method of delivery.



**Training Proposal for:
Vantage Associates, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0166

Approval Date: October 14, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: North Hollywood

Analyst: M. Niquet

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, 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: 102	U.S.: 125	Worldwide: 125	
<u>Turnover Rate:</u>	3%			
<u>Managers/Supervisors:</u> (% of total trainees)	15%			

In-Kind Contribution: (100% of Total ETP Funding Required)

\$78,412

Total ETP Funding

\$70,380

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration/HR, CNC Machinist, CNC Programmer, CMM Programmer, Composites Technician, Welding Technician, Driver, Engineer, Fabricator, Inspector, Maintenance Worker, Production Support, Quality Engineer, Shipping/Receiving, Thermoformer, Professional, 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 Priority	Business Skills Comm Skills Computer Skills Continuous Impr. Mfg. Skills	102	8-200	0	\$690	*\$17.70
				Weighted Avg: 30			

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

Minimum Wage by County: Job 1: \$18.56 for Los Angeles County and \$17.70 for San Diego County

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1984	Company Headquarters: <input type="checkbox"/> Single location National City, CA
Total Number of Facility locations in California	2	
Facility Locations Outside CA	<ul style="list-style-type: none"> Alva, OK 	
Facility location(s) where training will occur.	Santa Fe Springs, CA (Los Angeles County) National City, CA (San Diego County)	

Nature of Business:	<ul style="list-style-type: none">• Vantage Associates, Inc. (Vantage) manufactures aerospace composites, plastic aircraft interiors and complex components/assemblies. The Company also assembles and tests these devices.
Customer Base:	<ul style="list-style-type: none">• Commercial Aerospace• General Aviation• Defense Industry• Industrial Markets
Business / Industry Needs / Changes	<p>Vantage is an Employee Stock Ownership Plan (ESOP), an employee owned company. Vantage recently experienced an overall management change which includes a new board of directors, new trustees and a new executive leadership team. The transformation in management provided the company an opportunity to undergo a complete audit of its compliance and operational systems. The review provided new insight of the businesses internal systems, which include: finance, human resources, quality control, operations and export controls. The audit also provided a structured insight of the introduction of a new manufacturing ERP (Enterprise Resource Planning) operating system, the introduction of a continuous improvement culture and employee skills assessments of its workforce.</p> <p>The Company has also implemented a change in the strategic direction of the organization. Vantage is working to implement these changes to add new customers and improve product capabilities as foreseen in their 5 year strategic growth plan.</p>

Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • To remain competitive within the industry, the company needs training to elevate staff skills to implement new process and compliance programs. This will promote new business growth, and improve overall company culture. • Vantage's training goals are to increase operational efficiencies and expand product offerings through process improvement, new and improved technology, and continued innovation. • Business Skills- training will be provided to all occupations to support compliance assurance quality and production improvements. • Commercial Skills- training will be provided to all technical and operational occupations to improve utilization and machinery operation. • Computer Skills- training will be provided to all occupations and will focus on the company's ERP system. • Continuous Improvement - Training will be provided to all occupations to improve work flow, productivity, systematic analysis and critical thinking. • Manufacturing Skills- training will be provided to all occupations with a focus on quality compliance and manufacturing standards to meet customer requirements. Topics include NC equipment operations, special process and set-up procedures.
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Training courses listed in the Menu Curriculum will be provided via the following training method under the following Types of Training:

☒ Class/lab

Business Skills	Computer Skills
Commercial Skills	Continuous Improvement
Manufacturing Skills	

Training Infrastructure & Administrative Plan

- **Project Oversight:**

Vantage's Human Resources Manager and the Director of Operational Excellence will manage and oversee the administration and implementation of training at both locations, with assistance of on-site leaders. Vantage has also procured the services of an administrative sub-contractor to assist with contract administration. Vantage is ready to start training upon approval.

- **Trainers:**

☒ In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Manufacturing Skills

☐ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

A subcontractor has been retained to assist with administration and ensure that all training records meet ETP compliance.

