

# PANEL PACKET

May 2020



Employment Training Panel



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# **Virtual Meeting**



# M e m o r a n d u m

To: Panel Members

Date May 15, 2020

From: Peter Cooper  
Assistant Director

Subject: **Future Meeting Sites**

|                        |   |
|------------------------|---|
| <b>May 15, 2020</b>    | <b>Virtual Meeting</b>  |
| <b>June 26, 2020</b>   | <b>California Environmental Protection Agency (Cal/EPA)<br/>Time: 09:30 AM<br/>Sierra Hearing Room, 2nd Floor<br/>1001 I Street, Sacramento, CA 95814</b> |
| <b>July 24, 2020</b>   | <b>California Environmental Protection Agency (Cal/EPA)<br/>Time: 09:30 AM<br/>Sierra Hearing Room, 2nd Floor<br/>1001 I Street, Sacramento, CA 95814</b> |
| <b>August 28, 2020</b> | <b>California Environmental Protection Agency (Cal/EPA)<br/>Time: 09:30 AM<br/>Sierra Hearing Room, 2nd Floor<br/>1001 I Street, Sacramento, CA 95814</b> |



**STATE OF CALIFORNIA**  
**EMPLOYMENT TRAINING PANEL**  
CalEPA Headquarters Building  
1001 I Street, Coastal Hearing Room, Second Floor  
Sacramento, CA 95814  
February 28, 2020  
(916) 327-5640

**Panel Members**

Janice Roberts  
Acting Chairperson

Gloria Bell  
Member

Chris Dombrowski  
*Ex-Officio* Member

Ernesto Morales  
Member

Gretchen Newsom  
Member

Rick Smiles  
Member

Douglas Tracy  
Member

Ali Tweini  
Member

**Executive Staff**

Peter Cooper  
Assistant Director

Michael Cable  
Legal Counsel

**STATE OF CALIFORNIA**  
**EMPLOYMENT TRAINING PANEL**  
CalEPA Headquarters Building  
1001 I Street, Costal Hearing Room, Second Floor  
Sacramento, CA 95814  
February 28, 2020

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

Acting Chairperson Janice Roberts called the meeting to order at 9:33 a.m.

**II. ROLL CALL**

Present

Janice Roberts  
Gloria Bell  
Chris Dombrowski  
Gretchen Newsom  
Rick Smiles  
Douglas Tracy

Absent

Ernesto Morales  
Ali Tweini

Executive Staff

Peter Cooper, Assistant Director  
Michael Cable, Legal Counsel

**III. AGENDA**

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

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

Motion carried, 6 – 0.

**IV. MINUTES**

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

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

Motion carried, 6 – 0.

## **V. REPORT OF THE ASSISTANT DIRECTOR**

Mr. Cooper welcomed the Panel Members, Applicants, and Stakeholders and reported that today's meeting is approximately \$6.3M with another \$351,509 in delegation orders, for a total of \$6.7M.

Mr. Cooper recognized the following persons in attendance: Diana Torres, San Diego Regional Office Manager; Ryan Swier, North Hollywood Regional Office Manager; and Jana Lazarewicz, Sacramento Regional Office Manager.

Mr. Cooper stated he had two things to report, first, the Trailer Bill that will create the New Workforce Department has been introduced and will be heard in hearings in the Legislature in the coming weeks. Second, ETP has begun sending letters to the Legislature to let them know about projects funded in their districts. Samples of these letters have been provided to the Panel.

Mr. Cooper reported that regarding the New Department, the Administration has proposed the creation of a new department within Labor Agency called the Department of Better Jobs and Higher Wages. This transition is taking a lot of staff time away from usual business operations and asked stakeholders to be patient with ETP staff during this transition.

Mr. Cooper then reported that we were fortunate to have Dennis Petrie, Associate Secretary, Future of Work Realignment, Labor Agency, with us and had a presentation that he shared. Mr. Cooper then stated that Stewart Knox, Labor Undersecretary, was joining us as well and welcomed them both.

Mr. Cooper reported regarding the New Computer System and Process Improvements, that work continues on developing, the pre-application and application processes within Cal-E-Force the replacement system for ETP's legacy systems. The new system is being developed on the Salesforce Cloud and is current supporting the migrated Employment Training Management System contracts. When completed during this fiscal year, Cal-E-Force will provide ETP customers and staff the ability to use web-based cloud technologies to dynamically submit, process and administer ETP training proposals and contracts throughout the contracting process. The system is being deployed in stages and the team is completing the testing of migrating existing legacy contracts to the new platform including multiple employer contractors (MECs) and other single employer contractors who migrated from yet another legacy system. A number of MECs have not accessed the existing application and provided feedback on system features. Mr. Cooper added that while we don't have a definite migration date, it will be during this fiscal year. The building and deployment of Cal-E-Force is a significant undertaking for ETP staff, facilitating ETP's ongoing effort to automate, streamline, and simplify the program and stated that ETP has had and will continue to solicit stakeholder input for system features. One of the great aspects of the Salesforce cloud system upon which Cal-E-Force is flexible and will allow ETP to make adjustments easily once the system is in place.

Mr. Cooper also reported that regarding staff engagement, he just finished a round of 'Listening Sessions' with staff in all 14 units, roughly 60 staff to improve communication and

to get their input on ways to improve ETP. The top two suggestions were: first, cross-training between functional units, for example Fiscal unit and Marketing Unit, so there is greater consistency across the organization. Second, would be holding an in-person All staff meeting so staff can get to know one another better and can work better as a team. ETP will be following up on these action items in the coming weeks, which will result in both better customer service and a better work environment for staff.

Regarding panel engagement, with employer visits, Mr. Cooper reported he is working with Robert Meyer to arrange some visits over the coming months and asked anyone to speak to him or Robert directly to tell them what they are interested in. The first one will be a tour of Procore Tech in April.

Regarding input into Strategic Plan for 2020-2021, ETP is trying to find a date and time this spring to have a meeting focused on a few key aspects of the Strategic Plan, ETP's Mission, Vision, and Priority Industries for 2020-2021. Also, Mr. Cooper stated that he would like to have a robust discussion about how ETP can support the High Road Training Partnership efforts that Labor Secretary Su is promoting and have shared with the Panel and placed on the web site background information regarding HRTPs. This will also be a time to talk about funding caps, fixed rates, and other funding issues for the Fiscal Year 2020-2021.

Regarding Alternative Funding it was reported that in regards to the CEC's Clean Transportation Program, we have \$860,000 left, but there are new projects in the queue already that will use up these funds so ETP does not need any new applications right now.

Regarding Core Funds for this Fiscal Year it is reported that if all proposals are funded today, the Panel will have approved just over \$77.1M in 239 projects to date, ETP will have approximately \$25.9M for the remainder of the year. We have two panel meetings left to be funded this fiscal year and hopes to spread out funding to \$12.9M per panel. We are skipping April panel meeting and June will be funded out of the next fiscal year.

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

Ms. Newsom announced that pertaining to Tab 3 on the consent calendar for Ironwood Electric, LLC, she does not comfortable with the low wages reported under Job Number 2, the job creation/retraining scope, whereby the employer proposes to hire 10 new workers but pay these workers nearly half of the normal wage for the same jobs or occupations. It's notable that Ironwood Electric's new customers increased 20%, but fail to see the justification for paying electricians and other skilled craft positions 42% less because the company is thriving with new business. So she does wish for this to continue on consent with the full amounts, if they agree to pay the new workers the same amount reported in Job Number 1, or reduce the contract by \$10,350 and eliminate Job Number 2 or more preferable to the rest of the board, just pull it off a consent.

Acting Chairperson Roberts asked Diana Torres if she had any questions.

Ms. Torres responded no, the panel's options were very clear.

Acting Chairperson Roberts then asked Ms. Newsom what she would like to do and if she wants them to come back.

Ms. Newsom inquired if this can go forward on consent and give them the direction that they want the full amount, they have to pay the second class of workers the same amount of Job Number 1.

Ms. Torres responded what they could do is, given the purposes of the agenda, there is a cap on the full amount, they could either elect, if it okay with the panel to give an option to increase those wages or two, if they are unable to do that, then the proposal would be reduced, which is still within the above amount and explained it's not like they going to give them more it's it would be coming down and asked if that's okay with them, enough to provide those two options. Otherwise, they could come back to the panel.

**ACTION:** Ms. Newsom moved and Mr. Smiles seconded approval as amended of the Consent Calendar with the noted comments. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

## **VI. PRESENTATION OF ETP DEPARTMENT OF BETTER JOBS AND HIGHER WAGES**

Mr. Cooper introduced Dennis Petrie, Associate Secretary for Future of Work Realignment, who presented a presentation on the Department of Better Jobs and Higher Wages.

## **VII. POLICY COMMITTEE MEETING REPORT TO PANEL**

Ms. Newsom reported that yesterday the Policy Committee met as part of our stakeholder process for getting feedback. Ms. Newsom noted that the report to the Committee about affiliates that had been on the agenda was moved to a future meeting.

Ms. Newsom shared Elisabeth Testa has taken a new policy manager position as the policy research and legislative specialist at ETP. She started a stakeholder notification email system to notify stakeholders more quickly of changes that will affect them and she encouraged everyone to please contact her with any policy related questions, suggestions, ideas or comments please email [Elisabeth.testa@etp.ca.gov](mailto:Elisabeth.testa@etp.ca.gov).

Ms. Newsom reported that the demographic questions regarding gender identity and sexual orientation have been added to all of ETPs enrollment systems. As a reminder to contractors, these questions are optional questions but are required for ETP to ask for Assembly Bill 677.

Ms. Newsom also reported that a draft to the revised respond guidelines was presented to committee, response stands for rapid employment strategies on natural disasters, and this would be expanding this program from serving only those companies affected by drought to those companies affected by any natural disaster. We heard comments and suggestions on



the guideline draft. A finalized version of the draft will be presented to committee at our next meeting then move to panel for full consideration and approval.

Ms. Newsom then reported the potential for a new quote ETP small business paid family leave pilot training program that's new outcome was presented; a committee this pilot would take the form of grants to assist small businesses affected by employees utilizing the paid family leave program. This pilot is included with the governor's proposed California budget for next fiscal year, it is only in the very initial planning stages. This was more of an information session for committee more than a policy planning discussion.

The committee discussed affiliates and how this type of business structure is handled by ETP. This was a beginning discussion on many things related to the issues of affiliates, including how or if ETP should draft a policy that would either prevent or allow related companies to simultaneously hold ETP contracts. In general, after a really good discussion, the feeling is that each business ownership structure is unique and the ETPs focus should be on which trainees are being served. This issue will be brought before committee again in the future to more thoroughly explore the scope of this issue.

Ms. Newsom then reported that the committee heard a report about a staff research project dealing with how workforce training programs work in other states was very comprehensive and stated that California is the best, but we do have the largest state funded workforce training program by far being close to three times larger the next program which is in Texas, and our committee discussed other common practices that these other states follow including application periods, project prioritization methods and scoring rubrics, among other things, and to see if or how some of these practices could be adopted by ETP.

Ms. Newsom added that they received a lot of thoughtful comments from stakeholders on these issues, and the committee also reviewed a list of potential upcoming agenda topics and stated that open public comment was very informative and generated additional items that will be presented to the committee in the near future. And finally, the next policy committee will either be in March or May, and said to please check our ETP website or email [Elisabeth.testa@etp.ca.gov](mailto:Elisabeth.testa@etp.ca.gov) to confirm the next meeting date.

## **VIII. REVIEW AND ACTION ON PROPOSALS**

### **SINGLE EMPLOYER CONTRACTS**

#### **Tab No. 9: Ambry Genetics Corporation**

Ms. Torres presented a proposal on behalf of Ambry Genetics Corporation, which is a Priority Industry is requesting \$311,052 in ETP funding and proposing to train 558 incumbent workers and 30 job creation retrainees. There will be health benefits used only for Job Number 1 for maximum of \$2.39 to meet the ETP minimum wage in Orange County. This project will be Ambry's first ETP Contract. Although there is no Veterans training component in this proposal, Ambry actively recruits Veterans through Veterans-based platforms including Hire Heroes USA. Ambry will train a total of 120 new and existing Clinical Lab Staff in Productive Lab

Commercial Skills that is inclusive of the class lab that they will be providing in their training plan.

Ms. Torres stated that Staff recommends approval of this project and introduced Clarissa Coultas, Talent Specialist.

Ms. Coultas greeted the Panel and introduced herself as the Talent Specialist for Ambry Genetics Corporation and shared that Ambry excels at translating scientific research into clinically actionable test results based upon a deep understanding of human genome and the biology behind genetic disease. Ambry Genetics Corporation have an unparalleled track record of discoveries over the last 20 years, which means they are the first to market with innovative products and comprehensive analysis that enables clinicians to confidently inform patient health decisions. Their most recent innovation was just a few months ago when Ambry became the first and only lab to launch a product to significantly increase diagnostic yield. This is the first genetic testing advancement in over a decade in this area, which means that Ambry can provide higher quality results to patients so they can make informed potentially life altering healthcare decisions with their clinician. Ambry is giving patients answers that they've never had access to before and is committed to meeting the needs of their clients in providing the highest quality products and services so that they can continue to make meaningful impact on people and families across the United States. Ms. Coultas stated that their comprehensive training curriculum enables this mission and thanked the Panel for considering their proposal to train their workers.

Acting Chairperson Roberts thanked them for their productive lab being 1:1, and that it is a great contract and solid.

Acting Chairperson Roberts asked if the Panel had any other questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Mr. Smiles moved and Ms. Bell seconded approval of the Ambry Genetics Corporation in the amount of \$311,052. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

#### **Tab No. 10: DPR Construction, a General Partnership**

Ms. Torres stated DPR Construction, a General Partnership is a Priority Industry with total ETP funding being requested of \$368,000 to approximately train 800 incumbent workers and there will be no need for health benefits to meet the ETP minimum wage for the counties in the training plan. Although there is no dedicated job number, DPR works with Orion Talent to source, recruit and acquire skilled, military candidates. Training will be provided at DPR's facilities in San Mateo, San Francisco, Santa Clara, Los Angeles, Orange, San Diego and Sacramento counties. Training will be delivered via Class/Lab and Computer-Based Training (CBT) inclusive in the training topics will also be certified training in OSHA 10/30. DPR will be utilizing an electronic record keeping, Learning Management System (LMS) and ETP staff has reviewed and approved.

Ms. Torres stated that Staff recommends approval of this project and introduced Cari Williams, People Practices Leader and Michelle Rucker, Training Funding Partners.

Ms. Williams stated they are pleased to present on behalf of DPR Construction and wanted to thank Kellen Hernandez and Diana Torres at the San Diego office, who helped and guided them during the process. Ms. Williams explained that DPR is a general contractor and construction manager and they have seven offices in California, being the tenth largest general contractor in the nation. DPR focus areas are healthcare, biotech, medical device data centers and commercial building. They are a union contractor while they are not including that component, did want the Panel to know that they have about 2,500 employees in California, half of whom are union. Their grant is proposed to benefit the growing needs of their company and have new markets, new products, new technologies, that will benefit their current and future employees, allowing them to train them in things like virtual design, construction prefabrication and additional self-perform work opportunities. DPR plans to manage the program with training funding partners, and their internal training coordination staff, using Cornerstone is their platform. Ms. Williams added that they look forward to the opportunity to partner with ETP to bring new skills to their employees.

Ms. Newsom thanked them for their high wages.

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. Newsom seconded approval of the DPR Construction in the amount of \$368,000 Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

#### **Tab No. 11: Safran Cabin, Inc. dba C & D Aerospace**

Ms. Torres stated Safran Cabin, Inc. dba C & D Aerospace is a Priority Industry with total ETP funding being requested of \$649,566 will train 1,034 incumbent workers and they will train a Job Creation component, Job Number 2 which has approximately 6 workers and in Job Number 3. Ms. Torres explained to the Panel that there was a correction with a word missing in their packet and because those are also job creation and doesn't have the word in there and that's the veteran's component, up to \$2.50 per hour will be used only for Job Number 1, that means that there will be no health benefits that will need to be utilized for Job Number 2 and Job Number 3 because their base wages are above the ETP minimum wage requirement for those respective Job Numbers. The Company will train approximately 12 workers under panel guidelines for the Temporary-to-Permanent Program (approximately 12 trainees distributed between Job Numbers 1 through 3). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time employment and it is expected that the workers will receive employer paid share of cost or health care premium as well on temporary status, upon hire into full time permanent employment. Production workers and technical support staff will receive

up to 60 hours of productive lab training. The training ratio will be 1:3, due to this training typically is delivered in small teams of three.

Ms. Torres stated that Staff recommends approval of this project and introduced Chris Rios, Training Manager.

Mr. Rios stated he is the Training Director at Safran Cabin and shared how the company design, manufacturer and service aircraft interiors for some of the largest aircraft companies in the world like, Boeing, Airbus, and Mitsubishi. Mr. Rios expressed that he was excited to describe the changes in the aircraft industry explaining that Mitsubishi Aircraft is going to be manufacturing 700 new SpaceJet aircraft which are regional aircraft and Safran Cabin has been selected to provide the interior components for the 700 aircraft. Their regional jets typically smaller in nature, allow their customers to operate more efficiently, and offer more flexibility to meet the demands of the aircraft industry. The contract to provide Safran Cabins for the SpaceJet planes has created a need to train their workforce on Mitsubishi, SpaceJet processes, procedures and standards. In addition, Safran Cabin does have a new ERP system and when Safran purchased Cabin, it was determined that it needed to be integrated into the Safran corporate structure and one of those aspects is the integration of their enterprise resource planning software which is SAP which they need to train their employees on SAP and is a new computer language for them. This is certainly a big project and requires a great deal of training and they understand that they will need to provide more than 28,000 hours of training, approximately 1,300 hours a month and they do have the infrastructure to support that as they have met those hours in the past. Safran Cabin will be training at five locations in California, along with the corporate training team, the training director will be overseeing the project and Mr. Rios himself will be seeing a site training coordinator at each of the five sites to help facilitate the process. Safran Cabin is ready to start training upon approval by the panel, and stated any funds would be greatly appreciated. Mr. Rios made one clarification in their proposal for Job Number 3, which is veterans, and stated it should reflect for the post retention wage \$18.40.

Ms. Bell asked if this is his first ETP contract.

Mr. Rios responded this is the first contract for Safran Cabin.

Ms. Bell then inquired if he had ever managed a ETP contract.

Mr. Rios confirmed he has helped with ETP contracts in the past.

Mr. Bell then stated that the first time could be a little confusing and even though this is his first contract with this company, encouraged them to lean on their regional manager for assistance and wished him good luck with SAP.

Acting Chairperson Roberts inquired about the productive lab and pointed out that they have 60 hours including productive lab and have 1:3, producing goods for sale for profit and asked how many employees are going to go through productive lab and if it is going to be a select number of employees.

Mr. Rios responded it will be a select number of employees and that the ratio they have presented is 1:3 and explained that a lot of their productive lab training involves their production staff, which is just a part of this plan. The production staff typically gets closer to 1:1 training but they have proposed it as 1:3. But again, it's focused more on their manufacturing team for productive lab training.

Acting Chairperson Roberts inquired if all thousand employees will be going through this productive lab at one time or another or if it just going to be 100 employees.

Mr. Rios stated not all thousand but would say a lot of them because they do have a lot of production staff in and across their five facilities, and at one point will be part of a productive lab training, but there will be probably a couple hundred that will be focused more on classroom or other training.

Ms. Newsom inquired if they get any kind of certifications for that training, manufacturing skills or the productive lab component.

Mr. Rios responded for some of the trainings, they do offer certifications and that really depends a lot on their customers. They work very closely with their customers such as Airbus and Boeing, and have to meet a lot of their regulations and qualification standards as well. So depending on what those requirements are, they can then certify some of their employees on specific topics. Mr. Rios added that they have a lot of bonders who bond structures so they are certified and they also certify employees on other production processes. That's part of why the production lab component is so important.

Acting Chairperson Roberts then reiterated what Ms. Bell had mentioned about keeping on top of this, and that this a lot of money for the first time and normally would look at this and would say no, but they have a good consultant that's working with them on this and to keep really close to it and that he has had experience with ETP in the past, and it's much more rigorous than just handing them a check and just wanted to make sure that there's a lot of due diligence on their end that make this successful and expressed how the panel members want them to be successful.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Bell moved and Mr. Smiles seconded approval of the Safran Cabin, Inc. dba C & D Aerospace in the amount of \$649,566. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

#### **Tab No. 12: International Business Machines Corporation**

Mr. Swier presented a proposal on behalf of International Business Machines Corporation in the amount of \$648,485 will train over 1,500 staff including veterans. The Company provides

Information Technology (IT) product and services worldwide to customers, including the public and private sectors, IT, healthcare and the banking industry. ETP-funded training in this proposal will be delivered to trainees throughout its California facilities. This will be IBM's ninth ETP Contract, and its third within the last five years, all with good performance. In July 2019, IBM acquired Red Hat, Inc. (Red Hat) who is a provider of open-source software systems. As IBM begins to operate with Red Hat, staff will receive training on modifying and transforming the Company's software to operate seamlessly with Red Hat's technologies. To do so, IBM and Red Hat will collaborate on new offerings by developing solutions that fulfill its hybrid-cloud strategy across multiple cloud providers that is built on a Red Hat technology base. Staff has reviewed and approved the Company's Learning Management System.

Mr. Swier stated Staff recommends approval of this proposal and introduced Stephen Dodd, Project Executive; Kelly M. Mackey, Department of Industrial Relations – Regional Director of Strategic Partnerships; Rob Sanger, CMTA (Subcontractor)

Mr. Dodd greeted the Panel and thanked Samantha Wang, their ETP Analyst who helped them through this application and that her guidance, expertise and knowledge was tremendous and was one of the better analyst he has worked with. Mr. Dodd explained how IBM is a large IT company, they also have a very large presence here in California and they do their advanced manufacturing software and serve all industries. Last year, they closed on their \$33B acquisition of Red Hat for hybrid-cloud and with the open technology Red Hat, what IBM now needs to do is to rescale their employees here in California and the new technologies and hybrid-cloud. IBM has a small market share in cloud and it's very important to train and upskill and reskill their California IBM in order to make sure that they are successful and they put on the projects and the contracts to make sure IBM is successful so they have a career pathway, and they increase their skills. The only way to do that is to retrain and rescale. The ETP program is a valuable program to IBM because it allows them to leverage these funds to provide training education in those areas and that's very important. IT skills are very perishable, very short shelf life as well and if they don't train and invest in IBM, and its California residents, then they won't get the skills and they won't maintain the skills that are leading edge and bleeding edge of technology, especially in this state. So it's very important that they keep those skills up. On top of that, they also need to address the skills gap in the state and Mr. Petrie mentioned about the Earn Learn Programs. When he was here over two years ago, he talked about an apprenticeship program that IBM was starting in the state of California. So two years ago, they had their first cohort in San Jose of software engineers. Since that time, they've registered with Department of Labor, over 25 apprenticeship standards and IT roles, their presence in the state is now up to 36 apprentices in software engineering, data science and such. They have been working with the California Division of Apprenticeship Standards and they actually adopted their standards for mainframe system administration, software engineering and application development. They have been working with DHS and starting next month part of Governor Newsom goal the 500,000 is that five California State Department's, The California Department of Technology, the Franchise Tax Board, DMV, and the Employment Agency are going to be taking their standards and going to be starting

a cohort of incumbent apprentices in those three apprentice job roles. The apprenticeship program is a way for them to address those skill gaps, not only inside IBM for them to compete in the marketplace, but also for them to help other employers because they're willing to give up their standards and also want to help the California State Agency or major clients of IBM to make sure that they have the skill sets, the job roles, and the career pathways and expressed that It's been a long road to get there, but they're there and the first cohort starts next month and said it is a very good program and it's a great program for IBM as well. The apprenticeship program brings for recruitment of veterans, which IBM does a lot and it brings a lot of diversity to the program. What they're not looking for is someone who's got a four-year degree in software engineering, computer science, major systems. They want somebody who's got the skills and the talent, and who has the ability to learn why they're earning a paycheck and these are good jobs. So far, that initial cohort were 450 apprentices across the US today and that this is a program for them to actually address the skills gap and not have everybody with good paying jobs and not have everybody assumed that an IT job requires a four-year degree. IBM is excited about their partnership with California and look forward to working with it, and with that, was ready to take any questions.

Ms. Bell inquired where their corporate office is located and that she noticed in Job Number 1 and Job Number 2 their veterans, for the technicians which are the same and asked do they really start everyone off at \$18.34? The range is \$18.34 to \$99 and mentioned that's a huge hundred dollars and asked where does the \$18 start.

Mr. Dodd responded they are in New York and that they are very entry level jobs coming in and do go up to \$99. The average wage in Calloway is very high for their workers.

Ms. Bell then asked of those 10 Veterans, how many of those are at \$18.34 to \$99.

Mr. Dodd then responded that if there were veterans they would probably be coming as apprenticeship or another job to learn but, they start a little lower but most veterans coming in, they've got the talent, skills and education, and get paid as well as the other IBM. They just have such a large range because we have a very large population here in the States. But mostly if you ask, the average wage, it's north of \$50 an hour.

Ms. Bell inquired if there is a probationary period for those veterans or even their regular technicians.

Mr. Dodd responded with the apprenticeship programs, there is a probationary period but that's just part of the program itself, but apprenticeships are regular or incumbent workers.

Ms. Newsom asked what is the length of their apprenticeship program.

Mr. Dodd responded that it's most of the year and the competency base but one of their programs mainframe system administration, which is one of the programs adopted by the state agencies, that's 18 months and is a very technical difficult program. Most of them are a year, competency based, which means that if they get somebody like a veteran coming

out of service, they have a lot of skills, then they don't have to go through a year program. They can show that they've got the competency in education then maybe that year program cuts down to nine months and they can go full time as a journeyman.

Ms. Newsom then asked if there is wage progression without apprenticeship and what happens after they graduate out of the apprenticeship program and asked are they hired on by IBM full time as regular employees.

Mr. Dodd explained that there's no guarantee of any apprenticeship program across the country that there is a job there. But what they've seen so far is that their retention of apprenticeships is over 90% that they offer jobs to and had a cover apprentices who actually came up with ideas that they put patents on and most of their apprentices complete the program. They do have a challenge sometimes, some of the apprentices would find better jobs because they're getting the skills so they leave but said that overall the apprenticeship is a great program for loyalties to the company and noted that they are paying them while they are learning and they know this is an opportunity and recognize they would never have elsewhere because they don't have this degree and added It's a great program to close the skills gap.

Acting Chairperson Roberts mentioned that IBM has been a great partner with ETP over the years and they've always had solid contracts and shared how she spoke to Robert Sanger recently around their cohort program with the apprenticeships and sounds like a wonderful opportunity for a lot of people and congratulated them.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the International Business Machines Corporation in the amount of \$648,485. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 - 0.

**Tab No. 13: Tesla Motors, Inc.**

Mr. Swier presented a proposal on behalf of Tesla Motors, Inc. the requested amount of \$380,512 will train workers including 1,000 new employees. Tesla is a California based automotive and energy company, specializing in electric vehicles, electric power trains, superchargers and renewable energy generation and storage systems. Training will take place at facilities statewide and this will be Tesla's third ETP project in the last five years all with good performance. With this project Tesla will focus on training on the production process of new electric vehicle products including the Model Y, Roadster, Semi, and the Cybertruck. Trainees will receive training on a complete spectrum of electric vehicle production including power train manufacturing, vehicle assembly, maintenance equipment engineering and superchargers. Tesla's Workforce Development Specialist and Project



Specialist will oversee the ETP project. Additional trainers and training coordinators at each location will be responsible for oversight, scheduling and administration of training. Staff has also reviewed and approved the company's learning management system.

Ms. Lazarewicz stated Staff recommends approval of this proposal and introduced Huma Qureshi, Diversity & Inclusion Specialist; Kristin Kavanaugh- Sr. Manager, Diversity & Inclusion.

Ms. Kavanaugh said good morning Madam Chairwoman and Panel Members, she then thanked them for the opportunity to be there to present to them and stated that she is the lead of their Diversity and Inclusion work at Tesla and introduced her colleague, Huma Qureshi, who is their Diversity and Inclusion Project Specialist and also ran their ETP program for the past eight years she then thanked them again for their time, consideration and was happy to take some questions.

Ms. Newsom stated that usually in a proposal, such as this with higher wages, and from a repeat contractor might bear a little concern. But Tesla is also a beacon of press attention, both positive and negative and had some questions and concerns more about the negative components that she seen recently. Pertaining to retention rates and layoffs, their application reports a 13% turnover rate, same as last time around. Tesla has hired thousands of California workers and their overall payroll keeps growing, but at the same time in each of the last three years, they've announced rounds of large layoffs. Last year in 2019, Tesla announced it was laying off 7% of its workforce, which meant over 1000 in California employees as reported by CNBC. The layoffs in the other cost cutting impact and morale is reported by Reuters. The Guardians headline was "How do they expect to run without us." In 2018, Tesla laid off 9% of its workforce, as reported by CNN and then in 2017, Tesla fired hundreds of workers from the Fremont based plant based on performance, a justification that was widely questioned as reported by CNBC again. Ms. Newsom asked why does Tesla have a pattern of hiring, followed by a pattern of layoffs, followed by more hiring, and then more layoffs.

Ms. Kavanaugh responded that a lot of times, specifically in one of the examples that Ms. Newsom gave, they had an acquisition of Solar City, which contributed to some redundancies in roles, which caused those layoffs. They've also ramped new products such as Model 3, which, inevitably, there have been some challenges, but they have worked through those challenges, stabilized their Model 3 production as noted, and as they start to ramp Model Y, they're making sure that they prepare for that as well, and also expressed that these funds from ETP are really going to help them make sure they stabilize as fast as possible with the new product introductions.

Ms. Newsom inquired if they anticipate more layoffs this year in 2020.

Ms. Kavanaugh replied they can never be sure but they are hopeful that they have mitigated those risks and learned lessons from their last, and that they can then employ the new round of Model Y ramping.

Ms. Newsom then asked how can they assure ETP that the workers that were funding to be trained aren't going to be caught up in additional layoffs and was curious of what happened to the last set of employees under the other contracts.

Ms. Kavanaugh stated she couldn't assure it, but explained they have all the measures in place to make sure that their workers who come in that they train with these funds, receive valuable skills that are transferable to make sure that they are the most skilled workforce that they have. But they can never predict the future and their goal is to have all employees make it through the retention program of the ETP funding and that's their plan going forward.

Ms. Newsom stated that hiring plans in 2017, Elon Musk said in an earnings call that the Fremont factory was bursting at the seams, and the Model Y would be built elsewhere and since then, Tesla's dramatically increased production of the Model 3, and the Model Y is also expected to be available soon, all from Fremont and expressed it's great to see that growth in California. In their application it also says that Tesla expects to hire 5000 more in the next two years primarily in California facilities which have now have ample space to absorb the new employees. The application also says that they will be building the Model Y, Tesla Semi, Cybertruck, Superchargers, the MegaChargers and the Tesla energy products. It's a very ambitious product line, and congratulated them on that and asked if they will be building all these things in California existing facilities?

Ms. Kavanaugh responded that what they have stated as a Model Y production is happening in the Fremont facility. In regards to Ms. Newsom question around, how do they go from bursting at the seams to having space, they obviously focus on continuous improvement for production lines, to make sure that they are as effective and efficient as possible. Ms. Kavanaugh thinks that contributes to the ability to have the Model Y line in the Fremont facility is that continuous improvement, which they will also continue with all three.

Ms. Newsom stated the fear she has is that they've also announced facilities in Germany and China as well and wants to make sure that those jobs stay here.

Ms. Kavanaugh responded, understood.

Ms. Newsom then brought up health and safety and stated there has been a lot of media coverage, a lot more articles about worker injuries and express that's very troubling, including a story last summer from CNBC "Tesla employees say they took shortcuts, worked through harsh conditions to meet Model 3 production goals." There has been reporting on findings of serious OSHA violations as well and in a recent blog post Tesla claimed that the number of injuries is in the decline and asked how are Tesla injury rates compared to current rates and auto factories in the Midwest or the South?

Ms. Kavanaugh responded that she doesn't have that specifically with her but what she does know is that the numbers have declined. Since bringing on and staffing up their environmental health and safety team, they have their Vice President of environmental and safety, and stated that they take safety concerns and reports very seriously along with every effort that they can to mitigate those safety risks, but the safety incident rate has been on decline.

Ms. Bell expressed that the probability of hiring 5,000 people in two years and will probably lay off half of those, has concerns and mentioned that this is their third contract. Ms. Bell asked how is the first one, second one, and now this one looking any different, because they are supposed to be adding new skills and not just retraining the same thing and asked how does it look different? Because she was the one that administered the three of them.

Ms. Qureshi stated their focus on the initial setting up the factory and for Model S, the second contract for focus more on the Model X, and then with this third contract would be for Model 3 and then the next contract is to make Model 3 improvements to the line and for Model Y.

Ms. Bell then stated all those trainings with all those people probably half of them are gone, because once you introduce a new product, new technology is there and now you need somebody else and that this is just what she heard on the news and have concerns as well.

Acting Chairperson Roberts stated that Tesla's a high profile company, and they are going to be in the news all the time, whether it's good or bad, but obviously people like to talk about like Elon Musk and everything he does. Her concerns also are with all these layoffs and it's costly for a company to lay off that many people, but they continue to do that and to her, it just doesn't seem like a smart business plan to hire all these people and then lay off 15 to 20% of their workforce, whether it's through capability issues, through risks, or structuring and if it's capability issues that have to go with, and asked if they are doing the proper training for these employees and stated that's what we're here today about. Acting Chairperson Roberts asked why are they laying off all these people and that they said it was production performance.

Ms. Qureshi responded that after their initial Solar City acquisition, had a lot of people decided to leave the company and some of the jobs are redundant that was part of the cut, and just reordered reorganize the company.

Acting Chairperson Roberts added that with this additional thousand employees that they're going to hire within the next two years, asked if it is for the new product line they're are developing, and asked where that product line is and if every time that they come up with a new model, are they going to do the same and hire all these new people for a new model, and expressed that doesn't make sense from a strategic plan. Acting Chairperson Roberts gave an example that if she got a new piece of machinery, wouldn't lay off a bunch of people and then bring in a bunch of new people for a new piece of machinery and that doesn't make sense to her. She asked Ms Kavanaugh to explain to her, why every time they get a new model, they lay off a bunch of people then bring in a bunch of new workforce and asked why is that and just trying to get a grip on why they're laying off all these people than hiring a bunch of new people back.

Ms. Kavanaugh responded that there's some retraining that happens that moves individuals from line to line as they grow and get certified in different workstations. So that's actually career progression with some folks that they are learning new products, learning new lines. They also have to backfill those folks who move to the new lines and so those what they're seeing, as folks are gaining experience, gaining skills and as they're improving the lives then they need to backfill those folks with a new individual.

Acting Chairperson Roberts stated that she knows that they're both the Diversity Inclusion Managers and she has also been involved in those but they're not production people and asked how come they don't have any production staff here? Diversity Inclusion is just a small segment of training that they do and most of its mandated then asked why are they representing Tesla versus some other people around production and whatnot.

Ms. Kavanaugh responded that she spent the first two years of her time with Tesla in the

production facility doing learning and development. It's been quite a bit of time around manufacturing production. They have a cross functional team that works on training, learning and development and it's really important to them especially to her to make sure that these training programs are diverse and inclusive, equitable and have access to a lot of different employees. They manage the contract from a program standpoint, to make sure that they're adhering to those kind of diversity, equity inclusion principles, their manufacturing colleagues are the ones actually on the ground doing the technical training and doing the workforce training, but the team sits with them and the program management sits with them.

Acting Chairperson Roberts then asked Chris Dombroski from GoBiz, if they're going to hire 1,000 new employees, wouldn't that be something that GoBiz would get interested in and would that be something they would come to him and get a critical proposal for that type of 1000 new employees.

Mr. Dombrowski responded absolutely and that he doesn't believe that they asked for a critical proposal distinction from GoBiz.

Acting Chairperson Roberts stated when they see critical proposals, that's kind of a big to do for them, and knows they have right size this and came in for a lot more money than what she sees here and they've right sized for various reasons, but doesn't think it's a large amount of money. Her concern is that she doesn't like them laying off people and then hiring people, she mentioned that there is the 90-day retention, and they don't get paid until they keep them 90 days. She doesn't like to see the company keep them 90 days and tell those 500 people that they can go now, they got all the funding and then hire a bunch of new people back and expressed that doesn't sound like a good business model, it's too costly for their company. For one thing to lay off people and hire people back, it just seems like a big expense for their company unless they do it for some other profit.

Ms. Bell stated because we're in the training business, this just doesn't seem right to her and it doesn't feel right as well, their layoffs, It seems like they would want to cross train folks, just getting 1000 is hard with our labor market right now and doesn't understand that piece and doesn't have a good taste overall on the whole contract.

Ms. Kavanaugh responded that there's cross training.

Ms. Bell added that they are laying them off, they're not cross trained that well if they're not keeping them.

Acting Chairperson Roberts then asked the panel if they have a consensus here on where they want to go with this and if they want to take a roll call on whether they want to approve it or how do they want to deal with this.

Ms. Bell stated for the record she is not approving and that they need to do a roll call.

Ms. Newsom expressed that she gets frustrated that the workers in light of these layoffs that there to our perspective, viewed as disposable, like very similar to like Apple comes out with the new version of their app and then everybody goes away, that doesn't make sense. and viewing workers as disposable. It's never going to sit well with any of them and doesn't know if they have the ability to come back with further elaboration on what they're doing to maintain their employees that they're training and make them more part of the family and that they

have longer lasting jobs stability, where they're not just a cog in the Tesla wheel of things. But if she was to be supportive of this, it would only be in the sense of, is there a mechanism that forces them to report back on what's happening with their workers and doesn't think they've done that before.

General Council Michael Cable stated that It sounds like there's a few issues for this proposal and his suggestion as their counsel would be to take this back and sounds like there's a few issues, take it under submission and bring it back after that time. But it sounds like there's some factual questions and seems that the logic and reason dictates and again suggested why don't they take it under submission, do some more development and reconsider, rather than having an up and down vote, and reconcile some facts.

Acting Chairperson Roberts added the questions around the layoffs, and then rehiring, maybe there's somebody from HR that can come in and explain it to them, because it just seems like it's just not a good business model and thinks the training is very valid, they do a great job with training. If they're portable skills, and they're certifiable, and they can go to a different, and don't have too many automakers left in California, but then go to some other high tech skill. But again, just treating employees and whether it's through safety issues or maybe there is a safety manager that can come and talk about your safety record, but they're going to probably table this, and then come back on a future date and they can talk to ETP staff about them.

Ms. Newsom added that when it comes back, she doesn't want to see trading free frozen yogurt for worker voice, and inquired Ms. Kavanaugh knows about that article.

General Council Cable clarified that he heard a motion to table this for further discussion.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Bell asked for a motion.

ACTION: Mr. Smiles moved and Ms. Newsom seconded to table this matter for further development and discussion, and all Panel Members present voted in the affirmative.

Motion carried, 6 - 0.

**Tab No. 14: Blue Diamond Growers**

Ms. Lazarewicz presented a critical proposal for Blue Diamond Growers which is a Priority Industry with total ETP funding being requested of \$566,260 will train workers including veteran and 93 new employees. Blue Diamond is the world's largest almond processing and marketing company. The Company produces snack almonds, nut-based crackers, almond milk, and packaged almonds for cooking and baking. Training will take place at their facilities in Sacramento, Salida and Turlock. This is Blue Diamond's fourth ETP Contract; the third in the last five years with good performance. Blue Diamond is expanding all three of their locations to accommodate for additional milling technology pasteurization lines, 24/7

operations in the addition of new product lines, equipment, and information technology infrastructure. Training will improve internal processes and provide workers with upgraded skill sets and cross training. The senior learning and talent development consultant and one training coordinator at each location will oversee the ETP project.

Ms. Lazarewicz stated that Staff recommends approval of this proposal, and introduced Jose Alvarez, Sr. Learning and Organization Development Consultant-Human Resources

Mr. Alvarez thanked the Panel for taking the time to consider their proposal and appreciated their partnership with ETP. Blue Diamond, the world's leading online marketer and processor, he led the development of California industry since he was formed as a nonprofit grower owner cooperative 110 years ago. Today Blue Diamond has over 3000 growers across California. Each grower and trust an average of 70 acres of almonds to quote to their cooperative company has facilities located in Sacramento, Salida and in Turlock, all facilities will receive training under this proposal. As you travel around the Central Valley, we're beginning to see orchard blooming and in the next five years Blue Diamond expects to receive an additional hundred and 20M pounds of almonds. This is one of the reasons why they're expanding, over the next few years Blue Diamond will make capital investments in the range of \$80M. For this contract and Blue Diamond is purchasing over \$41M in new equipment including launching, roasting, drying, and bagging equipment. The company is also spending over \$30 million to expand all three locations to accommodate for expanding million technology and pasteurization lines, including 24/7 operations and new product development. The expansion will increase warehousing and production floor by over 500,000 square feet. Blue Diamonds also investing over \$5M in information technology infrastructure, including servers Cronus dimensions, SAP and programmable logic controllers. Training under the under this proposal will provide new and existing staff at all three facilities with extensive training on systems applications and equipment management for products and services that will be having offers. Training courses will not be duplicated for trainings who have received training on under past contracts. Some of the benefits or prior projects with ETP in 2013, it was used to train staff in their new manufacturing in Turlock. And in 2016, the funds were used to train a new manufacturing facility in their Salida facility. Their last contract was used in preparation for them to do cross training for the new expansion in Turlock and with this contract, it will be to train new and upgraded equipment, new lines, product development, technology, new processes, the 24/7 operation, including which includes it's a shift and alter facilities, and also warehouse management and mechatronics training and would take any questions from the panel.

Ms. Bell stated that he has been a consultant with Blue Diamond for about two and a half years and inquired that he is not on their payroll and he is a consultant and asked if he was there at the prior two contracts and asked if he had any learnings he took away.

Mr. Alvarez stated he is internal consultant and lots of learnings, he took the first contract halfway through the process and it was not taken care of. So he took it and put some process in place, make sure their audits and everybody knew about training and training was happening. So that was one of his roles and then hence that second ETP contract that he was able to manage from beginning to end.

Mr. Cooper added that he appreciated their new line of almonds and did hear some panel members interested in perhaps in the next coming months going on a tour of their facility, it's a great location for them.

Mr. Alvarez responded he would be happy to arrange that for them.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

**ACTION:** Ms. Bell moved and Mr. Smiles seconded approval of Blue Diamond Growers in the amount of \$566,260. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

**Tab No. 15: Certified Stainless Service, Inc. dba West-Mark**

Ms. Lazarewicz stated that Certified Stainless Service, Inc. dba West-Mark is a Priority Industry and a Repeat Contractor with total ETP funding being requested of \$414,000 will train workers including veterans and 56 new employees. Certified Stainless Service, Inc. dba West-Mark manufactures and repairs custom tanks and trucking equipment used to transport liquid products. Certified Stainless provides services to customers in the Energy, Construction, Food, Agriculture, Liquid Waste sectors, as well as Government entities. Certified Stainless has four facilities in California; Atwater, Bakersfield and two in Ceres. All four facilities will participate in this training project. This is Certified Stainless' sixth ETP Contract, and fourth within the last five years. The Company recently expanded its services to paint and finishing in-house which allows for quicker turnaround time and meets a higher level of paint requirements for customers. This expansion will require trainees to learn new skills including Paint and Finishing Processes that will make them more competitive in the workplace. The Chief Financial Officer will oversee the training plan and will work with four Office Administrators, one at each location, to execute the training plan.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Bill Doughty, CFO; Emely Martinez, Human Resources Manager

Ms. Martinez thanked the Panel for giving them the opportunity to speak about their company and the reasons why they are asking for this training. West-Mark recently celebrated their 50th year anniversary. They are a small, middle sized family employee owned manufacturing company that builds large tanker trucks and semi-trailers. Their facilities are located in Bakersfield. Atwater, and in Ceres. At West-Mark they currently have 230 employees primarily semi-skilled welders and mechanics. They offer excellent wages and a great benefit package for all employees and also have a recognition program like "Being Great Program" to recognize the accomplish of their employees. They do their direct hires, including veterans recruiting efforts, provide internal training for all job positions. At their company, they make a great effort to remain competitive with some large out of state companies by designing custom products for growing markets. The main reason they're asking for this grant is for

new hire training and in preparation for significant new line products. At the start of this new year, West-Mark opened two dedicated truck shops and invested over 1M to convert existing facilities from semi-trailer manufacturing to truck mounting vehicles, like water and fuel distribution trucks to support trips through the world. The truck mounted equipment requires extensive training and electronic system hydraulics and performance testing would recently qualify for several major contracts and are in the process of starting training programs immediately. With the help of the Employee Training Program grant they estimate to hire another 15 new employers and train them and retrain their existing ones with the skills that for their future growth and asked the panel if they have any questions

Acting Chairperson Roberts stated that they have been coming back every two years and knows that they haven't hit that mark yet, or have to skip a year, but that should be coming up here shortly and eventually have to figure out a way to manage their training budget on their own versus to continue to come through, and knows they're hiring some new employees and some veterans, and know some of those funds are going to that, but they still have 175 employees, that they're going to retrain again. Acting Chairperson Roberts pointed out that those are just some watch outs that they look at all the time. But as far as she is concerned, they've done a great job, don't have any consultant, figured out the system on their own and know it's not an easy process, but obviously they got the magic touch in order to make this happen, and don't have any other questions. Other than that, down the road, start looking at their strategic plan and figure out maybe how they're going to do the training of their employees with the little assistance from ETP.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of the Certified Stainless Service, Inc. dba West-Mark in the amount of \$414,000. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 – 0.

**Tab No. 16: Mountain F. Enterprises, Inc.**

Ms. Lazarewicz stated that this is a Critical Proposal for Mountain F. Enterprises, Inc. with total ETP funding being requested of \$749,800 will train 326 new tree trimmer employees. Mountain F provides utility vegetation management services including tree trimming, hazard tree removal, site clearing, and grubbing to utility and commercial tree management industries such as Pacific Gas and Electric and SMUD. Training under this proposal will be for the Company's nine locations in Placer, Sacramento, Nevada, Butte, El Dorado, Sonoma, and Santa Clara counties. This is Mountain's F first ETP Project. To support Governor Gavin Newsom's bills aimed at improving California's wildfire prevention, mitigation and response efforts, Mountain F has established an 18-month utility line-clearance certification-training program. The Company will onboard and train new employees in order to address the severe



workforce shortage for utility line clearance and training will ensure power line clearances are established and maintained to prevent public safety power shut off events. Mountain F. Safety Manager and three additional staff members will oversee the ETP project. Additionally, they have retained the services of a third party to assist with administration.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Robert Ruiz, Lead Trainer; Annie Rafferty, Director of Butte College-The Training Place; Linda Zorn, Executive Director of Economic and Workforce Development-Butte College

Mr. Ruiz stated he represents Mountain F Enterprises and has been working in LineClearance for 20 years in March. When he first started, it was very different to what it is now. So with these opportunities that have presented he thanked the Panel for everything they have done for them because he considers himself as part of the workforce that didn't have the opportunity to expand and now being here with what's going on, can break down a little bit of what they intend to do moving forward. They've been tasked with the job of hiring nearly 1000 employees, probably more, with the panel's assistance, he thinks they asked for 328 employees to help out. But they're going to continue to do this and their main goal is to make sure that the employees they bring on board are professional employees. It's not like it was before, where they just put a guy in a tree and get the work done. It's very important, it's for the public safety of all of them to keep the power on at night and during the day and to make sure people go home safe. So with that, they have catered programs that are one on one, one on two, and this crew structure are usually a three to a crew, but when they're brand new, they want to make sure that they're taught well, they don't want to put anybody out there without having the hands on experience. So they make sure that they can keep each employee in the eyes of a himself or somebody on his staff, he himself has a staff of roughly 20 to 25 people that help out and spend the first week solely with them to teach them where their strengths are going to be at. Once they identify the strengths, then they know how they can fit the best need for themselves and turn this into a career. Once you turn this in a career, then hopefully somebody will be replacing him down the line, and they can be here 20 plus years. They do offer for veterans a multitude of things, traffic control, tree trimming and its mostly online clearance based work, but there's different ways of getting the operations done and asked if they had any questions or anything answered.

Acting Chairperson Roberts stated she doesn't really like to address critical proposals and knows this is really important function of California now with the fires and so forth but her question lies in the training portion of this and stated that looking at their training curriculum, they have 326 new employees, and knows when they have new employees is great but they don't have to get them out in the field right away. And asked if they are going to give them some classroom training and then they're going to go through all these modules and asked if they're all computer based modules then asked if that productive lab means they got 326 people climbing trees with chain saws, fall protection, tree trimming gears, electrical wires and have a three to one ratio. She doesn't know how they're going to manage. He said he had 20 to 25 supervisors that are going to manage these 326 people and trying to figure in her mind, and asked how does that look like.

Mr. Ruiz responded that not all at one time, they are not going to hire all 326 employees at once. It's going to be a week to week process as they move forward do what they do is crew

structure when they're going to be put on the workforce. They don't like to make the crews larger than three employees per crew. They will assign a trainer or somebody to stick with them for that whole entire week for those two, three employees, and to make sure that they're proficient and everything they need to do. So there's a process somebody is in like an apprenticeship program to get in and out of trees. They won't hand them a chainsaw, they'll teach them their proper not meet anti standards, OSHA regulations, everything they need to do to be successful. So they'll have them go in and out of the trees work properly with hand tools. Once they've mastered that, then they have to teach them on the ground, the proper cutting techniques with this all on how to use it properly, the proper cuts to use to avoid tension, so on so forth, to keep themselves protected at all times. They're supposed to use once all that's learned, it's ongoing within that small group, once they've signed off and that they've passed their assessments, then they can release them to a more seasoned crew where they can split them up and now they start working with more seasoned people, but they have the knowledge and the hands on to be successful versus just grabbing them day one and figure it out for yourself.

Acting Chairperson Roberts added that they're going to the module training, but to her, it's the actually they're doing productive work. That's what productive lab is. So they're up there in the trees, you know, clipping away, and the guy that's watching, and asked where is he.

Mr. Ruiz responded that he is there every second, every minute of the day, he's with that crew. That's his job and there's three people on one tree. They do multiple locations. There's different tasks that need to be done and they do work in various ways. They have staff, somebody down on the ground that do the work and there's people that can go into the device to do the work, and can manually climb up into the tree and do the work. So it's a constant rotation of a multitude of tasks that need to be achieved. And they work in a group setting, so it's not going to be all three people in the tree or it's not going to be all three people doing one thing, they all have jack of all trades, everybody learns a little bit of everything to be successful and that's kind of what the job encompasses. Mr. Ruiz gave the example stating nobody's just somebody that drags brush for life, nobody that just climbs trees for life, they want to put them to where because of the way the classifications are through their pay scales. They want them to learn everything so they can be able to have the most success and get the best pay scale available to them.

Acting Chairperson Roberts stated that this job 3:1 just doesn't seem like a good number for her and especially all new employees, working in the woods with chainsaws and can't visualize it.

Ms. Raffety asked if she could just make a recommendation, and they heard their initial question and talk through the different types of work that the workers will be doing. This is a new proposal for them, and as Butte College supporting Mountain they're also conservative and what they are providing in training and administrative support and so in looking at those ratios, they equally have one to one settings in some of their crews. The 326 people in this proposal are within their zero to three months of employment. So it's an 18-month certification and are only focusing on chainsaw, chipper and grounds operations. So if it's a five person crew, and a senior journeymen is up in the bucket, the zero to three month employee who's in a training capacity, being oversight by a certified trainer is chipping and

moving the debris that someone else's cutting, there's a flagger and there's also somebody operating the equipment and so depending on the size of their crews, they could adjust this contract for a one to one or one to two to make the panel and the college and the contractor comfortable and to prove that as they learn more about how training is operated, and a safe way in California for all of us.

Acting Chairperson Roberts stated she appreciates that only because she has been in there and knows it's hard for a lot of people to visualize. She visualized it in her head because she was there and appreciates the adjustment on that and sure they probably have it all set, and know exactly what they're doing. But when she thinks new people with chainsaws, in her mind, it doesn't sound good to her.

Ms. Newsom mentioned that she reached out to some of her colleagues at IBEW 1245 and also speaking with the Tree Trimmers of 465 and 47, and this industry is like a night and day difference from where they were previously. An industry fraught with severely low wages, deaths, high fatality injury rates, and all in the backwoods and asked what was happening and now having these training standards of and prevailing wages, they just changed the industry overnight and thanked the governor for signing that legislation.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Newsom moved and Ms. Bell seconded approval of Mountain F. Enterprises, Inc. in the amount of \$749,800. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 - 0.

#### **Tab No. 17: Butte-Glenn Community College District**

Ms. Lazarewicz stated that is a proposal from Butte-Glenn Community College District. The requested amount of \$749,870 will train workers throughout California. This is their fifth ETP project in the last five years with good performance. Butte-Glenn Community College District provides workforce training to businesses statewide, but primarily serves employers in Northern California. Training under this proposal will focus on training required to assist in the continued camp fire cleanup efforts and updating the skill sets of those who were displaced. With more than 44% of the workforce in Butte County affected by the camp fire, training will help train these reenter the workforce. This proposal also includes training for individuals to become certified nursing assistance, and preparing them for careers in the healthcare industry. There's a couple of corrections on this proposal in regards to Butte training infrastructure and their active project table. The training infrastructure, the director of Butte College, the training place, along with a Butte College MEC manager, and an administrative secretary will oversee the project. Additionally, they have three training coordinators to schedule training so there are six people involved in their training infrastructure. For the active project table, there's a correction to the approved amount,

they're approved amount is \$749,898, they currently have potential earnings of \$673,874 which is 90% of the approved amount, and they do project final earnings of 100%.

Ms. Lazarewicz stated that Staff recommends approval of this proposal and introduced Robert Ruiz, Lead Trainer; Annie Rafferty, Director of Butte College-The Training Place; Linda Zorn, Executive Director of Economic and Workforce Development-Butte College.

Ms. Rafferty thanked the Panel and mentioned that they are in their seventh project that they're working towards, and the good work that they get to do together in Northern California, and this particular project expands on some new businesses and new projects. Both in Glenn County, they have an initiative called Glenn Grows. Glenn County is experiencing extreme growth, Rumiano Cheese who is one of their contracted participating employers, has a focus on a new building and they've implemented a new Red Zone technology and through that transition they're existing location, which is on the family property, meet in the family kitchen and have meetings in the old family room, which is the conference room and is relocating to a new location and the existing plant will be maintained as a cold storage as the employees moved to this new facility. So with that there's 125 in the Willows location and 25 in Crescent City. This proposal includes cross training and retraining and assistance with those employees for ongoing growth. They also have Cal Plant which will be the first MDF plant in the world to produce a MDF product from rice straw. The startup and the focus with those employees is included on new hire training. They also have high wages associated with the Cal Plant positions and the technical systems that they'll be using. Then the next road over is Carrier Farms, where they have taken a year with them to learn more about their systems in this project includes additional training with Carrier Farms. They are continuing on response of the CNA shortage, and have three cohorts of CNA allocated to this project and then lastly, as you just heard from Mountain View College was designated as a lead for the state and engaging with other community colleges within the collaborative and utilities to establish a utility line clearance arbors program with that, there are three other contractors Arbor Works Moberly, Davey Surgery and of those four contractors instead of bringing them forward in a single employer proposal, they have designated 50 trainees to go through their cohort to be included in this project. So one will be an onboarding them to the ETP process, as they too are challenged with hiring new staff and training. They'll give them the experience prior to coming to the panel and once they get the experience underneath a single employer contract, and they continue their efforts regionally in the north was Sierra College and Shasta and have Siscues as well, that's considering expanding underneath them first before they come forth for their proposals. Those are the projects that are involved with this contract and said thank you again for the consideration and the administrative staff that makes it all happen for their employees.

Acting Chairperson Roberts mentioned that they did an excellent job over the years and have been a good partner with ETP and they really appreciate that.

Mr. Cooper thanked them for being a great partner, the last two proposals are a subject of a press release that they're hoping to get approved to go out to show how they're working with the community colleges and employers to address forest management. They're also participating in this state's force management Task Force and stated that this is a great example of using state resources.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Mr. Tweini moved and Mr. Smiles seconded approval of Butte-Glenn Community College District in the amount of \$749,870. Acting Chairperson Roberts called for a vote, and all Panel Members present voted in the affirmative.

Motion carried, 6 - 0.

## **AMENDMENTS**

### **Tab No. 18: Unical Aviation Inc.**

Ms. Torres presented a proposal on behalf of Unical Aviation Inc. which is an amendment for an additional requested funding of \$190,950 bringing the cumulative amount of this agreement to \$608,450. There was one correction, first on page three for production staff, instead of the base wage of \$13.00, the base wage is actually \$13.76, which means there is a respective change on page two of four with regard to the health benefits, that means no health benefits will be necessary for Job Three because their base wage is at least that of the ETP minimum wage for the HUA wage modification. This proposal for additional funding includes the addition of Job Three and Job Four. The first is for the retraining incumbent priority Industry of 11 workers and then Job Four is also for trainees in the HUA locations. The increased training demand is above and beyond the training requested in this amendment. In other words, they have lots more training that they need and will provide in addition to what is included in this proposal. The additional training will include various course topics already listed under business skills and commercial computer and continuous improvement. As such, there will be no changes to the initial curriculum. Unical has submitted a final payment invoice which is approved by ETP for an equivalent payment of 93% of the contract amount. Therefore, Unical request meets the panel's current guidelines for agreement amendments for additional funding. Job Four is for the HUA location and Unical requests HUA wages for these trainees from \$18.34 per hour to \$13.76 per hour that includes approximately 27 production staff trainees who will need the HUA wage modification to meet ETP eligibility requirements.

Ms. Torres stated Staff recommends approval of this proposal and introduced Carol Gomez, Training Development Director.

Ms. Gomez stated she is the Training Development Director for Unical Aviation. They appreciate ETP support as they rapidly expand their operations here in California. They are proud to report that they completed enough training to earn 100% of the original award amount in the first six months of their agreement. Unical Aviation have increased their headcount in California by 250 employees in the last 15 months and are continuing to grow. They are also launching a Career Pathways Project which will identify internal training requirements for their employees to give them more earning potential and ETP funding will help them to provide that

necessary training. Additionally, she was hired by Unical 18 months ago. Basically, the purpose was to create effective training strategies to ensure they are making the best use of the ETP funds that they are receiving. So far she has hired two dedicated training resources, a technical trainer and a training coordinator to create more training for their employees and more opportunities. Based on their continued growth trajectory and these additional facts, Unical Aviation is confident they can earn the additional \$198,000 proposed in their amendment and wanted to point out that while their facility is in a designate high unemployment area which allows for wages as low as \$13 an hour, they do not have any employees making less than \$15 an hour and for those trained with ETP funds to date, no one makes less than \$17 per hour and about 80% of those individuals make \$20 an hour. She thanked them for considering their amendment proposal and was happy to answer any questions.

Acting Chairperson Roberts thanked Ms. Gomez for that clarification on the wages. and was just going to ask that same question. Hey, if I worked in city of industry, and then I went down to San Bernardino, and I knew my same counterpart was getting \$5 less an hour than I was, it wouldn't make sense and said thanks for that clarification, because she knows they just put it in there based on what the minimum wages are, but knows that they probably would pay more than that.

Acting Chairperson Roberts asked if the Panel had any questions.

Hearing none, Acting Chairperson Roberts asked for a motion.

ACTION: Ms. Newsom moved and Mr. Smiles seconded approval of Unical Aviation Inc. amendment in the amount of \$608,450. Acting Chairperson Roberts called for a vote, and all Panel Members. present voted in the affirmative

Motion carried, 6 - 0.

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

Acting Chairperson Bell asked for any future agenda items Panel Members.

None were given.

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

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

### **XI. MEETING ADJOURNMENT**

Acting Chairperson Roberts adjourned the meeting at 11:40 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.

## **Presentation with Action Items on:**

- COVID-19 Response  
Plan Extension &  
Expansion**
- New COVID Pilot  
Program**
- Expansion of RESPOND  
Guidelines**
- Funding Strategies for  
FY 20/21**



# COVID-19 Response Plan Extension & Expansion



# ETP's COVID-19 Response Plan (1)

- On March 25, 2020, ETP released our COVID-19 Response Plan, which can be found on our website here: [https://etp.ca.gov/2020/04/07/etp\\_covid-19\\_response/](https://etp.ca.gov/2020/04/07/etp_covid-19_response/)
- The COVID Plan includes eight (8) COVID related revisions that Contractors may request to help them adjust to the demands of this new paradigm, and also includes an expedited processing prioritization list for COVID related projects for eligibility and development.
- ETP was able to implement the plan smoothly, and has received much positive feedback on the Plan from both staff and stakeholders.



## ETP's COVID-19 Response Plan - Extension (2)

- The COVID-19 Response Plan was originally enacted to be effective until 7/1/2020, when it would be re-assessed and possibly extended.
- ETP would like to extend the COVID-19 Response Plan until 12/31/2020, with the option to re-assess and extend again at that time if it is still needed.
- All COVID-19 related revision requests will need to be received at ETP by COB on 12/31/2020. Once approved, revisions are effective for the remainder of the contract term.
- Similarly, all COVID-19 related projects to be expedited must be received in AAU for eligibility, or in the Field Offices for development, by COB 12/31/2020.



# ETP's COVID-19 Response Plan – Expansion (3)

- Staff would also like to expand the COVID-19 Response Plan by adding four (4) additional items that we feel will be of benefit to our stakeholders. These items can be added to existing contracts as revisions, or be included in new projects coming to the July Panel onwards, for as long as the COVID Plan is in effect.
- 1) The Incidental Placement cap for New Hires in a MEC contract will be increased from 20% to 50%.
  - Incidental placements are for New Hire trainees (unemployed when training begins), who are then placed into Participating Employers who use an alternate method other than paying the Unemployment Insurance tax to meet the requirements of the UI code.
  - By increasing this percentage, ETP hopes to be able to assist in more individuals being hired and moving off of unemployment.



# ETP's COVID-19 Response Plan – Expansion (4)

- 2) The 10% cap on Safety Training is being raised to 50%. If a contractor would like more than 50% Safety Training on their contract, this request can be elevated for Executive Determination.
- Staff would like to increase this cap to allow for contractors to provide occupation specific COVID related safety training, or other occupation specific safety training.
- Mandated safety training will still not be eligible for reimbursement.



# ETP's COVID-19 Response Plan – Expansion (5)

- 3) If trainees were unable to meet retention due to being furloughed, and this is brought up during an appeal, as long as the furlough was during the time period that the COVID Response Plan was effective, and as long as the furloughed employee was still retained in employment to maintain their benefits package, then the furloughed time will count for retention and be removed from the overpayment during the appeal.
- These trainees are still required to meet the minimum training and wage requirements.
- This applies to 100% furloughs, or to those who were furloughed for a percentage of their full-time hours.





# ETP's COVID-19 Response Plan – Expansion (6)

- 4) ETP would like to implement a new “COVID Rapid Reemployment and Retraining Pilot” (COVID Pilot).
  - The specifics of this new Pilot are outlined in the next section of slides.
  - In essence, this Pilot will provide a flat sum of \$2,000 per trainee for employers in the Healthcare, Medical Manufacturing, Agriculture, Food & Beverage Manufacturing, and Grocery Store industries to train a minimum of four (4) hours of a “COVID Training Bundle”.
  - Monitoring requirements for these projects will be loosened, and payments can be issued more easily.



# ETP's COVID-19 Response Plan (7)

- Action Item Request:
- Staff is requesting that Panel approve that the COVID-19 Response Plan be extended, as described, through COB 12/31/2020, with the option to re-assess and extend again at that time if it is still needed.
- Staff is also requesting approval of the COVID-19 Response Plan expansion, as described on previous slides, pending the approval of the COVID Pilot, which will be presented next.
- If approved, ETP will submit the revised Plan to Labor Agency, the Governor's Office, and the State Operations Center for approval, which must be received before the revisions to the Plan can be published or become effective.
- Questions?



# COVID Rapid Reemployment and Retraining Pilot (COVID Pilot)



# COVID Rapid Reemployment and Retraining Pilot

- Staff would like to add this new COVID Pilot as one item in the COVID-19 Response Plan expansion, also being considered at today's meeting.
- Purpose: To rapidly support employers and workers in the healthcare and food supply chain that have been at risk working through the stay-at-home orders and now need to train newly hired staff. To support industries that are critical to the health and welfare of Californians and the reopening of the economy during the Covid-19 pandemic.
- Scope: Taking a holistic view of healthcare to include health systems, protective equipment for workers and the public, and food and nutrition. Support for new hire training in the healthcare and food supply chain.



## COVID Pilot (2)

- For Single Employers (SEs) or MECs, with SEs and Participating Employers (PEs) holding one of the following EDD assigned NAICS codes:
  - 62 Healthcare
  - 44611 Pharmacies
  - 3254 Medical and Pharmaceutical manufacturing
  - 3345 Measuring Device manufacturing
  - 3391 Medical Equipment manufacturing
  - 541380 Testing Laboratories
  - 11 Agriculture
  - 311 Food Manufacturing
  - 3121 Beverage Manufacturing
  - 3256 Soap & Toilet Paper Manufacturing
  - 445 Food & Beverage (ie Grocery) Stores



## COVID Pilot (3)

- For new contracts approved starting with the July, 2020 Panel meeting through all Panel meetings held while the COVID Plan is active.
- COVID Pilot projects must be stand-alone projects; COVID Pilot job #s cannot be mixed with non-COVID Pilot job #s in a single contract.
- COVID Pilot project cap is \$200,000.
- Contractors may hold a non-COVID Pilot contract and a COVID Pilot contract simultaneously. Concurrent enrollment block will be removed for these instances. Both projects may be for their full respective caps.



# COVID Pilot (4)

- For SEs, trainees must qualify as Retrainee Job Creation (RJC) trainees:
  - Hired any time from 90 days before contract term begins, through contract term.
- For MECs, trainees must either be RJC trainees or New Hires.
  - RJC and New Hire trainees must be separated by job number.
  - MECs will use SET Certification Statements for their PEs.
  - Normal New Hire certification procedures apply.

# COVID Pilot (5)

- Wage requirement: minimum \$17.50/hour, with the possibility of using \$2.50 in health benefits to meet the minimum wage.
  - Collective Bargaining Agreement wages will also be accepted.
- Retention period: 3 months (90 days) at a minimum of 20 hours per week.
- Curriculum: will be 'standardized' for all COVID Pilot job #s.
  - Delivery Method listed in curriculum will be Class/Lab
    - However, contractors may use any Delivery Method when actually delivering training.



# COVID Pilot (6)

- Training Type will be “COVID Training Bundle”
  - Employers are encouraged to include COVID related safety training in this bundle, but any and all course content will be accepted.
- Hours of Training: 4 per trainee.
- Trainer:trainee ratios do not apply.
- Trainees must be enrolled into ETP’s online system.
- Four (4) hours of training per trainee must be tracked into ETP’s online system.



# COVID Pilot (7)

- Rosters are required, however, contractor can utilize an alternate record keeping method, such as are being approved under the COVID-19 Response Plan.
- Reimbursement = \$2,000 per trainee
  - This makes the reimbursement rate technically \$500 per hour.
  - Payment:
    - P1 = \$1,000
    - P2 = \$500
    - P1 and P2 should be entered simultaneously for each trainee, once the 4 hours of training has been tracked in ETP's online system.
    - P4 = \$500



# COVID Pilot (8)

- Monitoring for COVID Pilot projects (job #s) will include only:
  - A start-up visit per normal procedures
  - A final visit per normal procedures
  - Technical assistance for contractors
  - Verifying enrollment and hours tracked match information contained in the rosters/alternate record keeping documents.
  - Verifying that PEs have a Pilot eligible NAICS code once certification statements have been entered into ETP's online system.



# COVID Pilot (9)

- Contractors will use normal ETP applications, but will indicate to analyst that they would like this pilot for their contract. Developing analyst will discuss this pilot with eligible contractors.
- ETP's EDU unit will focus education and outreach to employers in these sectors.



# COVID Pilot (10)

- Staff is requesting approval of the COVID Rapid Reemployment and Retraining Pilot (COVID Pilot) as described above, and for the COVID Pilot to be added as one item of the COVID-19 Response Plan expansion, as presented earlier.
- Questions/comments?

# Expansion of RESPOND Program



# Expansion of the RESPOND Program (1)

- In April, 2014, Panel approved the Rapid Employment Strategies On Natural Disasters (RESPOND) Guidelines, originally designed to address the Governor declared State of Emergency due to extreme drought conditions.
- The original RESPOND program was funded primarily through \$2M in General Fund dollars, what ETP considers to be Alternative Funding, which was then split into two sections. There was also a Core Funding component to the original RESPOND program.
- The original RESPOND program elements were different, depending on the funding source being utilized. This created a level of complexity in implementation that was confusing for both staff and stakeholders.

## Expansion of the RESPOND Program (2)

- ETP would like to address these limitations by simplifying the guidelines, and by expanding the RESPOND program to all natural disasters, as it's name implies, rather than just to drought related projects.
- The revised, streamlined, and expanded RESPOND guidelines were discussed at the February, 2020 Policy Committee meeting.
- The Policy Committee had a few clarifying additions to the revised guidelines, and approved bringing the guidelines to Panel for approval.
- Follows is a summary of the attached revised RESPOND guidelines:





## Expansion of RESPOND Program (3)

- Adding definition of natural disaster
- Grants all RESPOND projects Critical Proposal status
- Both Single Employers and MECs are eligible
- Funding: ETP Core Funds (for both OSC and SET) can be used.
  - Alternate funding may be used if it is obtained in the future. Alternate funding may require additional program elements to be added or restricted.
- Reimbursement rate will be the highest rate at whatever is set for a given FY.
  - CBT training will still be reimbursed at the CBT rate.



# Expansion of RESPOND Program (4)

- Retention Period:
  - Standard 90 days; or,
  - 500 hours w/in 272 days
- Turnover Rate requirements waived (but must still be reported).
- MEC support costs limited to 12%.
- Standard ETP wage requirements will apply, and all projects must conform to all federal, state, local, and prevailing wage requirements.
- Curriculum: standard curriculum guidelines apply, except:
  - OSHA 10/30 allowed
  - Literacy Training allowed up to 50%
  - Occupation-specific safety training allowed
  - Productive Lab ratio raised to 1:10



## RESPOND vs COVID Comparison (5)

| Program Element | COVID-19 Response          | COVID Pilot                | RESPOND   |
|-----------------|----------------------------|----------------------------|---|
| Effective dates | While COVID Plan is active | While COVID Plan is active | Ongoing   |
| Eligibility     | Limited by NAICS           | Further limited by NAICS   | All NAICS, State of Emergency or Ex Dir determination |
| Reimbursement   | Standard                   | \$2000/trainee             | Basically Standard                                    |

# Expansion of RESPOND Program (6)

- Action Item Request:
- Staff is requesting Panel approval of the expanded RESPOND guidelines, as presented.
- Questions/Comments?

# **Funding Strategies for FY 20/21:**

**Caps**

**Allocations**

**Reimbursement Rates**

**Priorities/Moratorium**



# Funding Strategies for FY 20/21: Project Caps

- Staff would like to lower the caps for next FY to better accommodate the high levels of demand for the ETP program. Lower caps will enable us to serve more customers.

|   | FY 19/20 Caps | Proposed FY 20/21 Caps |
|---|---------------|------------------------|
| Single Employers (including Small Business) | \$650K        | \$500K                 |
| Critical Proposals                          | \$750K        | \$600K                 |
| MECs (including apprenticeship)             | \$750K        | \$600K                 |
| COVID Pilot                                 | n/a           | \$200K                 |
| Delegation Order                            | \$75K         | \$75K                  |
| Consent Calendar                            | \$200K        | \$200K                 |



# Funding Strategies for FY 20/21: Allocations (1)

- Staff is requesting some changes to our allocations.
- From a total budget of \$96M, we would like to use \$16M to apply to prior year liabilities, to help us move more smoothly through the first year of the upcoming recession.
- This will cause a reduced total contracting capacity for this year of \$80M, which can also help ease the financial stress of a recession.
- We would also like to slightly increase the allocation for Small Businesses, who have been disproportionately affected by the COVID-19 outbreak.



## Funding Strategies for FY 20/21: Allocations (2)

- Staff is requesting the following allocations, based on a total contracting capacity of \$80M:

| Category           | FY 19/20 Allocations | Proposed FY 20/21 Allocations |
|--------------------|----------------------|-------------------------------|
| Single Employers   | \$46M                | \$30M                         |
| Small Business     | \$4M                 | \$5M                          |
| Critical Proposals | \$6M                 | \$5M                          |
| MECs               | \$24M                | \$20M                         |
| Apprenticeship     | \$23M                | \$20M                         |
| COVID Pilot        | n/a                  | \$30*                         |

- \* COVID Pilot will be limited to utilizing half of the allocations set for SEs, SBs, CPs, and MECs.





# Funding Strategies for FY 20/21: Reimbursement Rates

- Staff is recommending a slight change to the Reimbursement Rates, namely:

| Category*                                     | Reimbursement Rate |
|---|--------------------|
| CBT   | \$9                |
| Apprenticeship                                | \$18               |
| Retraining Including<br>Advanced Technology** | \$23               |

\*Category: Please note that these rates are presented assuming that Panel will also approve a continued moratorium on non-priority industries and other 'lowest funding priority' projects.

\*\*Advanced Technology had a \$26 reimbursement rate last FY.



# Funding Strategies for FY 20/21: Moratoriums (1)

- Staff is recommending a continuation of the moratorium on our traditional “lowest funding priority” projects, including:
  - Adult Entertainment
  - Commission on Retail Trades
  - Gambling
  - Mortgage Banking
  - Multi-Level Marketing
  - Training for Employees of Training Agencies
  - Truck Driving Schools
  - Partners & Principles in Professional Firms



# Funding Strategies for FY 20/21: Moratoriums (2)

- Staff is also requesting a moratorium be placed on non-Priority Industry projects.
- Last FY, due to extremely high levels of demand, and the processing order that Panel had approved for Preliminary Applications, we were not able to serve non-Priority industry projects. These projects were deactivated.
- This year, given the same high level of demand, combined with a lower total contracting capacity, staff is requesting an official moratorium be placed on non-Priority Industry projects for this Fiscal Year.



# Funding Strategies for FY 20/21: Moratoriums (3)

- This moratorium can be revisited for next FY (21/22).
- By non-Priority Industry, we mean: Single Employers (including Small Businesses) whose EDD assigned (North American Industry Classification System) NAICS code does not appear on ETP's listing of Priority Industry NAICS codes.
- An exception to this moratorium will be granted to non-Priority NAICS code Industry companies who do appear on the COVID-19 Response Plan as a Governor Declared essential industry for expedited processing during eligibility and development. These companies will not be subject to the moratorium.



# Funding Strategies for FY 20/21: Preliminary Application Processing Order (1)

- Given the still extremely high levels of demand ETP is experiencing currently, we would like to utilize the following strategy for the processing order for Preliminary Applications:
- First: Follow the processing order that is laid out in the COVID-19 Response Plan (including the COVID Pilot) until that Plan expires.
  - MECs, Small Businesses, Critical Proposals, and Governor declared essential industries



# Funding Strategies for FY 20/21: Preliminary Application Processing Order (2)

- Second: Once the COVID Plan expires, follow the processing order Panel had approved last year, with one change:
  - No longer group Preliminary Applications by quarter, but simply use the Pre-Apps Reference Number, working through the processing list categories chronologically by Reference Number, regardless of quarter.
- As a reminder, the previously approved processing order was as follows:
  - First-time automatic OSC NAICS;
  - Repeat automatic OSC NAICS
  - First-time Priority Industry NAICS (not automatically OSC)
  - Repeat Priority Industry NAICS (not automatically OSC)

# Funding Strategies for FY 20/21: Action Item Requests

- Staff is requesting approval to the following items, as described during this presentation:
  - Project Caps
  - Allocations
  - Reimbursement Rates
  - Moratoriums
  - Preliminary Application Processing Order
- Questions/comments?



**Thank you!**

**Questions/Comments?**







## **RAPID EMPLOYMENT STRATEGIES PILOT ON NATURAL DISASTERS (RESPOND)**

### **GUIDELINES**

#### **Background:**

In April, 2014, Panel approved the Rapid Employment Strategies On Natural Disasters (RESPOND) Guidelines. These guidelines were originally designed to address the Governor declared State of Emergency, due to extreme drought conditions.

The RESPOND – Drought program utilized \$2 million in General Funds to create an alternatively funded ETP pilot program for companies that had been affected by the drought, which was split into two funding streams. \$1 million remained in ETP for use by companies that were in areas of the state designated in the State of Emergency as highly impacted by the drought. The remaining \$1 million was dedicated to reaching dislocated workers that had been affected by the drought through an inter-agency agreement with the California Community College's Chancellor's Office.

In addition to the \$1 million in alternative funds, ETP also opened the RESPOND – Drought program to companies in areas of the state that had not been listed in the original State of Emergency, but who were either impacted by the drought, or who were helping with the creation of technologies and services that helped to ease the negative effects of the drought (such as irrigation, water systems, agricultural support, etc). These projects were funded using ETP Core funds.

Due to the nature of California's climate, geology, and other factors, droughts are not the only natural disasters we may face. Fires, earthquakes, and other major disruptions to the state's economy and living conditions can arise, as the recent COVID-19 outbreak has demonstrated. Accordingly, the RESPOND program is being expanded to be able to address any type of Natural Disaster. Unless noted below, all standard program requirements apply.

#### **Guidelines:**

##### **Natural Disaster Qualification**

A natural disaster is any natural event that causes widespread damage or loss of life. Examples include: drought, fire, earthquakes, floods, major storms, hurricanes, tornadoes, pandemics, etc.

For the purposes of the RESPOND program, natural disasters can be designated through:

- a. A declaration of a State of Emergency by the Governor due to the disaster; or,
- b. A determination by ETP's Executive Director that the natural disaster has effected the state's economy, or the economy of a region of California to such an extent that use of the Critical Proposal designation is appropriate.

### **Critical Proposal Status**

All RESPOND projects will be designated as Critical Proposals.

### **Contractor Eligibility**

Both Single Employers and Multiple Employers may participate in the RESPOND program.

Standard eligibility determination requirements apply.

### **Funding Source**

If/when alternative funds are received from the General Fund or elsewhere, alternative funding may apply. If alternative funds are utilized, additional program criteria may apply, depending upon the conditions of the funds use set by the Legislature or through an inter-agency agreement from the fund provider.

Otherwise, ETP Core funds (both OSC and SET) will be used.

### **Reimbursement Rate**

RESPOND projects will receive the highest reimbursement rate, at whatever level the rates are currently set at in any given fiscal year. The only exception will be the reimbursement rate for CBT training, which will receive the CBT rate as set in any given fiscal year.

### **Retention Period**

RESPOND projects may use the following retention periods:

- a. Standard 90 days
- b. 500 hours within 272 days

### **Turnover Rate**

The turnover rate requirement is waived for RESPOND projects.

### **MEC Support Costs**

Support costs for MECs in the RESPOND program are capped at 12%.

### **Wage Requirements**

Standard wage requirements apply to all RESPOND projects.

It will be made a condition of ETP contracts that workers employed on public works projects must be paid the correct prevailing wage rate according to the type and the location of the work; and all work shall be performed in accordance with all applicable federal, state, and/or local prevailing wage requirements.

### **Curriculum**

In addition to standard curriculum requirements, RESPOND projects may:

- a. Include OSHA 10/30
- b. Include up to 50% Literacy Training
- c. Allow occupation-specific Safety Training
- d. Productive Lab ratio up to 1:10



## **COVID Rapid Reemployment and Retraining Pilot (COVID Pilot)**

### **Guidelines**

#### **Background:**

On March 25, 2020, ETP released the ETP COVID-19 Response Plan, designed to address the immediate needs of stakeholders as they struggled to adapt to the unique circumstances caused by the COVID-19 outbreak and shelter-in-place orders. The Plan included eight (8) amendments that current contractors could request for their existing contracts, including things such as extending their contract terms, and allowing alternate recordkeeping methods for videoconference classes. The Plan also gave expedited processing for eligibility and development for companies in any of the Governor declared essential industries during the outbreak. The Plan was set to expire on 7/1/2020.

At the May, 2020 Panel meeting, Panel voted to extend the COVID-19 Response Plan to the end of the calendar year (12/31/2020), and to expand the plan by adding additional services to stakeholders, such as loosening caps incidental placement and various training hours restrictions. Also part of the approved expansion of the COVID-19 Response Plan was the approval of a new COVID Rapid Reemployment and Retraining Pilot (COVID Pilot).

**Purpose:** To rapidly support employers and workers in the healthcare and food supply chain that have been at risk working through the stay-at-home orders and now need to train newly hired staff. To support industries that are critical to the health and welfare of Californians and the reopening of the economy during the Covid-19 pandemic.

**Scope:** Taking a holistic view of healthcare to include health systems, protective equipment for workers and the public, and food and nutrition. Support for new hire training in the healthcare and food supply chain.

Unless noted below, all standard program requirements apply.

#### **Guidelines:**

##### **Eligibility and Effective Dates**

For Single Employers (SEs) or MECs, with SEs and Participating Employers (PEs) holding one of the following EDD assigned NAICS codes:

- 62 Healthcare
- 44611 Pharmacies
- 3254 Medical and Pharmaceutical manufacturing
- 3345 Measuring Device manufacturing
- 3391 Medical Equipment manufacturing
- 541380 Testing Laboratories
- 11 Agriculture
- 311 Food Manufacturing
- 3121 Beverage Manufacturing
- 3256 Soap & Toilet Paper Manufacturing
- 445 Food & Beverage (ie Grocery) Stores

For new contracts approved starting with the July, 2020 Panel meeting through all Panel meetings held while the COVID Plan is active.

COVID Pilot projects must be stand-alone projects; COVID Pilot job #s cannot be mixed with non-COVID Pilot job #s in a single contract.

Contractors may hold a non-COVID Pilot contract and a COVID Pilot contract simultaneously. Concurrent enrollment block will be removed for these instances. Both projects may be for their full respective caps.

### **Development**

Contractors will use normal ETP applications, but will indicate to analyst that they would like their project to be developed under the COVID Pilot. Developing analyst will discuss this pilot with eligible contractors.

ETP's EDU unit will focus education and outreach to employers in these sectors.

### **Funding Information**

COVID Pilot project cap is \$200,000.

In instances where the Contractor holds both a non-COVID Pilot contract and a COVID Pilot contract, both contracts can be for the full project cap.

Funding Code = 683 and 684

COVID Pilot specific rate sheets should be used for COVID Pilot Job Numbers. There are 3:

- One for Single Employers
- One for MECs: New Hires
- One for MECs: RJC

### **Trainee Eligibility**

For SEs, trainees must qualify as Retrainee Job Creation (RJC) trainees:

- Hired any time from 90 days before contract term begins, through contract term.

For MECs, trainees must either be RJC trainees or New Hires.

- RJC and New Hire trainees must be separated by job number.
- MECs will use SET Certification Statements for their PEs.
- Normal New Hire certification procedures apply.

Trainees must be enrolled into ETP's online system.

For Contractors who have both a COVID Pilot and a non-COVID Pilot contract simultaneously, the concurrent enrollment block will be removed.

### **Wage Requirement**

Minimum \$17.50/hour, with the possibility of using \$2.50 in health benefits to meet the minimum wage.

- Collective Bargaining Agreement wages will also be accepted.

### **Retention Period**

3 months (90 days) at a minimum of 20 hours per week.

### **Curriculum**

Curriculum will be 'standardized' for all COVID Pilot job #s.

- Delivery Method listed in curriculum will be Class/Lab
  - However, contractors may use any Delivery Method when actually delivering training.
- Training Type will be "COVID Training Bundle"
  - Contractors are encouraged to include COVID related safety training in this bundle, but any and all course content will be accepted.
- Hours of Training: 4 per trainee
  - Four (4) hours of training per trainee must be tracked into ETP's online system.
- Trainer:trainee ratios do not apply
- Chart 1 should have hours input as follows:
  - 4 hours minimum
  - 4 hours maximum
  - 4 hours for range of hours

### **Recordkeeping**

Rosters are required, however, contractor can utilize an alternate record keeping method, such as are being approved under the COVID-19 Response Plan.

For example: trainer takes roll and includes roll call and other record keeping items (course title, etc) in an email to the contractor.

Alternate record keeping should be noted in the contract language.

### **Reimbursement**

Reimbursement = \$2,000 per trainee

- This makes the reimbursement rate technically \$500 per hour.
- Payment:
  - P1 = \$1,000
  - P2 = \$500

- P1 and P2 should be entered simultaneously for each trainee, once the 2 hours of training has been tracked in ETP's online system.
- P4 = \$500

### **Monitoring**

Monitoring for COVID Pilot projects (job #s) will include only:

- A start-up visit per normal procedures
- A final visit per normal procedures
- Technical assistance for contractors
- Verifying enrollment and hours tracked match information contained in the rosters/alternate record keeping documents.
- Verifying that PEs have a Pilot eligible NAICS code once certification statements have been entered into ETP's online system.
  - The online system will verify that the SET certification statements have an active and valid CEAN, and that the turnover rate of the PE is within acceptable levels. However, the SET certification (100F) approval process in the system does not verify NAICS codes (unlike the approval process within the system for the OSC 100E cert statements). Therefore, a manual check of the NAICS codes is required.
  - If a 100 F SET Certification Statement is found with a NAICS code that does not meet the COVID Pilot listing, verify the NAICS code by looking up the PE in EDD's ACES database to see if the NAICS code entered on the cert statement matches their EDD code.
    - If the cert statement NAICS code matches the EDD code, or if the EDD code is not on the COVID Pilot list of acceptable NAICS codes, then deny the cert statement, since it does not fall within the COVID Pilot listing of acceptable NAICS codes.
    - If the cert statement NAICS code does not match the EDD code, and the EDD code is on the COVID Pilot list of acceptable NAICS codes, then keep the certification statement as approved.





Employment Training Panel

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

To: Panel Members Date: May 15, 2020

From: Elisabeth Testa, Policy Manager File:

Subject: Action Item Requesting Approval of Extending & Expanding ETP's COVID-19 Response Plan

### **ETP's COVID-19 Response Plan**

#### **History/Background:**

- On March 25, 2020, ETP released our COVID-19 Response Plan, which can be found on our website here: [https://etp.ca.gov/2020/04/07/etp\\_covid-19\\_response/](https://etp.ca.gov/2020/04/07/etp_covid-19_response/)
- The COVID Plan includes eight (8) COVID related revisions that Contractors may request to help them adjust to the demands of this new paradigm, and also includes an expedited processing prioritization list for COVID related projects for eligibility and development.
- ETP was able to implement the plan smoothly, and has received much positive feedback on the Plan from both staff and stakeholders.
- The COVID-19 Response Plan was originally enacted to be effective until 7/1/2020, when it would be re-assessed and possibly extended.

#### **Proposal:**

##### **Extension:**

- ETP would like to extend the COVID-19 Response Plan until 12/31/2020, with the option to re-assess and extend again at that time if it is still needed.
- All COVID-19 related revision requests will need to be received at ETP by COB on 12/31/2020. Once approved, revisions are effective for the remainder of the contract term.

- Similarly, all COVID-19 related projects to be expedited must be received in AAU for eligibility, or in the Field Offices for development, by COB 12/31/2020.

### **Expansion:**

- Staff would also like to expand the COVID-19 Response Plan by adding four (4) additional items that we feel will be of benefit to our stakeholders. These items can be added to existing contracts as revisions, or be included in new projects coming to the July Panel onwards, for as long as the COVID Plan is in effect.

1) The Incidental Placement cap for New Hires in a MEC contract will be increased from 20% to 50%.

- Incidental placements are for New Hire trainees (unemployed when training begins), who are then placed into Participating Employers who use an alternate method other than paying the Unemployment Insurance tax to meet the requirements of the UI code.
- By increasing this percentage, ETP hopes to be able to assist in more individuals being hired and moving off of unemployment.

2) The 10% cap on Safety Training is being raised to 50%. If a contractor would like more than 50% Safety Training on their contract, this request can be elevated for Executive Determination.

- Staff would like to increase this cap to allow for contractors to provide occupation specific COVID related safety training, or other occupation specific safety training.
- Mandated safety training will still not be eligible for reimbursement.

3) If trainees were unable to meet retention due to being furloughed, and this is brought up during an appeal, as long as the furlough was during the time period that the COVID Response Plan was effective, and as long as the furloughed employee was still retained in employment to maintain their benefits package, then the furloughed time will count for retention and be removed from the overpayment during the appeal.

- These trainees are still required to meet the minimum training and wage requirements.
- This applies to 100% furloughs, or to those who were furloughed for a percentage of their full-time hours.

4) ETP would like to implement a new “COVID Rapid Reemployment and Retraining Pilot” (COVID Pilot).

- The specifics of this new Pilot are outlined in a separate Memo.
- In essence, this Pilot will provide a flat sum of \$2,000 per trainee for Contractors in the Healthcare, Medical Manufacturing, Agriculture, Food & Beverage Manufacturing, and Grocery Store industries to train a minimum of four (4) hours of a “COVID Training Bundle”.
- Monitoring requirements for these projects will be loosened, and payments can be issued more easily.

**Request:**

- Staff is requesting that Panel approve that the COVID-19 Response Plan be extended, as described, through COB 12/31/2020, with the option to re-assess and extend again at that time if it is still needed.
- Staff is also requesting approval of the COVID-19 Response Plan expansion, as described above, pending the approval of the COVID Pilot, which will be presented next.
- If approved, ETP will submit the revised Plan to Labor Agency, the Governor’s Office, and the State Operations Center for approval, which must be received before the revisions to the Plan can be published or become effective.



Employment Training Panel

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

To: Panel Members Date: May 15, 2020

From: Elisabeth Testa, Policy Manager File:

Subject: Action Item Requesting Approval of a new COVID Rapid Reemployment and Retraining Pilot (COVID Pilot)

### **COVID Rapid Reemployment and Retraining Pilot**

#### **Background:**

- Staff would like to add this new COVID Pilot as one item in the COVID-19 Response Plan expansion, also being considered at today's meeting.
- Purpose: To rapidly support employers and workers in the healthcare and food supply chain that have been at risk working through the stay-at-home orders and now need to train newly hired staff. To support industries that are critical to the health and welfare of Californians and the reopening of the economy during the Covid-19 pandemic.
- Scope: Taking a holistic view of healthcare to include health systems, protective equipment for workers and the public, and food and nutrition. Support for new hire training in the healthcare and food supply chain.
- This COVID Pilot will reimburse a flat fee of \$2,000 per trainee participating in a COVID Pilot job number. Details of the new Pilot follow below.

#### **Proposal:**

- For Single Employers (SEs) or MECs, with SEs and Participating Employers (PEs) holding one of the following EDD assigned NAICS codes:
  - 62 Healthcare
  - 44611 Pharmacies
  - 3254 Medical and Pharmaceutical manufacturing
  - 3345 Measuring Device manufacturing
  - 3391 Medical Equipment manufacturing

- 541380 Testing Laboratories
  - 11 Agriculture
  - 311 Food Manufacturing
  - 3121 Beverage Manufacturing
  - 3256 Soap & Toilet Paper Manufacturing
  - 445 Food & Beverage (ie Grocery) Stores
- For new contracts approved starting with the July, 2020 Panel meeting through all Panel meetings held while the COVID Plan is active.
  - COVID Pilot projects must be stand-alone projects; COVID Pilot job #s cannot be mixed with non-COVID Pilot job #s in a single contract.
  - COVID Pilot project cap is \$200,000.
  - Contractors may hold a non-COVID Pilot contract and a COVID Pilot contract simultaneously. Concurrent enrollment block will be removed for these instances. Both projects may be for their full respective caps.
  - For SEs, trainees must qualify as Retrainee Job Creation (RJC) trainees:
    - Hired any time from 90 days before contract term begins, through contract term.
  - For MECs, trainees must either be RJC trainees or New Hires.
    - RJC and New Hire trainees must be separated by job number.
    - MECs will use SET Certification Statements for their PEs.
    - Normal New Hire certification procedures apply.
  - Wage requirement: minimum \$17.50/hour, with the possibility of using \$2.50 in health benefits to meet the minimum wage.
    - Collective Bargaining Agreement wages will also be accepted.
  - Retention period: 3 months (90 days) at a minimum of 20 hours per week.
  - Curriculum: will be 'standardized' for all COVID Pilot job #s.