☒ In-house

☒ Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Abbott Consulting Group	Fairfield, CT	\$7,000
Administrative	Abbott Consulting Group	Fairfield, CT	Not to exceed 13% of payment earned
Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Export Compliance
- Visual Management / Mistake Proofing
- Internal Audits

COMMERCIAL SKILLS

- Engineering NC Programming

COMPUTER SKILLS

- ERP (Epicor) training
- Cyber Security-TCP training

CONTINUOUS IMPROVEMENT

- Lean Basics
- 5S Concepts and Implementation
- Value Stream Mapping
- Root Cause Analysis
- Kaizen Events
- Set Up Reduction
- Quality Policy/Objective/Awareness
- Leadership Skills
- ITAR/Export training

MANUFACTURING SKILLS

- Forklift Operation
- Total Plant Maintenance
- Product Building Procedures
- Epicor-Master Methods, Material, Job Entering
- Foreign Object Damage Awareness
- QMS Training-AS 9100 Rev D
- CNC Machine Operation
- Set-Up Procedures
- NC Equipment Operation
- Special Process (Visual Welding Certification)
- Inspection Techniques
- CMM Training
- Lock Out Tag Out
- Fabrication & Assembly Skills
- Composite Skills
- Painting Operations: Skills & Techniques
- Product Inspection

Safety Training cannot exceed 10% of total training hours per-Trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

WiSpry, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0140

Approval Date: September 5, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: H. Miguel

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing (E) Manufacturing (33) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Placer	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: 46	U.S.: 46	Worldwide: 35,900
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$66,328

Total ETP Funding

\$38,640

Occupations to be Trained:	Production Staff, Engineers, Administrative Staff, Supervisor/Manager
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills	32	8-200	0	\$1,035	\$17.70
				Weighted Avg: 45			
2	Retrainee Job Creation Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills	6	8-200	0	\$920	\$15.00
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1: Orange County - \$18.14/hr., Placer County - \$17.70/hr., Job Number 2: Orange County - \$15.12/hr., Placer County - \$15.00/hr.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1999	Company Headquarters: <input type="checkbox"/> Single location Irvine (Orange County)
Total Number of Facility locations in California	2	
Facility location(s) where training will occur	<ul style="list-style-type: none"> Irvine (Orange County) Roseville (Placer County) 	

Nature of Business:	<ul style="list-style-type: none"> WiSpry is a fabless radio frequency semiconductor manufacturer The Company is a wholly owned subsidiary of AAC Technologies however, only WiSpry staff will be included in this project.
Customer Base:	<ul style="list-style-type: none"> WiSpry's customers are mobile handset manufacturers and network operators involved in Semi-Conductor Research and Development. The Company's customer base includes: Samsung, Motorola, Trellisware, LGS Innovations, Cellphone Manufacturers, Radio Manufactures, and Wireless Base Stations.

<i>Business / Industry Needs / Changes</i>	<ul style="list-style-type: none"> • As the industry changes toward smarter and innovative technologies, WiSpry's product offerings have become rich in features including technology that enables lighting programmability, connectivity and controllability. As a result, The Company expects 17% growth in the next year. • Alongside growth this year, Wispry expects continued growth over the next 5 years. In order to keep up with potential customer demands approximately 6 new staff members will be hired during the term of the ETP contract. • WiSpry works with many international companies and regulations. The regulations and procedures required for international trade have changed substantially in the last few months. • The Company is working to implement a new marketing strategy, which is aligned with the Company's business needs to expand. This strategy will shift the focus from the handset based market to the non-handset market space. WiSpry will focus its efforts in a few specific areas: Tactical Radios, Public Safety Radio, Test and Measurement, Fixed Wireless and Bas station. This new marketing strategy will take a multi-faceted approach including conducting market analyses, creating partnerships with key distributors and sales representatives, and performing customer needs assessments.
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Training Plan:

<i>Need for Training:</i>	<ul style="list-style-type: none"> • As the Company expands into new products and technologies, WiSpry must provide training on Commercial and Manufacturing Skills to ensure staff skills are competent to address emerging products. • Training will be provided on updated international trade regulations and procedures to ensure the company is compliant with required industry standards. • Extensive training for all staff will focus toward the Company's new marketing strategy. This will include Product Knowledge, Sales Skills, Customer Relations and Manufacturing Skills. • All staff will be provided training in one or more of the following topics: Lean Manufacturing, Time Management, Standard Operating Procedures, Customer Relationship Management, Blueprint Reading, and Equipment Operations.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☐ E-Learning