- Delivery Method listed in curriculum will be Class/Lab
  - However, contractors may use any Delivery Method when actually delivering training.
- Training Type will be “COVID Training Bundle”
  - Employers are encouraged to include COVID related safety training in this bundle, but any and all course content will be accepted.
- Hours of Training: 4 per trainee
- Trainer:trainee ratios do not apply
- Trainees must be enrolled into ETP’s online system.
- Four (4) hours of training per trainee must be tracked into ETP’s online system.
- Rosters are required, however, contractor can utilize an alternate record keeping method, such as are being approved under the COVID-19 Response Plan.
- Reimbursement = \$2,000 per trainee
  - This makes the reimbursement rate technically \$500 per hour.
  - Payment:
    - P1 = \$1,000
    - P2 = \$500
    - P1 and P2 should be entered simultaneously for each trainee, once the 4 hours of training has been tracked in ETP’s online system.
    - P4 = \$500
- Monitoring for COVID Pilot projects (job #s) will include only:
  - A start-up visit per normal procedures
  - A final visit per normal procedures
  - Technical assistance for contractors

- Verifying enrollment and hours tracked match information contained in the rosters/alternate record keeping documents.
- Verifying that PEs have a Pilot eligible NAICS code once certification statements have been entered into ETP's online system.
- Contractors will use normal ETP applications, but will indicate to analyst that they would like this pilot as either all or a part of their contract. Developing analyst will discuss this pilot with eligible contractors.
- ETP's EDU unit will focus education and outreach to employers in these sectors.
- When adding pilot job #s through revision, no application is necessary. Normal revision procedures apply.

**Request:**

- Staff is requesting approval of the COVID Rapid Reemployment and Retraining Pilot (COVID Pilot) as described above, and for the COVID Pilot to be added as one item of the COVID-19 Response Plan expansion, as presented earlier.



Employment Training Panel

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

To: Panel Members

Date: May 15, 2020

From: Elisabeth Testa, Policy Manager

File:

Subject: Action Item Requesting Approval of Expansion and Revision of the RESPOND Program Guidelines

### **RESPOND Program**

#### **History/Background:**

- In April, 2014, Panel approved the Rapid Employment Strategies On Natural Disasters (RESPOND) Guidelines, originally designed to address the Governor declared State of Emergency due to extreme drought conditions.
- The original RESPOND program was funded primarily through \$2M in General Fund dollars, what ETP considers to be Alternative Funding, which was then split into two sections. There was also a Core Funding component to the original RESPOND program.
- The original RESPOND program elements were different, depending on the funding source being utilized. This created a level of complexity in implementation that was confusing for both staff and stakeholders.
- ETP would like to address these limitations by simplifying the guidelines, and by expanding the RESPOND program to all natural disasters, as its name implies, rather than just to drought related projects.
- The revised, streamlined, and expanded RESPOND guidelines were discussed at the February, 2020 Policy Committee meeting.
- The Policy Committee had a few clarifying additions to the revised guidelines, and approved bringing the guidelines to Panel for approval.
- Follows is a summary of the attached revised RESPOND guidelines.



**Proposal:**

- Adding definition of natural disaster.
- Grants all RESPOND projects Critical Proposal status.
- Both Single Employers and MECs are eligible.
- Funding: ETP Core Funds (for both OSC and SET) can be used.
  - Alternate funding may be used if it is obtained in the future. Alternate funding may require additional program elements to be added or restricted.
- Reimbursement rate will be the highest rate at whatever is set for a given FY.
  - CBT training will still be reimbursed at the CBT rate.
- Retention Period:
  - Standard 90 days; or,
  - 500 hours w/in 272 days.
- Turnover Rate requirements waived (but must still be reported).
- MEC support costs limited to 12%.
- Standard ETP wage requirements will apply, and all projects must conform to all federal, state, local, and prevailing wage requirements.
- Curriculum: standard curriculum guidelines apply, except:
  - OSHA 10/30 allowed
  - Literacy Training allowed up to 50%
  - Occupation-specific safety training allowed
  - Productive Lab ratio raised to 1:10

**Request:**

- Staff is requesting Panel approval of the expanded RESPOND guidelines, as presented.



Employment Training Panel

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

To: Panel Members Date: May 15, 2020

From: Elisabeth Testa, Policy Manager File:

Subject: Action Items Requesting Approval for FY 20/21 Project Caps, Allocations, Reimbursement Rates, and Priorities/Moratoriums

### **FY 20/21 Funding Strategies**

#### **Project Caps:**

- Staff would like to lower the caps for next FY to better accommodate the high levels of demand for the ETP program. Lower caps will enable us to serve more customers.

|  | FY 19/20 Caps | Proposed FY 20/21 Caps |
|--|---------------|------------------------|
| Single Employers<br>(including Small Business) | \$650K        | \$500K                 |
| Critical Proposals                             | \$750K        | \$600K                 |
| MECs (including<br>apprenticeship)             | \$750K        | \$600K                 |
| COVID Pilot                                    | n/a           | \$200K                 |
| Delegation Order                               | \$75K         | \$75K                  |
| Consent Calendar                               | \$200K        | \$200K                 |

#### **Allocations:**

- Staff is requesting some changes to our allocations.

- From a total budget of \$96M, we would like to use \$16M to apply to prior year liabilities, to help us move more smoothly through the first year of the upcoming recession.
- This will cause a reduced total contracting capacity for this year of \$80M, which can also help ease the financial stress of a recession.
- We would also like to slightly increase the allocation for Small Businesses, who have been disproportionately affected by the COVID-19 outbreak.
- Staff is requesting the following allocations, based on a total contracting capacity of \$80M:

| Category           | FY 19/20 Allocations | Proposed FY 20/21 Allocations |
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| Single Employers   | \$46M                | \$30M                         |
| Small Business     | \$4M                 | \$5M                          |
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| MECs               | \$24M                | \$20M                         |
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| COVID Pilot        | n/a                  | \$30*                         |

- \* COVID Pilot will be limited to utilizing half of the allocations set for SEs, SBs, CPs, and MECs.

### **Reimbursement Rates:**

- Staff is recommending a slight change to the Reimbursement Rates, namely:

| Category*                                  | Reimbursement Rate |
|--|--------------------|
| CBT  | \$9                |
| Apprenticeship                             | \$18               |
| Retraining Including Advanced Technology** | \$23               |

\*Category: Please note that these rates are presented assuming that Panel will also approve a continued moratorium on non-priority industries and other 'lowest funding priority' projects.

\*\*Advanced Technology had a \$26 reimbursement rate last FY.

### **Moratoriums:**

- Staff is recommending a continuation of the moratorium on our traditional "lowest funding priority" projects, including:
  - Adult Entertainment
  - Commission on Retail Trades
  - Gambling
  - Mortgage Banking
  - Multi-Level Marketing
  - Training for Employees of Training Agencies
  - Truck Driving Schools
  - Partners & Principles in Professional Firms
- Staff is also requesting a moratorium be placed on non-Priority Industry projects.
- Last FY, due to extremely high levels of demand, and the processing order that Panel had approved for Preliminary Applications, we were not able to serve non-Priority industry projects. These projects were deactivated.
- This year, given the same high level of demand, combined with a lower total contracting capacity, staff is requesting an official moratorium be placed on non-Priority Industry projects for this Fiscal Year.
- This moratorium can be revisited for next FY (21/22).
- By non-Priority Industry, we mean: Single Employers (including Small Businesses) whose EDD assigned (North American Industry Classification System) NAICS code does not appear on ETP's listing of Priority Industry NAICS codes.

- An exception to this moratorium will be granted to non-Priority NAICS code Industry companies who do appear on the COVID-19 Response Plan as a Governor Declared essential industry for expedited processing during eligibility and development. These companies will not be subject to the moratorium.

### **Preliminary Application Processing Order**

- Given the still extremely high levels of demand ETP is experiencing currently, we would like to utilize the following strategy for the processing order for Preliminary Applications:
- First: Follow the processing order that is laid out in the COVID-19 Response Plan (including the COVID Pilot) until that Plan expires.
  - MECs, Small Businesses, Critical Proposals, and Governor declared essential industries
- Second: Once the COVID Plan expires, follow the processing order Panel had approved last year, with one change:
  - No longer group Preliminary Applications by quarter, but simply use the Pre-Apps Reference Number, working through the processing list categories chronologically by Reference Number, regardless of quarter.
  - As a reminder, the previously approved processing order was as follows:
    - First-time automatic OSC NAICS;
    - Repeat automatic OSC NAICS
    - First-time Priority Industry NAICS (not automatically OSC)
    - Repeat Priority Industry NAICS (not automatically OSC)

### **Request:**

- Staff is requesting approval to the following items, as described above:
  - Project Caps
  - Allocations
  - Reimbursement Rates
  - Moratoriums
  - Preliminary Application Processing Order
- Questions/Comments?

# Consent Calendar







## Training Proposal for:

**BNBuilders, Inc.**

**Contract Number: ET20-0347**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

### **PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>SET   | Industry Sector(s): | Construction (C)<br>Construction (23)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Diego, Orange, San Mateo  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborer's International Union of North America-Local 89 & 652, Southwest Carpenters Union-Local 714 |                     |   |
| Number of Employees in:                               | CA: 260   | U.S.: 720           | Worldwide: 720  |
| <u>Turnover Rate:</u>                                 | 12%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

### **FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$676,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$196,420                |

**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<br>Priority Rate<br>SET | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Haz Mat.,<br>OSHA 10/30 | 244                       | 8-200               | 0-56 | \$805                    | \$25.01             |
|         |                                   |  |                           | Weighted Avg:<br>35 |      |                          |                     |

**Minimum Wage by County:** Job Number 1 (SET): \$25.01/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

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

| Wage Range by Occupation     |                  |                         |
|------------------------------|------------------|-------------------------|
| Occupation Titles            | Wage Range       | Estimated # of Trainees |
| Field Office Coordinators    | \$27.88-\$35.09  | 8                       |
| Project Managers             | \$51.44-\$103.37 | 21                      |
| Project Engineers            | \$33.65-\$55.28  | 33                      |
| Superintendents (Carpenters) | \$52.88-\$96.15  | 27                      |
| Foreman (Carpenters)         | \$33.65-\$46.63  | 16                      |
| Laborers                     | \$33.17-\$34.62  | 66                      |
| Carpenters                   | \$22.51-\$38.46  | 34                      |
| Safety Staff                 | \$38.46-\$112.98 | 8                       |
| Accounting Staff             | \$27.88-\$55.29  | 3                       |
| Payroll Staff                | \$28.85-\$39.42  | 2                       |
| Estimators                   | \$38.46-\$67.31  | 5                       |
| BIM / Innovation Staff       | \$33.65-\$81.73  | 4                       |
| Information Technology Staff | \$24.04-\$74.52  | 2                       |
| Human Resources Staff        | \$24.03-\$67.31  | 2                       |
| Scheduling Staff             | \$52.88-\$76.92  | 1                       |
| Pre-Construction Staff       | \$86.53-\$112.98 | 3                       |
| Warehouse Staff              | \$22.51-\$57.69  | 5                       |
| MEP Coordinators             | \$69.71-\$79.33  | 4                       |

## **INTRODUCTION**

Founded in 2000, and headquartered in San Diego, BNBuilders, Inc. (BNB) ([www.BNBuilders.com](http://www.BNBuilders.com)) is a general contractor that provides construction services in preconstruction, general contracting, self-perform, construction management and program management, design-build, design assist-build, and lease-leaseback. BNB has three locations in California and one in Washington. BNB's California offices in San Diego, Newport Beach, and Foster City will be participating in this training project. BNB's primary customer base includes public and private clients in a wide-range of industries including higher education, life science/biotech, healthcare, corporate/commercial, technology, manufacturing, and civic/tribal. BNB is currently working with ten higher education clients throughout the West Coast, and was recently awarded a contract to build a new multi-use amphitheater, public gathering space, and art installation on the UC San Diego campus. Other projects include work for Gilead Sciences, Pacira Pharmaceuticals, Fate Therapeutics, and Illumina.

### **Veterans Program**

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

## **PROJECT DETAILS**

Since its founding, BNB has consistently grown its business in both revenue and workforce. This trend continues with 30% revenue growth in 2019-20. BNB expects this trend to continue into 2020-21 as it performs work in an industry that has been deemed essential. BNB recently expanded its customer base across California when it opened a new office in the San Francisco Bay Area. BNB has contracted with multiple new business sectors such as life science/biotech, higher education, and technology firms across California. These new clients present BNB with new challenges in general contracting, construction management, and design-build due to the dynamic nature of its research labs, technology requirements and design requests.

In order to meet the challenges of the Company's growing customer base, BNB staff must be constantly trained to deliver on client requests and to maintain a competitive edge over competitors. BNB is meeting these challenges by training staff on the newest construction technology/equipment, software platforms, and processes. In addition, BNB must also provide extensive training to keep up with changes in the construction industry associated with building standards, new energy efficiency legislation, sustainable design, and California's Proposition 51.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage from \$33.34 to \$25.01. The Company requests this modification.

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

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.

## Training Plan

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

**Business Skills:** Training will be provided to all occupations to improve customer service through Communication Skills, Design Build, Product Knowledge, and Project Management.

**Commercial Skills:** Training will be provided to all occupations focusing on Estimating, Equipment Operations, and LEED Construction to reduce errors, increase on-time deliveries, and reduce operating costs.

**Computer Skills:** Training will be provided to all occupations focusing on Accounting/Project Management Software, Customer Relationship Management software, Virtual Design & Construction software that will help to increase sales and gain market share.

**Continuous Improvement:** Training will be provided to all occupations focused on Lean Techniques, Process Improvement, Sustainability, and Zero Waste that will improve operating efficiency and reduce operating costs.

## Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Safety Staff will receive up to 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.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive up to 56 hours of CBT.

**Commitment to Training**

In 2019, BNB invested approximately \$400,000 in training at its California facilities. Training includes new hire training, project management, estimating and Blue Beam software. This training will be provided at BNB's expense during the term of the proposed Contract.

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

➤ **Training Infrastructure**

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

**Union Support**

BNB has submitted letters of support (attached) from the Laborer's International Union of North America (Local 89 & 652), and the Superintendents, Foreman, and Carpenters represented by the Southwest Carpenters Union (Local 714) in support of its Laborer members participating in this training project.

BNB has indicated union support for the Superintendents, Foreman, and Carpenters represented by the Southwest Carpenters Union (Local 714). However, the ETP required union support letter has not been obtained by ETP, however, the delay of the union support letter is considered administrative. Therefore, ETP funded training for the Superintendents, Foreman, and Carpenters represented by the Southwest Carpenters Union may not commence until the union support letter is received by ETP.

**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/E-Learning Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

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

**COMMERCIAL SKILLS**

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

**COMPUTER SKILLS**

- Accounting/Project Management -Foundation
- Asset tracker
- Blue Beam
- Customer Relationship Management (CRM)
- Dashboard
- Field Building Industry Management (BIM)
- Financial Accounting Software
- Onscreen Takeoff, Assemble- Estimating
- Virtual Design & Construction Software

**CONTINUOUS IMPROVEMENT**

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

**HAZARDOUS MATERIALS**

- Handling Hazardous Materials
- Globally Harmonized System

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**CBT Hours**

0-56

**COMPUTER SKILLS**

- Accounting/Project Management –Foundation (8 hours)
- Asset tracker (4 hours)
- Blue Beam (3 hours)
- Customer Relationship Management (CRM) (6 hours)
- Dashboard (3 hours)
- Field Building Industry Management (BIM) (8 hours)
- Financial Accounting Software (8 hours)
- InDesign (8 hours)
- Onscreen Takeoff, Assemble- Estimating (8 hours)

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



# LIUNA!

**Laborers' International Union of North America**  
**Local 89 San Diego, California**  
A.F.L. - C.I.O.

December 23, 2019

**BNBuilders**  
5825 Oberlin Drive, STE 1  
San Diego, CA 92121

Re: BNBuilders Employment Training Panel Application

The Laborers International Union of North America Local 89 supports BNBuilders' application to the Employment Training Panel (ETP).

The Union understands that the ETP training program will provide various types of training to our construction workers.

Sincerely,

Valentine R. Macedo  
Business Manager/Secretary Treasurer

**Valentine (Val) Macedo**  
BUSINESS MANAGER/  
SECRETARY-TREASURER  
S.C.D.C.L. EXECUTIVE BOARD  
MEMBER

**Rick S. Smiles**  
PRESIDENT

**Mario G. Estrada**  
VICE PRESIDENT

**Chris Betancourt**  
RECORDING SECRETARY

## **EXECUTIVE BOARD**

**Benito Guerrero**  
**Derrick Phillips**  
**Leonel R. Urquidez**

## **MAIN OFFICE**

4161 Home Ave.  
San Diego, CA 92105  
Tel: (619) 263-6661  
Fax: (619) 263-6660

## **BRANCH OFFICE**

140 W. San Marcos Blvd.  
San Marcos, CA 92069  
Tel: (760) 744-3515  
Fax: (760) 744-2297

*Feel the Power!*





Jesse Segura  
President

Adrian A. Esparza  
Business Manager

Robert Ruiz  
Secretary Treasurer

February 13, 2020

Ms. Maecel Mathis, Contract Analyst  
State of California Employment Training Panel  
San Diego Field Office  
[Maecel.Mathis@etp.ca.gov](mailto:Maecel.Mathis@etp.ca.gov)

To Whom It May Concern:—

The Orange County Laborers Union Local 652 is in full support of BNBuilders' request for assistance with training funds from the State of California's Employment Training Panel (ETP). BNBuilders sees the importance and value of training its workforce in new construction processes and technology in order to increase quality, productivity and customer service.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Adrian A. Esparza', written over a faint circular stamp.

Adrian A. Esparza  
Business Manager

AAE/uem  
OPEIU #537



## RETRAINEE - JOB CREATION

Training Proposal for:

**Byrom-Davey, Inc.**

**Contract Number: ET20-0331**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Priority Rate<br>SB <100<br>Job Creation Initiative<br>SET<br>Retrainee | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Deigo, San Bernardino   | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No     |                     |  |
| Number of Employees in:                               | CA: 85  | U.S.:85             | Worldwide: 85  |
| <u>Turnover Rate:</u>                                 | 1%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$125,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$86,710                 |

**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<br>Priority Rate<br>SET<br>SB <100                 | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Continuous Impr,<br>OSHA 10/30,<br>PL-Commercial Skills | 80                        | 8-200               | 0   | \$1,012                  | \$25.01             |
|         |  |   |                           | Weighted Avg:<br>44 |     |                          |                     |
| 2       | Retrainee<br>Job Creation<br>Priority Rate<br>SET<br>SB <100 | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Continuous Impr,<br>OSHA 10/30,<br>PL-Commercial Skills | 5                         | 8-200               | 0   | \$1,150                  | \$15.00             |
|         |  |   |                           | Weighted Avg:<br>50 |     |                          |                     |

**Minimum Wage by County:** Job Number 1 (Retrainees): \$25.01 per hour in San Diego and San Bernardino County. Job Number 2 (Job Creation): \$15.20 per hour in San Diego and \$15.00 per hour in San Bernardino County.

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

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

Up to \$2.41 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 |
| <b>Job Number 1: Retrainee</b>    |                   |                         |
| Administration                    | \$22.60 - \$51.62 | 8                       |
| Engineers                         | \$25.71 - \$54.73 | 9                       |
| Manager/Supervisor/Director       | \$26.03 - \$55.05 | 10                      |
| Production                        | \$31.67 - \$60.69 | 41                      |
| Technical Support                 | \$32.76 - \$61.78 | 12                      |
| <b>Job Number 2: Job Creation</b> |                   |                         |
| Administration                    | \$22.55 - \$48.56 | 1                       |
| Engineers                         | \$25.56 - \$51.57 | 1                       |
| Manager/Supervisor/Director       | \$25.32 - \$51.38 | 1                       |
| Production                        | \$30.63 - \$56.61 | 1                       |
| Technical Support                 | \$32.69 - \$58.73 | 1                       |

**INTRODUCTION**

Founded in 2001 and located in San Diego, Byrom-Davey, Inc. (Byrom-Davey) ([www.byrom-davey.com](http://www.byrom-davey.com)) specializes in the construction of athletic facilities that range from track and field venues to complete sports stadium facilities. In the past 10 years, the Company has installed 194

synthetic turf fields and all-weather tracks. Customers include all levels of educational institutions, such as St. John Bosco High School and University of California - Riverside. Additional customers include professional sports and commercial entities, such as the Los Angeles Rams training facility and the Covina Valley District Stadium & Building. Training will be delivered at the Company's two California locations in San Diego and San Bernardino Counties. This is Byrom-Davey's first ETP project.

### **Veterans Program**

Byrom-Davey actively recruits Veterans and participates in Veteran job fairs to recruit for all open occupations. However, there is not a Veterans component in this project.

### **PROJECT DETAILS**

To remain competitive, Byrom-Davey has structured its existing training plan to focus on increasing productivity and enhancing customer service. The Company has identified the need to cross-train and develop the skills of its staff on workflow processes including proactive communication to ensure the Company can meet and exceed customer expectations from start to finish. Training on-and-off field operations will ensure delivery of products are made on time and safely. The Company is also expanding the use of its existing software systems, such as Procore and Timberline Bid software, to all occupations. This will improve overall service due to a higher concentration of staff having knowledge to assist with sales processes, bidding/estimating, project management, installation processes and finances. The training plan will address any deficiencies and allow the Company to standardize its processes and training so that it can assure its clients will receive the highest quality product.

Training will also be used to assist staff on determining needs for improvement and set up a career path for each trainee. Establishing a career path for trainees will allow Byrom-Davey to promote internally from a pool of experienced employees.

### **Retrainee - Job Creation**

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

The Company will be expanding business capacity by hiring new employees. The Company anticipates significant industry growth within the next 12 to 24 months. To meet the demands of this growing industry, Byrom-Davey anticipates growing its workforce by 6%. The Company will hire five new employees (Job Number 2) including Administrative, Engineers, Manager/Supervisor/Director, Production, and Technical Support. 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 methods. All participating Managers, Supervisors and Directors are frontline employees and do not set Company policy. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations and will focus on increasing customer service skills. Training topics include Bids and Proposals, Communication Skills, Procurement Systems, Product Knowledge and Customer Service Skills.

**Commercial Skills:** Training will be offered to Production and Technical Support Staff. Training will focus on improving construction related processes. Training topics include Byrom-Davey Installation Procedures, Code Books, Concrete Work, Earthwork and Interfacing with Utilities.

**Computer Skills:** Training will be offered to all occupations. Training will focus on existing software. Training topics include Bidding Software – Sage 300, MS Office (Intermediate and Advanced), Procore Software and Timberline Bid Software.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on cross-training all staff on proper protocols and procedures. Training topics include Project Management, Quality Systems and Reducing Waste.

### **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.

Byrom-Davey will train Production and Technical Support occupations on Commercial Skills processes. Due to the nature of 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 Code Books, Earthwork, Electrical Systems and Forklift Operations.

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. The Company is requesting a trainer-to-trainee ratio of 1:3 due to certain equipment requiring more than one operator. Staff will be trained up to 45 hours of PL.

### **Special Employment Training**

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

#### **➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

### **Commitment to Training**

Byrom-Davey’s annual training budget per facility is approximately \$60,000 for training that includes compliance, performance management, and company procedures. The Company is committed to improving facility efficiencies and knowledge for all team members. ETP funds will

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

➤ Training Infrastructure

The Company President will be responsible for program oversight and communication with ETP. The President, with the assistance of two additional Administrative staff members, will oversee all administrative responsibilities, including enrollment, recording, tracking, scheduling training, securing ETP rosters, verify training and retention completion and ensure compliance with all ETP requirements.

Additionally, the President will be working with five Byrom-Davey Project Managers for tracking training reports and collecting rosters. Supervisors and Leads, who are qualified subject-matter-experts, will assist in the delivery of training.

National Training Company Incorporated (NTC) will assist with the implementation, compliance, reporting and reimbursements for the contract. Training will be provided by in-house experts and vendors as needed.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

National Training Company Incorporated of Irvine, California assisted with development for a flat fee of \$4,000.

### **ADMINISTRATIVE SERVICES**

National Training Company 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/ E-Learning Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting Skills
- Bids and Proposals
- Communication Skills
- Constructability Review
- Customer Service Skills
- Estimating Skills
- Procurement Systems
- Product Knowledge
- Teambuilding
- Value Engineering

**COMMERCIAL SKILLS**

- Byrom-Davey Installation Procedures
- Byrom-Davey Installation Tools/Equipment
- Code Books
- Concrete Work
- Earthwork
- Interfacing with Utilities
- Paving
- Reading Technical Specifications
- Electrical Systems
- Forklift Operation
- Reading Blueprints
- Standard Operating Procedures
- Structural Fabrication and Installation

**COMPUTER SKILLS**

- Bidding Software – Sage 300
- Computer Aided Design Software – REVIT Architectural Software
- Foundation Software - FOUNDATION SOFTWARE, Inc.
- Internal Software Applications
- MS Office (Intermediate and Advanced)
- Procore Software
- Project Management Software
- Timberline Bid Software

**CONTINUOUS IMPROVEMENT**

- Project Management
- Quality Systems
- Reducing Waste

**OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10
- OSHA 30

**PL Hours**

0-45

**COMMERCIAL SKILLS** (1:3 trainer-to-trainee ratio)

- Byrom-Davey Installation Procedures
- Byrom-Davey Installation Tools/Equipment
- Code Books
- Concrete Work
- Earthwork
- Interfacing with Utilities
- Paving
- Reading Technical Specifications
- Electrical Systems
- Forklift Operation
- Reading Blueprints
- Standard Operating Procedures
- Structural Fabrication and Installation

Safety Training is capped at 10% of a trainee's total training hours.  
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. |
|---|





**Training Proposal for:**

**California Polytechnic State University Foundation  
dba Cal Poly Corporation**

**Contract Number: ET20-0325**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                        | Retrainee<br>Priority Rate  | Industry Sector(s): | MEC (H)<br>Professional, Scientific, Technology (54)<br>Manufacturing (33)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | San Luis Obispo, Santa Barbara                                      | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  |
| Union(s):                                   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |  |
| Turnover Rate:                              |   | ≤20%                |  |
| Managers/Supervisors: (% of total trainees) |   | ≤20%                |  |

**FUNDING DETAIL**

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$164,450            |   | \$11,440<br>8%       |   | \$175,890                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$180,000 |
|-----------------------|-----------------------------------|-----------|

**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 | Advanced Tech, Computer Skills, Cont. Imp. | 110                       | 8-200            | 0   | \$1,599                  | \$18.34             |
|         |                         |  |                           | Weighted Avg: 65 |     |                          |                     |

**Minimum Wage by County:** \$18.34 per hour for San Luis Obispo and Santa Barbara counties

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

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

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

| Wage Range by Occupation |                    |                         |
|--------------------------|--------------------|-------------------------|
| Occupation Titles        | Wage Range         | Estimated # of Trainees |
| IT/Programmers           | \$20.00 - \$60.00  | 40                      |
| Engineers                | \$38.00 - \$100.00 | 10                      |
| Managers                 | \$40.00 - \$60.00  | 5                       |
| Manufacturing/Production | \$18.34 - \$42.00  | 30                      |
| Technicians              | \$18.34 - \$30.00  | 20                      |
| Administration           | \$18.34 - \$40.00  | 5                       |

**INTRODUCTION**

California Polytechnic State University Foundation dba Cal Poly Corporation (CPC) ([www.calpolycorporation.org](http://www.calpolycorporation.org)), is a 501(c)(3) non-profit auxiliary organization established in 1940 to aid California Polytechnic State University, San Luis Obispo (Cal Poly) in its educational and extracurricular missions. CPC provides self-supporting, diversified services which complement the university's instructional program. Cal Poly has a long tradition of providing training, extended education and technical expertise.

In March 2006, The Cal Poly Foundation incorporated as a philanthropic tax-exempt foundation [a 501(c)(3) corporation] and an official auxiliary of Cal Poly. CPC was incorporated to generate private support that plays a crucial role in building and maintaining Cal Poly's multidisciplinary Learn by Doing educational model.

This will be CPC's second ETP Contract. CPC's first Contract was a RESPOND pilot project in 2014, based on a state of emergency in California, due to the drought.

## **Veterans Program**

Although CPC is not including a separate Veterans' Job Number, its participating employers regularly employ Veterans through their normal hiring practices.

## **PROJECT DETAILS**

### **Employer Demand**

Training will focus on supporting cybersecurity needs within the State. The proposed training will be provided to a variety of employers in manufacturing, production and software development. California is one of the top targets for Cybercrime in the US. In order to continue participating within the Federal Contracting system, suppliers must attain a cybersecurity certification. California Advanced Supply Chain and Diversification Effort (CASCADE) has provided an in depth needs analysis specific to the cybersecurity needs within the State to expand on CASCADE goals for cybersecurity training and contextualized cyber awareness training for manufacturers and related industry sectors within the defense supply chain.

The digital revolution is making digital literacy and cybersecurity a core element of sustainment. CPC was approached by Trust Automation who was in need of Digital Literacy training for its employees. CPC and Trust Automation developed a specific training curriculum to address the Department of Defense (DOD) supply chain and industrial manufacturing, with the intention of expanding this training to additional partners. The core group of employers represents at least estimated 80% of the requested funding.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning and will be customized to meet the specific needs of participating employers. Approximately 40% of the proposed training will be delivered at employer worksites and the remaining 60% will be provided in a center-based setting.

**Computer Skills:** Training will be offered to all occupations to utilize new cloud technology and services needed to respond to industry requirements. This training is generally company wide, and followed by the implementation of new or upgraded system software.

**Continuous Improvement:** Training will be offered to all occupations and provide a baseline foundation in Digital Literacy and Innovation providing skills on the use of tools to improve processes that increase consumer responsiveness and bring new products to market. Immersive Training will provide skills to help an organization understand the conceptual need for change related to digital literacy and cybersecurity. Training on a broader version of Cybersecurity will provide contextualized cyber awareness training for varying industry sectors.

### **Advanced Technology (AT)**

The AT training topics are specifically designed for highly skilled IT/Programmers, Managers and Engineers. This training is more intensive with targeted training content, which is usually customized specifically for the business. This training will provide skills on advanced Cloud Computing for cloud-based messaging and workflow services to construct new applications. It will also include migrating existing applications into the cloud by navigating through various phases such as the creation of a private cloud to a public cloud; and provisioning and maintaining resources in the public cloud. Other topics include infrastructure for existing and new services, load balancing, caching, distributed transactions, identity and authorization management, and data encryption. Training will also include advanced Cybersecurity training which includes more

in depth and technical presentations with both process and architectural improvements for implementation on an existing network or system. This specialized training will focus on advanced computing skills that require a higher level of systems knowledge.

CPC requests the AT reimbursement rate (\$26) for this training based on the highly technical and complex nature of the training. Businesses must be well-versed in this technology to keep proprietary information and sensitive data protected.

### **Recordkeeping**

Due to COVID-19, the Company will use an approved alternate recordkeeping.

### **Curriculum Development**

CPC meets with participating employers to discuss training needs in conjunction with a pre-training structured assessment and screening process. The core curriculum in this proposal has been developed by CPC based on industry-specific needs. The curriculum is continually revised according to the demands and feedback of participating employers.

### **Trainer Qualifications**

CPC will utilize a combination of its own highly skilled extended education trainers and trainers from Trust Automation. Trust Automation has developed a specific Digital Literacy training program. The Company worked with CPC to develop training to address Cybersecurity as it relates to the DOD supply chain and industrial manufacturing.

### **Marketing and Support Costs**

CPC's marketing and recruitment efforts include networking, maintaining existing partner relationships, exhibiting at conferences, speaking engagements, extended education and attending trade shows. These partnerships allow insight into needs in both the government and private sectors. This includes: Cal OES, CHP, Cal DOT, CARNG and the Strong Workforce Program on the government side; and CISCO, CrowdStrike, Hewlett Foundation, FireEye, Splunk and Amazon AWS on the private side. As a member of CASCADE, CPC works to develop partnerships with other members to serve clients in their areas.

CPC is requesting and staff recommends 8% Support Costs to assist with recruitment and training assessments.

### **Commitment to Training**

Training varies by participating employer and is both job specific and companywide. Some employers may have well-established training programs that include courses such as orientation, basic job skills, employee diversity and supervisory law. Other employers might provide government-mandated training including: safety, compliance, and sexual harassment prevention. Many participating employers do not have structured training programs due to budgetary constraints. Training for these companies is generally provided on an as needed basis and can often be delayed. In this Contract, ETP funding will expand industry specific 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

CPC's Program Manager will oversee the implementation and administration of this project; and utilize two staff members from Contract and Grant Management to assist him with administration. Training will be delivered by CPC trainers and Trust Automation subject matter experts.

**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**

Trust Automation of San Luis Obispo has been retained to provide Digital Literacy training \$150,000. If applicable, other trainers will be identified for ETP record-keeping purposes, as they are retained.

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

8-200 Trainees may receive any of the following:

**COMPUTER SKILLS**

- Cloud Technology

**CONTINUOUS IMPROVEMENT**

- Cybersecurity
- Digital Literacy
- Innovation
- Immersive Training

**AT Hours**

8-200 **ADVANCED TECHNOLOGY** (Ratio 1:10)

- Advanced Cybersecurity
- Advanced Cloud Computing

|   |
|---|
| 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 Polytechnic State University Foundation  
Reference No: 20-0120

CCG No.: ET20-0325  
Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Ground Control

Address: 3100 El Camino Real

City, State, Zip: Atascadero, CA 93422

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

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

Company: Mindbody, Inc.

Address: 651 Tank Farm Road

City, State, Zip: San Luis Obispo, CA 93401

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 300

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

Company: Trust Automation

Address: 125 Ventura Dr., Suite 110

City, State, Zip: San Luis Obispo, CA 93401

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 113

Total # of full-time company employees in California: 113



**Training Proposal for:**  
**California Tire Dealers Association, Incorporated**

**Contract Number: ET20-0302**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                        | HUA<br>Retrainee<br>SET<br>SB <100                                  | Industry Sector(s): | Services (G)<br>Retail (44-45)<br><br>Priority Industry: <input type="checkbox"/> Yes <input checked="" 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**

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$176,946            |   | \$12,085<br>8%       |   | \$189,031                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$197,800 |
|-----------------------|-----------------------------------|-----------|



**TRAINING PLAN TABLE**

| Job No. | Job Description            | Type of Training                                 | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|----------------------------|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                            |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee                  | Business Skills, Comm'l. Skills, Computer Skills | 274                       | 8-200            | 0   | \$470                    | \$18.34             |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |
| 2       | Retrainee HUA              | Business Skills, Comm'l. Skills, Computer Skills | 69                        | 8-200            | 0   | \$470                    | \$13.76*            |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |
| 3       | Retrainee SET HUA          | Business Skills, Comm'l. Skills, Computer Skills | 12                        | 8-200            | 0   | \$470                    | \$13.76*            |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |
| 4       | Retrainee SB < 100         | Business Skills, Comm'l. Skills, Computer Skills | 29                        | 8-200            | 0   | \$541                    | \$18.34             |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |
| 5       | Retrainee SB < 100 HUA     | Business Skills, Comm'l. Skills, Computer Skills | 5                         | 8-200            | 0   | \$541                    | \$13.76*            |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |
| 6       | Retrainee SET SB < 100 HUA | Business Skills, Comm'l. Skills, Computer Skills | 7                         | 8-200            | 0   | \$541                    | \$13.76*            |
|         |                            |  |                           | Weighted Avg: 22 |     |                          |                     |

\*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 & 4:** \$20.00 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$19.05 for Los Angeles County; \$18.39 for Orange County; \$18.34 for all other counties

**Job Numbers 2, 3, 5 & 6 (HUA):** \$15.00 for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties; \$14.29 for Los Angeles County; \$13.79 for Orange County; \$13.76 for all other counties

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

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

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

| <b>Wage Range by Occupation</b> |                   |                         |
|---------------------------------|-------------------|-------------------------|
| Occupation Titles               | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1</b>             |                   |                         |
| Administrative Staff            | \$16.00 - \$25.00 | 68                      |
| Sales Staff                     | \$16.00 - \$22.00 | 63                      |
| Service Technicians             | \$16.00 - \$25.00 | 143                     |
| <b>Job Number 2</b>             |                   |                         |
| Administrative Staff            | \$14.00 - \$25.00 | 20                      |
| Sales Staff                     | \$14.00 - \$22.00 | 9                       |
| Service Technicians             | \$14.00 - \$25.00 | 40                      |
| <b>Job Number 3</b>             |                   |                         |
| Administrative Staff            | \$14.00 - \$25.00 | 5                       |
| Sales Staff                     | \$14.00 - \$22.00 | 1                       |
| Service Technicians             | \$14.00 - \$25.00 | 6                       |
| <b>Job Number 4</b>             |                   |                         |
| Administrative Staff            | \$16.00 - \$25.00 | 7                       |
| Sales Staff                     | \$16.00 - \$22.00 | 6                       |
| Service Technicians             | \$16.00 - \$25.00 | 16                      |
| <b>Job Number 5</b>             |                   |                         |
| Administrative Staff            | \$14.00 - \$25.00 | 1                       |
| Sales Staff                     | \$14.00 - \$22.00 | 2                       |
| Service Technicians             | \$14.00 - \$25.00 | 2                       |
| <b>Job Number 6</b>             |                   |                         |
| Administrative Staff            | \$14.00 - \$25.00 | 3                       |
| Sales Staff                     | \$14.00 - \$22.00 | 1                       |
| Service Technicians             | \$14.00 - \$25.00 | 3                       |

## **INTRODUCTION**

Established in 1944, California Tire Dealers Association, Incorporated (CTDA) ([www.catiredealers.com](http://www.catiredealers.com)) is a non-profit member association representing 127 tire dealers in California. CTDA was created to protect and promote the wellbeing of California tire industries and provide benefits and an interactive platform for members. CTDA provides employee development programs crucial to the success of preparing for and meeting requirements of the future workforce. This will be CTDA's first ETP Contract.

### **Veterans Program**

Under this Contract, CTDA is not marketing training opportunities specifically to Veterans.

## Need for Training

The California tire industries are experiencing significant competition from online and out-of-state competitors and seek training to enhance employee skills. Training will focus on industry standard automotive component installation for Service Technicians and accounting such as processing payments, withdrawals, and deposits for Administrative Staff. Service Technicians will receive training on auto repair knowledge, changes in regulations and requirements, and proper diagnoses on automotive problems. Staff will also receive training on solid communication skills and customer service skills as the tire industry competes with out-of-state tire dealers on a regular basis.

Administrative and Sales Staff will receive training to upgrade their current skills. In addition, Administrative Staff will receive cross-training in accounting and marketing.

CTDA's training plan will ensure participating companies have a skilled workforce to meet the needs of their customers and exceed the competition to remain competitive. Training will allow employers to bridge the skill gap of incumbent staff and respond to unique employer challenges and growth opportunities. CTDA also plans to have follow up reviews with the trainee to ensure the trainee retained the information obtained during the training. If the trainee does not pass the review, additional training will be provided to ensure the trainee's competencies are at par or greater than industry standards.

## PROJECT DETAILS

Customized training for individual employers will be provided at the employers' facilities. CTDA serves companies statewide. Each employer will be individually assessed to determine specific needs. Training will be provided via Class/Lab, Video Conferencing and E-Learning in the following:

**Business Skills:** Training will be offered to all occupations to effectively and efficiently maintain business operations. Training topics include Accounting, Customer Service and Time Management.

**Commercial Skills:** Training will be provided to Sales Staff and Service Technicians and include Advanced Tire Pressure Monitoring and Automotive Tires.

**Computer Skills:** Training will be offered to Administrative and Sales Staff to improve software skills. Training topics include Point of Sale Software and QuickBooks.

## 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

Trainees in Job Numbers 3 and 6 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. CTDA is requesting a wage modification for trainees in Job Numbers 3 and 6 from \$33.34 per hour to \$13.76 per hour.

## **High Unemployment Area**

### **Wage Modification**

Trainees in Job Numbers 2 and 5 work in a HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. CTDA is requesting a wage modification from \$18.34 per hour to \$13.76 per hour for Job Numbers 2 and 5 to serve workers in lower-wage occupations.

### **Marketing and Support Costs**

Marketing activities include mail, email, and website marketing. Members will also market directly to their associates. 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.

### **Commitment to Training**

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.

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

#### **➤ Training Infrastructure**

The Executive Director will oversee the administration of the ETP Contract. The Assistant Executive Director, Administrative Assistant, Communications Coordinator, Social Media Coordinator, and Events Coordinator will also assist in the scheduling of training and reviewing of rosters. CTDA has also retained Propel Consulting Group (PCG) to assist with administrative duties.

### **Trainer Qualifications**

Training will be delivered primarily at the participating employers' worksites, with occasional center-based classes for employers with similar training needs. All training will be delivered by in-house experts. In addition, some training may also be provided by experienced trainers who work for participating employers.

### **Impact/Outcome**

Training will develop skilled workers to produce more with less waste and aid California large and small tire businesses in gaining more business, which will lead to more jobs.

### **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**

PCG, in El Dorado Hills, assisted with development of this proposal for a flat fee of \$12,386.

### **ADMINISTRATIVE SERVICES**

PCG 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/Video Conferencing Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- Budgeting
- Business Development
- Coaching and Motivation
- Communication Skills
- Conflict Resolution
- Customer Service
- Decision Making
- Financial Management
- Industry Standards
- Leadership Skills
- Marketing
- Problem Solving
- Sales
- Time Management

**COMMERCIAL SKILLS**

- Advanced Tire Pressure Monitoring
- Automotive Components
- Automotive Tires
- Commercial Tires
- Safety Training

**COMPUTER SKILLS**

- MS Office (Intermediate and Advanced)
- Net Driven
- Point of Sale Software
- Quickbooks
- Tire Registration Plus
- Tire Parts Management System
- Website 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. |
|---|

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Tire Dealers Association, Incorporated  
Reference No: 19-0133

CCG No.: ET20-0302  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Tire Depot, Inc.

Address: 4490 Ayers Ave.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 1,000

Total # of full-time company employees in California: 1,000

Company: Bruce's Tires

Address: 6144 Industrial Way

City, State, Zip: Livermore, CA 94551

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 80

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

Company: J&J Tire & Wheels

Address: 12820 Van Nuys Blvd.

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

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

Company: My Tire Pros

Address: 4445 East Route 66

City, State, Zip: Glendora, CA 91740

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 40

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: California Tire Dealers Association, Incorporated  
Reference No: 19-0133

CCG No.: ET20-0302  
Page 2 of 2

Company: South Valley Wholesale

Address: 970 Blossom Hill Road

City, State, Zip: San Jose, CA 95123

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Company: Tahama Tire Service

Address: 525 Antelope Blvd.

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 70

Total # of full-time company employees in California: 70

Company: United Tire Centers, LLC

Address: 1130 Simpson Way

City, State, Zip: Escondido, CA 92009

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 35

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





**Training Proposal for:**  
**Envent Corporation**

**Contract Number: ET20-0326**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

|   |   |                    |  |
|---|---|--------------------|--|
| Contract Attributes:                                  | Retrainee<br>SB <100  | Industry Sector:   | Services (G)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Los Angeles, Contra Costa   | 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: 64  | U.S.:230           | Worldwide: 230   |
| <u>Turnover Rate:</u>                                 | 6%  |                    |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                    |  |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$205,200                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$100,096                |

**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<br>SB <100 | Business Skills,<br>Commercial Skills,<br>Hazardous Mat.,<br>Hazwoper,<br>OSHA 10/30 | 64                        | 8-200               | 0   | \$1,564                  | \$19.05             |
|         |                      |  |                           | Weighted Avg:<br>68 |     |                          |                     |

**Minimum Wage by County:** \$20.00 per hour for Contra Costa County; and \$19.05 per hour for Los Angeles County.

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

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

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

| Wage Range by Occupation |                   |                         |
|--------------------------|-------------------|-------------------------|
| Occupation Titles        | Wage Range        | Estimated # of Trainees |
| Field Technician         | \$21.00 - \$65.00 | 33                      |
| Administration Staff     | \$24.00 - \$40.00 | 9                       |
| Field Supervisor         | \$21.00 - \$61.00 | 9                       |
| Project Engineer         | \$24.00 - \$32.00 | 5                       |
| Sales Staff              | \$29.00 - \$44.00 | 3                       |
| Manager/Executive        | \$45.00 - \$96.00 | 5                       |

**INTRODUCTION**

Founded in 1992 and headquartered in Long Beach, Envent Corporation (Envent) ([www.enventcorporation.com](http://www.enventcorporation.com)) is an environmental consulting company that provides tank, vessel and pipeline degassing services; marine vapor recovery; vapor scrubbing; and mobile water treatment services for clients across North America. Envent's customers are small and large petrochemical companies including Shell, ExxonMobil, Valero, Chevron, Phillips 66, LyondellBasell and others. The Company provides complete turnkey services for clients during planned maintenance, startup, and shutdown events for vapor control and water treatment. The training outlined in this proposal will be provided to employees at Envent's two California facilities located in Long Beach and Pittsburg.

**Veterans Program**

Envent has not included a Veterans component in this proposal; however, the Company does employ Veterans through its normal hiring practices.

## **PROJECT DETAILS**

Envent is in a technology-driven business that is growing rapidly; therefore, the Company must evolve to keep pace with petrochemical industry demands. The challenge for Envent is that it is in the remediation business of cleaning toxic chemicals from oil refineries, barges, storage tanks, and trucks. This very specialized line of work is heavily regulated due to safety concerns and requires an extensive amount of training, which recruiting skilled workers is extremely difficult. To overcome this obstacle, the Company created Envent University solely to train its own employees in all aspects of the business.

Envent's training program is extremely rigorous and requires all field personnel and engineers to undergo two types of training annually: 1) more than 100 hours of internal skills upgrade training; and 2) approximately 25 additional hours of customized training to meet individual customer/job site requirements. The Company estimates that new staff typically receive over 200 hours of training within their first year of employment. And in 2019, incumbent employees with at least one year of service received an average of 117 hours of training for the year. The proposed weighted average of 68 hours is a reflection of the Company's reported capacity to deliver a high number of essential training hours through its in-house Envent University program.

Another way that Envent stays current with emerging technologies and industry advancements is by designing and building almost all of its specialized equipment in-house. This necessitates an added layer of training. Employees need to know how to choose the proper equipment for the job and how to operate it safely.

Envent performs inherently dangerous work for its clients, and the Company expects its specialized services to remain in high demand as environmental pollution continues to be a mounting concern. Taking this into account, the Company believes the training outlined in the proposed Curriculum will help mitigate the hazards that workers encounter.

### **Training Plan**

Training will be delivered via Class/Lab and E-Learning at Envent locations in Long Beach and Pittsburgh.

**Business Skills:** Training will be offered to all occupations. Training will focus on communication, problem resolution, and leadership skills. This training is intended to improve teamwork and customer relations.

**Commercial Skills:** Training will be offered to Field Technicians, Project Engineers, and Field Supervisors. These modules will account for a sizeable portion of the proposed training by covering a large amount of industry-specific technical and safety skills including Tank Degassing, Vaporizer Operations, Water Treatment Procedures, Pipeline Blowdown, Hose Inspection, Tank Knowledge/Safety, and Confined Space Entry.

**Hazardous Materials:** Training will be offered to Field Technicians, Project Engineers, and Field Supervisors. Trainees will learn how to properly handle, transport, and dispose of various hazardous chemicals associated with the petrochemical industry.

### **Certified Safety Training**

1. **OSHA 10/30:** Training will be offered to Field Technicians, Project Engineers, and Field Supervisors. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work

and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

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

### **Alternate Recordkeeping**

The Company is using an approved alternate recordkeeping due to Covid-19 restrictions.

### **Safety Training Limitation**

Safety is intrinsic to the nature of Envent's business; therefore, the Company is not subject to the 10% Safety Training limitation per trainee.

### **Commitment to Training**

Envent spends approximately \$97,000 on training annually per facility in California. Company training covers new hire orientation, diversity, sexual harassment prevention, and management responsibilities. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

Envent's Director of Health, Environment and Safety will oversee administration of this project. Two additional team members will assist with scheduling, delivering, and documenting training at both locations. The Company has also retained an outside administrative consultant to assist with ETP administrative requirements. Training will be delivered by in-house subject matter experts and training vendors as needed. Envent has a training schedule in place and is prepared to commence training upon contract approval.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Training Refund Group in Anaheim assisted with development for a flat fee of \$5,000.

### **ADMINISTRATIVE SERVICES**

Training Refund Group 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

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Leadership
- Team Building
- Communications
- Problem Resolution
- Presentation Skills
- Client Relations
- Accounting systems
- Government record keeping

**COMMERCIAL SKILLS**

- Safety Culture
- General Tank Knowledge
- Electricity Awareness
- Paperwork and Agency Notification
- ESCRUB / Re-Circulating / EVAC Systems
- EMTOS (Envent Mobile Thermal Oxidation System)
- Field Training (Site training, Paperwork, Time tracking, etc.)
- Firewatch
- EMECS (Envent Mobile Emission Control System)
- Vac Truck Scrubber with Liquid (EVAC 1000)
- Water Treatment
- Vehicle Safety
- Master Tank Degassing Procedure
- Hose Inspection
- Shop Training
- Operations Network
- Generator Safety
- Burner Manual & Lockout Codes
- Vaporizer Operations Instructions
- Forklift Training
- Meters
- Pipeline Blowdown
- EMTOS - Troubleshooting
- Best Practices
- Accident/Incident Investigation Review
- Air Percussion Training
- Carbon - Granular Activated (Safety and Operational)
- Cargo Securement
- Compressed Gas Cylinders
- Confined Space Entry Program
- Cranes, Lifting Devices and Rigging Requirements
- Degassing Qualification
- Evacuations, Trenches & Shoring

- Eye Safety Training
- Fatigue & Transportation Safety
- Fire Prevention
- Forklift Training
- Global Harmonized System Training
- Hearing Protection
- Heat Stress & Prevention Training
- HOS (Hours of Service) Training
- Hot Work Program Training
- Hydrogen Sulfide Training
- Industrial Health and Hygiene
- Lead Training
- Lockout/Tagout
- Machine Guard Safety
- Medical Surveillance and Exposure Monitoring
- Pandemic Preparedness Training
- Personal Protective Equipment
- Pressure Washer Safety
- Preventing Falls in Construction
- Process Safety Management
- Propane Tank Safety
- Qualified Gas Tester
- Respiratory Protection Program
- Safe Lifting & Preventing Back Injuries
- Safety Champions Training Program
- Safety Data Sheet Training
- Safety Showers & Eye Washes
- Scaffold and Aerial Awareness
- Short Service Employees Training
- Silica Dust Safety
- Stairways and Ladders Training
- Tools and Equipment Training
- Proper towing technique
- Welding Training
- Work Permits Training

#### **HAZARDOUS MATERIALS**

- Hazard Communication Standard / MSDS (Material Safety Data Sheets)
- Ammonia Awareness Program
- Asbestos Awareness
- Benzene Awareness
- Bloodborne Pathogens Safety
- Cadmium Training
- Hazardous Waste Management
- Chemical Safety Review
- Hazardous Chemicals
- 1,3 - Butadiene Training
- Emergency Spill Training

**HAZWOPER**

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

**OSHA 10/30** (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

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:

**Field Fresh Foods Incorporated**

**Contract Number: ET20-0299**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative<br>HUA        | Industry Sector(s): | Manufacturing (E)<br>Manufacturing (33)<br><br>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: 721   | U.S.: 721           | Worldwide: 721  |
| <u>Turnover Rate:</u>                                 | 3%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 10%   |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$183,725                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$169,280                |

**TRAINING PLAN TABLE**

| Job No. | Job Description  | Type of Training   | Estimated No. of Trainees | Range of Hours      |      | Average Cost per Trainee | Post-Retention Wage |
|---------|--|--|---------------------------|---------------------|------|--------------------------|---------------------|
|         |  |  |                           | Class / Lab         | CBT  |                          |                     |
| 1       | Retrainee<br>Priority Rate<br>HUA                            | Business Skills;<br>Computer Skills;<br>Cont. Imp. Skills;<br>HazMat;<br>Manufacturing Skills;<br>OSHA 10;<br>HAZWOPER; PL<br>Manufacturing Skills | 232                       | 8-200               | 0-24 | \$690                    | *\$15.00            |
|         |  |  |                           | Weighted Avg:<br>30 |      |                          |                     |
| 2       | Retrainee<br>Job Creation Initiative<br>Priority Rate<br>HUA | Computer Skills;<br>Cont. Imp. Skills;<br>HazMat;<br>Manufacturing Skills;<br>OSHA 10;<br>HAZWOPER; PL<br>Manufacturing Skills                     | 10                        | 8-200               | 0-24 | \$920                    | *\$15.00            |
|         |  |  |                           | Weighted Avg:<br>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/HUA) \$14.29 per hour and Job Number 2 (Job Creation/HUA): \$13.00 per hour for Los Angeles County.

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

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

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

| Wage Range by Occupation   |                   |                         |
|----------------------------|-------------------|-------------------------|
| Occupation Titles          | Wage Range        | Estimated # of Trainees |
| <b>Job Numbers 1 and 2</b> |                   |                         |
| Production                 | \$15.00 - \$29.99 | 188                     |
| Managers/Supervisors       | \$17.70 - \$61.54 | 25                      |
| Office/Administration      | \$16.23 - \$56.42 | 14                      |
| Quality                    | \$16.02 - \$20.00 | 7                       |
| Customer Service           | \$16.00 - \$22.40 | 4                       |
| Procurement                | \$20.59 - \$46.80 | 4                       |

## **INTRODUCTION**

Founded in 1994, Field Fresh Foods Incorporated (FFF) ([www.fieldfresh.com](http://www.fieldfresh.com)) serves quality products to the Southern California market. Headquartered in Gardena, the Company's business model is focused on the need for service, distribution, and manufacturing that is based around freshness and shelf life within the food processing industry. FFF provides customers with fresh foods that meet the highest level of specification and quality. Through the years the Company expanded to reach customers in multiple states along the western U.S.

FFF produces a wide variety of value added fruits, vegetables and specialty items for the food manufacturing, retail, and food-service industries. Value added products was a strategy created to reduce post-harvest losses and promote the consumption of fresh food products. Value added products provide the consumer with a convenient way to include partially prepared, pre-cut and minimally processed produce into a meal. Products include onions, tomatoes, carrots, celery, cucumbers, peppers, potatoes, salad, melons, apples, pineapple, mango, fruit salad mixes, etc. FFF customers include the Los Angeles Unified School District, Long Beach Unified School District, hospitals, restaurants, Trader Joes and Whole Foods directly and through food distributors. This will be FFF first ETP Contract.

### **Veterans Program**

FFF does not actively recruit Veterans, however, the Company has existing Veterans in its workforce and actively support resumes with a military background.

## **PROJECT DETAILS**

To remain competitive in the food processing industry, FFF is enhancing operations to meet changing industry and customer demands while improving efficiency and quality. The Company has invested over \$600K in production efficiency software/assessments programs, and new automated equipment. These investments will replace outdated manual processes and increase production. Training will focus on reconfiguring production workflows and implementing a new industry best practice training program to upskill employees with current good manufacturing skills and competencies.

FFF is also implementing a leadership skills program to create leaders that support a diverse workforce and lean manufacturing principles. Training will include employee development focusing on company change, new quality processes and facility modernization. There are typically two career paths for Production staff: Production Machine Operator and Leadership. Training will provide workers with the confidence and skills necessary to perform new and enhanced roles/tasks to continue and develop employees.

### **Retrainee - Job Creation**

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

The Company has added new equipment to address an increase in demand for new and existing products. To support the increase in production, FFF has committed to hiring 10 new Production Staff 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, Productive Lab or CBT methods. In-house subject-matter experts and vendors may be utilized to deliver training in the following:

**Business Skills:** Training will be offered to Customer Service, Office/Administration, Procurement and Manager/Supervisor occupations. Business Communication will provide employees with effective interaction skills for communicating with both internal and external stakeholders. Project Management will provide employees with the skills to effectively manage workflows and deliverables. Customer Relations will provide employees with the skills to enhance communication with customers, resolve problems expediently, upsell when appropriate and maintain accounts. Leadership and Teambuilding will be provided to staff to help develop leaders that possess the values and mission of Field Fresh Foods. Data Analysis will be provided to employees to support data-driven decisions and optimized production.

**Continuous Improvement:** Training will be offered to all occupations. Trainees will receive operation efficiency training through Process Improvement courses to improve project timelines, budget and workflow efficiency to better meet production performance goals. Process Inspection skills will be specific to Quality trainees and will include analysis, review, proper inspections and how to use results to make data driven decisions. Root Cause will help employees become problem solvers that change processes to improve outcomes.

**Computer Skills:** Training will be offered to all occupations. Training is intended to improve software skills in Microsoft and Google modules. Additionally, Office Staff will participate in QuickBooks training.

**Manufacturing Skills/Hazardous Materials:** Training will be offered to all Production, Procurement and Quality employees. Training will be position-specific. All trainees will participate in CBT related to Manufacturing Skills and Hazardous Materials and Class/Lab instruction on position functions and production flow. The training will provide the latest industry standards and best practices. Positions responsible for operating various equipment will participate in PL training to include start-up and operations, change-up and maintenance of new and automated equipment.

## Certified Safety Training

1. OSHA 10. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers, production and frontline supervisors and managers. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## **Productive Laboratory**

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

Training will be delivered to approximately 60 Production trainees. 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 forklift operation, labeling systems; and new equipment operation including a peeler, roasting machinery, a pro-sealer, metal detection equipment and other automation equipment. 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. The 1:3 ratio requested 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.

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

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees may receive between 0-24 hours of CBT.

## **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. FFF budgets approximately \$100,000 annually for legal compliance training, basic safety training, new-hire orientation, skill gap training and continuing education professional development for finance positions.

### **➤ Training Infrastructure**

The VP of Information Systems and Human Resources will oversee the training project and be responsible for meeting with ETP staff, as well as keeping the executive team engaged in the project's progress. The Human Resources Executive Assistant and HR Supervisor, will manage sign in sheets and consulting with the Company's administrative support team and run necessary employee data reports and develop curriculum schedules. FFF has also contracted with Economic Incentives Advisory Group to support project administration. Training will be provided by in-house subject matter experts with the possibility of adding training vendors if needed. The Company will be utilizing Intertek Alchemy Training Solutions and Fred Pryor Learning solutions programs for CBT classes.

## **High Unemployment Area**

Trainees in Job Number 1 and 2 work in Gardena, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

### **➤ Wage Modification**

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. FFF is requesting a wage modification from \$19.05 per hour (Job 1) and

\$15.00 per hour (Job 2), to \$15.00 per hour for both Jobs 1 and 2. The requested modified wage is higher than the ETP HUA minimum wage, \$14.29 and \$13.00 for Jobs 1 and 2 respectively.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Economic Incentives Advisory Group in Phoenix, AZ assisted with development for a flat fee of \$8,465.

### **ADMINISTRATIVE SERVICES**

Economic Incentives Advisory Group will also perform administrative services for a fee not to exceed 11.5% 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 Communication
- Contracts and Invoices
- Customer Relations
- Data Analysis
- Finance and Accounting
- Marketing
- Product Knowledge
- Project Management
- Supervisory Skills
- Communicating Effectively in the Workplace
- Communication and Trust
- Exploring the Roles and Behaviors of a Coach
- Motivation, Discipline and Goals
- Patience, Consistency and Getting the Job Done
- Solving Problems at Work
- Teamwork

**COMPUTER SKILLS**

- Microsoft Office Intermediate
- QuickBooks
- Google Suite

**HAZARDOUS MATERIALS**

- Ammonia Training
- Chemical Storage
- Flammable and Combustible Materials
- Hazardous Communication

**MANUFACTURING SKILLS**

- Aerial Lift / Boom lift / Scissor Lift
- Basic Food Facility Defense
- Batching
- Can Manufacturing
- Compressors and Compressed Air
- Current Good Manufacturing Practices
- Effective Record Keeping
- Environmental Controls and Monitoring
- Equipment Operation, Maintenance & Troubleshooting
- Food Allergens
- Food Safety Modernization Act
- Foodborne Illness
- Fork Lift and Industrial Trucks

- General Warehouse Procedures
- Good Laboratory Practices
- Hazard Analysis Critical Control Point (HACCP)
- Hoist and Auxiliary Equipment
- Identity Preserve- Organic, Kosher, Halal
- Ingredient Inventory Management
- Instrument Control Training
- Intro to Food Fraud
- Intro to Food Safety and Safe Quality Food
- Labeling Systems
- Loading Food Safety
- Maintenance Procedures
- Material Handling/Shipping/Receiving
- New Item Process and Procedure
- Operator Training
- Palletizing and Coding
- Pest Control
- Physical Inventory Process
- Preventing Food Contamination
- Product Packaging
- Product Recall
- Product Spills
- Proper Handling of Food Allergen
- Raw Ingredient Use Recording
- Recycling
- Rework
- Sanitation (Cleaning and Sanitizing)
- Stormwater Prevention
- Waste and Wastewater Management
- Welding/Cutting/Brazing

#### **OSHA 10 (OSHA Certified Instructor)**

- OSHA 10

#### **HAZWOPER**

- Hazwoper

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

### **Productive Lab Hours**

0 - 60

#### **MANUFACTURING SKILLS (1:3)**

- Equipment Operation, Maintenance & Troubleshooting
- Fork Lift
- Labeling Systems
- Welding/Cutting/Brazing



**CBT Hours**

0 – 24

**MANUFACTURING SKILLS**

- Bacteria Basics (0.23)
- Back to Work. Back to Safety. Re-gaining Safety Habits after Time Away from Work (0.2)
- Basic Food Facility Defense (0.32)
- Basic Food Facility Defense – Distribution (0.25)
- Cellphones in the Workplace: A Dangerous Distraction (0.14)
- Cleaning and Sanitizing Procedures for Food Manufacturers (0.37)
- Combustible Dust (0.28)
- Confined Space for Affected Employees (0.22)
- Confined Space for Attendants (0.35)
- Controlling Salmonella in Food Manufacturing (0.32)
- Dangerous Microorganisms in Food Manufacturing (0.4)
- Dealing with Drug and Alcohol Abuse for Managers and Supervisors (0.2)
- Driver Food Safety Standard Operating Procedures (0.17)
- Effective Pest Control Practices (0.32)
- Effective Record Keeping Practices (0.23)
- Electrical Safety (0.48)
- Electrical Safety for Everyone (0.21)
- Ethical Situations to Consider (0.34)
- EQ Toolbox: How to be More Self Aware (0.03)
- EQ Toolbox: Becoming Socially Aware (0.04)
- Emergency Preparedness and Response (0.23)
- Environmental Monitoring Basics (0.37)
- Food Safety for Selectors – Overview (0.2)
- Foodborne Illness and Employee Reporting (0.37)
- Forklift Safety Lessons for the Safe Operator (0.15)
- GHS Hazard Communication: Pictograms and Hazards (0.43)
- GHS Hazard Communication: Pictograms and Hazards – Refresher (0.18)
- GHS Hazard Communication: Safety Data Sheets (0.42)
- GHS Hazard Communication: Safety Data Sheets – Refresher (0.18)
- GHS Hazard Communication: Standard Labels (0.35)
- GHS Hazard Communication: Standard Labels – Refresher (0.2)
- GLPs: Overview of Good Laboratory Practices (0.18)
- GMPs for Maintenance Personnel (0.28)
- GMPs: Effective Hand Washing Techniques (0.28)
- GMPs: Personal Hygiene – Distribution (0.22)
- GMPs: Personal Hygiene - Fluid Products (0.2)
- GMPs: Promoting Personal Hygiene (0.27)
- Good Housekeeping: Everyone's Responsibility (0.18)
- Hand and Power Tools (0.33)
- Hazardous Communication (pre-GHS) (0.35)
- High Lift Truck Review (0.27)
- Introduction to Clean in Place (0.23)
- Introduction to Food Allergens (0.28)
- Introduction to Food Fraud (0.23)
- Introduction to Food Safety Standards (0.3)

- Introduction to FSMA (Food Safety Modernization Act) (0.22)
- Introduction to Hazard Communication (0.25)
- Introduction to Root Cause Analysis (0.28)
- Lean Manufacturing (0.27)
- Lessons Learned from Hand Injuries (0.2)
- Lift Truck Operator Overview (0.28)
- Lift Truck Safety Awareness (0.28)
- Loading Food Safety Standard Operating Procedures – Overview (0.23)
- Lock Out Tag Out Procedures (0.33)
- Machine Guarding (0.38)
- Material Handling – Distribution (0.28)
- More High-Impact Lockout/Tagout (0.21)
- Move it Safely: Avoiding Injury While Moving Materials (0.2)
- Overview of Dangerous E-coli (0.37)
- Overview of Preventive Controls (0.28)
- Pallet Truck Review (0.22)
- Preventing Food Contamination (0.37)
- Preventing Foodborne Illness (0.27)
- Proper Handling of Food Allergens (0.3)
- Receiving Food Safety Standard Operating Procedures – Overview (0.25)
- Recognize Eye Strain (0.01)
- Safety Decision-Making: Overcoming Human Nature (0.19)
- Transportation (0.28)
- Understanding Listeria and its Danger to Food (0.35)
- Waste Management Procedures and Proper Disposal (0.22)

### **HAZARDOUS MATERIALS SKILLS**

- Ammonia Accident Prevention (0.25)
- Ammonia Awareness (0.22)
- Asbestos Awareness (0.27)
- Overview of Hazard Analysis Critical Control Point (HACCP) (0.27)
- Overview of Hazard Analysis Critical Control Point (HACCP) for Supervisors (0.42)

### **BUSINESS SKILLS**

- Communicating Effectively in the Workplace (0.28)
- Communication and Trust (0.25)
- Effective Teamwork: Teamwork and What Destroys It (0.12)
- Effective Teamwork: How to Better the Team and Synergy (0.22)
- Effective Teamwork: The Ideal Functional Team (0.17)
- Leading Change (0.48)
- Leaders Working with Leaders: Building Your Team (0.04)
- Manage Yourself in the Midst of Conflict (0.04)
- Managing Conflict Step-By-Step (0.03)
- Mindset of an Effective Supervisor: Positive Attitude (0.38)
- Mindset of an Effective Supervisor: Respect (0.22)
- Powerful Listening Skills (0.03)
- Solving Problems at Work (0.33)
- Styles of Command and Leadership: Styles of Command (0.31)

- Styles of Command and Leadership: How to Obtain Collaboration (0.13)
- Styles of Command and Leadership: Leadership (0.31)

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:

**Lucix Corporation**

**Contract Number: ET20-0298**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Ventura   | 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: 124   | U.S.:124            | Worldwide: 124  |
| <u>Turnover Rate:</u>                                 | 9%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 8%  |                     |   |

### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$347,440   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$197,800                |

**TRAINING PLAN TABLE**

| Job No. | Job Description                                    | Type of Training  | Estimated No. of Trainees | Range of Hours    |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--|---|---------------------------|-------------------|-----|--------------------------|---------------------|
|         |  |   |                           | Class /Lab        | CBT |                          |                     |
| 1       | Retrainee Priority Rate                            | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills | 120                       | 8-200             | 0   | \$1,380                  | \$18.34             |
|         |  |   |                           | Weighted Avg: 60  |     |                          |                     |
| 2       | Retrainee Priority Rate<br>Job Creation Initiative | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills | 7                         | 8-200             | 0   | \$4,600                  | \$15.00             |
|         |  |   |                           | Weighted Avg: 200 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.34 per hour for Ventura County;

Job Number 2: \$15.00 per hour for Ventura 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 \$0.83 per hour may be used to meet the Post-Retention Wage in Job Number 1. No Health Benefits will be used in Job Number 2.

| Wage Range by Occupation |                    |                         |
|--------------------------|--------------------|-------------------------|
| Occupation Titles        | Wage Range         | Estimated # of Trainees |
| Production Staff         | \$17.51 - \$33.59  | 69                      |
| Administrative Staff     | \$17.51 - \$49.40  | 18                      |
| Program Manager          | \$69.71 - \$77.25  | 2                       |
| Engineer                 | \$25.00 - \$91.00  | 20                      |
| Quality Staff            | \$21.89 - \$52.49  | 8                       |
| Manager/Supervisor       | \$52.96 - \$118.00 | 10                      |

**INTRODUCTION**

Founded in 1999, Lucix Corporation (Lucix) ([www.lucix.com](http://www.lucix.com)) is a manufacturer of Satellite Payload Radio Frequency (RF) units and subsystems. Lucix's qualified heritage satellite and space hardware includes Low Noise Amplifiers, Oscillators Assemblies, Beacons, Down Converters and Up Converters, Receivers, Power Monitors, Phase-Locked Dielectric Oscillators, and Central Power Supply Units. All hardware is designed, qualified, manufactured, tested and shipped from its facility in Camarillo, where proposed training will be provided.

Lucix's customer base includes major Satellite Original Equipment Manufacturers (OEM) such as Airbus, Boeing, General Dynamics, Lockheed Martin, Maxar/SSL, Mitsubishi, Northrop Grumman, Thales, and Viasat.

## **Veterans Program**

Lucix does not currently have a specific Veterans recruitment program in place; however, the Company has existing Veterans in its workforce.

## **PROJECT DETAILS**

This will be Lucix's first ETP Contract. The company is in a highly specialized and niche market requiring a significant need to keep employees' skills up to date. The company's manufacturing process is long term with a series of highly specialized steps its products go through. Historically, employees become highly specialized in only one facet of production. The proposed training will include upgraded skills improvement and cross-training in various facets of production to ensure trainee competencies and overall efficiency. Some of the Company's customers require specific certifications to be able to work on specific jobs; for example, NASA has a highly valued certification for production workers within the industry and 200 hours of the proposed training plan will increase its ability to NASA-certify their trainees.

Training will also include upgrades and new software being implemented by the Company such as SolidWorks 2020, a Computer Aided Design (CAD) software package; and High Frequency Structure Simulator (HFSS), a commercial tool used for antenna design and complex radio frequency electronic circuits; as well as utilization of existing software/systems such as Apteon Enterprise Resource Planning and Halogen System SQL Programming.

## **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Although training for newly-hired employees may be subject to a lower post-retention wage of \$15.00, the Job Creation trainees in this proposal will be paid at a minimum of \$17.51 per hour.

To meet customer demand and maintain its market share, Lucix is expanding its business capacity, adding new employees in Production. Lucix will hire at least seven new employees (Job Number 2) to fill in a new production shift. The Job Creation training plan will include a program which consists of eight weeks of initial training for 360 hours and will continue with other courses to become NASA-certified. Lucix understands that ETP will only fund up to a maximum of 200 hours.

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**

**Business Skills:** Training will be offered to all occupations to develop skills and understanding of business and processes. Course topics include Program Management, Product Knowledge, and Business and Financial Acumen.

**Computer Skills:** Training will be offered to all occupations to utilize the company's software and system tools and MS Office to their full potential. These are critical to understanding its workflow and ensuring that the production and business sides interact together properly.

**Continuous Improvement:** Training will be offered to all occupations and will focus on manufacturing process improvement. Training will include Lean One Process, Statistical Process Control, and Root Cause Analysis. Lean process is driven by both customer and industry demands to improve the overall efficiency of its business and operation goals. Training will also

be offered across all disciplines to create a more robust quality environment. Leadership Skills training will be provided to Managers and Supervisors to effectively manage staff and improve employee productivity.

**Manufacturing Skills:** Training will be offered to Production Staff in manufacturing processes, including Soldering, Wire Bonding, Staking & other critical manufacturing skills. This will allow for a more agile and interchangeable manufacturing operation. Training will also enhance technical skills and ensure understanding of the production processes.

### **Commitment to Training**

Lucix spends approximately \$125,000 for staff training and development annually. Training included new hire orientation, sexual harassment prevention, safety, and on-the-job training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

The Senior Director of Human Resources will be responsible for overseeing all aspects of this project. Internal contract administration will be managed by the Supervisor of Manufacturing Operations and Senior Accountant. They will coordinate, plan and manage collection of rosters from trainers.

Lucix has a detailed training schedule in place and is ready to begin training upon Panel approval. Training will be provided by in-house experts and vendors as needed. Training of engineering-level trainees will be led by in-house subject matter experts with advanced degrees (BS, MS, PhD, and MBA) and 45 years of experience in engineering and operations management. Production training will be provided by in-house subject matter experts who are Certified NASA and IPC trainers with over 20 years of combined experience in the field.

### **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 Acumen
- Communication
- Financial Analysis
- New Product Innovation
- Product Knowledge
- Program Management

**COMPUTER SKILLS**

- Halogen System
- High Frequency Structure Simulator
- Microsoft Office (Advanced & Intermediate)
- SolidWorks
- SQL Programming

**CONTINUOUS IMPROVEMENT**

- Lean One Process
- Process Improvement/Updates
- Corrective Action
- Internal Auditing
- Root Cause Analysis
- Leadership Skills
- Statistical Process Control

**MANUFACTURING SKILLS**

- Active Burn-In Setup
- Auto Wire Bonding
- Automated Test Software
- Beacons/MRO
- Conformal Coating - Various Methods
- Converter C3IM Cal
- Converter Gain/Conversion Loss Cal
- De-Embedding PNAx
- Down/Up Converters
- Epoxy Attach
- Hot S22 PNAx
- Inspection
- Low Noise Amplifiers
- Mixer/Converter - Tune & Test
- Multiplier Tuning
- NoiseFigure PNAx
- Oscillators
- Phased Locked Dielectric Resonating Oscillator (PLDRO)
- Soldering
- Solid State Power Amplifier
- Standard C3IM Cal



- Standard Gain/Isolation Cal
- Standard ReturnLoss Cal
- Temp Comp - Calibration & Test
- ThermalVac
- Vibration Setup
- Wire Bonding

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:

**Pacific Building Group**

**Contract Number: ET20-0328**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | SET<br>Retrainee<br>Priority Rate<br>Job Creation Initiative        | Industry Sector(s): | Construction (C)<br><br>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: 130   | U.S.: 130           | Worldwide: 130   |
| <u>Turnover Rate:</u>                                 | 17%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 8%  |                     |  |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$229,404                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$182,850                |

**TRAINING PLAN TABLE**

| Job No. | Job Description                | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--------------------------------|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                                |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee SET Priority Rate    | Business Skills, Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30 | 125                       | 8-200            | 0   | \$1,219                  | \$25.01             |
|         |                                |  |                           | Weighted Avg: 53 |     |                          |                     |
| 2       | Job Creation SET Priority Rate | Business Skills, Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30 | 25                        | 8-200            | 0   | \$1,219                  | \$15.20             |
|         |                                |  |                           | Weighted Avg: 53 |     |                          |                     |

**Minimum Wage by County:** Job Number 1 (SET): (Retrainee - Priority) - \$25.01/ hr.; Job Number 2: (Job Creation) - \$15.20/ hr. 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

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 |
| <b>Job Number 1</b>      |                 |                         |
| Carpenters               | \$25.50-\$42.53 | 60                      |
| Superintendents          | \$26.00-\$60.58 | 30                      |
| Project Managers         | \$36.06-\$70.63 | 10                      |
| Project Engineers        | \$31.01-\$45.43 | 6                       |
| Project Coordinator      | \$26.00-\$39.42 | 7                       |
| Estimators               | \$39.66-\$52.88 | 5                       |
| Office Staff             | \$25.25-\$38.22 | 7                       |
| <b>Job Number 2</b>      |                 |                         |
| Carpenters               | \$25.50-\$42.53 | 20                      |
| Superintendents          | \$26.00-\$60.58 | 5                       |

**INTRODUCTION**

Founded in 1984, and located in San Diego County, Pacific Building Group is a general contractor specializing in framing & drywall installation. Customers include but are not limited to, real estate developers, local hospitals, Universities, as well as General Atomics, the San Diego Zoo, San Diego Safari Park, and Callaway Golf. This will be the Company's first ETP Project.

## **Veterans Program**

Pacific Building Group is committed to hiring and retaining Veterans and is proud to be a part of the San Diego Military Community that supports servicemen and their families. Although the Company does not currently have a formal recruiting program for Veterans, Pacific Building Group encourages the hiring and retention of veterans.

## **PROJECT DETAILS**

Pacific Building Group is looking to expand its footprint within the community with the introduction of new, unique innovative techniques while maintaining project efficiency. The Company will also introduce and implement a new Enterprise Resource System (Procore). Training will allow the Company to stay current with the latest technologies and safety standards to maintain the innovative environment currently fostered within the Company.

The Company will also provide staff with the opportunity for cross-training to further skills necessary for innovation as well as increase internal flexibility to achieve efficiency. More seasoned trainees will receive more advanced, cross-functional skills in project management to achieve higher skill levels to foster the continued growth of employees under management leadership.

The training plan will include Business Skills, Commercial skills, Computer Skills, and Continuous Improvement. The Safety certifications the Company will focus on include: annual trainer certification updates, quarterly STS-C certification updates, and quarterly OSHA 30 and OSHA 10 updates.

With the assistance of ETP funding, the Company will be able to design and implement targeted training modules for each occupation. Further, the Company will be able to develop its internal professional development training program and implement an annual mandatory training program companywide.

## **Retrainee - Job Creation**

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

Pacific Building Group will expand business capacity by hiring new employees. Over the last 12 months, the Company experienced a 10% growth in revenue. As growth continues, the Company must increase staff to keep up with job demands. To that end, the Company will hire twenty-five new employees (Job Number 2) over the next two years. The date-of-hire for trainees will be within the three months 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 E-Learning delivery methods in the following:

**Business Skills:** Training will be offered to Project Managers, Project engineers, IT Staff, and Management Staff. Training will provide workers with the skills required to manage client communications and relationships, ensure better interdepartmental communication, and increase management skills necessary to maintain projects goals and deadlines.

**Computer Skills:** All Staff will receive training in Computer Skills. This training will focus on the implementation of Procore, as well as the use of Bluebeam and Primavera P6 to ensure the effective use of systems and equipment to maintain current project goals and demands.

Superintendents and Carpenter foremen will also receive training in Microsoft Office Suite Advanced. Training will improve project efficiency.

**Continuous Improvement:** All staff will receive training in Continuous improvement. This training will focus on enhancing current skills to foster an innovative environment. Training will include teambuilding, problem-solving, change management, and performance management, and will enhance current skills and foster innovation essential to maintain the Company's current growth.

### **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.

### **E-Learning / Alternative Recordkeeping**

In addition to class/lab, the Company also respectfully requests to use E-Learning as a delivery method for this project. Training to be delivered includes all skills mentioned above. Additionally, the Company will be using alternative recordkeeping, approved by staff, due to Covid19 restrictions.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

### **Temporary to Permanent Hiring**

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

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

➤ Training Infrastructure

The project will be overseen by the Director of Safety Operations and Development, assisted by the Director of Operations. As most of the training will be conducted by Pacific Building Groups in-house training team, there is also a four-person team that will help manage the project. The team will assist in project administration and the training program implementation.

**Impact/Outcome**

ETP-funded training will enable Pacific Building Group to introduce a companywide comprehensive training plan to enhance the skills of all staff within the company. Further, the enhanced skills will allow for flexibility and increase efficiency to maintain the Company's community footprint.

ETP-funded training will also allow for upward mobility for all staff, with the introduction of a new comprehensive internal training plan that will enhance the skills of the workforce companywide.

**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/ E-Learning Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication Skills
- Organizational Skills
- Learning Management System Training

**COMPUTER SKILLS**

- Procure
- Bluebeam
- Primavera P6
- Microsoft Office Advanced

**CONTINUOUS IMPROVEMENT**

- Teams & Team Building
- Leadership skills
- Problem Solving
- Communication Skills
- Lean Manufacturing
- Environmental Management System (EMS) Implementation
- Quality Management Systems
- Supply Chain Optimization
- Strategic Planning and Policy Deployment
- Leading Change
- Time Management
- Performance Management

**COMMERCIAL SKILLS**

- Presentation Skills & Techniques
- Effective Contract Management
- Fall Protection
- Forklift Operation
- Scaffold Competent Person
- Rigging
- Trenches & Excavations
- Aerial & Boom Lifts
- Safety Awareness on Site (SAFE)
- Foundations for Safety Leadership

**HAZARDOUS MATERIALS**

- Osha 10
- Osha 30
- Global Harmonization
- Respiratory Protection
- Safety Data Sheets

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:

### Pattern Energy Group One LP dba Pattern Energy Group Services LP

Contract Number: ET20-0296

Panel Meeting of: May 15, 2020

ETP Regional Office: San Francisco Bay Area

Analyst: E. Valladolid

#### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br>Utilities (22)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Francisco, Imperial, Shasta, 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: 213   | U.S.: 458           | Worldwide: 642  |
| <u>Turnover Rate:</u>                                 | 11%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 17%   |                     |   |

#### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$215,000   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$198,030                |



**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<br>Priority Rate    | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Mfg. Skills,<br>PL- Mfg. Skills | 195                       | 8-200               | 0-56 | \$966                    | \$18.34             |
|         |                               |  |                           | Weighted Avg:<br>42 |      |                          |                     |
| 2       | Job Creation<br>Priority Rate | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Mfg. Skills,<br>PL- Mfg. Skills | 10                        | 8-200               | 0-56 | \$966                    | \$15.00             |
|         |                               |  |                           | Weighted Avg:<br>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: \$20.00 per hour for San Francisco County and \$18.34 per hour for San Diego, Imperial, and Shasta Counties.

Job Number 2: \$16.67 per hour for San Francisco County, \$15.20 per hour for San Diego County, and \$15.00 per hour for Imperial 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

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

Job Number 2: Up to \$1.64 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation            |                   |                         |
|-------------------------------------|-------------------|-------------------------|
| Occupation Titles                   | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (Retrainee):</b>    |                   |                         |
| Accounting/Finance Staff            | \$15.84 - \$33.78 | 35                      |
| Administrative Staff                | \$15.84 - \$26.66 | 30                      |
| Director/Manager/Supervisor         | \$21.43 - \$49.06 | 35                      |
| Engineering Staff                   | \$22.58 - \$47.19 | 30                      |
| Information Technology Staff        | \$21.74 - \$40.71 | 15                      |
| Marketing/Sales Staff               | \$18.02 - \$45.30 | 15                      |
| Technical Support Staff             | \$18.02 - \$42.22 | 35                      |
| <b>Job Number 2 (Job Creation):</b> |                   |                         |
| Accounting/Finance Staff            | \$15.46 - \$31.53 | 2                       |
| Administrative Staff                | \$15.03 - \$24.31 | 2                       |
| Director/Manager/Supervisor         | \$21.39 - \$48.96 | 1                       |
| Engineering Staff                   | \$22.55 - \$46.54 | 2                       |

|                              |                   |   |
|------------------------------|-------------------|---|
| Information Technology Staff | \$20.70 - \$46.01 | 1 |
| Marketing/Sales Staff        | \$17.99 - \$43.25 | 1 |
| Technical Support Staff      | \$16.62 - \$41.41 | 1 |

## **INTRODUCTION**

Founded in 2012 and headquartered in San Francisco, Pattern Energy Group One LP dba Pattern Energy Group Services LP (Pattern Energy) ([www.patternenergy.com](http://www.patternenergy.com)) designs, builds, and maintains wind and solar systems. The Company's customers include Sacramento Municipal Utility District (SMUD), Pacific Gas & Electric Company, San Diego Gas & Electric, Southern California Edison, and Amazon Web Services (AWS). This will be the Company's first ETP Contract.

Pattern Energy will be the lead employer in this proposal with its parent Pattern Energy Group Inc. (Pattern Energy is a wholly owned subsidiary of Pattern Energy Group Inc., an independent publicly-traded renewable-energy company.) Pattern Energy Group Inc. owns and operates wind and solar energy generation facilities in the United States, Canada, and Japan. ETP training will be delivered at its San Francisco, Ocotillo, Burney, and San Diego facilities.

### **Veterans Program**

Veterans are not categorized under a separate Veterans' Job Number in this proposal, but Pattern Energy is committed to veteran inclusion and encourages veterans to apply for positions within.

## **PROJECT DETAILS**

Newly constructed wind and solar facilities led to substantial business capacity growth for Pattern Energy. To remain competitive, the Company needs to increase its workers' operational capacities through the promotion of equipment optimization and reliability, monitoring and fleet management, and proprietary resource and financial modeling. New employees will be introduced to and incumbent trainees will be cross-trained on new computer technology, advanced-business processes, and the design and installation of new facilities. This proposal will assist Pattern Energy with meeting customer demand for clean energy.

### **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.

Pattern Energy recently experienced business-capacity growth after expanding its number of wind and solar facilities. The Company will hire 10 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. ETP-funded training will promote the Company's growth

### **Training Plan**

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

**Business Skills:** This training will be offered to all occupations. Courses include Team Development, Marketing, Product Knowledge and Processes.

**Computer Skills:** This training will be offered to all occupations. Courses include Intermediate/Advanced Microsoft Office, Power Business Intelligence and Dynamics 365.

**Continuous Improvement:** This training will be offered to all occupations. Courses include Project Management, Lean Techniques and Production Operations.

**Manufacturing Skills:** This training will be offered to Technical Support Staff. Courses include Machine Electronics, Powertrain Systems, and Advanced Electrical Equipment.

### **Productive Lab (PL) – Manufacturing Skills**

Trainees may produce goods for profit as part of the PL training in the courses identified under the curriculum.

Technical Support Staff will receive PL training while cross training on equipment and/or during the manufacturing process. Some of the courses include Advanced Electrical Equipment, Assembly Procedures, and Integrated Electrical Systems.

PL training will not exceed 60 hours per trainee. Since Pattern Energy's Technical Support Staff will be working in shift groups, PL training will be delivered using a 1:3 ratio. The ratio will help ensure consistency during training delivery and task implementation. Additionally, the ratio is necessary since trainees will need to meet installation and production deadlines as they construct new wind systems at remote job sites.

### **Temporary to Permanent Hiring**

The Company will train 10 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 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.

### **Electronic Recordkeeping/LMS**

Pattern Energy will use a Learning Management System (LMS) to schedule, track and document training. The system has been reviewed and approved by ETP Staff.

### **Commitment to Training**

ETP funds will not displace the Company's existing financial commitment to training. Pattern Energy has an annual training budget of \$320,000 for California. Training includes mandatory company-wide training including Troubleshooting Processes, Pattern Software Applications, and Equipment Maintenance/Repair Skills. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

Pattern Energy's Senior Manager (dedicated administrator) will oversee the project with assistance from a Talent Development Associate and an Internal Communications Manager. ETP training will be delivered by ten in-house subject-matter experts consisting of Leads, Managers,

and Supervisors. Additionally, Pattern Energy has contracted with a third-party consultant, National Training Company, Inc. (NTC), to assist with administration.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

NTC of Irvine assisted in the development of this proposal for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

N/A

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

8–200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting Skills
- Business Processes
- Communication Skills
- Critical Conversations
- Getting Things Done
- Identifying Customer Needs
- Interpersonal Skills
- Marketing Techniques
- Product Knowledge
- Team Development Skills

**COMPUTER SKILLS**

- Computerized Inventory
- Dynamics 365
- Enterprise Resource Planning System
- Internet Applications
- MS Office (Intermediate and Advanced)
- Power Business Intelligence
- Project Management Software

**CONTINUOUS IMPROVEMENT**

- 6 Sigma Processes
- Decision Making
- Lean Manufacturing
- Process Improvement
- Project Management
- Resolving Production Problems
- Standard Operating Procedures
- Team Problem Solving

**MANUFACTURING SKILLS**

- Advanced Electrical Equipment
- Assembly Procedures
- Electrical Systems
- Equipment Operation
- Equipment Troubleshooting
- Failure Analysis
- Fork Lift
- Machine Electronics
- Parts and Products
- Powertrain Systems
- Production Operations
- Production Processes
- Production Techniques
- Project Design

- Service Report Writing
- Technical Specifications

**Productive Lab (PL) Hours**

0-60

**MANUFACTURING SKILLS (limited ratio 1:3)**

- Advanced Electrical Equipment
- Assembly Procedures
- Equipment Failure Analysis
- Integrated Electrical Systems
- Standard Operating Procedures
- Technical Tools

**CBT Hours**

0-56

**CONTINUOUS IMPROVEMENT**

- Assessing Poor Performance (4 hours)
- Building Trust (4 hours)
- Change Management (2 hours)
- Communicating Proactively (2 hours)
- Making High Quality Decisions (4 hours)
- Problem Solving (2 hours)
- Retaining Talent (4 hours)
- Running Effective Teams (2 hours)

**COMPUTER SKILLS**

- Excel- Data Formatting (1 hour)
- Excel- Pivot Tables and Pivot Charts (1 hour)
- Excel- PivotTable Filters (1 hour)
- Excel- Visual Elements (1 hour)
- PowerPoint- Visual Enhancements (1 hour)

**MANUFACTURING SKILLS**

- Electrical Systems (4 hours)
- Inspection Procedures (3 hours)
- Resolving Installation Problems (3 hours)
- Solar System Infrastructure (2 hours)
- Standard Operating Procedures (4 hours)
- Wind System Infrastructure (2 hours)

**BUSINESS SKILLS**

- Conflict Resolution Principles (1.5 hours)
- Essentials of Communication (1.5 hours)
- Intro to Managerial Accounting (1.5 hours)
- Introduction to Project Management (1 hour)
- Project Design and Development (1.5 hours)
- Quality and Customer Service (1.5 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.



**Training Proposal for:**  
**S. Martinelli & Company**  
**Contract Number: ET20-0334**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** S. Wang

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>Veterans  | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Santa Cruz  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local 912 |                     |   |
| Number of Employees in:                               | CA: 285   | U.S.: 295           | Worldwide: 295  |
| <u>Turnover Rate:</u>                                 | 2%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 4%  |                     |   |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$83,122                     |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$83,122                 |

**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<br>Priority Rate             | Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, PL - Mfg. Skills | 135                       | 8-200            | 0   | \$598                    | \$18.34             |
|         |  |  |                           | Weighted Avg: 26 |     |                          |                     |
| 2       | Retrainee<br>Priority Rate<br>Veterans | Business Skills, Computer Skills, Cont. Improv., Mfg. Skills, PL - Mfg. Skills | 4                         | 8-200            | 0   | \$598                    | \$18.34             |
|         |  |  |                           | Weighted Avg: 26 |     |                          |                     |

**Minimum Wage by County:** \$18.34 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 \$1.44 may be used to meet the post-retention wage.

| Wage Range by Occupation     |                   |                         |
|------------------------------|-------------------|-------------------------|
| Occupation Titles            | Wage Range        | Estimated # of Trainees |
| <b>Job 1: Retrainee</b>      |                   |                         |
| Administrative Staff         | \$20.25 - \$42.00 | 31                      |
| Managers / Supervisors       | \$38.00 - \$49.00 | 6                       |
| Production Staff             | \$16.90 - \$37.18 | 90                      |
| Stockroom Staff              | \$19.64 - \$22.08 | 3                       |
| Quality Assurance Technician | \$21.47 - \$28.32 | 5                       |
| <b>Job 2: Veterans</b>       |                   |                         |
| Production Staff             | \$16.90 - \$37.18 | 3                       |
| Stockroom Staff              | \$19.64 - \$22.08 | 1                       |

**INTRODUCTION**

Founded in 1868 and headquartered in Watsonville, S. Martinelli & Company (Martinelli's), ([www.martinellis.com](http://www.martinellis.com)), markets and manufactures apple-flavored beverages such as apple cider, apple juice, and mulling spices. The manufacturing process begins with a blended variety of locally grown apples which are thoroughly washed and hand-sorted to remove any defects. The apples are processed into pulp, cold pressed to release the juices. The juice is then flash-pasteurized, hot-filled into new bottles, capped, and quickly cooled to retain the fresh apple flavor.



ETP training will be delivered at the Company's Watsonville facility.

Martinelli's customers include large grocery retail chain such as Target, Costco Wholesale, BevMo, Sam's Club, WinCo Foods, and many more. This will be its first ETP-funded Contract.

## **Veterans Program**

In this proposal, Martinelli's will be training 4 Veterans (Job Number 2). The Company encourages veterans to apply for position openings. Positions are posted and collective-bargaining agreement (CBA) employees can test / bid for the position if it consists of a higher classified role. If this process is unsuccessful, the position is also posted externally on the Company's recruitment site.

## **PROJECT DETAILS**

At Martinelli's, technologies and machinery procedures are often changing. The Company recently installed a new machine called Combo Line Robot, which processes different combinations of ciders in a box, encloses it, and prepares the package from start to finish. It eliminated laborious manual work and results in a faster production outcome. Training is needed to enhance trainee's manufacturing skills and cross-functional knowledge. Training will also assist with employee retention and career ladder development.

## **Training Plan**

The following training will be delivered via Class/Lab, E-Learning, and Productive Lab (PL):

**Business Skills:** This training will be offered to all occupations. Topics include Communication Skills, Strategic Measurement, and Operational Excellence to ensure the best business practices when talking to customer and internal staff.

**Computer Skills:** This training will be offered to Administrative Staff, Managers/Supervisors, and Quality Assurance Technicians. Training topics includes Automatic Data Processing System and RedZone Production System. Training will ensure staff understands each systems function to run it properly.

**Continuous Improvement:** This training will be offered to Administrative Staff, Manager/Supervisors, and Quality Assurance Technicians in course topics such as Project Management and Kaizen to learn the techniques of good business methods and to work as a team.

**Manufacturing Skills:** This training will be offered to all occupations in course topics such as Assembly Procedures, Cross-Training in Production Skills, Food Defense, and Machine/Equipment Operations. Training will ensure that staff will be knowledgeable with each production line.