☐ CBT

☐ Productive Lab

☐ MS Preceptor

☐ MS Didactic

Business Skills	Computer Skills	Continuous Improvement
Manufacturing 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 Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Project Oversight: Training will occur primarily at the Orange County location and overseen by the Company's Vice President with administrative support provided by the Human Resources Manager. The Company provides extensive training for its staff, has a training plan in place and is ready to begin training upon project approval.
<ul style="list-style-type: none"> • Trainers: <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills
<ul style="list-style-type: none"> • Administration: WiSpry will work with Training Funding Source on the administration of the project. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor

RECOMMENDATION

Staff recommends approval of this proposal and modifications.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	TBD		

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Coaching/Communication
- Customer Relations
- Goal Setting
- Electronics/Microwave/RF
- International Traffic in Arms Regulations (ITAR) Export Regulations
- Leadership Skills
- Marketing & Business Development
- Product Knowledge
- Project Management
- Planning Skills
- Product Knowledge
- Proposal Writing
- Sales Skills
- Standard Operating Procedures (SOP's)
- Time Management Skills
- Work Processes/Procedures

COMPUTER SKILLS

- Adobe Creative Suite
- Autodesk AutoCAD, SolidWorks, Corel
- Computer Aided Design (CAD)
- Customer Relationship Management
- Dynamics CRM Software
- eCommerce
- Human Capital Management Software
- Macola CRM
- Microsoft Office/Project – Intermediate & Advanced
- OneDrive
- Payroll/Human Resources
- Quickbooks/SAP
- SharePoint
- Scheduling System
- Tablets/Handheld Equipment

CONTINUOUS IMPROVEMENT

- 5S
- Cost Reduction
- Eliminating Waste, Goal Setting, Improving Workflow
- ISO
- Lean Manufacturing Performance Improvement

- Problem Solving, Process and Quality Improvement
- Process Improvement/Kaizen
- Productivity/Quality Improvement
- Problem Solving/Six Sigma Process Controls
- Root Cause Analysis
- Teambuilding

MANUFACTURING SKILLS

- Blueprint Reading
- Daily Status Package/Operational Strategy Execution
- Equipment Operation, Preventative Maintenance & Troubleshooting
- Good Manufacturing Processes (GMP)
- Hi-Rel (Space Business) Operations Document Process
- Inspection Techniques
- Inventory Control
- Material Requirements Planning (MRP)
- Programmable Conformal Coating Machine
- Shipping and Receiving
- Shop Travelers/Router
- Soldering/Welding
- Statistical Process Control (SPC)
- Wiring Diagrams

Safety Training cannot exceed 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



RETRAINEE - JOB CREATION

Training Proposal for:

Zephyr Networks, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET20-0145

Approval Date: August 26, 2019

Panel Meeting of: November 1, 2019

ETP Regional Office: San Diego

Analyst: S. Bailey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Services (G) Professional, Scientific Technology (54) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input 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	U.S.: 8	Worldwide: 8
<u>Turnover Rate:</u>	0%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

In-Kind Contribution: (100% of Total ETP Funding Required)

\$26,482

Total ETP Funding

\$9,200

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Technical Staff, Engineers, Administrative Staff, Owners

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Computer Skills	8	8-60	0	\$920	\$18.14
				Weighted Avg: 40			
2	Retrainee Retrainee SB<100 Job Creation	Business Skills Computer Skills	2	8-60	0	\$920	*\$15.12
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1: (Retrainee) - \$18.14/ hr. Job Number 2: (Job Creation) - \$15.12/ hr.