## **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.

Martinelli has several production lines that yield different varieties of beverages and packaging techniques, each requiring different operating tools. The Company will use PL training in conjunction with Class/Lab training to deliver cross training in production, maintenance training, and machine operations. PL training will be delivered using a trainer-to-trainee ratio of 1:1 to approximately 20 Production Staff for a maximum of 40 hours per trainee. Production Staff who are subject-matter experts will conduct the PL training.

**Commitment to Training**

Martinelli's annual-training budget is approximately \$120,000 in California. The Company currently funds all training on government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Training is an ongoing initiative with a constant addition of product lines, so Martinelli will continue to train employees after completion of ETP 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**

Martinelli's Training Coordinator (dedicated administrator) will oversee all ETP-funded training. The Company's Senior Accountant will assist in scheduling training and documenting training hours. ETP training will be delivered by 10 to 12 internal trainers ranging from Plant Leads, Administrators, and Supervisors. Additionally, external-training vendors will be determined.

**Impact/Outcome**

Following ETP training, staff will attain documented certification of competency for each manufacturing tool and/or procedure learned. Certifications will be from courses such as Ammonia, Maintenance, and SQF Training. All certificates earned will be transferable.

**Union Support**

Production Staff are represented by Teamsters Local 912. The union has submitted a letter of support for this training project.

**Green/Clean Operations**

Martinelli's successfully met the standards of the Green Business Program via the City of Watsonville Program and exceeded the regulatory requirements to prevent pollution, reduce waste, conserve energy, and save water. The certification was granted to Martinelli on January 6, 2020.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

To Be Determined (TBD)

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication Skills
- Strategic Measurement
- Operational Excellence
- Plant Management

**COMPUTER SKILLS**

- Automatic Data Processing (ADP)- Human Resources System
- RedZone Production System
- Systems, Applications, and Products in Data Processing

**CONTINUOUS IMPROVEMENT**

- Project Management
- Kaizen

**MANUFACTURING SKILLS**

- Ammonia Training
- Assembly Procedures
- Cross Training in Production Skills
- Food Defense
- Forklift Training
- Good Manufacturing Practices (GMP)
- Hazard Analysis and Critical Control Points (HACCP)
- Inventory Control
- Machine / Equipment Operation
- Maintenance Training
- Parts and Stockroom Management Training
- Preventative Maintenance
- Purchasing Training
- Quality Assurance Methodologies
- Quality Assurance Testing, Inspection, and Equipment
- Safe Quality Foods Training (SQF)
- Sanitation
- Shipping and Receiving Training
- Utility Training

**Productive Lab (PL) Hours**

0-40

**PL - MANUFACTURING SKILLS (1:1 ratio)**

- Assembly Procedures
- Cross Training in Production Skills
- Preventative Maintenance
- Equipment Operation and Maintenance

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



Steven Lua  
Secretary-Treasurer

# TEAMSTERS LOCAL 912

*Affiliated with the*  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS

*and with*  
General Teamsters, Santa Cruz County, California; Cannery Warehouse Workers and Food Processors, San Jose, Santa Clara County and Alameda County, California.



Santos Lerma  
President

January 22, 2020

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We are aware that S. Martinelli & Company (Ref#20-0194) has submitted an application requesting an Employment Training Program contract with your office. This application is to increase the funding due to accelerated training needs. S. Martinelli & Company is working to increase its plant operations and transform it to a higher technology bottling processing plant. The training curriculum proposed by S. Martinelli & Company will significantly help to increase the capability of their employees and we do not want our members left behind because their skills may be lacking.

The Employment Training Program contract with your office is exactly what is needed to help these employees continue gaining the new skills required to operate in a continuous improvement environment. We believe that these kind of cooperative arrangements between labor and management are beneficial to all the parties and we fully support them and your efforts. We also have reviewed the proposed training plan and determined it to be in furtherance of both Union and Corporate objectives.

Teamsters Local 912 approves and is in full support of the proposed ETP-funded training. If I can be of further assistance, please do not hesitate to call.

Sincerely,

Santos Lerma Jr.  
Union President  
Teamsters Local 912

Steven Lua  
Secretary-Treasurer  
Teamsters Local 912



## RETRAINEE - JOB CREATION

Training Proposal for:

**Sciton, Inc.**

**Contract Number: ET20-0340**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** E. Valladolid

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Santa Clara   | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |
| Number of Employees in:                               | CA: 125   | U.S.: 195           | Worldwide: 220  |
| <u>Turnover Rate:</u>                                 | 3%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 7%  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$189,100                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$182,850                |

**TRAINING PLAN TABLE**

| Job No. | Job Description            | Type of Training  | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|----------------------------|---|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                            |   |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee Priority Rate    | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills | 120                       | 8-200            | 0   | \$1,219                  | \$20.00             |
|         |                            |   |                           | Weighted Avg: 53 |     |                          |                     |
| 2       | Priority Rate Job Creation | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL-Mfg. Skills | 30                        | 8-200            | 0   | \$1,219                  | \$16.67             |
|         |                            |   |                           | Weighted Avg: 53 |     |                          |                     |

**Minimum Wage by County: Job Number 1:** \$20.00 per hour for Santa Clara County.

**Job Number 2:** \$16.67 per hour for Santa Clara County.

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

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

Up to \$1.98 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 |
| <b>Job Number 1: Retrainee</b>    |                   |                         |
| Administrative Staff              | \$18.02 - \$23.29 | 15                      |
| Directors/Managers/Supervisors    | \$27.05 - \$47.30 | 10                      |
| Engineering Staff                 | \$25.75 - \$45.28 | 20                      |
| Leads                             | \$24.38 - \$33.91 | 10                      |
| Production Associates             | \$20.27 - \$34.93 | 40                      |
| Technical Support Staff           | \$23.61 - \$36.74 | 25                      |
| <b>Job Number 2: Job Creation</b> |                   |                         |
| Administrative Staff              | \$17.93 - \$23.18 | 5                       |
| Directors/Managers/Supervisors    | \$26.98 - \$46.21 | 1                       |
| Engineering Staff                 | \$24.67 - \$44.17 | 5                       |
| Leads                             | \$23.96 - \$32.94 | 5                       |
| Production Associates             | \$16.70 - \$34.80 | 9                       |
| Technical Support Staff           | \$21.69 - \$35.07 | 5                       |

**INTRODUCTION**

Founded in 1997 and headquartered in Palo Alto, Sciton, Inc. (Sciton) ([www.sciton.com](http://www.sciton.com)) manufactures advanced laser, light systems, and solutions for medical professionals worldwide.

The Company offers medical devices for micro-invasive fat reduction, fractional and full-coverage skin resurfacing, hair removal, phototherapy, wrinkle reduction, treatment of vascular and pigmented lesions, scar reduction, women's health, and acne. Sciton's customers are medical providers and health clinics. This proposal will be the Company's first ETP Contract. ETP-funded training will be delivered at its Palo Alto facility.

## **Veterans Program**

Veterans are not categorized under a separate Veterans' Job Number in this proposal, but Sciton is committed to veteran inclusion and encourages veterans to apply for positions within.

## **PROJECT DETAILS**

ETP funds will be used to cross train incumbent workers and to introduce the new trainees to all stages of its products life-cycle. This cycle includes design and development, production, storage and distribution, installation, and servicing of medical devices. Additionally, ETP training will be delivered to upskill staff on how to repair and provide failure analysis on the most advanced medical-equipment upgrades. At the same time, the Company will ensure best practices as it aims to carry out the quality-management processes specific to the medical-device industry.

## **Retrainee - Job Creation**

Training for newly-hired employees will be subject to a lower post-retention wage.

Sciton has experienced business-capacity growth due to an increase in product demand. Sciton will hire 30 net-new employees (Job Number 2). The Company expanded into a new building at its existing facility, housing these new employees. The new building will house specialized equipment to help production and testing needs. 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 will be delivered via Class/Lab, E-Learning, and Productive Lab (PL).

**Business Skills:** This training will be offered to all occupations. Courses include Business Processes & Performance, Communication Skills, and Marketing Strategies.

**Computer Skills:** This training will be offered to all occupations. Courses include Intermediate/Advanced Microsoft Office, AutoCAD (Autodesk Software), and Visual Resource Enterprise Resource Planning.

**Continuous Improvement:** This training will be offered to all occupations. Courses include Inspection Procedures, Root Cause Analysis, and Team Problem Solving.

**Manufacturing Skills:** This training will be offered to Production Staff and Technical Support Staff. Courses include Assembly Procedures and Methods, Component Fabrication, and Product Design & Development.

## **Productive Lab (PL)**

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum.

Production Associates and Technical Support Staff will receive PL in Manufacturing Skills. Sciton requests up to 60 hours of PL training to be delivered per trainee. PL will consist of cross-training on operating proprietary equipment proficiently in a safe and attentive environment. Training may

prevent product loss, decreased productivity, and/or worksite injuries. PL courses include Assembly Procedures, Component Fabrication Equipment, Repair Procedures, Electrical Equipment, Inspection Procedures, and Standard Operating Procedures.

PL training will be delivered using a 1:3 trainer-to-trainee ratio, since it is typically performed in shift groups. Shift groups ensure that training delivery and task implementation is delivered on a consistent basis. PL training will be delivered by Production Staff and Technical Support Staff possessing at least two years of equipment-operation experience.

### **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 three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **Commitment to Training**

Sciton has an estimated annual-training budget of over \$239,920 in California. The Company is committed to providing training to workers not included in this ETP proposal such as in proprietary-software training and manufacturing. 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**

Sciton’s VP of Finance (dedicated administrator) will be responsible for oversight and administration of training. The Company’s Director of Organizational Development will schedule classes, enroll trainees, verify rosters, track training hours, and resolve day-to-day issues. ETP training will be delivered by 15 internal subject-matter experts who will ensure training is delivered on time and according to ETP guidelines. A third-party vendor- National Training Company, Inc. (NTC) was hired to perform administrative tasks and to assist with ETP’s online systems.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

NTC of Irvine assisted in the development of this proposal for a flat fee of \$10,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined



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

8–200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Processes & Performance
- Communication Skills
- Marketing Strategies
- Compliance Training

**COMPUTER SKILLS**

- MS Office (Intermediate and Advanced)
- Synergy Resources Software
- Autodesk Software
  - AutoCAD (Computer-Aided Design)
- Infor, Inc.: Visual Enterprise Resource Planning Software
  - Customer Contacts
  - Quotes and Orders
  - Manufacturing and Planning
  - Purchasing
  - Production
  - Scheduling
  - Shipping
- Quick Modeling Language, Linux, and Javascript

**CONTINUOUS IMPROVEMENT**

- Increasing Productivity
- Inspection Procedures
- Operating Procedures
- Root Cause Analysis
- Sciton Quality Systems
- Setup Reduction
- Standard Work Instructions
- Team Problem Solving

**MANUFACTURING SKILLS**

- Assembly Procedures and Methods
- Component Fabrication
- Critical Design Review
- Cross-Functional Production Equipment Training
- Design Standards and Processes
- Electrical Systems
- Engineering & Design Procedures
- Equipment Maintenance
- Forklift Procedures
- Inspection Procedures
- Lean Manufacturing
- Lot Traceability

- Manufacturing Operating Procedures
- Manufacturing Techniques
- Material Specifications
- Product Design & Development
- Reading Technical Specifications
- Resolving Production Problems

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

**Productive Lab (PL) Hours**

0-60

**MANUFACTURING SKILLS (limited ratio 1:3)**

- Assembly Procedures
- Component Fabrication Equipment
- Repair Procedures
- Electrical Equipment
- Inspection Procedures
- Standard Operating Procedures

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



**Training Proposal for:**  
**Skyworks Solutions, Inc.**  
**Contract Number: ET20-0317**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

|   |   |                     |   |  |
|---|---|---------------------|---|--|
| Contract Attributes:                                  | Retrainee Priority Rate   | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |  |
| Counties Served:                                      | Orange, Ventura, Santa Clara  | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |  |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |  |
| Number of Employees in:                               | CA: 1,198   | U.S.:2,292          | Worldwide: 10,774   |  |
| <u>Turnover Rate:</u>                                 | 7%  |                     |   |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 10%   |                     |   |  |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$210,192                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$96,600                 |

**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<br>Priority Rate | Business Skills;<br>Computer Skills;<br>Continuous Impr;<br>Manufacturing Skills;<br>HAZWOPER | 200                       | 8-200               | 0   | \$483                    | \$18.34             |
|         |                            |   |                           | Weighted Avg:<br>21 |     |                          |                     |

**Minimum Wage by County:** Orange \$18.39, Ventura \$18.34, Santa Clara \$20.00

**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 \$2.38 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation |                 |                         |
|--------------------------|-----------------|-------------------------|
| Occupation Titles        | Wage Range      | Estimated # of Trainees |
| IT/Engineering Staff     | \$21.00-\$78.00 | 80                      |
| Operations Staff         | \$21.58-\$56.00 | 30                      |
| Technician Staff         | \$15.96-\$42.00 | 70                      |
| Supervisor/Manager       | \$39.00-\$88.00 | 15                      |
| Director                 | \$39.00-\$88.00 | 5                       |

**INTRODUCTION**

Skyworks Solutions, Inc. (Skyworks) ([www.skyworks.com](http://www.skyworks.com)) together with its consolidated subsidiaries, Advanced Analogic Technology Corporation, and Isolink Inc. will participate in this training proposal. The Company is headquartered in Woburn, Massachusetts with engineering, manufacturing, sales, and service locations in Asia, Europe, and North America. Its North America locations include California, Maryland, Iowa, North Carolina, Mexico, and Canada. The Company maintains four locations in California: Newbury Park, Irvine, San Jose, and Milpitas, all of which are subject to this proposal.

Skyworks and its subsidiaries design, manufacture and market high reliability analog and mixed signal semiconductors. Its products support automotive, broadband, cellular infrastructure, energy management, global position system, medical, military, wireless networking, smartphone and tablet applications. Examples of products include amplifiers, attenuators, circulators, detectors, diodes, directional couplers, front-end modules, hybrids, infrastructure RF subsystems, isolators, lighting and display solutions, power dividers/combiners, power management devices, receivers, switches and technical ceramics. Customers include Apple, Cisco, Ericsson, Foxconn, Northrop Grumman, Rockwell Collins, and Samsung.

## **Veterans Program**

Skyworks has recently added a veteran specific outreach to its recruiting process and works with the County of Ventura, Veterans Services office to specifically target veteran hiring.

## **PROJECT DETAILS**

This is Skyworks' 3<sup>rd</sup> proposal within the last 5 years. This proposed contract includes new content and training on new products and technologies and introduces updated content from two years ago. The previous project focused on the technology and customer demands prevalent at that time. As technology changes so rapidly, this proposed project will focus on new, updated technology and assimilating these advances into its business and culture. Additionally, this project will include newer employees that have not participated in previous ETP projects. Training will not be duplicated.

Skyworks is empowering the wireless networking revolution, connecting people, places, and things around the world. As the demand for ubiquitous "always on" connectivity increasingly expands, the Company's analog semiconductors are enabling communication platforms from global industry leaders, changing the way humans live, work, and learn.

New key products and technology are driving the need for training. These new technologies include, Wi-Fi 6, Internet of Things (IoT), and 5G. These technologies are changing rapidly and training is necessary to keep Skyworks employees up to date on the latest technological innovations.

Wi-fi 6 will provide faster, more reliable and efficient Wi-Fi coverage. The demand is becoming increasingly important as more devices and users are connected in smart homes. Skyworks recently announced that its advanced connectivity solutions are powering next generation Wi-Fi 6 devices from the world's leading connected home and mesh network providers, such as Arris, D-Link, Netgear, and TP-link. Internet of Things (IoT) connectivity has expanded far beyond smartphones and person-to-person communications to now encompass device-to-device networks in smart homes, industrial companies, automotive markets and many more. This rapid acceleration will have a transformative effect on the economy, giving rise to new business models, and significantly impacting everyday life. 5G is the next generation of mobile broadband that will eventually replace, or at least augment the 4G connection. 5G will transform the world, creating an ecosystem where everyone is connected to everything, all the time, and changing how we live, work, play, and learn. Skyworks is at the forefront of this sea of change.

These trends and emerging products represent significant growth opportunities for Skyworks given its differentiated product portfolio, scale, original equipment manufacturer relationships and integration skill-sets. Training on new technologies, new design methods, new manufacturing processes will allow the company's frontline workforce to design, produce, sell, and service these highly technical products necessary to remain competitive.

## **Training Plan**

This proposed project will allow Skyworks to implement new curriculum related to new products and technologies described herein and will allow it to expand the amount of training it can provide to incumbent and newly hired workforce.

**Business Skills:** Training will be offered to all occupations. Trainees will receive supplemental business skills in areas such as advanced customer support, new products/technologies, and

sales/marketing strategies. This will improve the ability of the workforce to better manage the overall business while implementing new products and technologies.

**Computer Skills:** Training will be offered to all occupations. Trainees will receive training on systems and computer applications.

**Continuous Improvement:** Training will be offered to all occupations. Trainees will receive an overview of Skyworks' unique operations model, as well as the skills and proficiency necessary for high-level efficiency, quality, and customer service. Training topics include advanced leadership skills, program/project management skills, process/performance implementation, and design improvement skills.

**Manufacturing Skills:** Training will be offered to IT/Engineering Staff, Quality Staff, and Technician Staff. This training will provide employees the knowledge to keep pace with the technological innovations occurring across the industry and will allow Skyworks to remain competitive and up-to-date to meet the demands of customers.

#### **HAZWOPER:**

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.

**E-Learning:** Training will be offered to all occupations. Topics will include several topics under computer skills and Business skills. This training delivery method will allow training to be held regularly while adhering to the social distancing & shelter in place orders due to the COVID 19 environment.

#### **Commitment to Training**

Skyworks 2020 annual training budget for California is \$500,000. Skyworks provides basic new-hire orientation, mandated harassment prevention, diversity and required OSHA training to its employees. In addition, it provides first aid/CPR/AED and other related training. The Company also provides an array of self-paced online training to its workforce. All of the above-listed training is provided by the Company at its own cost, and it will continue to provide such training along with any new government-mandated 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

Skyworks has a dedicated training staff in California who is responsible for training plan design, content design, and procurement, course scheduling, delivery coordination and training completion tracking. Skyworks will also utilize a Learning Management System (LMS) to assist with scheduling, tracking, and record keeping. Skyworks has designated two staff persons to meet with ETP staff and administer the ETP project in conjunction with its third party administrator. The

Company has training coordinators at each facility who will oversee that training data is correctly documented in the learning management system. Training will be facilitated by in-house subject-matter experts and vendors as needed.

## **Directors**

Skyworks and its subsidiaries will train Directors who do not set company policy and report to Sr. Directors. The Directors participate with other senior managers to establish corporate strategic plans and objectives, and they are involved in the overall responsibility for planning, budgeting, implementing and maintaining costs, methods and employees. They may also interact with customers during negotiations. Directors may have direct reports, which varies by function and department.

## **Electronic Recordkeeping/LMS**

Skyworks is using an electronic learning management system to track training completion and to ensure accurate record keeping. ETP staff has reviewed and approved the learning management system.

## **Green/Clean Operations**

Skyworks is dedicated to minimizing its environmental footprint and cultivating safe and productive workplaces. Its policies and programs drive improvements affecting the environment, health and safety, and ethics and labor practices. The Company fosters accountability throughout all levels of the organization utilizing a proven management structure that undergoes frequent and rigorous internal and third-party audits. Skyworks also prioritizes responsibility, integrity and legal compliance with partners throughout its global supply chain. As a member of the Responsible Business Alliance (RBA), the Company works closely with its customers, suppliers, and competitors to ensure the sustainability of the industry. In 2018 alone, the company realized:

- 106 million gallons of water savings.
- 72,200 megawatt hours of energy savings
- 9,297 CO2 equivalent emissions averted
- 526,000 pounds of hazardous waste generation avoided
- 102,000 pounds of municipal waste kept out of landfills

## **Nanotechnology**

Skyworks' broad product portfolio supports a wide range of markets such as Wi-Fi connectivity, Automotive, Satellite Communications, Smart Energy Solutions, and Medical and Military technology. These products and industries utilize Nano materials and Nano technology devices, of which Skyworks products are an integral part.

## **Temporary to Permanent Hiring**

The Company will train up to 10 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 1). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for "converting" temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **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<br>\$ % |
|--------------|-----------------|-----------------------|-----------------|------------------------|
| 18CS-0028    | Statewide       | 12/31/17-<br>12/30/19 | \$88,640        | \$88,640 (100%)        |
| ET15-0413    | Statewide       | 04/27/15-<br>04/26/17 | \$41,760        | \$37,367 (89%)         |

### **DEVELOPMENT SERVICES**

Skyworks retained Training Funding Partners in Fountain Valley to assist with development of this proposal for a flat fee of \$3,500

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined



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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Advanced Customer Support
- Business/Technical Writing Skills
- Communication Skills for Business
- Finance for Engineers/Finance Workshop
- International/Cultural Effectiveness in Business
- New Products/Technology
- Presentation Design and Delivery Skills
- Sales/Marketing Strategies
- Train-The-Trainer Skills

**COMPUTER SKILLS**

- Intermediate/Advanced Microsoft Office Skills
- JMP (Java Server Pages) Scripting
- Network Devices/Components/Applications
- Quality System Application Skills
- Software/Hardware Design Application Skills

**CONTINUOUS IMPROVEMENT SKILLS**

- Advanced Leadership Skills
- Analytical Decision Making/Critical Thinking Skills
- Process/Performance/Design Improvement
- 5S Skills
- Production and Inventory Management Certification
- Program/Project Management
- Quality Management System
- Statistics for Design Engineering
- Team Development
- Troubleshooting/Root Cause Analysis

**MANUFACTURING SKILLS**

- Advanced Engineering Skills/Methodologies
- Agile/Rapid Product Design
- Design Simulation Tools and Proficiency
- Engineer Cross Training
- New Design and Engineering Methodology
- Potential Failure Mode Effects and Analysis (FEMA)
- Product Design and Troubleshooting for Technicians

**HAZWOPER**

- HAZWOPER

Safety Training is capped at 10% of a trainee's total training hours per-trainee.  
(This cap does not apply to 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:

**The Lagunitas Brewing Company**

**Contract Number: ET20-0305**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Job Creation Initiative<br>Priority Rate<br>Retrainee               | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Sonoma  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |
| Number of Employees in:                               | CA: 670   | U.S. :2,000         | Worldwide: 86,000   |
| <u>Turnover Rate:</u>                                 | 17%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 6%  |                     |   |

### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution: (100% of Total ETP Funding Required)</b> |
| \$211,600   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$127,075                |

**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 Tech, Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmnt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills | 193                       | 8-200            | 0-1 | \$575                    | \$18.34             |
|         |                                      |   |                           | Weighted Avg: 25 |     |                          |                     |
| 2       | Retrainee Priority Rate Job Creation | Business Skills, Computer Skills, Cont. Imp., HazMat, Mgmnt. Skills, Mfg. Skills, OSHA 10/30, PL-Mfg. Skills                | 20                        | 8-200            | 0-1 | \$805                    | *\$15.00            |
|         |                                      |   |                           | Weighted Avg: 35 |     |                          |                     |

\*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: \$18.34 per hour for Sonoma County

Job Number 2(Job Creation): \$15.00 per hour for Sonoma County

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

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

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

| Wage Range by Occupation |                   |                         |
|--------------------------|-------------------|-------------------------|
| Occupation Titles        | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1</b>      |                   |                         |
| Administrative Staff     | \$20.00 - \$30.00 | 60                      |
| Drivers                  | \$20.00 - \$30.00 | 3                       |
| IT Staff                 | \$20.00 - \$30.00 | 20                      |
| Kitchen Staff            | \$18.50 - \$30.00 | 3                       |
| Maintenance Staff        | \$18.50 - \$30.00 | 10                      |
| Managers/Supervisors     | \$20.00 - \$50.00 | 10                      |
| Marketing/Sales          | \$20.00 - \$50.00 | 5                       |
| Production Staff         | \$18.50 - \$30.00 | 79                      |
| Service Staff            | \$18.50 - \$25.00 | 3                       |

| <b>Job Number 2</b>  |                   |   |
|----------------------|-------------------|---|
| Administrative Staff | \$20.00 - \$40.00 | 7 |
| Maintenance Staff    | \$15.00 - \$30.00 | 1 |
| Managers/Supervisors | \$20.00 - \$50.00 | 3 |
| Marketing/Sales      | \$20.00 - \$50.00 | 2 |
| Production Staff     | \$15.00 - \$30.00 | 7 |

## **INTRODUCTION**

Founded in 1993 and located in Petaluma, The Lagunitas Brewing Company (Lagunitas) ([www.Lagunitas.com](http://www.Lagunitas.com)) is a subsidiary of Heineken International. The Company produces over 20 craft beer and offers an on-site restaurant and taproom. Lagunitas' customers include bars, restaurants, retail stores, event venues, and consumers. Training will take place at the Company's single location in Petaluma. This is Lagunitas' first ETP Contract.

### **Veterans Program**

The Company does not actively recruit for Veterans at this time.

## **PROJECT DETAILS**

To meet business demands, Lagunitas is expanding its operations, tap room and refrigeration equipment. Training will focus on the tap room, kitchen and production line. The expansion includes additional tap room and refrigeration equipment. Lagunitas is also investing over \$10 million in a new can line which will be fully installed by July 2020. The Company is finalizing plans to expand the kitchen square footage and upgrade the current kitchen equipment. This expansion allows for additional beer lines, more food choices in the restaurant, an additional line shift, and proper storage of the finished product to meet customer demands with a faster response time.

The Company is also investing into new infrastructure technology and upgraded analytical capabilities which will require in depth training for the IT Staff. Lagunitas is implementing a new Point of Sales system which requires training for all occupations. All occupations will also receive training on software such as 3D Printing and newly implemented information technology processes. Training will improve internal processes, increase staff's proficiency, and provide trainees upgraded skill sets. Training will also provide cross training to all staff in multiple areas of the business.

### **Retrainee - Job Creation**

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

Lagunitas is expanding its production and adding a new can line. This new line requires a new shift of Managers/Supervisors, Production and Maintenance Staff. The Company is also expanding its sales and marketing department to reach more customers worldwide. The Company is committed to hire 20 new employees (Job Number 2) to meet the 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 Classroom/Laboratory, E-Learning, Video Conferencing, Computer-Based Training and Productive Lab (PL) in the following:

**Advanced Technology:** Training will be offered to IT Staff to advance worker skills to keep in line with the constant changes in technology. Training topics include Advanced Machine Learning and CompTIA+.

AT will be delivered in highly technical learning environments, including special curricula, instructors and training labs. The costs for delivering AT training is approximately \$30 per trainee per hour, plus hardware, software, and setup costs. The trainer-to-trainee ratio is 1:10 to allow for in-depth coverage and personal attention from the instructor.

**Business Skills:** Training will be offered to all occupations to effectively and efficiently maintain business operations. Training topics include Communication, Customer Service and Finance.

**Computer Skills:** Training will be offered to all occupations to improve software skills. Training topics include Concur and Pro Map.

**Continuous Improvement:** Training will be offered to all occupations and focus on eliminating waste and improving company processes. Training topics include Productivity and Six Sigma.

**Hazardous Materials:** Training will be offered to all occupations and focus on Wastewater Treatment and Hazardous Spills.

**Management Skills:** Training will be offered to Managers/Supervisors and focus on developing strong managerial skills. Training topics include Coaching and Leadership.

**Manufacturing Skills:** Training will be offered to Managers/Supervisors, Maintenance, Production and Service Staff. Training will improve techniques for working with equipment and the production. This also includes cross training. Training topics include Brewing, HVAC, Taproom and Bottling.

## 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.

Lagunitas will train Managers/Supervisors, Maintenance, Production and Service Staff on production, equipment operations, storage, sanitation and maintenance. Topics are conducted in the classroom first to introduce trainees to machinery and concepts. Since factory equipment cannot be reproduced in a classroom setting, PL-Manufacturing training is necessary to ensure safety and production standards are being met. This training will be at a much slower pace than regular production and will produce significantly higher defects as trainees gain proficiency. A subject matter expert will conduct training. The trainer will first demonstrate how to use the equipment and then supervise trainees using the equipment. The trainer will attest to the trainee’s competency once training is completed.

Training will be under constant supervision with a 1:3 trainer-to-trainee ratio. Production and production processes require a team of three workers. Lagunitas will provide up to 35 hours for PL training.

**Recordkeeping**

Due to COVID-19, Lagunitas will use an approved alternate recordkeeping.

**Commitment to Training**

The current annual training budget is approximately \$300,000 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 Learning and Development Lead will oversee the ETP Contract. Two Administrative Staff and the Human Resources Manager will help with scheduling training and uploading rosters. Training will be provided by qualified 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/E-Learning/Video Conferencing Hours**

8-200

Trainees may receive any of the following:

**ADVANCED TECHNOLOGY** (Ratio 1:10)

- Advanced Machine Learning
- Cisco Certification Design Expert
- CompTIA+
- Data Mining
- Enhanced User Authentication
- Enterprise Routing and Switching
- Internet of Things
- JAMF MacBook Administrator Solution
- Network Infrastructure
- Project Management Professional
- SCCM Imaging and Laptop Management Console
- VEAMM Backup Solution
- VMWare (Virtual Server Management Platform)

**BUSINESS SKILLS**

- Accounting
- Brand Management
- Business Writing
- Communication
- Crisis Management
- Customer Service
- Digital Capabilities
- Distributing
- Finance
- Marketing
- Negotiation
- Performance Management
- Presentation Skills
- Project Management
- Sales
- Technical Consumer Insights

**COMPUTER SKILLS**

- 3D Printing
- Adobe Suite
- Concur
- Coupa
- Cybersecurity
- Data Privacy & Protection
- IT Systems Safety
- Logistics/Procurement
- Microsoft Office Suite (Intermediate/Advanced)
- MyHR
- Point of Sale System

- Predictive Analytics
- Pro Map
- Real-Time Collaboration
- Train Track
- Ultipro
- Wireless Infrastructure
- X3

### **CONTINUOUS IMPROVEMENT**

- Driver Safety
- Kitchen Standards
- Product Knowledge
- Productivity
- Quality Control
- Sensory
- Server Training
- Six Sigma

### **HAZARDOUS MATERIALS**

- Hazardous Materials
- Hazardous Spills
- Wastewater Treatment

### **MANAGEMENT SKILLS** (Managers/Supervisors Only)

- Coaching
- Delegating
- Frontline Supervisor Skills
- Leadership
- Management
- Performance Management

### **MANUFACTURING SKILLS**

- Beer Process
- Bottling
- Brewing
- Equipment Operations
- Electrical
- Energy Efficiency
- Environmental Training
- Forklift
- Handheld Tools
- Handling Raw Product
- HVAC
- Lifts
- Lock Out/Tag Out
- Maintenance
- Quality Assurance
- Packaging
- Production
- Protective Gear



- Safety and Preventative Control
- Sanitation
- ServSafe
- Shipping and Receiving
- Storage
- Taproom
- Warehouse
- Welding
- Working at Heights

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**Productive Lab Hours**

0-35

**MANUFACTURING SKILLS** (Ratio 1:3)

- Beer Process
- Bottling
- Brewing
- Equipment Operations
- Electrical
- Forklift
- Handheld Tools
- HVAC
- Lifts
- Maintenance
- Quality Assurance
- Packaging
- Production
- Sanitation
- Shipping and Receiving
- Storage
- Taproom
- Warehouse
- Welding

**CBT Hours**

0-1

**CONTINUOUS IMPROVEMENT**

- Security Awareness Training (1 hour)

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:**  
**The Procter & Gamble Paper Products Company**  
**Contract Number: ET20-0319**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

|   |   |                     |   |  |
|---|---|---------------------|---|--|
| Contract Attributes:                                  | Priority Rate Retrainee   | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |  |
| Counties Served:                                      | Ventura County  | 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: 1,000   | U.S.:30,000         | Worldwide: 100,000  |  |
| <u>Turnover Rate:</u>                                 | 2%  |                     |   |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 10%   |                     |   |  |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$193,221                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$144,900                |

## **TRAINING PLAN TABLE**

| Job No. | Job Description            | Type of Training  | Estimated No. of Trainees | Range of Hours   |      | Average Cost per Trainee | Post-Retention Wage |
|---------|----------------------------|---|---------------------------|------------------|------|--------------------------|---------------------|
|         |                            |   |                           | Class / Lab      | CBT  |                          |                     |
| 1       | Retrainee<br>Priority Rate | Business Skills;<br>Computer Skills;<br>Continuous Improvement;<br>Hazardous Materials;<br>Manufacturing Skills | 315                       | 8 - 200          | 0-20 | \$460                    | \$18.34             |
|         |                            |   |                           | Weighted Avg: 20 |      |                          |                     |

**Minimum Wage by County:** \$18.34 per hour for Ventura 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 |
| Technicians              | \$19.17 - \$42.17 | 287                     |
| Managers                 | \$35.90 - \$63.10 | 28                      |

## **INTRODUCTION**

The Procter & Gamble Paper Products Company (P&G - Paper) ([www.pg.com](http://www.pg.com)), is a division of The Procter & Gamble Company headquarter in Cincinnati, Ohio. This multi-national corporation operates two facilities in California (Oxnard and Sacramento). Training will take place at the 144-acre manufacturing plant and distribution center in Oxnard. The Oxnard plant manufactures paper goods such as Charmin®, Bounty®, Luvs®, Pampers® and Puffs®. The Company serves 4.8 billion consumers worldwide including Target, Walmart, Kroger, Sam's Club and Costco. It currently operates on three paper machines, seven converting lines and two cogeneration units on a 24-hour, 7-days a week schedule and are in the process of adding a new converting line.

### **Veterans Program**

P&G does not currently have a specific Veterans recruitment program in place; however, employs long-time Veteran employees.

## **PROJECT DETAILS**

This is P&G - Paper's second ETP Agreement. P&G-Paper has over 50 leadership brands in the market and aims to maintain its competitive advantage and position in the market and industry. To achieve this goal, the Company invests and provides job-specific employee training and development. The Company identified specific needs in each department, including upgrades in work processes due to acquisition of new equipment and employee skills to achieve an efficient manufacturing process.

Recently, P&G - Paper made a significant shift in their training focus with emphasis on bringing new technology by installing additional equipment such as the Generation 4 Paper Converter production machine used for their Bounty line of products; and the redistribution and installation of 7 palletizers to all converting lines (for Charmin and Bounty products) which provides automatic means for stacking products with ease and speed adding efficiency to the manufacturing process.

The proposed training will provide Oxnard-based employees task-oriented skills in keeping with the new technology, upgrade in the manufacturing process and equipment training. The training will include Business and Computer Skills, as well as Continuous Improvement and Manufacturing Skills topics such as Strategic Planning, Electrical Programming, Product Knowledge and Quality Concepts and safe handling of hazardous materials. The Company will also provide employees manufacturing-related skills such as Inventory Control, Equipment Maintenance and Repair, proper use operation of equipment and other Mechanical Skills.

### **Training Plan**

P&G-Paper is requesting the Panel's assistance to provide classroom/laboratory/ELearning & computer based training (CBT) training to Technicians and Managers in the following areas:

**Business Skills:** Training will be offered to all occupations. Training will include accounting programs, internal skills and inventory control process, currently used to plan and schedule production and warehouse inventory.

**Manufacturing Skills:** Training will be offered to all occupations and include operation, preventive maintenance and repair of specialized machinery used in the manufacturing process. Trainees will acquire better understanding of the entire manufacturing process and will develop skills on quality review of products from a customer's perspective.

**Computer Skills:** Training will be provided to Technicians who will gain additional skills in understanding and operating Rockwell Control Logix 5000. These are Company's main software used in production and in business operations.

**Continuous Improvement:** Training will be offered to all occupations. P&G-Paper continuously improves and creates new products. Trainees will learn new processes, systems, and new programming and equipment. This training will provide employees with improved skills in manufacturing process and in the operation and maintenance of equipment.

**Hazardous Materials:** Training will be offered to all occupations. These skills will ensure that hazardous materials are handled in the safest manner possible for the employee, the Company, the customer and the environment.

### **Alternate Recordkeeping**

The Contractor will use approved alternate recordkeeping for ELearning.

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

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 2 – 10 hours of CBT.

### **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. P&G spends approximately \$900,000 annually for its Oxnard location, training its workforce, which includes basic new employee orientation, sexual harassment prevention; OSHA mandated training and basic workplace safety and other job-specific training; most of which will not be part of this proposal and will be funded at the Company's expense.

#### **➤ Training Infrastructure**

Project administration will be led by P&G's Education & Training Leader and Human Resources personnel with the assistance of five education team leads from each department to coordinate training, enrollment, tracking and upload hours in the ETP Online System. P&G – Paper will use qualified in-house trainers from their Education and Training Pillar Team and submitted a training plan which can be implemented upon the approval of this proposal.

#### **➤ Project Oversight**

P&G's Oxnard Plant Manager will be responsible for overall management of this ETP contract and will be assisted by P&G's Education and Training leader. To further ensure a successful proposal outcome, P&G – Paper developed a 52 week training plan in sequence with the current and projected operation schedule. The plan estimates that each trainee will complete an average of 20 hours of training. In addition, a total of five (5) personnel from each department is assigned to facilitate and report training progress to their Education Training Leader, who is also the Senior Manager in P&G Training and Development Pillar Team.

### **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<br>\$ % |
|--------------|-----------------|------------------------|-----------------|------------------------|
| ET16-0242    | Oxnard          | 12/14/15 –<br>12/13/17 | \$493,020       | \$148,240 (30%)        |

According to P&G representative, it fell short of delivering the planned training in their prior project for the following reasons:

1. It overestimated its training capability.
2. Prior performance was also affected by internal reorganization and re-shuffling of personnel from one facility to another without proper and timely endorsement of the ETP project to its new project leader.
3. As a result of the above most of the training was not recorded properly

As mentioned under the Infrastructure and Oversight, P&G has addressed the above issues by right-sizing the average hours of training per within 21 months in accordance with a supported weekly training plan. In addition, P&G has designated a senior level manager to oversee the overall supervision of the project who will work closely with P&G's Education and Training Leader for the administration. Lastly, adequate administrative resources have been put in place to ensure the overall success of this project. .

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours/ELearning**

8-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Inventory Control
- Accounting
- Internal Skills
- Conflict Management
- Interpersonal skills

#### **COMPUTER SKILLS**

- Rockwell Control Logix 5000 System

#### **CONTINUOUS IMPROVEMENT**

- Strategic Planning
- Product Knowledge
- Quality Concepts
- Electrical Programming
- Basic Electrical Training
- Process Improvement Maintenance

#### **HAZARDOUS MATERIALS**

- Hazardous Material Handling

#### **MANUFACTURING SKILLS**

- Manufacturing Processes
- Mechanical Skills
- Equipment Maintenance and Repair
- Equipment Operation
- Forklift Training

Safety Training is capped at 10% of a trainee's total training hours

### **CBT Hours**

0 - 20

#### **CONTINUOUS IMPROVEMENT - (CBT)**

- Plant Base Standards (5 hours)
- Quality 01 2020 Quality Practices for Health Assessment(1 hour )
- Quality 02 2020 External Agency Visits/Standard Procedures for External Audit (1 hour)
- Quality 03 2020 Quality Assurance Control/Quality Triangle Culture (1 hour)
- Quality 04 2020 General Manufacturing Process (1 hour)
- Quality 05 2019 Quality Related Losses (1 hour)
- Quality 06 2019 Consumer Comments (1 hour)

- Quality 07 2019 Process Control (1 hour)
- Quality 08 2019 Site HOLD Process (1 hour)
- Quality 10 2019 PQM Product Quality Measures (1 hour)
- Quality 11 2019 Records and Recordkeeping (1 hour)
- Quality 12 2019 Line Clearance Line Supply (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:

**Tri-Square Construction Company, Inc.**

**Contract Number: ET20-0297**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** D. Jordan

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | SB <100<br>Retrainee<br>Priority Rate<br>Job Creation Initiative    | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | El Dorado   | 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: 50  | U.S.: 55            | Worldwide: 55  |
| <u>Turnover Rate:</u>                                 | 10%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 7%  |                     |  |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$120,960                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$92,690                 |

**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<br>Priority Rate<br>SB <100                            | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>OSHA 10/30,<br>PL-Commerical Skills | 41                        | 8-200               | 0-40 | \$1,495                  | \$18.34             |
|         |  |   |                           | Weighted Avg:<br>65 |      |                          |                     |
| 2       | Retrainee<br>Job Creation Initiative<br>Priority Rate<br>SB <100 | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>OSHA 10/30,<br>PL-Commerical Skills | 21                        | 8-200               | 0-40 | \$1,495                  | *\$15.00            |
|         |  |   |                           | Weighted Avg:<br>65 |      |                          |                     |

\*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):** \$18.34 per hour for El Dorado County.

**Job Number 2 (Job Creation):** \$15.00 per hour for El Dorado 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 \$1.34 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 |
| <b>Job Number 1: Retrainee</b>              |                   |                         |
| Administrative Staff                        | \$25.00 - \$35.00 | 4                       |
| Ground Hands                                | \$17.00 - \$21.00 | 6                       |
| Project Leads                               | \$28.00 - \$45.00 | 16                      |
| Tower Leads                                 | \$22.00 - \$28.00 | 8                       |
| Tower Hands                                 | \$18.00 - \$25.00 | 7                       |
| <b>Job Number 2: Retrainee/Job Creation</b> |                   |                         |
| Administrative Staff                        | \$25.00 - \$35.00 | 2                       |
| Ground Hands                                | \$17.00 - \$21.00 | 3                       |
| Project Leads                               | \$28.00 - \$45.00 | 8                       |
| Tower Leads                                 | \$22.00 - \$28.00 | 4                       |
| Tower Hands                                 | \$18.00 - \$25.00 | 4                       |

## **INTRODUCTION**

Founded in 2003 and headquartered in El Dorado Hills, Tri-Square Construction Company, Inc. (Tri-Square) ([www.tri-square.com](http://www.tri-square.com)) is a wireless infrastructure service provider. Tri-Square performs work for major wireless telecommunications carriers, tower owners and project management firms in California and Nevada. Tri-Square customers include Verizon, AT&T, T-Mobile and Sprint. Training under this proposal will be delivered at the Company's facility in El Dorado Hills. This is Tri-Square's first ETP-funded project.

### **Need for Training**

Tri-Square's training will focus on ensuring staff is up to date with all wireless industry and safety requirements. Wireless technologies and tower requirements change frequently and are different with each carrier. There are many safety requirements that Tri-Square must ensure its staff is knowledgeable about before going in the field, such as Telecommunications Tower Technicians 1 and 2 safety training. Tri-Square will deliver this training through the newly created National Wireless Safety Alliance required by the majority of wireless carriers. This will bring about more opportunities for Tri-Square and allow the Company to continue to expand its business and be more attractive to local new hires. Staff will also receive training to increase efficiency, communicate effectively, increase production, and reduce lead times and waste.

Additionally, staff will receive training on new equipment including Tamping Ram, Greenlee Knockout Kits and Elk River Harnesses and computer skills to assist them with growing within the industry and new technological advancements. Tri-Square is also purchasing a Material Tracking Software Program that staff will need extensive training on. New equipment is becoming more hi-tech and is requiring the understanding of new technology that differs from the traditional manual processes.

### **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.

Tri-Square is currently building a new 20,000 square foot building. This new building will give Tri-Square more space for larger training areas, larger job staging and prep areas. Tri-Square has grown 20% in the last two years and with this new building Tri-Square anticipates another 10% of growth over the next couple of years. The Company has committed to hiring 21 new employees (Job Number 2). The Company will be hiring Administrative Staff, Ground Hands, Project Leads, Tower Leads and Tower Hands. The date-of-hire for all trainees will be within the three-month period before 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, Productive Lab and Computer-Based Training (CBT) 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 Administrative Staff, Project Leads and Tower Leads. Training will improve communication skills, increase proficiency and improve productivity. Training topics include Customer Service, Project Planning, Inventory Control, Product Knowledge and Sales Skills.

**Computer Skills:** Training will be offered to Administrative Staff, Project Leads and Tower Leads. Training will focus on software and making sure staff is up to date with new telecommunication

requirements. Training topics include Adobe, Salesforce, Verizon Ryder, Fleetmatics and WASP Tracking Software.

**Commercial Skills:** Training will be offered to all occupations except Administrative Staff. Training will focus on equipment and warehouse operations. Training topics include Confined Space Training, Welding Techniques, ANSI Standards Updates and Team Lifting Safety.

### **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and 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 (PL)**

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

PL Training will be delivered to 40 trainees in all occupations except Administrative 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 Boom Truck Operations, Proper Tie-Off, Sandblasting, Welding Techniques, Rotary Hammer Drill and Electrical Arc Flash. Trainers who have been in the industry, and with the Company, for an extended period, will deliver training. 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 training specialized and can cause injury. Allowing a 1:3 ratio will show other trainees how not to make the same mistakes. All PL training will take place onsite. PL is necessary to strengthen staff's skills and understanding the complexity of equipment and machinery operation requiring hands-on training

### **Computer-Based Training**

CBT will be provided to supplement Class/Lab training and is a more convenient means of delivering basic training. Trainees in Job Numbers 1 and 2 will receive up to 40 hours of CBT.

### **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. Tri-Square budgets approximately \$95,000 annually for each facility. Training includes new hire orientation, staff development, job specific training and safety training.

#### **➤ Training Infrastructure**

Tri-Square's CFO will oversee this training project with assistance from two Administrative Staff members. Administrative Staff will assist with training events and completing rosters. Training will be delivered by in-house experts. Tri-Square has a detailed training schedule in

place and is ready to implement training once approved. Propel Consulting Group will also assist Tri-Square with their contract.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$6,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

8 - 200      Trainees may receive any of the following:

**BUSINESS SKILLS**

- Computer Reporting
- Communication Skills
- Customer Service
- Employee Responsibility
- Financial Analysis & Reporting
- Inventory Control
- Leadership
- Problem Solving & Decision Making
- Product Knowledge
- Project Management
- Project Planning
- Sales Skills

**COMMERCIAL SKILLS**

- American National Standards Institute (ANSI) Updates
- Boom Truck Operations
- Certified Hot Work Crown
- Certified Hot Work Verizon
- Confined Space Training
- Driving with a Trailer
- Electrical Arc Flash
- Equipment Operations
- Excavation - Utilities
- Fall Protection
- Fire Extinguishers
- Fire Safety and Prevention
- Hoisting / Rigging
- Ladders
- Night Work Operations
- National Wireless Safety Alliance (NWSA) Climbing Skills
- Power Plant Breaker Safety
- Proper PPE
- Proper Tie-Off
- Radio Frequency Awareness
- Rotary Hammer Drill
- Sandblasting
- Team Lifting Safety
- Tool Operations
- Welding Techniques

**COMPUTER SKILLS**

- Adobe
- Ariba
- Avetta
- Box (DSA jobs)

- CCI Sites
- Dropbox
- Fleetmatics
- Microsoft Office Intermediate/Advanced
- Photoshop
- Quickbooks
- Salesforce
- Sprint Siterra
- V Source Verzion Supplier Bid Portal
- Verizon Ryder
- WASP Tracking Software
- WordPress

**PL Hours**

0 – 60

**COMMERCIAL SKILLS (ratio 1:3)**

- American National Standards Institute Updates
- Boom Truck Operations
- Certified Hot Work Crown
- Certified Hot Work Verizon
- Confined Space Training
- Driving with a Trailer
- Electrical Arc Flash
- Equipment Operations
- Excavation - Utilities
- Hoisting / Rigging
- Ladders
- Night Work Operations
- NWSA Climbing Skills
- Power Plant Breaker
- Proper Tie-Off
- Radio Frequency Awareness
- Rotary Hammer Drill
- Sandblasting
- Team Lifting
- Tool Operations
- Welding Techniques

**CBT Hours**

0 – 40

**COMMERCIAL SKILLS**

- AT&T Ask Yourself (1 hours)
- Bloodborne Pathogens (2 hours)
- Globally Harmonized Standards (2 hours)
- Radio Frequency Awareness & Safety (2 Hours)

**OSHA 10**

- Cranes, Derricks, Hoists, Elevators, & Conveyors (1 hour)
- Excavations (1 hour)
- Focus Four Hazards (4 hours)
- Health Hazards in Construction (30 minutes)

- Introduction to OSHA (2 hours)
- Materials Handling, Storage, Use and Disposal (1 hour)
- Personal Protective and Lifesaving Equipment (30 minutes)
- Scaffolds (1 hour)
- Stairways and Ladders (1 hour)
- Tools – Hand and Power (1 hour)

### **OSHA 30**

- Air Purifying Respirators (Optional) (1.5 hours)
- Air Supplying Respirators (Optional) (1.25 hours)
- Asbestos Awareness (Optional) (45 minutes)
- Compressed Gas Cylinders (Optional) (45 minutes)
- Concrete and Masonry (45 minutes)
- Confined Space Entry (1 hour)
- Cranes, Derricks, Hoists, Elevators & Conveyors (30 minutes)
- Electrical Safety Part 2 (1.5 hours)
- Ergonomics (30 minutes)
- Fire Protection and Prevention (1 hour)
- Focus Four Hazards (6 hours)
- Hazard Communication (1.25 hours)
- Health Hazards in Construction (2 hours)
- Intro to OSHA (2 hours)
- Managing Safety and Health (3.25 hours)
- Materials Handling, Storage, Use & Disposal (2 hours)
- Personal Protective and Lifesaving Equipment (2 hours)
- Powered Industrial Vehicles- Aerial Lifts (45 minutes)
- Powered Industrial Vehicles- Forklift Safety (2 hours)
- Process Safety Management (Optional) (1.25 hours)
- Safety and Health Programs- Lead Safety (45 minutes)
- Safety and Health Programs- Radiation Safety (1 hour)
- Scaffolds (1 hour)
- Stairways and Ladders (1 hour)
- Steel Erection (Optional) (2 hours)
- Tools Hand and Power (1.5 hours)
- Welding and Cutting- Hot Work (30 minutes)
- Welding and Cutting- Welding Safety (1 hour)

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:**  
**Wavestream Corporation**  
**Contract Number: ET20-0294**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

|   |   |                     |   |  |
|---|---|---------------------|---|--|
| Contract Attributes:                                  | Retrainee Priority Rate   | Industry Sector(s): | Manufacturing (E)<br><br>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: 150   | U.S.:153            | Worldwide: 161  |  |
| <u>Turnover Rate:</u>                                 | 3%  |                     |   |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 8%  |                     |   |  |

**FUNDING DETAIL**

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$252,957   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$115,920                |

**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 | 140                       | 8 -200           | 0   | \$828                    | \$19.05             |
|         |                         |   |                           | Weighted Avg: 36 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$19.05 per hour for Los Angeles County

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

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

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

| Wage Range by Occupation    |                   |                         |
|-----------------------------|-------------------|-------------------------|
| Occupation Titles           | Wage Range        | Estimated # of Trainees |
| Engineering Staff           | \$29.00 - \$88.00 | 50                      |
| Operations/Support Staff    | \$19.05 - \$58.00 | 30                      |
| Production/Technician Staff | \$24.00 - \$49.00 | 48                      |
| Managers                    | \$48.00 - \$85.00 | 12                      |

**INTRODUCTION**

Founded in 2000, Wavestream Corporation (Wavestream), ([www.wavestream.com](http://www.wavestream.com)) designs and manufactures power amplifiers and offers satellite communication solutions for service providers across a wide range of markets and applications. A subsidiary of Gilat Satellite Networks LTD, Wavestream is headquartered in San Dimas and has one location in Singapore. The Company's products include Ka, Ku and X-band Solid State Power Amplifiers, Block Upconverters (BUC) and Transceivers that provide system integrators high performance solutions designed for ground, sea and air. In addition, Wavestream has developed and patented Spatial advantEdge technology allowing its products the capability to generate higher output in lighter, more compact packages that uses less energy, allowing customers increased operational efficiencies and reduce lifecycle maintenance costs with use of its products.

Wavestream has achieved almost a decade of design, verification, qualification and manufacture of both Ka and Ku airborne BUCs, Transceivers and Power supplies, and has more than two thousand terminals currently in service worldwide by working strategically with its customers to meet their military, commercial and business aviation needs. The Company continues to expand to meet the demand for more efficient and reliable solid-state amplifiers. WaveStream has grown from 66 to 161 employees in the last 4 years to meet this demand, with 150 of the 161 employees based in California.

It is critical for Wavestream to provide training and introduce new skillset to its growing workforce in order to enable them to work efficiently, innovatively and effectively. New software systems are installed and additional equipment have been acquired that requires training from operators and users. This is Wavestream's first ETP Contract.

## **Veterans Program**

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

## **PROJECT DETAILS**

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and include Audit Documentation Skills, Business Acumen, Business Process Skills, Communication Skills, Customer Support, and Marketing/Sales Skills. This training will improve the ability of the workforce to better manage the overall business while implementing the new products and processes described in the Application.

**Computer Skills:** Training will be offered to all occupations and include systems and computer applications that are applicable to their job role and responsibilities.

**Continuous Improvement:** Training will be offered to all occupations and include an overview of Wavestream's unique operations model, as well as the skills and proficiency necessary for high-level efficiency, quality and manufacturing. Training topics include Change Management, Decision Making, Goal Setting and Quality System Processes.

**Manufacturing Skills:** Training will be offered to Engineering and Production/Technical Staff. Training will include Change Control, Equipment Skills, Inspection Skills, and Research and Development Skills. This training will enable frontline workers to have the requisite skills to manufacture products using engineering design directives to produce products that meet the strict standards of the satellite manufacturing industry.

### **Recordkeeping**

Due to COVID-19, Wavestream will use an approved alternate recordkeeping.

### **Commitment to Training**

The Company's annual training budget is \$50,000 per facility and includes orientation, anti-harassment and regulatory training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

Project administration will be led by the Human Resources Generalist and with assistance from two trainers. Trainers will collect data and rosters for submission to the HR Generalist. Wavestream has also retained Training Funding Partners (TFP) to assist with administrative duties.

The Company is ready to start training upon approval. Training will be provided by qualified in-house trainers and vendors.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

TFP, in Fountain Valley, assisted with development for a flat fee of \$8,100.

**ADMINISTRATIVE SERVICES**

TFP will also perform administrative services for a fee not to exceed 12% 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:

**MANUFACTURING SKILLS**

- Change Control
- Equipment Skills
- Good Documentation Practices
- Inspection Skills
- New/Updated Processes/Systems/Products
- Product Lifecycle/Assembly /Testing/Repair
- Research and Development Skills
- Work Process Skills

**BUSINESS SKILLS**

- Audit/Documentation Skills
- Business Acumen
- Business Process Skills
- Communication Skills
- Customer Support
- Finance/Accounting Skills
- Marketing Sales/Skills/Marketplace Demand
- New and Revised Standard Operating Procedures
- Reporting/Documentation Skills

**CONTINUOUS IMPROVEMENT**

- Change Management
- Coaching/Feedback
- Decision Making
- Delegation Skills
- Goal Setting
- Leadership Skills
- Problem Solving Skills
- Process Improvement/Management Skills
- Product Design Skills
- Project/Program Management
- Quality Assurance/Quality Control
- Strategic Thinking
- Team Building
- Time Management
- Troubleshooting/Root Cause Analysis

**COMPUTER SKILLS**

- Data Analytics/Database Systems
- EasyWorks Software System
- Intermediate/Advanced Microsoft Office
- Manufacturing Execution Software
- New Technology/Nanotechnology

- RMA Repair Center Software
- SAP System Skills
- Test Stand Software

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:

**ZOLL Circulation, Inc.**

**Contract Number: ET20-0322**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** S. Wang

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Santa Clara, 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: 325   | U.S.: 5,000         | Worldwide: 25,000   |
| <u>Turnover Rate:</u>                                 | 10%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 0%  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$117,457                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$112,700                |

**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              | Busines Skills, Computer Skills, Cont. Impr, Mfg. Skills, PL-Mfg. Skills | 30                        | 8-200             | 0   | \$1,840                  | \$18.39             |
|         |                                      |  |                           | Weighted Avg: 80  |     |                          |                     |
| 2       | Retrainee Job Creation Priority Rate | Busines Skills, Computer Skills, Cont. Impr, Mfg. Skills, PL-Mfg. Skills | 25                        | 8-200             | 0   | \$2,300                  | \$15.33             |
|         |                                      |  |                           | Weighted Avg: 100 |     |                          |                     |

**Minimum Wage by County: Job Number 1:** \$20.00 per hour for Santa Clara County and \$18.39 per hour for Orange County.

**Job Number 2:** \$16.67 per hour for Santa Clara County and \$15.33 per hour for Orange County.

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

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

Up to \$2.39 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 |
| <b>Job Number 1: Retrainee</b>    |                   |                         |
| Assembly Technician               | \$16.00 - \$30.31 | 25                      |
| Assembly Lead                     | \$18.32 - \$34.48 | 5                       |
| <b>Job Number 2: Job Creation</b> |                   |                         |
| Assembly Technician               | \$16.00 - \$30.31 | 25                      |

**INTRODUCTION**

Founded in 1980 and headquartered in San Jose, ZOLL Circulation, Inc. (ZOLL) ([www.zoll.com](http://www.zoll.com)) is a subsidiary of Asahi Kasei Group and a division of ZOLL Medical Corporation. ZOLL develops, manufactures, and markets medical devices and software solutions that help advance emergency care and increase clinical-operational efficiencies. ZOLL's products are for defibrillation and monitoring, circulation, and cardiopulmonary resuscitation (CPR) feedback, data management, fluid resuscitation, and therapeutic temperature management. The Company provides its products to hospitals, EMS, fire departments, military, and others that are serving the community by providing medical response to patients. ETP-funded training in this proposal will be delivered to trainees at its Santa Clara and Orange County facilities.



## Veterans Program

Even though ZOLL does not plan to include a separate Veteran's Job Number, the Company posts job openings on [www.Vet2Tech.org](http://www.Vet2Tech.org). Vet2Tech is recruiting firm aimed at connecting veterans with employment opportunities in manufacturing and technical careers nationwide, and educating employers on the tangible and intangible benefits of hiring Veterans.

## PROJECT DETAILS

This will be ZOLL's third ETP Contract, and its third within the last five years. Previous training focused on new product lines from its acquisition of a German-based (manufacturing) company. This proposal will focus on the new product lines from the TherOx acquisition. Training will be delivered on manufacturing, assembling, and testing of two main devices- SSO2 and APNxt, an automated CPR device that will be launched by the end of the year. Some curriculum topics may be repeated from the prior project; however, training will not be duplicated.

In June 2019, ZOLL acquired TherOx, Inc. (TherOx), a company in Irvine that focuses on improving treatment of heart attacks- acute myocardial infarction (AMI) and markets systems to deliver its propriety medical technology called SuperSaturated Oxygen (SSO2) Therapy. The initial focus of SSO2 Therapy is for the treatment of heart attacks with additional future clinical efforts envisioned for stroke, oncology, and other physiologic applications. Over the next 18 months, ZOLL will be relocating the manufacturing of some of TherOx's products from Irvine to San Jose requiring ETP 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.

In this proposal, the Company will hire 25 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. Due to an increase in business capacity with the addition of TherOx's new product lines, ZOLL will be hiring Assembly Technicians to produce its new products and address its business-capacity growth. The Company anticipates a 20% increase in its overall product volume in the coming years, once all of the TherOx-based products are brought from Irvine to San Jose.

### Training Plan

The following training will be delivered to all occupations via Class/Lab, E-Learning, and Productive Lab (PL):

**Business Skills:** Training topics includes CAPA (Corrective Action Prevention Action, Document Control, Risk Assessment, and Communication Skills to ensure that trainees learn different business strategies.

**Computer Skills:** Training topics includes Manufacturing Software Applications, Advanced Excel, and EMIS (Environmental Management Risk Systems). Training will ensure that trainees become knowledgeable while using the manufacturing systems.

**Continuous Improvement:** Topics includes Kaizen, Lean Manufacturing, Problem Solving, and Product Knowledge to ensure that trainees learn procedures to improve workflow efficiencies.

**Manufacturing Skills:** Training topics includes Calibration Procedures, Environmental Equipment Operation, and Final Product Assembly and Test. Training will ensure that each trainee knows the proper methodology to manufacture the devices.

## **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.

At ZOLL, production procedures are constantly changing as new products are being manufactured. In order for trainees to become proficient in the manufacturing of the new product, it is necessary for them to perform the assembling procedures. Training will include manufacturing process instruction, product overviews and functionality, and test methodologies.

PL training will be delivered by Engineers and Supervisors who are subject-matter experts. All 55 Assembly Technicians and Leads will receive at least eight hours to a maximum of 60 hours of PL training. The majority of PL training will be delivered using a 1:1 trainer-to-trainee ratio, but a 1:3 ratio will be needed on the rare occasion that an instructor could not be present.

## **Temporary to Permanent Hiring**

The Company will train 25 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 2). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

## **Commitment to Training**

ZOLL’s annual-training budget in California is approximately \$245,000. ZOLL funds all training on government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Since training is an ongoing initiative where there are constant addition of product lines, ZOLL will continue to train its employees after completion of the training program. 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**

ZOLL’s VP Operation (dedicated administrator) will oversee all ETP-funded training. The project will be administered jointly by the HR department and the operations’ management team. A third party administrator, Integrated Solutions, will provide administration assistance and guidance throughout the process. ETP-funded training will be delivered by roughly 20 in-house subject-matter experts with occupational titles ranging from Assembly Technician, Assembly Lead, and Senior Manufacturing Engineer. Vendors may also be used, as needed.

## **Impact/Outcome**

At the completion of ETP-funded training, trainees will become proficient at manufacturing and testing ZOLL’s new product lines. The Company’s trainees will not receive additional certifications, since ZOLL is already ISO 13485 certified.

**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<br>\$ % |
|--------------|-----------------|----------------------|-----------------|------------------------|
| 18CS-0020    | San Jose        | 7/25/17 –<br>7/24/19 | \$62,160        | \$62,160 (100%)        |
| *ET15-0340   | San Jose        | 1/26/15 –<br>1/25/17 | \$189,000       | \$69,763 (37%)         |

\*ET15-0340: Regulatory delays in moving a newly acquired company from Germany to the U.S. was a major contributor to the lower training hours that were delivered in ZOLL's first Contract with ETP. ZOLL now has the ability to train and produce these products in the U.S., which will better allow the Company's workforce to be trained.

**DEVELOPMENT SERVICES**

ZOLL retained Integrated Solutions in Redwood City to assist with development of this proposal for a flat fee of \$6,000.

**ADMINISTRATIVE SERVICES**

ZOLL also retained Integrated Solutions 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/E-Learning Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- CAPA (Corrective Action Prevention Action)
- Communication Skills
- Document Control
- Risk Management

**COMPUTER SKILLS**

- Advanced Excel
- EMIS (Environmental Management Risk Systems)
- Manufacturing Software Applications

**CONTINUOUS IMPROVEMENT**

- Kaizen
- Lean Manufacturing
- Non-Conforming Material
- Problem Solving
- Process Improvement
- Product Knowledge
- Root Cause Analysis
- Standardized Work
- Visual Controls

**MANUFACTURING SKILLS**

- Calibration Procedures
- Environmental Equipment Operation
- ESD (Electrostatic Discharge)
- Final Product Assembly and Test
- Process Documentation

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

**Productive Lab (PL) Hours (1:3)**

0-60

**PL- MANUFACTURING SKILLS**

- Calibration Procedures
- Environmental Equipment Operation
- ESD (Electrostatic Discharge)
- Final Product Assembly and Test
- Kaizen
- Lean Manufacturing
- Non-Confirming Materials
- Problem Solving
- Process Documentation
- Process Improvement

- Product Knowledge
- Root Cause Analysis
- Standardized Work
- Visual Controls

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

Single Employer





## Training Proposal for:

**Darun Enterprises, Incorporated dba All Saints Healthcare**

**Contract Number: ET20-0327**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

### **PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Medical Skills Training<br>Retrainee<br>SET<br>Priority Rate        | Industry Sector(s): | Services (G)<br>Healthcare (62)<br><br>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: 485   | U.S.:485            | Worldwide: 485  |
| <u>Turnover Rate:</u>                                 | 2%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

### **FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$299,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$297,850                |



**TRAINING PLAN TABLE**

| Job No. | Job Description                                  | Type of Training                                       | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--|--|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |  |  |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee SET<br>Priority Rate<br>Medical Skills | MS-Didactic,<br>MS-Clinical w/Preceptor,<br>Cont. Imp. | 370                       | 8 - 200             | 0   | \$805                    | \$25.01             |
|         |  |  |                           | Weighted Avg:<br>35 |     |                          |                     |

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry): \$25.01 per hour

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

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

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

| Wage Range by Occupation  |                   |                         |
|---------------------------|-------------------|-------------------------|
| Occupation Titles         | Wage Range        | Estimated # of Trainees |
| Registered Nurse          | \$33.00 - \$45.00 | 60                      |
| Licensed Vocational Nurse | \$22.51 - \$32.00 | 235                     |
| Respiratory Therapist     | \$22.51 - \$33.00 | 75                      |

**INTRODUCTION**

Founded in 1976, Darbun Enterprises, Incorporated dba All Saints Healthcare (Darbun) ([www.allsaints-subacute.com](http://www.allsaints-subacute.com)) is a 128-bed capacity (48 pediatric/80 adult) healthcare facility in North Hollywood that specializes in sub-acute skilled nursing care for pediatric and adult patients (ICU & PICU) on life support or medically fragile and technology dependent. The Company specializes in the care and treatment of patients with co-morbidities, and patients requiring bedside hemodialysis. Darbun also offers short-term surgical recovery, case management and individual treatment planning for post stroke, heart attack and organ transplant surgery patients, all requiring physical/occupational and speech therapy. This is Darbun's first ETP Contract.

**Veterans Program**

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

**PROJECT DETAILS**

Due to increased demand in the healthcare industry, more patients are in need of Darbun's specialty services. In order to keep up with demand, the facility is expanding its services by:

- Increasing bed capacity from 128 to 150 in the next 2 years to meet the increasing demand in sub-acute care (17% increase);

- Adding additional full-time clinical care positions (as needed) to accommodate the facility growth;
- Investing \$25,000 for new mechanical ventilators for use starting June 2020.

Proposed training will focus on an overall upgrade of clinical services and systems through numerous updates to current systems, expansion of existing specialty units, and increased quality goals and training for patient care. In addition, ETP funding will allow the facility to provide its nurses and therapist with skills necessary to serve their increasing patient population. Training will ensure successful implementation of new healthcare standards covering patient assessment and care, pain management, physical therapy services, and equipment operation. Preceptor training will also be included to provide hands-on experience and assure that medical staff follow the same protocol.

In addition, Darbun has internally assessed training needs and developed a plan which reflects immediately needed companywide employee training covering the COVID-19 pandemic. Training will improve staff's knowledge and train on current protocols and procedures to keep both patients and employees safe.

## Training Plan

Training will be provided via class/lab and E-learning in the following:

**Medical Skills - Didactic:** Training will be offered to RNs and Respiratory Therapists to remain current in medical treatment and an in-depth knowledge and proficiency of medical care to patients. Training includes Patient Assessment for Adults and Pediatrics, Stroke and Cardiac Patient Care, Ventilator/Tracheotomy Management, Care Management for Renal and Hemodialysis patients, Oxygen administration and Sterile Technique Tracheal Suction and COVID-19 training.

**MS Clinical with Preceptor:** Training will be offered to all RNs and Respiratory Therapists to gain experience, confidence and competency in a supportive environment. Each trainee will work closely with an assigned trainer who will be available to answer questions and collaborate and assist trainees in providing hands-on assistance to patients.

**Continuous Improvement:** Training will be offered to all occupations to improve employee skillsets. Training will help employees collaborate and communicate with other healthcare professionals in managing quality, cost-effective care for patients with complex health care needs. Topics include Performance Improvement, Quality Improvement and Gold Standards for Patient Care and Analytics in Monitor and Measurement Outcomes. Training will increase awareness and understanding among care providers on how to respond to specific tasks required in performing their job.

## Special Employment Training/Priority Industry

Trainees under Special Employment Training (SET) must earn at least the Statewide Average Wage at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries such as healthcare, up to 25% below the state average hourly wage. The Company is requesting this wage modification, from \$33.34 to \$25.01.

## Commitment to Training

Darbun spends approximately \$225,000 annually for training. Courses include new hire orientation, mandatory training, and in-service medical skills training. Training delivered in the past has been both company-wide and job specific. The Company is committed to training its

staff upon completion of the ETP program. Training will continue to be offered to staff members to ensure competency within the company and provide high-level healthcare to patients.

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

Darbun has a training plan in place and is ready to start training upon approval. The Vice President of Operation will administer the ETP Training program and will work with five full-time employees including the Respiratory Director, Staff Developer, Infection Control Prevention Personnel, Nurse Manager and Nursing Director to schedule, enroll, and track training. Trainers will be 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/E-learning Hours**

8 – 200

Trainees may receive any of the following:

**MEDICAL SKILLS - DIDACTIC**

- Care and Management of Cardiac Patients
- Reading EKG Strips
- Stroke Patient Management and Care
- Diabetes Patient Management and Care
- New Insulin Procedures and Values
- Ventilator Management/Tracheotomy Care
- Infection Control - Resistant Pathogens
- Colonized and Active Infections
- Renal Assessment and Management for Transplant Patients, Diabetic and on Hemodialysis Patients
- Proper Body Mechanics - Assisting Bed-Bound Patients
- Proper and Extensive Patient Assessment-Pediatrics and Adults

**MEDICAL SKILLS – CLINICAL PRECEPTOR** (Ratio 1:10)

- Proper and Extensive Patient Assessment-Pediatrics and Adults
- Proper Patient Care related to Medication Delivery and Pain Management and Assessment
- Ventilator Management and Trouble Shooting
- Primary Nurse Guidelines on Patient Head to Toe Assessment
- Tracheostomy and Tracheal Granulations
- Assess, Mark and Document Skin Wounds
- Equipment Use: Ventilators, Medication Delivery Systems, Apnea/Pulse Oximetry Monitoring
- Suctioning – Identifying Proper Suction Catheters for Pediatric and Adult Patients
- Emergency Airway Management/Emergency De-Cannulation
- Obtaining and Collecting Proper Specimens for Laboratory Testing
- Infection Control Procedures – Prevent and Avoid Cross Contamination
- Donning Personal Protective Equipment (PPE) Properly to Avoid Exposure to Contaminants

**CONTINUOUS IMPROVEMENT**

- Performance Improvement
- Quality Improvement – Gold Standards for Patient Care
- Analytics - Monitor Outcomes and Measurements
- Analysis of Collected Data and Identify Quality Improvements for Permanent Cross Functional Workgroup Teams
- Understanding and Collaborating Evidence-Based and Practice-Based Collected Data
- COVID19 Training
  - Proper use of PPE
  - When to use PPE

- COVID-19 Transmission and Possible Prevention
- Recognizing Classic Symptoms of COVID-19
- Screening Tools for COVID-19
- Infection Control Procedures

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**  
**Critical Proposal Proposal for:**  
**Applied Medical Corporation**  
**Contract Number: ET20-0301**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Critical Proposal<br>Job Creation Initiative<br>Retrainee           | Industry Sector(s): | Manufacturing (E)<br><br>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: 3,100   | U.S.:3,600          | Worldwide: 4,300  |
| <u>Turnover Rate:</u>                                 | 3%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 20%   |                     |   |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$465,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$373,635                |

**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<br>Priority Rate<br>Critical Proposal                 | Business Skills,<br>Computer Skills,<br>Continuous Impr,<br>Management Skills,<br>Manufacturing Skills,<br>PL Manufacturing | 415                       | 8-200               | 0   | \$460                    | \$18.39             |
|         |   |   |                           | Weighted Avg:<br>20 |     |                          |                     |
| 2       | Job Creation<br>Retrainee<br>Priority Rate<br>Critical Proposal | Business Skills,<br>Computer Skills,<br>Continuous Impr,<br>Management Skills,<br>Manufacturing Skills,<br>PL Manufacturing | 227                       | 8-200               | 0   | 805.00                   | \$15.33             |
|         |   |   |                           | Weighted Avg:<br>35 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.39 Orange County (Retrainee); Job Number 2 \$15.33 per hour Orange 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 health benefits are provided, they will not be used to meet the Post-Retention Wage.

| Wage Range by Occupation   |                   |                         |
|--|-------------------|-------------------------|
| Occupation Titles  | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (Retrainee)</b>  |                   |                         |
| Manufacturing (Machinists, Technicians Operation Machinists, Managers )  | \$18.39 - \$34.00 | 202                     |
| Information Technology & Information Systems                             | \$18.39 - \$62.00 | 18                      |
| Engineers/Associate Engineers, Managers                                  | \$26.00 - \$48.00 | 192                     |
| Planners/Leaders/Administration, Managers                                | \$18.39 - \$47.00 | 3                       |
| <b>Job Number 2 (Job Creation/ Retrainee)</b>                            |                   |                         |
| Manufacturing( Machinists, Technicians, Operation Machinists & Managers) | \$15.33 - \$34.00 | 134                     |
| Information Technology, Information Systems, and Managers                | \$21.00 - \$62.00 | 12                      |
| Engineers/Associate Engineers and Managers                               | \$22.00 - \$48.00 | 52                      |
| Customer Relations/Admin/Clinical Development, Leaders & Managers        | \$23.00 - \$39.00 | 29                      |

## **CRITICAL PROPOSAL**

Applied Medical Corporation (Applied Medical) is designated as a “Critical Proposal” recommended by the Governor’s Office of Business and Economic Development as defined in Title 22 of Code of Regulations (CCR) 4402.2. Training in this proposal will provide new and existing staff with extensive training to integrate new and advanced skill levels

## **INTRODUCTION**

Founded in 1987 and headquartered in Rancho Santa Margarita, Applied Medical ([www.appliedmedical.com](http://www.appliedmedical.com)) develops, manufactures, markets, sells and distributes medical devices and technologies used in minimally invasive and general surgery. Its technologies and equipment are also used across Cardiac, Vascular, Urologic, Obstetric and Gynecologic specialties. Customers include Hospitals, Surgical centers and other health care providers.

Applied Medical has locations globally; however, only employees at the Rancho Santa Margarita, Lake Forrest, and Irvine sites will participate in this proposal. This will be Applied Medical’s first ETP Contract.

### **Veterans**

Applied Medical currently does not have a formal outreach program to hire Veterans. However, all qualified veterans candidates are encouraged to apply for positions through the Company normal hiring process.

## **PROJECT DETAILS**

Applied Medical operates in a specialized sector for medical technology indicators, developing and manufacturing minimally invasive medical devices. The specialized technology and equipment requires the workforce to obtain and maintain advanced skills to remain competitive. Thus, training in this project will focus on innovative and structured courses in Manufacturing Skills, enabling Machinists and Technicians to master production line steps.

To bridge skills gaps to meet business work demands, Applied Medical has developed a compressive curriculum. Incumbent and New hire staff will receive training ranging from Business Skills to Computer Skills including Communication Fundamentals; Data Sheet Organization; Microsoft Excel; Enterprise Resource Planning (ERP) software to improve tracking, shipment, and payment efficiency; and Material Requirements Planning (MRP) to improve efficiency to meet customer needs for products in a timely manner.

### **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.

Applied Medical will expand business capacity by hiring new employees. The Company will hire at least 227 new employees (Job Number 2) within the next two years to fill new positions in Manufacturing, Information Technology/Information Systems, Engineering, Customer Relations/Administration and Leaders. The projected growth is due to the company implementing new technologies and products for its hospital customers. The Company is hiring at a robust pace and has hired 147 new hires in the first quarter of 2020. 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 via Classroom/Laboratory and Productive Lab (PL). Training will be provided by internal trainers and vendors. The following are some of the training topics included in the project Curriculum.

**Business Skills:** All occupations will be provided training. Courses include Communication Fundamentals, Operating Room, Protocol, and Supply Chain.

**Computer Skills:** All occupations will be provided this training. Courses include Computer Aided Design (CAD), Microsoft Excel, Data Sheet Organization, Enterprise Resource Planning (ERP) and Material Requirements Planning (MRP).

**Continuous Improvement:** All occupations will be provided training in Finite Elements Analysis, Good Documentations Practices, and Leading a team.

**Management Skills:** Managers/Supervisors will be provided training in Coaching, Development and Career Goals, and Leading a Team.

**Manufacturing Skills:** Manufacturing and Engineering occupations will be provided training in Aerial Lift Operation, Injection Mold Part Design Workshop, Labor Capacity, Manufacturing Variance Analysis.

## Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified under the Curriculum.

Applied Medical will train approximately 160 new and existing Engineers, Manufacturing Staff, and Customer Service Representatives in Manufacturing Skills. Trainees will receive Assembly Procedures Fabrication Equipment, Electrical Equipment and Standard Operation Procedures. Trainees will receive no more than 60 hours per trainee. Training will be under constant supervision and facilitation by a subject matter expert with a 1:1 trainer to trainee ratio.

## Commitment to Training

The Company spends \$3,600,000 annually for training per facility. The Company provides mandatory training (including Sexual Harassment Prevention and safety training) and elective training in Business Skills, Computer Skills, Continuous Improvement, Management Skills and Manufacturing Skills.

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

### ➤ Training Infrastructure

The Project will be overseen by the Director of Applied Learning and Group Vice President of Global Education Division. The Director will handle all scheduling, enrolling, tracking and reporting. There will be a Manager at each site coordinating rosters.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

N/A

**ADMINISTRATIVE SERVICES**

N/A

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication Fundamentals
- Operating Room Protocol
- Supply Chain

**COMPUTER SKILLS**

- Computer Aided Design
- Data Sheet Organization
- Microsoft Excel
- Shop Order Review
- ERP Software
- MRP Software

**CONTINUOUS IMPROVEMENT**

- Finite Elements Analysis
- Good Documentation Practices
- Team Communication

**MANAGEMENT SKILLS** (Managers/Supervisors only)

- Coaching
- Development & Career Goals
- Leading a Team

**MANUFACTURING SKILLS**

- Aerial Lift Operation
- Controls Charting and Process Capability Studies
- Injection Mold Part Design Workshop
- Line Clearance and Traceability
- 5S Methodology
- Labor Capacity
- Gap Analysis
- Key Performance Indicators
- Line Balancing and Takt Time
- Manufacturing Variance Analysis
- The Science of Stamping

**PL Hours**

0-60

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

- Assembly Procedures
- Component Fabrication Equipment
- Component Forming Equipment
- Component Installation Processes
- Electrical Equipment Procedures
- Inspection Procedures
- Production Assembly and Repair Equipment
- Standard Operation 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:

## Capistrano Beach Care Center LLC dba Capistrano Beach Care Center

**Contract Number: ET20-0332**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** C. Clady

### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | SET<br>Priority Rate<br>Retrainee<br>Job Creation Initiative<br>Medical Skills Training<br>HUA | Industry Sector(s): | Services (G)<br>Healthcare (62)<br><br>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                            |                     |   |
| Number of Employees in:                               | CA: 3,769  | U.S.: 3,769         | Worldwide: 3,769  |
| <u>Turnover Rate:</u>                                 | 4%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$780,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$489,785                |

## **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<br>SET<br>Priority Rate<br>Medical Skills Training        | MST Didactic<br>MST Preceptor<br>Computer Skills<br>Continuous Improvement | 347                       | 8-200               | 0   | \$230                    | \$25.01             |
|         |   |  |                           | Weighted Avg:<br>40 |     |                          |                     |
| 2       | Retrainee<br>SET<br>Priority Rate<br>Medical Skills<br>HUA          | MST Didactic<br>MST Preceptor<br>Computer Skills<br>Continuous Improvement | 145                       | 8-200               | 0   | \$184                    | *\$15.00            |
|         |   |  |                           | Weighted Avg:<br>32 |     |                          |                     |
| 3       | Retrainee<br>Job Creation<br>SET<br>Priority Rate<br>Medical Skills | MST Didactic<br>MST Preceptor<br>Computer Skills<br>Continuous Improvement | 75                        | 8-200               | 0   | \$212                    | *\$15.00            |
|         |   |  |                           | Weighted Avg:<br>37 |     |                          |                     |

\*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: \$25.01 per hour SET Statewide (Priority Industry)

Job Number 2 (HUA): \$13.76 /hour in Stanislaus and Madera, \$14.29 /hour Los Angeles Counties.

Job Number 3 (Job Creation): \$15.88 /hour Los Angeles County; \$15.33 /hour Orange County; \$15.00 /hour Stanislaus County and \$15.00 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

Employer may use up to \$2.01 per hour to meet the Post-Retention Wage for Job Number 1 and \$0.88 for Job 3.

| Wage Range by Occupation |                   |                         |
|--------------------------|-------------------|-------------------------|
| Occupation Titles        | Wage Range        | Estimated # of Trainees |
| <b>JOB NUMBER 1:</b>     |                   |                         |
| Registered Nurse         | \$31.00 - \$57.57 | 147                     |
| Licensed Vocation Nurse  | \$23.00 - \$40.00 | 200                     |

|                                     |                   |     |
|-------------------------------------|-------------------|-----|
| <b>JOB NUMBER 2 (HUA)</b>           |                   |     |
| Certified Nurse Assistant           | \$15.00 - \$20.00 | 145 |
| <b>JOB NUMBER 3: (Job Creation)</b> |                   |     |
| Registered Nurse                    | \$31.00 - \$57.57 | 25  |
| Licensed Vocational Nurse           | \$23.00 - \$40.00 | 25  |
| Certified Nurse                     | \$15.00- \$22.00  | 25  |

## **INTRODUCTION**

Founded in 2010 Capistrano Beach Care Center, LLC dba Capistrano Beach Care Center (Capistrano Beach Care) operates under Cambridge Health Care Serves LLC (Cambridge Healthcare). Cambridge owns and operates 35 skilled nursing care facilities specializing in post-hospital, transitional care for sick, elderly, and infirm patients in California. It offers nursing care; physical, occupational, and speech therapy; stroke and orthopedic rehabilitation-assisted living, memory care, and behavioral health care services.

Cambridge Healthcare customers are hospitals located throughout California. The goal of the Skilled Nursing Facility is to return patients to their original state prior to their illness or injury.

### ***Participating Affiliates:***

This proposal includes 12 Cambridge Healthcare California affiliates, with Capistrano Beach Care as lead employer. Each participating affiliate has one respective facility included in the proposed training plan as follows:

- 1).LEAD: Cambridge Healthcare Services, LLC dba Capistrano Beach Care Center  
ADDRESS: 35410 Del Rey, Capistrano Beach, CA 92694
- 2.) AFFILIATE: 3067 Orange Avenue LLC, dba Anaheim Crest Nursing Center  
ADDRESS: 3067 W Orange Avenue, Anaheim, CA 93804
- 3.) AFFILIATE: 1440 S Euclid St LLC, dba Buena Vista Care Center  
ADDRESS: 1440 South Euclid Avenue, Anaheim, CA 92802
- 4.) AFFILIATE: LAC Verdugo Operations, LLC dba Glendale Post-Acute Center  
ADDRESS: 250 N Verdugo Rd, Glendale, CA 91206
- 5.) AFFILIATE: Casa Pacific Nursing Center, LLC dba Harbor Villa Care Center  
ADDRESS: 861 S Harbor Blvd, Anaheim, CA 92805
- 6.) AFFILIATE: AG Laguna Hills, LLC dba Laguna Hills Health and Rehabilitation Center  
ADDRESS: 24452 Health Center Drive, Laguna Hills, CA 92653
- 7.) AFFILIATE: AG Lynwood, LLC dba Lynwood Healthcare Center\*  
ADDRESS: 3611 Imperial Hwy, Lynwood, CA 90262
- 8.) AFFILIATE: CF Madera, LLC dba Madera Rehabilitation & Nursing Center\*  
ADDRESS: 517 S A St, Madera, CA 93688
- 9.) AFFILIATE: CF Modesto, LLC dba Modesto Post-Acute Center\*  
ADDRESS: 159 E. Orangeburg Ave, Modesto, CA 95350
- 10.) AFFILIATE: AG Monrovia, LLC dba Monrovia Gardens Healthcare Center  
ADDRESS: 615 W Duarte Rd, Monrovia, CA 91016
- 11.) AFFILIATE: AG Rancho Mirage, LLC dba Rancho Mirage Health and Rehabilitation Center  
ADDRESS: 39950 Vista Del Sol, Rancho Mirage, CA 92270

12.) AFFILIATE: AG Seal Beach, LLC dba Seal Beach Health and Rehabilitation Center  
ADDRESS: #000 N Gate Road, Seal Beach, CA 90740

\* Located in High Unemployment Area

### Special Employment Training (SET)

The facilities located in Orange, Los Angeles, Madera, Riverside, and Stanislaus Counties are eligible for priority industry funding as Health-Care providers under Special Employment Training (SET) for frontline workers. The proposed funding will allow these facilities to hire and train 75 net new Registered Nurses (RN), License Vocation Nurses (LVN), and Certified Nurse Assistants (CNA) in order to comply with the requirements of SB 97, as well as provide new job skills to 492 incumbent retrainees.

### Veterans Program

Capistrano Beach Care Center currently does not have a formal outreach program to hire Veterans. However, all qualified veterans candidates are encouraged to apply for positions through the Company's normal hiring process.

### PROJECT DETAILS

Due to the passage of California SB97, requiring increased levels of patient care through increased staffing, Cambridge Healthcare affiliate facilities are required to increase staffing. The new standards call for 3.5 direct care hours per patient day of which 2.4 hours per day be provided by a Certified Nursing Assistant. Due to the shortage of available skilled healthcare workers, partial waivers for additional time to meet compliance have provided to Cambridge Healthcare.

In addition, the Centers for Medicare and Medicaid Services' (CMS) Final Requirements of Participation, requires the equipping clinical staff with cultural competencies, preparing of clinical staff to care for patients with trauma and/or post-traumatic stress disorder, and the preparation of nursing staff to promptly identify change in the condition of residents recently went into effect.

In this proposal, training will focus on the following business industry needs:

- Hire and training of 75 net new hires to comply with California Law SB 97.
- New software for the Company's Electronic Medical Record (EMR) system to comply with new rules and regulations pertaining to outcome data.
- Care for the high number of acute care patients resulting from the Affordable Care Act.
- Partner hospitals requirements to reduce unplanned hospital readmissions.
- Hire and training of novice level nurses to close the gap on skilled worker shortage.

### 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 75 new employees to expand its workforce across all participating affiliate facilities to meet new compliance standards. (Job Number 3). The new occupations consist of (25) Registered Nurses, (25) License Vocational Nurses, and (25) Certified Nurse Assistants.

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**

**Computer Skills:** Training will be offered to all occupations to learn recent Electronic Medical Records (EMR) updates to accurately enter and retrieve patient information regarding patient outcomes, and readmission and help the Company maximize reimbursement for patient care

**Continuous Improvement:** Training will be offered to all occupations to foster improvement in multiple skills such as training for optimized patient safety, LBGT and culturally appropriate care, person centered care, new documentation standards, customer service, standard operating procedures, conflict resolution compliance, communication skills, interdisciplinary team skills, and Quality Assurance Performance Improvement.

**Medical Skills Training Didactic:** Training will be offered to all occupations to better understand advanced clinical processes to ensure competency and maximize: patient satisfaction and safety, patient assessment and care, facility assessment, ABT Stewardship program, knowledge of ventilator and tracheotomy care. Training will also cover, wound care, patient fall prevention, infection control, infection prevention skills, cardiac care, atrial fibrillation, prevention of ventilator acquired pneumonia, congestive heart failure, stroke care, pain management, and intravenous therapy.

**Medical Skills Clinical Preceptor:** Training will be offered to RNs, LVNs, and CNAs to advanced clinical process learned in the classroom such as patient safety, care of the LBGT patient, patient assessment and care, respiratory care, wound management, and dementia care. Training will also include rehabilitation aide skills, managing patients with neurovascular conditions, cardiac conditions, activities of daily living, infection control, use of the call light system and safe patient handling.

### **Special Employment Training**

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

#### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification in Job Number 1.

### **High Unemployment Area**

All Trainees in Job Number 2 work in Lynwood (Los Angeles County), Madera, (Madera County), and Modesto in (Stanislaus County) regions with unemployment exceeding the state average by at least 25%. Trainees qualify for the Standard Wage rather than the SET Statewide Average Hourly Wage.

For Job Number 2, the respective affiliates seek a 25% wage modification from ETP Standard Minimum Wage to the HUA Minimum Wage.

### **Alternate Full-Time Employment**

The Company is requesting an alternate retention of 500 hours within 272 days with all employers to satisfy the retention requirement.

### **Modification of Hours**

The Healthcare worker occupation is considered non-customary. Therefore, Capistrano Beach Healthcare is requesting to modify the definition of full-time employment from an average of 35 hours to 30 hours.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. The Company estimates that it spends approximately \$65,000 annually on training per facility. This training includes staff orientation, and in-services, sexual harassment prevention, new hire training, vocation skills and commercial skills. Safety training will continue in accordance with all pertinent requirements under state and federal law.

#### **➤ Training Infrastructure**

The Talent Acquisition Manager will oversee this project and each facility will utilize the Director of Staff development (DSD) to oversee the training programs, submit training rosters to the point person. A selected central point person will head the program and communicate with the facilities. The Company will provide the necessary enrollment information, collect all training data, and ensure required information is provided to ETP and its administrator.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The Company retained National Training Systems in Ladera Ranch to assist with development of this proposal for a flat fee of \$25,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Menu Curriculum**

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

Range of hours  
8-200

Trainees may receive any of the following:

#### **MST DIDACTIC**

- Restorative Nursing Program
- Annual Skills Update
- Skills Gap training
- Infection Control
- Baseline Care
- Basic Life Support
- ABT Stewardship
- Cultural Competencies
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Facility Assessment
- Respiratory Care
- Therapy Skills
- Wound Management
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Care of the LBGT Patient
- Psychotropic Medication Management
- Trauma-Informed Care
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Infection Preventionist Training
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Reducing Psychotropic Drugs
- Residents with Special Needs
- Gastrointestinal System

- Laboratory
  - Electrolyte Imbalance
  - Arterial Blood Gas Interpretation
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)
- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)
- Corona Virus

### **MST PRECEPTOR**

#### **Inpatient & Outpatient Care Unit**

- Medication Management
- Infection Control
- Patient Safety
- Clinical Skills Review
- Cultural Competence
- Patient Assessment and Care
- Intravenous Therapy
- Enteral Management
  - Bolus
  - Intermittent
  - Continuous
- Feeding Tube
  - Insertion
  - Site Care
  - Removal
- Dementia Care
- Assessing of Tube-Fed Individuals with Diabetes Mellitus
- Preventing and Identifying Complications Related to Tube Feedings
- Respiratory Care
- Trauma-Informed Care
- Wound Management
- Dementia/Alzheimer's
- Managing Patients with Neurovascular Conditions
- Rehabilitation Services
  - Physical Therapy
  - Occupational Therapy
  - Speech Therapy
- Residents with Special Needs
- Gastrointestinal Conditions
- Cardiac Conditions
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care)
- Assisting and performing self care skills with patients; facilitating functional gains of each patient
- Functional mobility and ambulation

- Bowel and bladder training of patients
- Identification of skin impairments and prevention
- Identification of patient change in condition
- Monitoring of cardiovascular changes such as vital signs, endurance, level of consciousness
- Breathing patterns and respiratory function
- Pain management
- Positioning of patients for correct body alignment
- Monitor blood pressure of patients
- Operate safety devices with patient
- Activities of daily living
- Conduct range of motion exercises with patient
- Patient care of foot and hand
- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Use of the Call Light System
- Safe Linen Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature check for Hydrocollator/Paraffin

### **COMPUTER SKILLS**

- Electronic Medical Records Application Skills/Updates
- Patient Services Billing Software
- Electronic Tablet for Bedside Charting

### **CONTINUOUS IMPROVEMENT**

- Administration
- Baseline Care/Admissions planning
- Medical Records
- Customer Service
- Communication Skills
- Problem Analysis and Problem Solving
- Clinical Services System Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Incident/Accident Management
- Optimizing Resident Safety
- Resident Centered Care
- Mobility Skills
- Documentation

- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Team Building
- Quality Assurance Performance Indicators (QAPI)

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:

**KCA Electronics Inc dba Summit Interconnect Anaheim**

**Contract Number: ET20-0341**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** K. Hernandez

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br>Manufacturing (33)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Orange, 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: 660   | U.S.: 670           | Worldwide: 670  |
| <u>Turnover Rate:</u>                                 | 6%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 8%  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$764,295                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$434,700                |

## **TRAINING PLAN TABLE**

| Job No. | Job Description                                 | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |   |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee Priority Rate                         | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL- Mfg. Skills | 600                       | 08-200           | 30  | \$690                    | \$18.39             |
|         |   |  |                           | Weighted Avg: 30 |     |                          |                     |
| 2       | Retrainee Priority Rate Job Creation Initiative | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills, PL- Mfg. Skills | 20                        | 08-200           | 30  | \$1,035                  | \$15.33             |
|         |   |  |                           | 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: \$20.00/hr. Santa Clara County and \$18.39/hr. Orange County.