Health Benefits: Used to meet the Post-Retention Wage?: ☒ Yes ☐ No

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

OVERVIEW

Year Company Founded:	1999	Company Headquarters: <input checked="" type="checkbox"/> Single location Laguna Hills (Orange County)
Facility location(s) where training will occur		<ul style="list-style-type: none"> Laguna Hills, CA (Orange County)

Nature of Business:	<ul style="list-style-type: none"> • Zephyr Networks, Inc. (Zephyr) provides network computing solutions for small to medium size businesses. • The Company specializes in centralizing Network Administration, Helpdesk, and Virtual Chief Information Officer (vCIO) Services for its client base.
Customer Base:	<ul style="list-style-type: none"> • Zephyr has a diverse customer base in the manufacturing, production, service, legal and medical industries.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • The IT industry is constantly evolving with smarter and more innovative technical network solutions. Zephyr's product offerings include servers, helpdesk, back up and disaster recovery, as well as cyber security. As a result, the Company's services are in high demand resulting in 37% growth in the last year. • As the industry changes, Zephyr must constantly revamp its internal processes to keep pace and provide innovative solutions to meet customer demands. This includes keeping its software/ internal technology up to date to respond and create unique workable solutions for its clientele. • The Company is also looking to improve its customer service response, project management and administrative procedures. Further, the Company wants to continue to increase sales. With an innovative approach to internal practices, Zephyr is hoping to shorten its response time to customer concerns as well as keep pace with ever changing technology specific to this market. • Over the two year period, Zephyr will hire two new staff as part of its continued company growth (Job Number 2).
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • As technology evolves, so must staff knowledge due to the specialized nature of the services it provides. Therefore, Zephyr must provide training to ensure staff are competent on the new technology as it becomes available on the mainstream market. • Training will include software renewal, cyber security response, and software solutions so staff can effectively quote and sell solutions tailored to customer needs. Staff will receive training on the following topics: Windows system administration, cloud services, phone systems, virtualization, servers, Quickbooks and Microsoft to better improve customer response time. Staff will also receive training on business skills and administration
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	<p>procedures so staff can understand standard operating procedures and operations and better improve customer response time.</p> <ul style="list-style-type: none"> Newly hired staff will receive training on current internal processes and how to respond to customer demands. Newly hired staff will also train to create innovative and workable solutions in record time. Training will include internal processes and procedures.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab
☐ MS Preceptor
 ☐ MS Didactic

Business Skills	Computer Skills
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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 Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Project Oversight: <p>The owner will oversee all project administration with the assistance of an administrative subcontractor, Training Funding Source.</p>
<ul style="list-style-type: none"> Trainers: <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Cisco, Microsoft, and Hunt Electronics. </p> <p>Zephyr currently utilizes an in house university, Zephyr University, to deliver training. In house trainers will deliver training under the University. In addition, training will be scheduled each month for 3 hours at a time with all staff in attendance. A training vendor (listed above) will be used.</p>
<ul style="list-style-type: none"> Administration: <p>With oversight from the owner, the Company will also be assisted on project administration by Training Funding Source.</p> <p> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor </p>

RECOMMENDATION

Staff recommends approval of this proposal.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$900
Administrative	Training Funding Source	Seal Beach, CA	13% of Payment earned
Training Vendors	Cisco Microsoft Hunt Electronics	Laguna Hills, CA	TBD

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

8-60 Trainees may receive any of the following:

BUSINESS SKILLS

- Customer Acquisition / Sales
- Customer Interaction / Quality Control
- Office Equipment Operations
- Proposal Procedures
- Standard Business Operation Procedures

COMPUTER SKILLS

- Backup Disaster Recovery (BDR) Systems
- Business Continuity
- Cloud Solutions
- Computer Network Design, Security, Support
- Contingency Planning
- Cyber Defense / Security
- Data Breaches
- Data Center Services
- Databases
- Email Providers and Services
- File Sharing
- Google Apps for Businesses
- Hardware – Configuration and Troubleshooting
- HIPAA Omnibus Rule Compliance
- IT Consulting / Services
- Managed Services
- Mobile Computing
- Network Auditing / Security
- Private Cloud
- Powershell Scripting
- Software – Configuration, Use and Troubleshooting
- Storage Solutions (SAN, NAS, etc.)
- Security Products (AV, Encryption, etc.)
- Servers – Loading, Configuring, and Troubleshooting
- Services Standards and Technical Operating Procedures
- Single Points of Failure (SPOF)
- Standard Operating Procedures
- Surveillance
- Telephone and Paging
- Uninterruptable Power Supply (UPS)
- Virtualization
- VMware Shared Storage
- Voiceover Internet Protocol
- Website Hosting
- Wiring
- Work from Anywhere

- Workstations – Loading, Configuring, and Troubleshooting

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.