Job Number 2 (Job Creation): \$16.67/hr. Santa Clara County and \$15.33/hr. 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 \$1.67 per hour may be used in Santa Clara County and up to \$1.33 per hour may be used in Orange County to meet the Post-Retention Wage in Job Number 2.

| Wage Range by Occupation              |                 |                         |
|---------------------------------------|-----------------|-------------------------|
| Occupation Titles                     | Wage Range      | Estimated # of Trainees |
| <b>Job Number 1</b>                   |                 |                         |
| Production Staff                      | \$15.89-\$40.00 | 528                     |
| Administration Staff                  | \$15.89-\$38.00 | 18                      |
| Supervisors/Managers                  | \$20.00-\$70.00 | 54                      |
| <b>Job Number 2</b>                   |                 |                         |
| Production Staff (Summit Anaheim)     | \$14.00-\$35.00 | 10                      |
| Production Staff (Summit Santa Clara) | \$15.00-\$35.00 | 10                      |



## **INTRODUCTION**

Founded in 1992 and headquartered in Anaheim, KCA Electronics, Inc. dba Summit Interconnect Anaheim (Summit Anaheim) ([www.summit-pcb.com](http://www.summit-pcb.com)) is a leading manufacturer of advanced technology printed circuit boards (PCBs). Summit Anaheim, Fabricated Components Corp dba Summit Interconnect Orange (Summit Orange), and Streamline Circuits, LLC dba Summit Interconnect Santa Clara (Summit Santa Clara) are affiliates under Summit Interconnect Holdings, LLC (Summit), the parent company. Summit Anaheim will be the primary ETP contract holder with Summit Orange and Summit Santa Clara as participating affiliates.

The three aforementioned participating companies each operate one facility comprising approximately 175,000 cumulative square feet of manufacturing space with each of its facilities designed for unique capabilities but with similar equipment, certifications and processes to provide a wide range of products. Summit's manufacturing facilities specialize in standard lead time production, high mix/low volume production, quick-turn production, prototype/new product development and pre-production services. Summit's products and technology focus on PCBs that include High Density Rigid PCBs, Flex & Rigid-Flex PCBs, RF/Microwave PCBs and Semiconductor Test PCBs. Summit's products support their customer base of Raytheon, Lockheed Martin, L3Harris, BAE, General Dynamics, and Northrop Gruman in the following industries: aerospace & defense, space, datacom, medical equipment and semiconductor.

### **Veterans Program**

Although there is no dedicated Veterans job number, Summit works with the Lucas Group to source, recruit and acquire skilled, military candidates.

## **PROJECT DETAILS**

The demand in the aerospace & defense industry is at an all-time high. The Federal Department of Defense has a significant need for Summit's products (none of which are allowed to be manufactured outside the United States). Respectively, Summit has experienced sales growth of 10%-30% per year for a number of years, with demand for its products remaining high for 2020-21. Therefore, Summit has invested approximately \$5.6 million in capital equipment to increase production, focused training efforts to increase efficiency, as well as expanded its workforce to help meet demand for its products.

With this type of growth and investment, developing a high skilled workforce is crucial to Summit's success. To that end, participating Summit Companies continue to improve training programs to educate & train employees for these high skilled electronic manufacturing positions. The companies are focused on increasing production efficiencies by delivering Advanced manufacturing techniques such as Lean Manufacturing, Statistical Process Control, 6 Sigma, & Kaizen Events. Industry certifications such as AS9100 (Aerospace & Defense), ISO13485 (Medical), IPC-A-600 (Printed Circuit Boards), ITAR, Mil-P31032 and NADCAP (Military) allow the companies to gain a competitive advantage over their out of state competitors that may offer the same products at a lower price point. In order to maintain these certifications; constant training of their employees and auditing of their processes is required. Thus, the majority of training will be delivered to the Production Staff focusing on Manufacturing Skills and Continuous Improvement.

## **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 at least 20 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

To continue its growth pattern, meet customer demand for products and staff new equipment; Summit will add to its employee count through additional hires on existing shifts as well as the creation of a weekend shift. Summit Anaheim will launch a weekend shift of twelve hours per day on Friday, Saturday, and Sunday. In addition, Summit Orange added a weekend shift in the second quarter of 2020. Likewise, Summit invested significant resources remodeling and reorganizing facilities that will allow for equipment expansions adding production lines which in turn will allow them to add to their head count.

## **Temporary to Permanent Hiring**

The Company will train approximately 15 workers under Panel guidelines for the Temporary-to-Permanent program (approximately 15 trainees distributed between Job Numbers 1 & 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 three months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

## **Training Plan**

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

**Business Skills:** Training will be provided to all occupations to improve customer service through Communication Skills and Product & Service Knowledge.

**Computer Skills:** Training will be provided to all occupations focused on Computer Aided Manufacturing, Cyber Security, and ERP Software training that will reduce errors, increase on-time deliveries, and reduced operating costs.

**Continuous Improvement:** Training will be provided to all occupations to increase company performance by participating in 6 Sigma, AS9100 Certification, ISO 13485 Certification and National Aerospace & Defense Contractors Accreditation Program Compliance Processes training.

**Manufacturing Skills:** Training will be provided to all occupations focused on Lean Manufacturing, Kaizen Events, Statistical Process Control and Cross Functional Production that will increase production, sales and profits.

## **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 up to 60 hours of PL training. This training cannot be duplicated in a class or simulated lab environment because trainees must learn how to operate proprietary equipment that requires hands-on experience. Also, the equipment is too large to bring into a classroom. Trainees who are proficient in one type of equipment will be cross-trained on new equipment and newly hired Production Staff (Job Creation) need a significant amount of PL training. 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 1:3 trainer-to-trainee ratio because PL is typically delivered in small teams of three.

## **Commitment to Training**

Summit's annual training budget is approximately \$900,000 at its three facilities and includes Lean Manufacturing, Kaizen Events, Process Improvement and Leadership 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**

Summit is ready to begin training upon Panel approval. The Senior Vice President/Chief Operating Officer will oversee overall project administration. The Director of Group Human Resources will execute the training plan and coordinate training across all locations to ensure proper record keeping procedures. All Summit locations will be using an approved alternative recordkeeping for E-Learning/Videoconferencing training sessions. The Trainers will review all training documents upon completion of each training session at each location. In addition, the Company retained an administrative subcontractor third party vendor to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Training Funding Source (TFS) in Seal Beach assisted with development at a cost of \$9,500.

## **ADMINISTRATIVE SERVICES**

TFS 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**

08-200 Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Communication
- International Traffic and Arms regulation (ITAR)
- Leadership
- Product & Service Knowledge

#### **COMPUTER SKILLS**

- Certified Network Engineer (CNE)
- Computer Aided Manufacturing (CAM)
- Cyber Security
- ERP Software (ProCim & Sage 500)
- Intranet Blackbeard
- Microsoft Certified Network Engineer (MCNE)
- Microsoft Office (Intermediate & Advanced)

#### **CONTINUOUS IMPROVEMENT**

- 6 Sigma
- AS9100 Certification
- Corrective/Preventive Actions
- ISO 13485 Certification
- Mil-T 31032 Certification
- National Aerospace & Defense Contractors Accreditation Program Compliance Processes (NADCAP)
- Process Improvement
- Productivity Improvement
- Quality improvement

#### **MANUFACTURING SKILLS**

- AOI Inspection and Programming
- Cross Functional Production
- Equipment Operation, Maintenance & Troubleshooting
- Hand Soldering to J-Std
- Inspection Techniques
- IPC-600
- IPC-610
- Kaizen Events
- Laser Direct Imaging
- Lean Manufacturing
- Micro section preparation and analysis
- Preventative maintenance
- Production Safety
- Statistical Process Control (SPC)

**Productive Lab Hours**

0-60

**MANUFACTURING SKILLS (1:3 Ratio)**

- Automated Optical Inspection (AOI) Inspection and Programming
- Blueprint Reading
- Equipment Operation, Maintenance & Troubleshooting
- Hand Soldering to J-Std
- Inspection Techniques
- IPC-610
- Preventative maintenance
- Statistical Process Control (SPC)

**CBT Hours**

0-30

**MANUFACTURING SKILLS**

- Geometric dimensioning and Tolerancing (GD&T) Hierarchy Coach (30hr)

|   |
|---|
| 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:

**Seal Electric, Inc.**

**Contract Number: ET20-0329**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SET<br>Job Creation Initiative        | Industry Sector(s): | Construction (C)<br><br>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.: 270           | Worldwide: 270   |
| <u>Turnover Rate:</u>                                 | 7%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 4%  |                     |  |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$372,400                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$366,390                |

**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<br>SET<br>Priority Rate    | Business Skills<br>Computer Skills<br>Continuous Improvement<br>Commercial Skills<br>OSHA 10/30<br>PL- Commercial Skills | 240                       | 8-200            | 0   | \$1,357                  | \$25.01             |
|         |                                      |  |                           | Weighted Avg: 59 |     |                          |                     |
| 2       | Job Creation<br>SET<br>Priority Rate | Business Skills<br>Computer Skills<br>Continuous Improvement<br>Commercial Skills<br>OSHA 10/30<br>PL- Commercial Skills | 30                        | 8-200            | 0   | \$1,357                  | \$15.20             |
|         |                                      |  |                           | Weighted Avg: 59 |     |                          |                     |

**Minimum Wage by County:** Job Number 1 (SET): (Retrainee - Priority) - \$25.01/ hr.; Job Number 2: (Job Creation) - \$15.20/ hr. for San Diego County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job1 Only.

| Wage Range by Occupation         |                   |                         |
|----------------------------------|-------------------|-------------------------|
| Occupation Titles                | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1</b>              |                   |                         |
| Administrative Staff             | \$22.60 - \$32.85 | 15                      |
| Directors/ Managers/ Supervisors | \$24.93 - \$47.49 | 10                      |
| Engineering Staff                | \$27.28 - \$37.21 | 20                      |
| Electricians                     | \$26.55 - \$34.69 | 135                     |
| Laborers                         | \$22.54 – \$27.96 | 40                      |
| Technical Support Staff          | \$23.99 - \$28.53 | 20                      |
| <b>Job Number 2</b>              |                   |                         |
| Administrative Staff             | \$19.02 - \$31.80 | 3                       |
| Directors/ Managers/ Supervisors | \$24.90 - \$43.96 | 2                       |
| Engineering Staff                | \$26.07 - \$36.73 | 5                       |
| Electricians                     | \$25.49 - \$33.69 | 10                      |

|                         |                   |   |
|-------------------------|-------------------|---|
| Laborers                | \$15.35 - \$22.72 | 5 |
| Technical Support Staff | \$22.79 - \$27.94 | 5 |

## **INTRODUCTION**

Founded in 1996, and located in El Cajon, Seal Electric, Inc. (Seal Electric) is a privately held electrical contracting firm licensed to do business in the state of California. The Company specializes in electrical installation for both residential and commercial design/build projects. Services provided by the Company include power distribution, emergency backup systems, generators, landscape lighting, receptacles, fire alarms, intercoms, security, data/communications, special equipment integration, new home wiring, troubleshooting, ground testing, and light level measurements. Customers include but not limited to installation for custom homes, apartments, condominiums, townhouses, senior housing, industrial and military housing, public works, and water treatment facilities.

### **Veterans Program**

While the Company doesn't have a formal targeted Veteran program, Seal Electric encourages veterans to apply. Further, Veterans are given special consideration when they apply for jobs with the Company.

## **PROJECT DETAILS**

Seal Electric is experiencing a high rate of growth in sales due to an increase in demand for its services. Therefore, the Company seeks to increase the skills of its workforce in an effort to meet new Company demands while maintaining efficiency. The proposed training will enable the Company to increase staff flexibility through the introduction of new technology. By increasing staff efficiency through targeted training, the Company will be able to control overhead costs, minimizing costs to customers while meeting customer demands.

As noted above, the Company has experienced continuous growth over the last two years. As such, Seal Electric must also increase its workforce to keep up with Company growth, demands, and obligations.

Staff will also receive training in improved innovative technologies, computer systems, engineering processes, and construction procedures. Field Staff will also be cross-trained on equipment to improve production resulting in increased productivity, flexibility and efficiency.

### **Training Plan**

Seal Electric's overall goal is to become more competitive in the marketplace. With the support of ETP Funding, the Company will be able to improve internal processes, expand its use of technology in the field, and increase efficiency and safety. Through training, the Company also expects to reduce costs to customers while maximizing company resources.

Training will be delivered in the following:

**Business Skills:** Training will be delivered to all staff. Topics will include Accounting Skills, Bids and Proposals, Communications Skills, Customer Service Skills, Procurement Systems, Product Knowledge, and Team Building. This training will facilitate business processes within the Company. This will improve worker efficiency and companywide internal communication resulting in a decrease in project errors, improved productivity and efficiency.



**Computer Skills:** Training will be delivered to all staff. The topics they covered are Bidding Software, Computer Aided Design, Internal Software Applications, Procore Software, and Project Management Software. Workers will gain the skills necessary to successfully bid and design new construction projects. This skills gained through this training will give the Company added resources to meet customer demand.

**Continuous Improvement:** Training will be delivered to all staff. Training will focus on Project Management, Quality Systems, and Waste Reduction. The result of this training is minimized customer cost while maximizing available resources.

**Commercial Skills:** Training will be delivered to Field Staff and Technical Support Staff. This training will focus on Code Books, Electrical Lines and Inspecting Materials, Interfacing with utilities, Line voltage Requirements, Seal Installation Procedures, and Testing Equipment. Skills gained from this training will provide staff with the ability to complete high-quality custom electrical installations resulting in improved efficiency while meeting customer demands.

### **Certified Safety Training**

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

### **Productive Lab - Commercial Skills:**

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

PL training is necessary to enable trainees to learn to build and install customized electrical systems unique to each project. The equipment used for this process is too large to bring into a classroom setting and proper knowledge of the procedures necessary for safe installation requires interaction with the electrical systems whilst on the job. The occupations to be trained via PL include Field Staff and Technical Support Staff. The max productive lab hours per trainee shall be 50 hours over a two year period. Further, Seal Electric requests a trainer-to-trainee ratio of 1:3 as smaller groups have proven to be most efficient when delivering training on systems required for electrical installation.

PL training will focus on Code Books, Inspecting Materials, Seal Installation Procedures, Startup Procedures, and Testing Equipment. This training will provide the Company with a flexible workforce necessary to compete for project bids as well as create customized solutions for customers. With additional workers who are able to provide services, the Company will be able to meet project deadlines more efficiently while minimizing costs to customers. This will result in increased flexibility companywide

### **E-Learning**

In addition to class/lab, the Company also requests to use E-Learning as a delivery method for this project. Training to be delivered includes all skills mentioned above.

## **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.

Seal Electric is expanding existing business capacity by adding newly-hired staff to meet existing and new demands. Therefore, the Company has committed to hiring 30 Job Creation Retraintees over a two year period due to increased demand for services the Company offers (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.

## **Special Employment Training**

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

### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification for trainees in Job Number 1.

## **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 6 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums upon hire into full-time permanent employment.

Seal Electric has enlisted the services of staffing agency. The temp-to-perm employees currently receive full benefits, including medical, dental, and vision, during their employment. Seal anticipates converting these to W2 employees during 2020.

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**

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 Vice President will oversee the project. In addition, four Managers, 12 Supervisors, a Safety Trainer, and Training Coordinator will identify, assist with and provide in-house training as well as collect and keep track of training rosters. An additional five Foremen will also provide training to field staff.

In addition, the Company has enlisted the services of a third party administrator. Training rosters will be collected and sent to the administrative subcontractor on a monthly basis. The Contractor will be using an approved alternative method of recordkeeping for E-Learning.

Field Staff will work with Managers and Supervisors to identify the field processes that can be improved. Field Staff will be cross-trained on equipment to improve production volume. Field Staff will be trained in Classroom/Lab/E-Learning and Productive Lab training locations to master new skills. Managers and Supervisors will mentor and confirm the Field Staff have mastered the new job skills.

### **Impact/Outcome**

ETP-funded training will enable Seal Electric to introduce a companywide targeted training plan specific to each occupation to enhance the skills of all staff within the Company. Further, these new enhancements will allow for flexibility and increase efficiency which will allow the Company to complete projects timely and at minimal cost to the customer.

ETP-funded training will also allow for upward mobility for all staff through the enhancement of skills of all staff.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The Company retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$15,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined

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

8-200            Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting Skills
- Bids & Proposals
- Communication Skills
- Customer Services Skills
- Estimating
- Procurement Systems
- Product Knowledge
- Team Building

**COMPUTER SKILLS**

- Bidding Software
- Computer-Aided Design Software
- Internal Software Applications
- MS Office (Intermediate)
- MS Office (Advanced)
- Procure
- Project Management Software

**CONTINUOUS IMPROVEMENT**

- Project Management
- Quality Systems
- Reducing Waste

**COMMERCIAL SKILLS**

- Code Books
- Electrical Lines
- Inspecting Materials
- Interfacing with Utilities
- Line Voltage Requirements
- Operating Standards
- Reading Technical Specifications
- Seal Installation Procedures
- Startup Procedures
- Testing Equipment

**OSHA 10/30**

- OSHA 10
- OSHA 30

## **Productive Lab Hours**

0-50            Trainees may receive any of the following:

### **COMMERCIAL SKILLS (1:3)**

- Code Books
- Inspecting Materials
- Operating Procedures
- Seal Installation Procedures
- Startup Procedures
- Testing 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:

**Bellows Plumbing, Heating & Air, Inc.**

**Contract Number: ET20-0315**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** R. Jackson

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | SET<br>Priority Rate<br>Veterans<br>Job Creation Initiative         | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Marin, Santa Cruz, 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: 103   | U.S.: 103           | Worldwide: 103   |
| <u>Turnover Rate:</u>                                 | 11%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

### FUNDING DETAIL

| In-Kind Contribution |
|----------------------|
| \$411,105            |

| Total ETP Funding |
|-------------------|
| \$241,500         |

**TRAINING PLAN TABLE**

| Job No. | Job Description                                   | Type of Training  | Estimated No. of Trainees | Range of Hours       |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---|---|---------------------------|----------------------|-----|--------------------------|---------------------|
|         |   |   |                           | Class / Lab          | CBT |                          |                     |
| 1       | Retrainee<br>SET<br>Priority Rate                 | Business Skills,<br>Cont. Imp.,<br>Comm'l. Skills,<br>Computer Skills,<br>HazMat,<br>PL-Comm'l Skills | 75                        | 8-200                | 0   | \$2,300                  | \$25.01             |
|         |   |   |                           | Weighted Avg:<br>100 |     |                          |                     |
| 2       | Retrainee<br>SET<br>Priority Rate<br>Job Creation | Business Skills,<br>Cont. Imp.,<br>Comm'l. Skills,<br>Computer Skills,<br>HazMat,<br>PL-Comm'l Skills | 20                        | 8-200                | 0   | \$2,760                  | \$15.00             |
|         |   |   |                           | Weighted Avg:<br>120 |     |                          |                     |
| 3       | Retrainee<br>SET<br>Priority Rate<br>Veterans     | Business Skills,<br>Cont. Imp.,<br>Comm'l. Skills,<br>Computer Skills,<br>HazMat,<br>PL-Comm'l Skills | 5                         | 8-200                | 0   | \$2,760                  | \$25.01             |
|         |   |   |                           | Weighted Avg:<br>120 |     |                          |                     |

**Minimum Wage by County:** Job Numbers 1 & 3 (SET/Priority Industry): \$25.01 per hour

**Job Number 2 (SET/Job Creation):** \$15.00 per hour for Santa Cruz County; and \$16.67 per hour for Santa Clara and Marin counties

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

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

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

| Wage Range by Occupation           |                   |                         |
|------------------------------------|-------------------|-------------------------|
| Occupation Titles                  | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (Retrainee)</b>    |                   |                         |
| Technicians/Installers             | \$22.51 - \$35.00 | 50                      |
| Administrative Support             | \$22.51 - \$35.00 | 12                      |
| Sales Staff                        | \$22.60 - \$43.00 | 8                       |
| Team Leads                         | \$23.00 - \$50.00 | 5                       |
| <b>Job Number 2 (Job Creation)</b> |                   |                         |
| Technicians/Installers             | \$18.50 - \$35.00 | 16                      |
| Administrative Support             | \$18.50 - \$35.00 | 1                       |
| Sales Staff                        | \$18.50 - \$43.00 | 2                       |
| Team Leads                         | \$18.50 - \$50.00 | 1                       |

| <b>Job Number 3 (Veterans)</b> |                   |   |
|--------------------------------|-------------------|---|
| Technicians/Installers         | \$22.51 - \$35.00 | 4 |
| Team Leads                     | \$22.51 - \$50.00 | 1 |

## **INTRODUCTION**

Founded 1984 and headquartered in Soquel, Bellows Plumbing, Heating & Air, Inc. (Bellows) ([www.bellowsservice.com](http://www.bellowsservice.com)) provides residential plumbing, heating ventilation, air conditioning (HVAC), and electrical services including installation of new equipment, diagnosis, and repair of existing equipment. ETP training will be provided at the Company's Soquel, San Raphael and Campbell facilities. This is Bellows' first ETP Contract.

Bellows has made significant investments (estimated \$175K) in new equipment including mini splits, vapor and radiant barriers, plumbing systems, compressors, propane-gas tools and electrical equipment. Workers must be trained on specialized-installation equipment for customers. When new products such as water-efficiency fixtures enter the market, training on those products takes place using a simulated Class/Lab environment. The Company has built a training-lab facility that is used routinely for updates on new equipment and to continuously upgrade the skills of its Technicians.

### **Veterans Program**

In this proposal, Bellows has committed to include five Veterans (Job Number 3) who have served on active full-time duty in the Armed Forces. Concerning recruitment for filling open positions within Bellows, the Company actively works with a local organization- Hire a Vet that seek to match veterans with its employment opportunities.

### **Retrainee - Job Creation**

Bellows will hire 20 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, the Company is adding services (primarily electrical) causing it to expand its full-time employee base by approximately 25%. Bellows is currently expanding the Soquel facility by 4,500 square feet to accommodate these new employees. All locations have ample room to hire new staff as most of the work is performed in the field at customer locations.

## **PROJECT DETAILS**

Title 24, California Code of Regulation necessitates training to upgrade skills throughout construction trades to meet rigorous efficiency standards. Those standards have led to the development and implementation of emerging technologies for use on plumbing projects such as On-Demand Hot Water systems, which aim to reduce home-energy use.

### **Training Plan**

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

**Business Skills:** Training will be delivered to all occupations and include Customer Need Assessment, Sales Procedures, and Communication Skills to improve skills due to changes



resulting from new products and service roll-outs related to Title 24 and updates in company procedures that impact customer service such as estimating job costs and informing consumers of their product options that meet compliance with new rules.

**Commercial Skills:** Training will be delivered to Technicians/Installers, Leads and Sales Staff and include Compression Fittings, Valves and Back Flow Systems. Changes caused by Title 24 provisions requires Sales Staff be familiar with new code requirements and new equipment in order to advise customers.

**Computer Skills:** Training will be delivered to all occupations and include Service Titan (HVAC-Management Software) and Tablet Applications for Field Sales/Invoicing. Tablets are used in sales, inventory, billing and estimating to meet improved on-time service delivery goals. A Regulatory Code Research Technique course is proposed for Sales Staff and Technicians/Installers to help Bellows remain current on applicable building codes.

**Continuous Improvement:** Training will be delivered to all occupations and include Lean Production, Leadership Skills and Team Building to meet the Company's efficiency and quality-control goals.

**Hazardous Materials:** Training will be delivered to Technicians and include Coolant Systems-Evacuation and Weigh-In Procedures and Asbestos Procedures/Handling.

### **Productive Laboratory (PL- Commercial Skills)**

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

Technicians/Installers will receive approximately 60 hours of PL-Commercial Skills training. Newly-hired staff and cross-trained staff will receive the most hours. PL training will utilize an experienced trainer to specify the scope of work, explain the process and needed equipment, and verify that the trainee understands standards and specifications. The trainer will observe the PL trainees perform the task, provide feedback, assist with re-work if necessary, and ensure that the task has been performed correctly to ensure that the employee understands the process and reaches competency.

PL trainer-to-trainee ratio will not exceed 1:3. This ratio is necessary as it is common for tasks to be performed in teams at worksites to safely use equipment. However, the majority of PL training will be delivered at a 1:1 ratio. Technician's training is highly technical and many updates occur (per year) due to changing original manufacturers' specifications on a variety of repair procedures for various products.

### **Recordkeeping**

Due to COVID-19, the Company will use an approved alternate recordkeeping.

### **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 Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

## **Green/Clean Operations**

Bellows is involved in Green and Clean technology on the service and installation of energy-efficient equipment. Green technology within plumbing addresses changes that respond to drought conditions in California to improve water use and is related to water-supply heating, which reduces fuel/electric usage and therefore reduces carbon-based emissions and toxic waste.

## **Impact/Outcome**

ETP-funded training will assist Bellows meet the following objectives:

- Upgrade worker skills to remain competitive in a rapidly expanding construction industry, specifically addressing Title 24 changes as those changes pertain to plumbing
- Train employees on Lean processes and new technology to speed productivity and reduce assessed skill gaps
- Hire and train workers on equipment and standards to operate new services

## **Commitment to Training**

Annually, the Company invests approximately \$155,000 per facility on training and includes mandatory safety, company orientations and PL. 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 General Manager (dedicated administrator) has three internal-support staff to help with administration. The Company has one HR Manager per site to assist with administering the ETP-training project. Bellows has nine in-house trainers (three per site) to deliver training. Some training will be delivered vendors as needed. The Company has retained a third-party administrator, Synergy Management Consultants to assist with administrative duties.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Synergy Management Consultants in Grass Valley assisted with development for a flat fee of \$19,320.

## **ADMINISTRATIVE SERVICES**

Synergy Management Consultants will also perform administrative services for a not to exceed 13% of payment earned.

## **TRAINING VENDORS**

Siggler of Sacramento has been retained to provide Commercial Skills training for a fee of \$12,500. Other trainers 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**

- Communication
  - Negotiation Skills
  - Conflict Resolution
  - Presentation Skills
  - Active Listening skills
  - Persuasion Strategies
- Customer Needs Assessment
- Understanding and Managing Expectations
- Sales Procedures

**COMMERCIAL SKILLS**

- Thermal Dynamics
- Switches and Electrical Components
- Electrification
- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced A/C systems
- Advanced Diagnosis
- Metering Devices
- System Controls/Smart System Controllers
- Motors (Plumbing, Air Conditioning and Electrical Equipment)
- Inverter Type Motors
- Digital Tools
- Advanced Wiring and Schematics
- Thermostats
- Maintenance Tune up Procedures
- Field Tools/Gauges
- Digital Tools/Gauges
- Air Quality Diagnostics and Methodologies
- Inverter Technology
- Ventilation Systems
- Barriers Methodologies
- Fundamentals of HVAC
- Insulating Methodologies
- Plumbing
- Plumbing Safety
- Basic Tools
- Fundamentals of Water Flow and Plumbing Systems
- Maintenance of Fixtures Drains and Water Heaters
- Specialized Tools
- Drawings/Plans
- Pipes and Fittings Including Install

- Compression Fittings
- Fixtures and Faucets Including Install
- Disposals
- Drains
- Valves
- Water Heaters
- On Demand Hot Water Systems
- Pipes and Supply Lines
- Gas and Fuel Systems
- Back Flow Systems
- Sewage and Pump Systems
- Venting
- Water Pressure Systems
- Water Supply Treatment Systems
- Diagnostics
- Septic Systems Maintenance
- Video Inspection
- Trenchless Systems and Tooling
- Plumbing Code

#### **COMPUTER SKILLS**

- Service Titan (HVAC-Management Software)
- Regulatory Code Research Techniques
- Make Technology Your Asset
- Tablet Applications for Field Sales/Invoicing
- Trenchless Video x-Ray
- Water Leak Video Inspection Tools
- Microsoft Office (Intermediate/Advanced)

#### **CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Team Building
- Root Cause Analysis
- Quality Control/Systems
- Logistics Efficiency
- Kaizen Event Strategy and Implementation.
- Lean Production
- Coaching for Leaders
- Business Acumen Skills
- Building High Performance Teams

#### **HAZARDOUS MATERIALS**

- Coolant Systems - Evacuation and Weigh-In Procedures
- Asbestos Procedures/Handling

#### **Productive Lab Hours**

0–60

#### **COMMERCIAL SKILLS** (limited ratio 1:3)

- Thermal Dynamics
- Switches and Electrical Components

- Heat Pump Systems
- Air Conditioning Systems
- Metering Devices
- System Controls/Smart System Controllers
- Motors (Plumbing, Air Conditioning and Electrical Equipment)
- Inverter Type Systems
- Digital Tools
- Wiring
- Thermostats
- Tune Up Procedures
- Air Quality Diagnostics and Methodologies
- Ventilation Systems
- Barriers Methodologies
- Diagnostics
- Customer Engagement/ Retention
- Scheduling/Logistics
- Drawings/Plans
- Pipes and Fittings (Plastic) Including Install
- Copper Pipe and Fittings
- Cast Iron Pipe and Fittings
- Corrugated Stainless Steel Tubing
- Gas and Fuel Systems
- Venting
- Plumbing Replacement

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:

## GRID Alternatives

**Contract Number: ET20-0330**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** R. Jackson

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | SET<br>Priority Rate<br>Veterans                                    | Industry Sector(s): | Services (G)<br>Professional, Scientific Technology (54)<br><br>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 |                     |  |
| Number of Employees in:                               | CA: 288   | U.S.: 363           | Worldwide: 369   |
| <u>Turnover Rate:</u>                                 | 1%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$429,422                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$310,040                |

**TRAINING PLAN TABLE**

| Job No. | Job Description                | Type of Training  | Estimated No. of Trainees | Range of Hours    |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--------------------------------|---|---------------------------|-------------------|-----|--------------------------|---------------------|
|         |                                |   |                           | Class / Lab       | CBT |                          |                     |
| 1       | Retrainee SET<br>Priority Rate | Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., OSHA 10/30, PL-Comm'l. Skills | 175                       | 8-200             | 0   | \$1,702                  | \$25.01             |
|         |                                |   |                           | Weighted Avg: 74  |     |                          |                     |
| 2       | Veterans SET<br>Priority Rate  | Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp., OSHA 10/30, PL-Comm'l. Skills | 5                         | 8-200             | 0   | \$2,438                  | \$25.01             |
|         |                                |   |                           | Weighted Avg: 106 |     |                          |                     |

**Minimum Wage by County:** Job Numbers 1 & 2 (SET/Priority Industry): \$25.01 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 |
| <b>Job Number 1</b>                            |                   |                         |
| Outreach Coordinators                          | \$26.00 - \$32.81 | 20                      |
| Outreach Specialists/Leads                     | \$26.00 - \$48.32 | 18                      |
| Administrative/Operations Staff                | \$25.38 - \$35.48 | 45                      |
| Construction Staff                             | \$25.24 - \$50.99 | 75                      |
| Workforce Development Coordinators/Specialists | \$26.00 - \$40.15 | 17                      |
| <b>Job Number 2</b>                            |                   |                         |
| Outreach Specialists/Leads                     | \$26.00 - \$48.32 | 1                       |
| Construction Staff                             | \$25.24 - \$50.99 | 4                       |

**INTRODUCTION**

Founded in 2001 and headquartered in Oakland, GRID Alternatives (GRID) ([www.gridalternatives.org](http://www.gridalternatives.org)) provides services to low-income homeowners installing solar power and provides educational services to low-income consumers pertaining to clean-transportation incentives. GRID is a program administrator for multiple programs of the California Public Utilities



Commission, and its works with other state and county agencies on workforce development and other initiatives. ETP-funded training will be delivered across eight facilities in Oakland, Chico, Sacramento, Willits, Fresno, Los Angeles, Riverside and San Diego.

GRID is a tax rated nonprofit seeking ETP funding as a Special Employment Training (SET) project. Due to market and policy changes in California's renewable energy industry, statewide training responding to customer needs is critical to remaining competitive in providing clean energy options. Therefore, GRID requests training to include six closely affiliated business entities: GRID Alternatives Bay Area, Inc. (Oakland); GRID Alternatives Central Valley Inc. (Fresno); GRID Alternatives Greater Los Angeles, Inc. (Los Angeles); GRID Alternatives Inland Empire, Inc. (Riverside); GRID Alternatives, North Valley Inc. (Sacramento); GRID Alternatives San Diego, Inc. (San Diego) will be participating in the proposed training project. This is GRID's first ETP Contract.

## **Veterans Program**

In this proposal, GRID will train five Veterans (Job Number 2) who have served on active full-time duty in the Armed Forces. GRID and its related affiliates partner with the Employment Development Department (EDD) to recruit employees including Veterans by listing available job openings with EDD. EDD operates a Veteran's program via its Workforce Services Branch who refers eligible applicants for announced positions.

## **PROJECT DETAILS**

Training will further the Company's goals to remain competitive in California as a high-performance workplace and meet several initiatives including: 1) new equipment and certified training; 2) improving communication companywide; and, 3) meeting evolving industry and code standards (California Public Utilities Code, California Health and Safety Code) related to battery storage, electric vehicle infrastructure and electrification technology.

## **Training Plan**

The following training will be delivered via Class/Lab, E-Learning and Productive Lab (PL):

**Business Skills:** Training will be delivered to Workforce Development Coordinators/Specialists, Administrative/Operations Staff and Construction Staff in Business Communications and Program Budget Creation to improve skills in new products and services.

**Commercial Skills:** Training will be delivered to Construction Staff in Electric Vehicle Charger Installation and Building Codes and Regulations to remain competitive and meet energy-efficiency guidelines. Changes caused by Title 24 provisions requires staff be familiar with new code requirements and new equipment to advise customers.

**Computer Skills:** Training will be delivered to all occupations on course topics like Computer Aided Design, Computer Aided Manufacturing, and MS Office (Intermediate/Advanced). As a non-profit organization, GRID has many reporting requirements. Reporting-skill upgrades are needed to produce business reports such as project-management reports to track Key Performance Indicators for GRID's performance-improvement purposes.

**Continuous Improvement:** Training will be delivered to all occupations and include Team Problem Solving and Client Intake Process to meet the Company's efficiency and quality-control goals. Training will build on GRID's existing training around best practices for outreaching to GRID's income-qualified clients to address new service areas. This training will be offered primarily to Outreach Staff to improve leadership and business skills.

## **Certified Safety Training**

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. The two courses consist of 10 and 30 hours of classroom or CBT training for frontline workers. 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 (PL – Commercial Skills)**

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

PL- Commercial Skills’ training will be provided to 56 Construction Staff to support new equipment and installation processes. While the initial Commercial Skills training will be provided through Class/Lab, GRID will also provide PL-Commercial Skills on installation only available at worksites. GRID requests approximately 60 PL hours per trainee to be delivered.

Since PL training will be delivered as on-site field training and will be broken up into groups of two or three for the instructor to monitor trainees, GRID requests PL to be delivered using a trainer-to-trainee ratio of 1:3.

## **Recordkeeping**

Due to COVID-19, GRID will use an approved alternate recordkeeping.

## **Special Employment Training**

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

### **➤ Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). The Company requests this modification.

For one of the largest occupations (Construction Staff), the customary work is seasonal. Therefore, an alternative retention of 500 hours within 272 days is requested.

## **High Unemployment Area**

Some trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company’s locations in Fresno County are in an HUA. However, the Company is not requesting a HUA-wage modification.

## **Commitment to Training**

The Company and its affiliates invests approximately \$243,892 in California for annual training and includes Professional Development, Equity, Inclusion and Diversity, basics in construction, and development 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

GRID's Workforce Policy Project Manager (dedicated administrator), eight internal administrators, and one Executive Assistant will help coordinate with Outreach Managers, internal trainers, and Construction Managers at each facility to ensure recordkeeping and training is conducted within ETP's requirements. ETP training will be delivered by 35 in-house experts and vendors as needed.

### **Electronic Recordkeeping/LMS**

Staff has reviewed and approved the Salesforce LMS system proposed.

### **Green/Clean Operations**

GRID is involved in outreach and education to income-qualified customers for state programs for electric-vehicle incentives, offering new services such as battery storage services (Tesla Powerwall and LG Chem) and installing solar power systems (SunPower, Trina Solar, Jinko Solar, Mitsubishi Electric, and SunEdison) for income-qualified homeowners.

GRID's objectives are tied closely to former Governor Jerry Brown's 2018 executive order that stipulates a goal for California to have five-million EVs on the road by 2030. Additionally, (through strategic partnerships both private and public), GRID is working to implement the goals of AB 32 (California's Global Warming Solutions Act, 2006) which requires a reduction of greenhouse gas emissions in the state to 80% below 1990 levels by 2050 and SB 100 (California's Renewables Portfolio Standard, 2017) which requires bringing Californians 100% renewable energy for end-use customers by 2045.

### **Impact/Outcome**

ETP funds will help the Company upgrade worker skills in project design and construction to install standalone battery storage paired with the electrical grid, retrofit battery storage to existing solar/photovoltaic (PV) systems, and pair battery storage with new solar PV projects, while improving communications in the organization to reach high-performance (workplace) goals.

An estimated 30 Construction Staff will be certified in OSHA 10 by 2021. Additionally, GRID is aiming to get 8 Construction Staff across the organization to be certified by North American Board of Certified Energy Practitioners.

### **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/E-Learning Hours**

8–200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Program Budget Creation
- Business Communications
- Re-Entry Workforce Specialization
- Trainer Skill Building (Train-the-Trainer)

**COMPUTER SKILLS**

- Microsoft Office (Intermediate/ Advanced)
- Google Suite
- Salesforce- (Customer Relationship Management)
- Construction Project Design (Software)
  - Computer-Aided Design
  - Computer-Aided Manufacturing

**CONTINUOUS IMPROVEMENT**

- Outreach Staff Training and Development
- Electricity, Solar PV and the Electrical Grid
- Energy Efficiency and Conservation
- Client Intake Process
- Client Education on Battery Storage
- Client Education on Clean Mobility
- Client Education on Electrification Technologies
- Outreach Team Skill Shares
- Team Problem Solving
- Time Management Training

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**COMMERCIAL SKILLS**

- OSHA (Train-the-Trainer Courses)
- Solar Installation Training
- Solar System Operations and Maintenance Training
- Electrical Training
- Electric Vehicle Charger Installation
- Battery Storage Installation
- Heavy Equipment Training
- Fall Protection
- Competent Fall
- Construction Project Management
- Drone Training
- Building Codes and Regulations
- North American Board of Certified Energy Practitioners Certification

**Productive Lab Hours**

0–60

**COMMERCIAL SKILLS** (1:3 trainer-to-trainee ratio)

- Commercial Solar Training
- Electrical Training
- EV Charger Installation
- Job Storage Installation

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.



## RESPOND

Critical Proposal for:

**Keysight Technologies, Inc.**

**Contract Number: ET20-0309**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** S. Wang

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Critical Proposal<br>Retrainee<br>Priority Rate<br>RESPOND (Core Funds) | Industry Sector(s): | Manufacturing (E)<br>Aerospace Related<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Sonoma, Santa Clara, and Placer   | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No     |                     |  |
| Number of Employees in:                               | CA: 2,000   | U.S.: 3,000         | Worldwide: 12,600  |
| <u>Turnover Rate:</u>                                 | 7%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 10%   |                     |  |

### FUNDING DETAIL

All funding is from the "core" Employment Training Fund as authorized for the RESPOND program.

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$770,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$460,000                |

**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<br>Priority Rate<br>Critical Proposal | Advanced Technology,<br>Business Skills<br>Computer Skills,<br>Cont. Improv.,<br>HazMat,<br>Mfg. Skills | 500                       | 8–200               | 0–34 | \$920                    | \$18.34             |
|         |   |   |                           | Weighted Avg:<br>40 |      |                          |                     |

**Minimum Wage by County:** Sonoma and Placer counties (All Other Counties): \$18.34 per hour; and, Santa Clara County: \$20.00 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 |
| Administrator            | \$21.35 - \$47.00 | 60                      |
| Engineer                 | \$27.00 - \$56.00 | 300                     |
| Manager / Supervisor     | \$29.00 - \$58.00 | 50                      |
| Scientist                | \$31.00 - \$60.00 | 60                      |
| Technician               | \$21.35 - \$47.00 | 30                      |

**CRITICAL PROPOSAL / RESPOND**

Under its Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) pilot program, the Panel funds training for economic recovery from natural disasters. All projects eligible for funding under the RESPOND Pilot Guidelines will be deemed as “Critical Proposals” with maximum flexibility and an expedited development/approval process. This proposal is deemed as RESPOND based on Keysight Technologies, Inc.’s (Keysight) loss from the Tubbs Fire (2017) in Santa Rosa which includes:

- Keysight’s headquarters experienced \$7 million in fire-related costs including loss of training rooms and destruction of hardcopy training-attendance documents.
- Headquarters’ site remained closed for weeks to help employees focus on family, housing, and living needs.
- Two employee fatalities, other workers were injured, and many workers lost their homes.
- Major disruption of manufacturing and manufacturing-support services as the Company’s operations had to relocate into temporary locations with some operations having returned but other manufacturing to be phased in.
- Major site cleanup to retain a hazard-free environment after fire, smoke, and ash debris.
- FY2019 and FY2018 Keysight reported losses of \$16 million and \$7 million respectively as a direct result of the Northern California wild fires.
- For the region overall, there were 245,000 total acres burned, \$9.4 billion in damage, 8,900 buildings destroyed, and 44 total fatalities.

## **INTRODUCTION**

Founded in 2014 and headquartered in Santa Rosa, Keysight ([www.keysight.com](http://www.keysight.com)) is a global-technology company that produces and distributes hardware and software for electronic-measurement instruments. Products include oscilloscopes, analyzers, generators, meters, wireless technologies, network test and security, and design and test software. ETP-funded training will be delivered at Keysight's headquarters in Santa Rosa and at its assembling facilities in Santa Clara and Roseville.

Keysight's products are used by customers across industries including communications, networking, aerospace, defense, government, automotive, energy, semiconductor, and electronic-equipment manufacturers.

This is Keysight's second ETP project; the second in the last five years. In its previous Contract, training focused on innovative development of new technologies to provide clients with cutting-edge products. However, this training was interrupted in late 2017 as a result of the Northern California wildfires. In this proposal, training will continue to focus on new products and software, rapid (technological) changes, and evolving industry standards to compete in the global marketplace where 5G, Internet of Things, and software simulation are in demand. Even though some of the curriculum topics appear the same, no ETP-funded training will be duplicated.

### **Veterans Program**

Even though Keysight does not plan to include a separate Veteran's Job Number, the Company has established an Affirmative Action Program under the Vietnam Era Veteran's Readjustment Assistance Act of 1974 (VEVRAA). VEVRAA requires affirmative action to recruit, employ, and advance in the employment of disabled veterans, recently separated veterans (i.e. - within three years of discharge or release from active duty), active duty wartime or campaign-badge veterans, and Armed Forces' service-medal veterans. Keysight is committed to serving these individuals.

## **PROJECT DETAILS**

ETP funds will be used for incumbent-frontline workers to develop and produce new products and services to meet customer demands. The focus of the training will be in advanced-technology courses that will improve technical knowledge among experienced engineers and technicians and increase productivity throughout the workforce to stay competitive within the industry.

### **Training Plan**

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

**Advanced Technology (AT):** Scientists, Engineers, Technicians, and Managers/Supervisors will receive AT training topics such as AC Power Analyzers, Application-Specific Test Systems and Components, Bit Error Radio Testers, and Cloud Security Test.

AT training is intended to foster a high level of innovation and product development which will fuel the creation of the next generation of electronic test measurement resulting in the development of: a new communications' test system that brings greater clarity and speed across the broadest frequency ranges; network testing, visibility, and security instruments to help prevent cyberattacks; more advanced software-support services so customers can streamline engineering operations and reduce risks; new systems engineering software for applications that require test, measurement, and control; and more cloud-based measurement software.



AT courses will be taught by highly compensated and skilled internal engineers using high-tech equipment at an estimated cost of over \$6,000 per day of training. A trainer-to-trainee ratio of 1:10 will be used for AT training.

**Business Skills:** This training will be offered to all occupations on courses such as Finance and Accounting, Marketing, and Product Knowledge. Training will help to better market the Company's advanced-measurement instruments to its growing global-customer base.

**Computer Skills:** This training will be offered to all occupations on courses such as Business System Processing, Desktop Productivity Applications, and eBusiness Applications.

**Continuous Improvement:** This training will be offered to all occupations on courses such as Leadership/Coaching Skills, Design for Excellence, Six Sigma/Green Belt, and Efficiency Workflow. Training will teach staff how to better understand, measure, and reduce process variation using methodical problem-solving techniques and statistics.

**Manufacturing Skills:** This training will be offered to Engineers and Technicians on courses such as Equipment Cross-Training, Assembly, Set-Up, Inspection, and Best Use Practices. Training goals and objectives have been designed to expand trainee skills to operate, service, and calibrate tools and equipment.

### **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, scientist, technicians, and select supervisors will receive up to 12 hours of training. Field training may be required, although not funded by ETP. Completion of the training results is a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under various regulatory agencies including the Department of Transportation, CalTRANS, Responsible Business Alliance, ISO, and California Department of Toxic Substance Control. There are various certification entities for the coursework and instructors.

### **Impact/Outcome**

The skills certifications attained by trainees who successfully complete ETP courses include the following: certificates in proprietary computer-software systems, Six Sigma, Oscilloscopes and Analyzers; Wireless Network Emulators; Modular Electronic Instruments; Network Security and Visibility Tests; Generators, Energy Sources and Power Analyzers. ETP-funded training will assist trainees to retain jobs at Keysight, while receiving transferable skills and certifications in demand by other high-technology employers.

### **Commitment to Training**

ETP funds will not displace Keysight's existing financial commitment to training. The Company's annual-statewide training expenditure in California is in excess of \$1,250,000. The ETP curriculum will build on, but not overlap, training already provided by the Company.

Keysight funds the following training: all orientation and basic (job-skills) training; class/lab and OJT manufacturing skills training for new employees; OSHA-mandated safety regulations; basic computer training; executive training; and, training in compliance, human resources, and legal issues. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

## ➤ Training Infrastructure

Keysight's Director, Global Learning (dedicated administrator) will lead administration for the ETP project, with assistance from management staff in its Global Learning and Leadership Development. Keysight will utilize nine staff members from its internal-training department for scheduling, coordinating, and documenting training. ETP training will be delivered by six in-house trainers who are subject-matter experts and vendors, if necessary. Additionally, a third-party administrator has been retained (Herrera and Company) to assist with ETP administrative duties.

## Electronic Recordkeeping/LMS

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

## Right-Sizing Waiver Request

As a result of the Tubbs fire that interrupted business operations and training, Keysight is requesting that the Panel waive the current practice of right-sizing funding of repeat Contracts to the amount earned in the previous Contract. This will enable Keysight to address additional training needs to continue the rebuilding and expansion of its damaged manufacturing facilities in Santa Rosa.

## **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<br>\$ % |
|--------------|---------------------------------------|------------------------|-----------------|------------------------|
| ET17-0231    | Santa Rosa, Roseville,<br>Santa Clara | 10/1/2017–<br>9/3/2019 | \$432,000       | \$241,920 (56%)        |

Destruction of hardcopy training attendance records in the Tubbs Fire was a major compliance issue. In addition, disruption to normal business operations severely impacted the Company's ability to deliver ETP-funded training courses. For this proposal, Keysight's infrastructure has been rebuilt, a training-needs analysis was completed, and now a LMS will be used to document training at all locations. These actions will ensure success under this proposal.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

The Company also retained Herrera & Company to perform administrative services in connection with this proposal for 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**

- + Finance and Accounting
- + Marketing
- + Negotiation Skills
- + Product Knowledge
- + Project Management
- + Strategic Planning
- + Technical Presentations

**COMPUTER SKILLS**

- + Business System Processing
- + Desktop Productivity Applications
- + eBusiness Applications
- + Human Resources Information Software System
- + Management and Manufacturing Control Systems
- + Materials and Logistics Software Development
- + Programming Languages
- + Project Management Software Tools
- + Proprietary Software and Informatics

**CONTINUOUS IMPROVEMENT SKILLS**

- + Design Tools and Practices
- + Design for Excellence
- + Leadership / Coaching Skills
  - o Communication
  - o Efficiency Workflow
  - o Facilitation Skills and Mentorship
  - o Innovation and Influence
  - o Individual Transition in Organizations
  - o Leadership Essentials
  - o Leading Change
  - o Leading Cross-Functional Teams
  - o Managing Organizational Transition
  - o Managing for Performance
- + Problem Solving Tools and Techniques
- + Product Transfer / Workflow
- + Product Quality and Reliability
- + Quality Fundamentals / Core Skills
- + Six Sigma / Green Belt

**HAZARDOUS MATERIALS (HAZMAT)**

- + Chemical Hazards Communication Standards
- + Hazardous Materials Labeling, Handling, Safe Transport, and Clean Up
- + Restricting of Hazardous Substances

**MANUFACTURING SKILLS**

- ✚ Assembly, Set-up, Inspection and Best Use Practices
- ✚ Equipment Cross-Training
- ✚ Equipment Technical Qualifications and Certifications
- ✚ Lean Manufacturing Techniques
- ✚ Testing and Troubleshooting

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**

0–34

**COMPUTER SKILLS**

- ✚ Advanced Project Management Software (3 hrs.)
- ✚ Computer Assisted Design (4 hrs.)
- ✚ Database Design (2 hrs.)
- ✚ Electronic Record Management (4 hrs.)
- ✚ Manufacturing Resources Planning (1 hr.)
- ✚ Management and Manufacturing Control Systems (4 hrs.)

**CONTINUOUS IMPROVEMENT**

- ✚ Advanced Customer Communications and Awareness (2.5 hrs.)
- ✚ Leadership / Coaching Skills (2 hrs.)
- ✚ Marketing Promotion and Strategy (2.5 hrs.)
- ✚ Multi-Cultural Customer Service Relationships (1 hr.)
- ✚ Problem Solving Tools and Techniques (2 hrs.)
- ✚ Process Improvement Training (2 hrs.)
- ✚ Product Marketing for Engineers (2 hrs.)
- ✚ Technical Presentation Skills (2 hrs.)

**AT Hours**

8–200

**ADVANCED TECHNOLOGY (RATIO 1:10)**

- ✚ AC Power Analyzers
- ✚ AC Power Sources
- ✚ Application-Specific Test Systems + Components
- ✚ Arbitrary Waveform Generators
- ✚ Bit Error Ratio Testers
- ✚ Cloud Security Test
- ✚ Data Acquisition – DAQ
- ✚ Data Generators + Analyzers
- ✚ DC Electronic Loads
- ✚ DC Power Analyzers
- ✚ DC Power Supplies
- ✚ Device Current Waveform Analyzers
- ✚ Digital Multimeters (DMM)
- ✚ Dynamic Signal Analyzers, Materials Measurement
- ✚ EMI + EMC Measurements, Phase Noise, Physical Layer Test
- ✚ Frequency Counter Products
- ✚ Handheld Oscilloscopes, Analyzers, Meters
- ✚ High-Speed Digitizers + Multichannel Data Acquisition Solutions

- ✦ In-Circuit Test Systems
- ✦ Infoline Support Portal
- ✦ Ixia Professional Services
- ✦ Lab Automation and Robotics
- ✦ Laser Interferometers + Calibration Systems
- ✦ LCR Meters + Impedance Measurement Products
- ✦ Logic Analyzers
- ✦ MMIC Millimeter-Wave + Microwave Devices
- ✦ Monolithic Laser Combiners + Precision Optics
- ✦ Network Analyzers
- ✦ Noise Figure Analyzers + Noise Sources
- ✦ Oscilloscopes
- ✦ Parameter + Device Analyzers, Curve Tracer
- ✦ Parametric Test Solutions
- ✦ Photonic Test + Measurement Products
- ✦ Picoammeters, Electrometers
- ✦ Power Meters + Power Sensors
- ✦ Protocol Analyzers + Exercisers
- ✦ Pulse Generator Products
- ✦ PXI Products
- ✦ RF + Microwave Test Accessories
- ✦ Signal Generators (Signal Sources)
- ✦ Source Measure Units
- ✦ Spectrum Analyzers (Signal Analyzers)
- ✦ Technology Refresh Services
- ✦ Test as a Service (TaaS)
- ✦ Test Asset Management and Optimization
- ✦ Vector Signal Analyzers
- ✦ VXI Products
- ✦ Waveform and Function Generator

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

**Tesla Motors, Inc.**  
**ET-20-0280**

**Withdrawn**



**RETRAINEE - JOB CREATION**  
**Training Proposal for:**  
**True Organic Products, Inc.**  
**Contract Number: ET20-0333**

**Panel Meeting of:** May 15, 2020

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

**Analyst:** S. Wang

**PROJECT PROFILE**

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>HUA<br>Job Creation Initiative<br>Veterans | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Monterey, 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: 123  | U.S.: 130           | Worldwide: 130  |
| <u>Turnover Rate:</u>                                 | 11%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 9%   |                     |   |

**FUNDING DETAIL**

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$300,160                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$284,280                |

**TRAINING PLAN TABLE**

| Job No. | Job Description                            | Type of Training   | Estimated No. of Trainees | Range of Hours       |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--|--|---------------------------|----------------------|-----|--------------------------|---------------------|
|         |  |  |                           | Class / Lab          | CBT |                          |                     |
| 1       | Retrainee<br>Priority Rate<br>HUA          | Computer Skills,<br>Cont. Improv.,<br>HAZMAT,<br>HAZWOPER,<br>Mfg. Skills,<br>OSHA 10/30 | 110                       | 8-200                | 0   | \$1,633                  | *\$13.76            |
|         |  |  |                           | Weighted Avg:<br>71  |     |                          |                     |
| 2       | Retrainee<br>Job Creation<br>Priority Rate | Computer Skills,<br>Cont. Improv.,<br>HAZMAT,<br>HAZWOPER,<br>Mfg. Skills,<br>OSHA 10/30 | 30                        | 8-200                | 0   | \$2,990                  | *\$15.00            |
|         |  |  |                           | Weighted Avg:<br>130 |     |                          |                     |
| 3       | Retrainee<br>Veterans<br>Priority Rate     | Computer Skills,<br>Cont. Improv.,<br>HAZMAT,<br>HAZWOPER,<br>Mfg. Skills,<br>OSHA 10/30 | 5                         | 8-200                | 0   | \$2,990                  | \$18.34             |
|         |  |  |                           | Weighted Avg:<br>130 |     |                          |                     |

\*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 / Retrainee):** \$13.76 per hour for Fresno and Monterey Counties.

**Job Number 2 (Job Creation):** \$15.00 per hour for Fresno and Monterey Counties.

**Job Number 3 (Veterans):** \$18.34 per hour for Fresno and Monterey 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 |
|------------------------------------|-------------------|-------------------------|
| <b>Job Number 1: HUA Retrainee</b> |                   |                         |
| Administrative Staff               | \$14.00 - \$21.00 | 2                       |
| Customer Service                   | \$26.00 - \$58.00 | 15                      |
| Leads                              | \$22.00 - \$44.00 | 2                       |
| Maintenance Staff                  | \$14.00 - \$33.00 | 30                      |
| Managers / Supervisors             | \$20.76 - \$50.76 | 8                       |
| Production Staff                   | \$14.00 - \$32.00 | 35                      |
| Scientist                          | \$42.00 - \$96.00 | 5                       |
| Warehouse Staff                    | \$20.00 - \$45.00 | 13                      |



| <b>Job Number 2: Job Creation</b> |                   |    |
|-----------------------------------|-------------------|----|
| Maintenance Staff                 | \$19.38 - \$33.00 | 8  |
| Production Staff                  | \$15.00 - \$32.00 | 20 |
| Managers / Supervisors            | \$20.76 - \$50.76 | 2  |
| <b>Job Number 3: Veterans</b>     |                   |    |
| Maintenance Staff                 | \$19.38 - \$39.00 | 2  |
| Managers / Supervisors            | \$20.76 - \$50.76 | 3  |

## **INTRODUCTION**

Founded in 2003 and headquartered in Monterey, True Organic Products, Inc. (True) ([www.true.ag](http://www.true.ag)) is a family-owned company, manufacturing diverse and innovative organic fertilizers. Products range from dry, liquid, and custom blends that are designed to function in diverse geographic and environmental conditions. ETP training will be delivered to trainees at the Helm (Fresno County) and Monterey facilities. Customers includes produce growers, nurseries, and feed stores. This will be True's first ETP-funded Contract.

### **Veterans Program**

In this proposal, True is committed to training five Veterans (Job Number 3). The Company uses websites such as Indeed.com and the Employment Development Department (EDD) portal via EDD's Workforce Services Branch (WSB) to recruit veterans. It also participates in veteran-job fairs such as RecruitMilitary, The American Legion, and VetJobs to attract and retain veterans.

## **PROJECT DETAILS**

At True, demand is increasing for high nutrient and organic produce due to recent health trends. According to the 2019 Organic Industry Survey by the Organic Trade Association, organic food sales has increased by double digits annually. To meet demand, the Company must update operational efficiencies and processes to respond quickly to market trends and to provide safe products. Trainees will learn how to develop novel formulations that balance nutrition by providing controlled release of essential nutrients. Also, trainees will learn stringent rules for separation, treatment, and testing of all products to remove any and all contamination and bacteria.

Additionally, the Company will be investing \$106K in new Computerized Maintenance Management System (CMMS), Yardboss Inventory Software, and Everyweigh Scale Software. The new software will allow trainees to effectively track products for inventory control. The software are set to be installed from 2020 through 2021.

### **Training Plan**

The following training will be delivered via Class/Lab and E-Learning to all occupations:

**Computer Skills:** Training topics include CMMS, Yardboss Inventory Software, and Everyweigh Scale Software to ensure accurate and updated business reports.

**Continuous Improvement:** Training focus will be on improving best practices, communication skills, and decision making to generate solutions that will save time, money, and resources while reducing waste.

**Manufacturing Skills:** Training topics includes Assembly Skills, Cross Training, and Environmental Standards to ensure safe and high-quality products are being manufactured.

### **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 and 30 hours of classroom or CBT training for frontline workers and frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.
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, Production Staff, Scientist, Manager/Supervisors, and Warehouse Staff will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

### **Commitment to Training**

True has an annual-training budget of \$100,000 per facility in California. The Company trains its employees in new-hire orientation, safety health, and federally regulated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

True's V.P of Human Resources (dedicate administrator) will oversee all ETP-funded training. The Company's Training Manager, Productions/Operations Manager, and Plant Director will coordinate training and collect training documents. ETP training will delivered by several internal trainers who are department leads and frontline supervisors at each facility. Additionally, a third-party subcontractor, Training Grants Intelligence, Inc. (TGII), was hired to conduct administrative duties and to assist with ETP's online systems.

**High Unemployment Area**

Some trainees in Job Number 1 work in a High Unemployment Area (HUA), which is a region with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno and Monterey 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. True is requesting a wage modification for trainees in Job Number 1 from \$18.34 to \$13.76 for Monterey and Fresno Counties. However, True is not requesting a wage modification for Job Numbers 2 (Job Creation) and 3 (Veterans).

**Impact/Outcome**

As a result of ETP-funded training, the following certifications will be received and are transferrable in the manufacturing industry: Weighmaster; Automated External Defibrillator (AED); Forklift; Power Conditioning Assembly (PCA); OSHA 10/30; HAZWOPER (OSHA 40); and, Hazardous Materials (HAZMAT).

**COVID-19**

In the wake of COVID-19, True is actively working to supply fertilizers to customers growing produce. This crisis requires the company to focus on cross training of all employees to circumvent the potential loss of employees due to the COVID-19 virus. Consequently, each site must take extra precaution with Good Manufacturing Processes (GMP), food safety, and employee safety. This will also require training to address the changes put in place due to the COVID-19 virus including how to operate under social distancing and how to address personal hygiene for the safety of its products, employees, and consumers.

**Green / Clean Operations**

True uses only organic, raw materials to manufacture its fertilizers. The Company's organic operation was recently certified and recognized by the Organic Materials Review Institute (OMRI), Washington State Department of Agriculture, and California Department of Food and Agriculture (CDFA). With ETP funding, green / clean operations' course topics include Environmental Standards and Organic – Mixing, Label Requirements, Wash Station (Manufacturing Skills).

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

The Company retained Training Grants Intelligence, Inc. (TGII) in Canton, GA to assist with development of this proposal for a flat fee of \$5,720.

**ADMINISTRATIVE SERVICES**

The Company also retained TGII 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/E-Learning Hours**

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- Computerized Maintenance Management System (CMMS)
- Everyweigh Scale Software
- Equipment Software and Automation
- Intermediate / Advanced Software Systems
  - Microsoft Applications Reporting
- Inventory Software
- Yardboss Inventory System

**CONTINUOUS IMPROVEMENT**

- Best Practices
- Business Strategies
- Communication Skills
- Conflict Resolution
- Continuous Improvement Techniques
- Customer Service Skills / Sales
- Decision Making
- Hold and Release Program
- Leadership
- Performance Management
- Pre-Lean
- Problem Solving
- Quality Concepts
- Sales & Marketing for Growth
- Team Building

**HAZARDOUS MATERIALS (HAZMAT)**

- Blood Borne Pathogens / Biohazards
- Classification of Hazardous Products
- Compliance with Federal Hazardous Material Regulations
- Creating a Security Plan
- Flammable / Combustible Materials
- Hazardous / Communication- Safety Data Sheets
- Hazardous Products Identification, Packing, Marking and Labeling, Documentation
- How to Package the Material and How to Mark it Properly
- How to Report an Incident.
- Learning to Assign Proper Shipping Name, The Division, The Identification Number, The Proper Warning Label
- Oily Rags / Filters
- Pesticides
- Shipping Papers, Compatibility, Blocking, Placarding
- Small Quantity Generator of Haz / Waste
- Spill Prevention
- Universal Waste

- Waste Management
- Wood Dust

### **HAZWOPER (OSHA 40- Certified Safety Trainer)**

- Clean-Up Operation
- Compressed Gas Cylinders
- Confined Spaces
- Construction Health Hazards
- Decontamination
- Emergency Response
  - Emergency Response for Hazardous Waste Sites
  - Emergency Response for Hazardous Substance Release
  - Emergency Response Practical Considerations
- Ergonomics
- Excavations
  - Practical Applications
  - Safety
  - Soils Analysis
- Exposure Monitoring
- Focus Four Caught-In or Between Hazards
- Focus Four Electrocution Hazards
- Focus Four Fall Protection
- Focus Four Struck-By Hazards
- Heat and Cold Stress
- Handling Drums and Containers Hand and Power Tools
- Hazardous Substances Hazardous Waste Operations
- Hazardous Waste
- HAZWOPER at RCRA Sites
- HAZWOPER Appendices
- HAZWOPER Overview and Orientation
  - Regulation – Definitions
  - Introduction to OSHA
  - Hazard Communication – GHS
  - Hazard Recognition and Control
  - Chemical Awareness and Toxicology
- Illumination, Sanitation, and New Technology
- Industry Terms
- Materials Handling
- Medical Surveillance
- Personal Protective Equipment (PPE)
  - PPE Levels of Protection
  - Chemical Protective Clothing
- Portable Fire Extinguishers
- Respiratory Protection
- Safety and Health Programs
  - Site Characterization
  - Site Control
- Working Around Mobile Equipment

**OSHA 10/30 (OSHA-Certified Safety Trainer)**

- OSHA 10
- OSHA 30

**MANUFACTURING SKILLS**

- Advanced Techniques for New Products, Industries Clients, & Processes
- Agronomy
- Assembly Skills
- Biochemistry
- Biology
- Chemistry
- Cross Training
- Environmental Standards
- Equipment Maintenance
- Equipment Operation
- Food Safety and Testing
- Fundamentals of research
- GMP (Good Manufacturing Processes)
- Labeling
- Material Handling Conveyor
- Microbiology
- Organic – Mixing, Label Requirements, Wash Station
- Packaging
- Product Inspection training
- Production Skills
- Quality
- Research & Development
- Sanitation
- Shipping and Receiving
- Sustainability
- Tools – Hand and Power Tools
- True HTP (Heat Treat Pathogen) Process
- Warehouse Skills
- Weighmaster

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:

**Aspen Healthcare Corp. dba Salus Homecare**

**Contract Number: ET20-0339**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>Job Creation Initiative<br>Medical Skills Training<br>SET | Industry Sector(s): | Services (G)<br>Healthcare (62)<br><br>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: 292   | U.S.: 292           | Worldwide: 292  |
| <u>Turnover Rate:</u>                                 | 5%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$725,600                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$379,178                |

**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<br>Priority Rate<br>Medical Skills Training<br>SET                 | Cont. Imp.,<br>Computer Skills,<br>MS-Didactic,<br>MS-Clinical<br>w/Preceptor | 235                       | 8-200          | 0-86<br>Weighted Avg:<br>40 | \$920                    | \$25.01             |
| 2       | Retrainee<br>Priority Rate<br>SET  | Cont. Imp.,<br>Computer Skills  | 50                        | 8-200          | 0-86<br>Weighted Avg:<br>45 | \$1,035                  | \$25.01             |
| 3       | Retrainee<br>Priority Rate<br>Job Creation<br>Medical Skills Training<br>SET | Cont. Imp.,<br>Computer Skills,<br>MS-Didactic,<br>MS-Clinical<br>w/Preceptor | 73                        | 8-200          | 0-86<br>Weighted Avg:<br>62 | \$1,426                  | \$15.33             |
| 4       | Retrainee<br>Priority Rate<br>Job Creation<br>SET                            | Cont. Imp.,<br>Computer Skills  | 5                         | 8-200          | 0-86<br>Weighted Avg:<br>62 | \$1,426                  | \$15.33             |

**Minimum Wage by County: Job Number 1 (SET/Priority Industry):** \$25.01 per hour for Orange County

**Job Number 2 (SET/Priority Industry):** \$25.01 per hour for Orange County

**Job Numbers 3 & 4 (Job Creation):** \$15.33 per hour for Orange County

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

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

Up to \$2.01 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2

| Wage Range by Occupation       |                   |                         |
|--------------------------------|-------------------|-------------------------|
| Occupation Titles              | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1: Retrainee</b> |                   |                         |
| Dieticians                     | \$24.00 - \$40.00 | 2                       |
| Licensed Vocational Nurses     | \$24.00 - \$35.00 | 61                      |
| Registered Nurses              | \$40.00 - \$45.00 | 85                      |
| Therapists                     | \$35.00 - \$45.00 | 24                      |
| Therapy Assistants             | \$24.00 - \$40.00 | 9                       |
| Social Workers                 | \$23.00 - \$40.00 | 54                      |



|   |                   |    |
|---|-------------------|----|
| <b>Job Number 2: Retrainee</b>              |                   |    |
| Administrative Staff                        | \$24.00 - \$50.00 | 50 |
| <b>Job Number 3: Retrainee/Job Creation</b> |                   |    |
| Home Health Aides                           | \$17.00 - \$19.00 | 15 |
| Licensed Vocational Nurses                  | \$24.00 - \$35.00 | 15 |
| Registered Nurses                           | \$40.00 - \$45.00 | 15 |
| Therapists                                  | \$35.00 - \$45.00 | 10 |
| Therapy Assistants                          | \$24.00 - \$40.00 | 13 |
| Social Workers                              | \$23.00 - \$40.00 | 5  |
| <b>Job Number 4: Retrainee/Job Creation</b> |                   |    |
| Administrative Staff                        | \$24.00 - \$50.00 | 5  |

## **INTRODUCTION**

Founded in 2007 and located in Irvine, Aspen Healthcare Corp. dba Salus Homecare (Aspen) ([www.salushomecare.com](http://www.salushomecare.com)) is a home health care service provider working with its affiliate, Professional Services Staffing, LLC, to provide comprehensive, patient centered post-acute care program designed to ease and support patient transition following an in-patient stay from an acute care hospital or skilled nursing facility. Aspen employs 237 healthcare professionals, providing 24-hour recovery services and nursing care to patients. Training will be delivered at it's location in Irvine. This is Aspen's first ETP Contract.

### **Veterans Program**

Aspen actively recruits Veterans and participates in Veteran job fairs to recruit for all open occupations. However, there is not a Veterans component in this project.

## **PROJECT DETAILS**

There has been an increase in demand for skilled home health care workers, as patients with injuries and illnesses are being discharged from hospital facilities at a higher rate. To improve customer satisfaction, Aspen workers require training to focus on patient education, primary care collaboration, medication reconciliation, equipment and home modification needs, and the provision of care ordered by physicians.

In addition, Aspen must focus on its day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure its cost structure and operation infrastructures are aligned with the Company's long-term goals to improve patient services. Aspen is developing adaptive and interactive technology platforms to detect care gaps, manage costs, and measure consumer needs and expectations to better manage chronic illnesses and end of life care.

To ensure quality standards mandated by the Affordable Care Act are achieved, Aspen must improve processes, increase quality of services, meet increased demands for high quality care, implement technological enhancements, and increase full-time staff population. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. In addition, enhancing employee skills will enable Aspen to remain competitive within the industry and offer higher workplace promotional opportunities.

## Retrainee - Job Creation

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

The Company is expanding its workforce to meet new staff to patient ratios under the SB97 mandates. In order to meet ratio requirements, Aspen has committed to hiring 78 new employees (Job Numbers 3 & 4), including Administrative Staff, Home Health Aides, Licensed Vocational Nurses, Registered Nurses, Therapists, Therapy Assistants and Social Workers.

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 and Computer-Based Training (CBT) by in-house experts and vendors as needed in the following:

**Computer Skills:** Training will be offered to all occupations and focus on new software. Training topics include Clinical Services System Management, Electronic Medical Records Application Skills, ICD-10 Coding (OASIS) and MS Office Suite Skills (Intermediate and Advanced).

**Continuous Improvement:** Training will be offered to all occupations and include Communication Skills, Coordination of Care, Customer Service, Preceptor Skills and Problem Solving.

**Medical Skills Training:** Approximately 252 Dietitians, Home Health Aides, Licensed Vocational Nurses, Registered Nurses, Therapists, Therapist Assistants and Social Workers will participate in clinical skills training utilizing both Didactic and Clinical with Preceptor training methodologies.

Class/lab training will be provided by in-house experts and vendors to all occupations on advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Training includes Advanced Cardiac Life Support, Intravenous Therapy, Patient Assessment and Care, Infection Control and Respiratory Care.

## Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-86 hours of CBT.

## Special Employment Training

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

### ➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 to \$25.01). Aspen requests this modification for Job Numbers 1 and 2.

Job Numbers 3 and 4 are Job Creation and will not require a wage modification to meet the Standard Wage requirement of \$15.33 for Orange County.

**Retention Modification**

Aspen requests an alternate retention of 500 hours within 272 days for Dieticians, Home Health Aides, Licensed Vocational Nurses, Registered Nurses, Therapists, Therapist Assistants and Social Workers (Job Numbers 1 and 3). Healthcare workers are considered to have non-customary work hours and may requests an alternate retention to satisfy the retention requirements.

**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.

Aspen requests to decrease the full-time employment hours from 35 hours per week to 32 hours per week for Dieticians, Home Health Aides, Licensed Vocational Nurses, Registered Nurses, Therapists, Therapists Assistants and Social Workers (Job Numbers 1 and 3). The Company considers employees in these occupations to be full-time at 32 hours per week and eligible for full-time benefits. This is consistent with industry standards.

**Commitment to Training**

Aspen spends approximately \$475,000 annually on training which includes basic skills updates, new-hire classroom and preceptor-led training, safety training and mandated compliance training.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ETP funds will allow the Company to prepare new clinicians for full-time patient care, reduce hospital re-admissions, and meet new quality standards.

➤ **Training Infrastructure**

The CEO will oversee this training plan and has designated the Administrator to manage the ETP Contract. The Administrator will plan and schedule training and ensure all aspects of training are uniformly implemented. Additionally, Aspen has retained National Training Systems, Inc. (NTS) to help with administrative duties.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

NTS in Ladera Ranch assisted with development for a flat fee of \$19,000.

**ADMINISTRATIVE SERVICES**

NTS will also perform administrative services for a fee not to exceed 12% 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:

**CONTINUOUS IMPROVEMENT**

- Communication Skills
- Compliance
- Coordination of Care
- Customer Service
- Documentation Skills
- Environmental Safety
- National Patient Safety Goals
- Outcome Based Quality Improvement
- Preceptor Skills
- Problem Solving
- Quality Assessment and Improvement
- Team Building

**COMPUTER SKILLS**

- Clinical Services System Management
- Electronic Medical Records Application Skills
- ICD-10 Coding
  - OASIS
- MS Office Suite Skills (Intermediate/Advanced ONLY)

**MEDICAL SKILLS–DIDACTIC**

- Activities of Daily Living
- Advanced Cardiac Life Support
- Advanced Directives
- Annual Skills Update
- Arterial Blood Gas Interpretation
- Assessing Cardiac Changes
- Assessing Respiratory Function
- Basic Life Support
- Behavior Management
- Body Mechanics
- Cardiac Conditions
- Care of the Pleurx Patient
- Case Management
- Central Venous Access Devices
- Clinical Skills Lab
- Death and Dying
- Dementia Care
- Depression
- Diabetic Management
- Disaster & Emergency Preparedness
- Discharge Planning
- Disease Management
- Elder Abuse

- Electrolyte Imbalance
- End of Life Care
- Enteral Feeding Tube Management
- Equipment Skills
- Functional Mobility Assessment
- Gastrointestinal Assessment & Management
- Grief and Bereavement
- Handling of Death in a home
- Hazardous Materials
- Home Healthcare
- Hospice Skills
- Incontinence Management (Colostomy Care, Urinary Catheter)
- Infection Control
- Influenza Vaccination
- Infusion Therapy
- Intravenous Therapy
- Joint Replacement Care and Outcomes
- Medical Social Worker Skills
- Medication Administration & Management
- Multiple Sclerosis
- Neurological Assessment/ Conditions
- Occupational Therapy Skills
- Orthopedic Conditions
- Pain Management (Acute & Chronic)
- Palliative Care
- Parkinson Care
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Safety
- Patient Transfer Techniques
- Physical Therapy Skills
- Point-of-Care Laboratory Testing
- Pressure Ulcers
- Preventing Abuse
- Psychological and Spiritual Issues Related to Death and Dying
- Rehabilitation Skills
- Respiratory Care
- Skin Assessment
- Speech Therapy Skills
- Supplies, Medical Gasses and Drugs
- Symptom Management Stoplight Tools
- Tracheotomy Care
- Urinary Management (Foley Catheter, Input/Output)
- Wound Management
- Wound Vac Therapy

**MEDICAL SKILLS – CLINICAL W/PRECEPTOR** (Ratio 1:10)

- Rehabilitative Services
  - Case Management
  - Clinical Skills Lab

- Dementia Care
- Diabetic Management
- Enteral Feeding Tube Management
- Equipment Skills
- Infection Control
- Intravenous Therapy
- Medication Administration & Management
- Patient Assessment & Care
- Rehabilitation Skills
- Therapy Services
  - Body Mechanics
  - Functional Mobility & Ambulation
  - Infection Control
  - Neurological Conditions
  - New Therapist Skills
  - Occupational Therapy Skills
  - Orthopedic Conditions
  - Patient Assessment & Care
  - Physical Therapy Skills
  - Rehabilitation Skills
  - Speech Therapy Skills

### **CBT Hours**

0-86

#### **CONTINUOUS IMPROVEMENT**

- Communication Skills – 30 mins
- Compliance – 1 hour
- Coordination of Care – 30 mins
- Coordination of Care – 30 mins
- Customer Service – 30 mins
- Documentation Skills – 30 mins
- Environmental Safety – 1 hour
- Interdisciplinary Team Process – 30 mins
- National Patient Safety Goals - 1.5 hours
- Outcome Based Quality Improvement – 1.5 hours
- Preceptor Skills - 3.0 hours
- Problem Solving – 30 mins
- Quality Assessment and Improvement – 30 mins
- Team Building – 30 mins

#### **MEDICAL SKILLS–DIDACTIC**

- Activities of Daily Living – 1.5 hours
- Advanced Cardiac Life Support – 1 hour
- Advanced Directives – 30 mins
- Annual Skills Update – 4 hours
- Arterial Blood Gas Interpretation – 30 mins
- Assessing Cardiac Changes – 1.5 hours
- Assessing Respiratory Function – 1.5 hours
- Basic Life Support – 30 mins
- Behavior Management – 30 mins

- Body Mechanics – 1 hour
- Cardiac Conditions – 1.5 hours
- Care of the Pleurx Patient – 30 mins
- Case Management – 1.5 hours
- Central Venous Access Devices – 30 mins
- Clinical Skills Lab – 4 hours
- Death and Dying – 30 mins
- Dementia Care – 1 hour
- Depression – 30 mins
- Diabetic Management – 1.5 hours
- Disaster & Emergency Preparedness – 1 hour
- Discharge Planning – 30 mins
- Disease Management – 1 hour
- Elder Abuse – 30 mins
- Electrolyte Imbalance – 30 mins
- End of Life Care – 1 hour
- Enteral Feeding Tube Management – 45 mins
- Equipment Skills – 1.5 hours
- Functional Mobility Assessment – 1 hour
- Gastrointestinal Assessment & Management – 30 mins
- Grief and Bereavement – 30 mins
- Handling of Death in a Home – 1 hour
- Hazardous Materials – 1 hour
- Home Healthcare – 1 hour
- Hospice Skills – 1 hour
- Incontinence Management (Colostomy Care, Urinary Catheter) – 1 hour
- Infection Control – 1 hour
- Influenza Vaccination – 30 mins
- Infusion Therapy – 30 mins
- Intravenous Therapy – 45 mins
- Joint Replacement Care and Outcomes – 1 hour
- Medical Social Worker Skills – 1.5 hours
- Medication Administration & Management – 1 hour
- Multiple Sclerosis – 30 mins
- Neurological Assessments/Conditions – 1 hour
- Occupational Therapy Skills – 1 hour
- Orthopedic Conditions – 1.5 hours
- Pain Management (Acute & Chronic) – 30 mins
- Palliative Care – 1 hour
- Parkinson Care – 30 mins
- Patient Assessment & Care – 1.5 hours
- Patient Fall Prevention – 30 mins
- Patient Safety – 30 mins
- Patient Transfer Techniques – 30 mins
- Physical Therapy Skills – 1.5 hours
- Point-of-Care Laboratory Testing – 30 mins
- Pressure Ulcers – 30 mins
- Preventing Abuse – 30 mins
- Psychological and Spiritual Issues Related to Death and Dying – 30 mins
- Rehabilitation Skills – 1.5 hours

- Respiratory Care – 1 hour
- Skin Assessment – 30 mins
- Speech Therapy Skills – 1.5 hours
- Supplies, Medical Gasses and Drugs – 30 mins
- Symptom Management Stoplight Tools – 30 mins
- Tracheotomy Care – 1 hour
- Urinary Management (Foley Catheter, Input/Output) – 30 mins
- Wound Management – 1.5 hours
- Wound Vac Therapy – 30 mins

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:

**Clarke & Rush Mechanical, Inc.**

**Contract Number: ET20-0300**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>SET<br>Job Creation Initiative<br>Veterans | Industry Sector(s): | Construction (C)<br>Construction (23)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Sacramento   | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No      |                     |   |
| Number of Employees in:                               | CA: 100  | U.S.: 100           | Worldwide: 100  |
| <u>Turnover Rate:</u>                                 | 10%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A  |                     |   |

### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$382,500   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$250,240                |

**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<br>Priority Rate<br>SET  | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv,<br>HazMat,<br>PL-Commercial Skills | 91                        | 8-200             | 0   | \$1,840                  | \$25.01             |
|         |  |  |                           | Weighted Avg: 80  |     |                          |                     |
| 2       | Retrainee<br>Priority Rate<br>SET<br>Job Creation Initiative             | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv,<br>HazMat,<br>PL-Commercial Skills | 25                        | 8-200             | 0   | \$2,760                  | \$15.00*            |
|         |  |  |                           | Weighted Avg: 120 |     |                          |                     |
| 3       | Retrainee<br>Priority Rate<br>SET<br>Job Creation Initiative<br>Veterans | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv,<br>HazMat,<br>PL-Commercial Skills | 5                         | 8-200             | 0   | \$2,760                  | \$15.00*            |
|         |  |  |                           | Weighted Avg: 120 |     |                          |                     |

\*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):** SET Priority Wage of \$25.01 per hour

**Job Number 2 (Job Creation):** \$15.00 per hour for Sacramento County.

**Job Number 3 (Job Creation/Veterans):** \$15.00 per hour for Sacramento County.

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

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

Up to \$2.41 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and up to \$1.00 per hour may be used to meet Post-Retention Wage for Job Number 2.

| Wage Range by Occupation         |                   |                         |
|----------------------------------|-------------------|-------------------------|
| Occupation Titles                | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (Retrainees)</b> |                   |                         |
| Technician/Installer             | \$22.60 - \$35.00 | 58                      |
| Admin Support                    | \$22.60 - \$35.00 | 18                      |
| Sales                            | \$22.60 - \$43.00 | 8                       |
| Team Lead                        | \$23.00 - \$50.00 | 7                       |

|   |                   |    |
|---|-------------------|----|
| <b>Job Number 2 (Job Creation)</b>          |                   |    |
| Technician/Installer                        | \$14.00 - \$16.00 | 18 |
| Admin Support                               | \$14.00 - \$16.00 | 2  |
| Sales                                       | \$14.00 - \$16.00 | 4  |
| Team Lead                                   | \$18.00 - \$30.00 | 1  |
| <b>Job Number 3 (Job Creation/Veterans)</b> |                   |    |
| Technician/Installer                        | \$17.00 - \$35.00 | 4  |
| Team Lead                                   | \$17.00 - \$35.00 | 1  |

## **INTRODUCTION**

Founded in 1963 and headquartered in Sacramento, Clarke & Rush Mechanical, Inc. (Clarke & Rush) ([www.clarke-rush.com](http://www.clarke-rush.com)) specializes in designing, engineering, and installing custom heating and cooling systems, dual pane windows, doors, and plumbing services to residential homeowners and tenants. Training in this proposal will be delivered at the Company's location in Sacramento. This is Clarke & Rush's first ETP project.

### **Veterans Program**

Clarke & Rush has assembled a marketing campaign aimed at attracting Veterans. The Company also collaborates with Hire a Vet and Troops to Trades for outreach and plans to hire 5 Veterans within the next year (Job Number 3).

## **PROJECT DETAILS**

In 1978 The California Building Standards Commission created California Code of Regulations, Title 24, Part 6, California Building Standards Code, also titled The Energy Efficiency Standards for Residential and Nonresidential Buildings, to reduce California energy consumption. These standards are updated periodically by the California Energy Commission to allow consideration and possible incorporation of new energy efficiency technologies and methods.

### **Need For Training**

Due to the continuous changes mandated by Title 24, Clarke & Rush has developed a training plan to incorporate new technologies and requirements of Title 24. Ever-increasing efficiency ratings will require ongoing training on whole-home performance energy efficiency, coolant systems and methodologies, and utilizing digital tools versus old mechanical and analog devices.

Additionally, the Company has expanded its services to include electrification services, enabling customers to run systems using cleaner energy, and has invested over \$190K on new equipment such as mini-splits, vapor barriers, smart systems, and inverter systems. Staff must be trained to diagnose, install and repair all systems consistent with Title 24 guidelines. Training under this proposal will ensure staff are competent and proficient in new technologies to address the strong demand for electrification 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.

Clarke & Rush recently contracted with a major Northern California utility company to provide residential electrification services, which is forecasted to add 25% growth in business. To address this growth, the Company will hire 30 new employees (Job Number 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 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. Training will focus on customer satisfaction. Training topics include Negotiation Skills, Customer Needs Assessment, and Communication Skills.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on adhering to Title 24 requirements and new technologies. Training topics include Thermal Dynamics, Fundamentals of Solar Technology, Title 24 Standards, and Ventilation System.

**Computer Skills:** Training will be offered to all occupations. Training will focus on the Company's HVAC Management Software and building codes. Training topics include Service Titan (proprietary HVAC management software) Skills and Trenchless Video X-Ray.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on improving overall operational efficiency and quality control. Training topics include Leadership Skills, Team Building, and Logistics Efficiency.

**Hazardous Materials:** Training will be offered to Technician/Installer and Team Leads. Training will allow staff to operate in an appropriate manner when handling hazardous materials and conditions. Training topics include Asbestos Procedures/Handling and Coolant Systems - Evac and Weigh In Procedures.

## Productive Laboratory

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

Clarke & Rush is requesting PL training for its Technician/Installer occupations. 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 topics include 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 3 trainees.

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. Due to the extensive training required for HVAC Technicians and installers, PL will be capped at 60 hours per trainee.

## Special Employment Training

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

➤ **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$33.34 per hour to \$25.01 per hour). The Company requests this modification for trainees in Job Number 1.

**Commitment to Training**

The Company invests over \$300,000 annually per facility for training that includes basic safety, company orientation, and departmental on-the-job 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**

Clarke & Rush has a detailed training schedule in place and is ready to begin upon approval. The Company has assigned its HR Manager and two support staff to oversee all training efforts and to ensure recordkeeping requirements are met. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with the development for a flat fee of \$19,136.

**ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC 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:

**BUSINESS SKILLS**

- + Active Listening Skills
- + Communication Skills
- + Conflict Resolution
- + Customer Needs Assessment
- + Negotiation Skills
- + Persuasion Strategies
- + Presentation Skills
- + Understanding and Managing Expectations

**COMMERCIAL SKILLS**

- + Advanced A/C Systems
- + Advanced Diagnosis
- + Advanced Wiring and Schematics
- + Air Quality Diagnostics and Methodologies
- + Back Flow Systems
- + Barriers Methodologies
- + Basic Tools
- + Compression Fittings
- + Connected Home Technology
- + Diagnostics
- + Digital Tool Gauges
- + Digital Tools
- + Disposals
- + Drains – Roof/Floor and Area
- + Drawings/Plans
- + Electrification
- + Field Tools/ Gauges
- + Fixtures and Faucets Including Install
- + Fundamental of Solar Technology
- + Fundamentals of Air Conditioning Systems
- + Fundamentals of HVAC
- + Fundamentals of Water Flow and Plumbing Systems
- + Gas and Fuel Systems
- + Heat Pump Systems
- + Insulating Methodologies
- + Inverter Technology
- + Inverter Type Motors
- + Maintenance of Fixtures Drains and Water Heaters
- + Maintenance Tune Up Procedures
- + Metering Devices
- + Motors
- + On Demand Hot Water Systems
- + Pipe and Supply Lines
- + Pipes and Fittings Including Install
- + Plumbing
- + Plumbing Code

- ✦ Plumbing Safety
- ✦ Septic System Maintenance
- ✦ Sewage and Pump Systems
- ✦ Specialized Tools
- ✦ Switches and Electrical Components
- ✦ System Controls/Smart System Controllers
- ✦ System Sizing
- ✦ Thermal Dynamics
- ✦ Thermostats
- ✦ Title 24 Standards
- ✦ Trenchless System and Tooling
- ✦ Valves
- ✦ Ventilation Systems
- ✦ Venting
- ✦ Video Inspection
- ✦ Water Heaters
- ✦ Water Pressure Booster and Recirc Systems
- ✦ Water Supply Treatment Systems

### **COMPUTER SKILLS**

- ✦ Make Technology Your Asset
- ✦ Regulatory Code Research Techniques
- ✦ Service Titan (Proprietary HVAC Management Software) Skills
- ✦ Tablet Applications
- ✦ Trenchless Video X-Ray
- ✦ Water Leak Video Inspection Tools

### **CONTINUOUS IMPROVEMENT**

- ✦ Building High Performance Teams
- ✦ Business Acumen Skills
- ✦ Coaching for Leaders
- ✦ Kaizen Event Strategy and Implementation
- ✦ Leadership Skills
- ✦ Lean Production
- ✦ Logistics Efficiency
- ✦ Motivating Employees
- ✦ Quality Control/Systems
- ✦ Root Cause Analysis
- ✦ Team Building

### **HAZARDOUS MATERIALS**

- ✦ Asbestos Procedures/Handling
- ✦ Coolant Systems – Evac and Weigh In Procedures
- ✦ EPA Licensing
- ✦ HAZMAT Safety

### **Productive Lab Hours**

0-60

### **COMMERCIAL SKILLS** (limited ratio 1:3)

- ✦ Air Conditioning Systems
- ✦ Air Quality Diagnostics and Methodologies
- ✦ Barriers Methodologies
- ✦ Cast Iron Pipe and Fittings

- + Copper Pipe and Fittings
- + Corrugated Stainless Steel Tubing
- + Diagnostics
- + Digital Tools
- + Drawings/Plans
- + Gas and Fuel Systems
- + Heat Pump Systems
- + Inverter Type Systems
- + Metering Devices
- + Motors
- + Pipes and Fittings (Plastic) Including Install
- + Scheduling/Logistics
- + Solar Replacement
- + Switches and Electrical Components
- + System Controls/Smart System Controllers
- + Thermal Dynamics
- + Thermostats
- + Tune Up Procedures
- + Ventilation Systems
- + Venting
- + Wiring

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:

### Free Energy Savings Company, LLC dba Quality Conservation Services

Contract Number: ET20-0337

Panel Meeting of: May 15, 2020

ETP Regional Office: Sacramento

Analyst: K. Mam

#### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>Job Creation Initiative<br>Veterans<br>HUA | Industry Sector(s): | Construction (C)<br>Services (61,71,72,81,92)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Bernardino, Contra Costa, Sonoma, 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: 265  | U.S.:265            | Worldwide: 265  |
| <u>Turnover Rate:</u>                                 | 8%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 3%   |                     |   |

#### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$695,205                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$529,000                |

**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<br>Priority Rate  | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv.,<br>HazMat,<br>PL-Comm'l Skills | 172                       | 8-200                | 0   | \$1,725                  | \$18.34             |
|         |   |   |                           | Weighted Avg:<br>75  |     |                          |                     |
| 2       | Retrainee<br>Priority Rate<br>HUA                                 | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv.,<br>HazMat,<br>PL-Comm'l Skills | 60                        | 8-200                | 0   | \$1,725                  | *\$13.76            |
|         |   |   |                           | Weighted Avg:<br>75  |     |                          |                     |
| 3       | Retrainee<br>Priority Rate<br>Job Creation Initiative             | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv.,<br>HazMat,<br>PL-Comm'l Skills | 30                        | 8-200                | 0   | \$3,220                  | *\$15.00            |
|         |   |   |                           | Weighted Avg:<br>140 |     |                          |                     |
| 4       | Retrainee<br>Priority Rate<br>Job Creation Initiative<br>Veterans | Business Skills,<br>Commercial Skills,<br>Computer Skills,<br>Cont. Improv.,<br>HazMat,<br>PL-Comm'l Skills | 10                        | 8-200                | 0   | \$3,220                  | *\$15.00            |
|         |   |   |                           | Weighted Avg:<br>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:** \$20.00 per hour for San Mateo and Contra Costa Counties; \$18.34 per hour for San Bernardino and Sonoma Counties.

**Job Number 2 (HUA):** \$13.76 per hour for San Bernardino County

**Job Number 3 & 4 (Job Creation/Veterans):** \$16.67 per hour for San Mateo and Contra Costa Counties; \$15.00 per hour for San Bernardino and Sonoma 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 added to meet the Post-Retention Wage for Job Number 1.

| <b>Wage Range by Occupation</b>             |                   |                         |
|---|-------------------|-------------------------|
| Occupation Titles                           | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (Retrainees)</b>            |                   |                         |
| Technician                                  | \$18.50 - \$44.00 | 81                      |
| System Analyst                              | \$18.50 - \$44.00 | 54                      |
| Support Staff                               | \$18.50 - \$25.00 | 26                      |
| Team Lead                                   | \$25.00 - \$40.00 | 11                      |
| <b>Job Number 2 (Retrainees/HUA)</b>        |                   |                         |
| Technician                                  | \$15.00 - \$44.00 | 40                      |
| System Analyst                              | \$15.00 - \$44.00 | 10                      |
| Support Staff                               | \$15.00 - \$25.00 | 10                      |
| <b>Job Number 3 (Job Creation)</b>          |                   |                         |
| Technician                                  | \$15.00 - \$40.00 | 23                      |
| System Analyst                              | \$15.00 - \$40.00 | 3                       |
| Support Staff                               | \$15.00 - \$30.00 | 2                       |
| Team Lead                                   | \$20.00 - \$45.00 | 2                       |
| <b>Job Number 4 (Job Creation/Veterans)</b> |                   |                         |
| Technician                                  | \$18.00 - \$42.00 | 6                       |
| System Analyst                              | \$18.00 - \$42.00 | 2                       |
| Team Lead                                   | \$25.00 - \$52.00 | 2                       |

## **INTRODUCTION**

Founded in 1998 and headquartered in Montclair, Free Energy Savings Company, LLC dba Quality Conservation Services ([www.qcsc.ca.com](http://www.qcsc.ca.com)) (QCS) provides installation and repair of energy efficient heating, ventilation, air-conditioning (HVAC), plumbing, and electrical solutions 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. This is QCS's first ETP Contract. Training will be delivered at the Company's four locations in Montclair, Concord, Cotati, and Victorville.

### **Veterans Program**

QCS has assembled a marketing campaign aimed at attracting Veterans. The Company also partners with Hire a Vet and Troops to Trades for outreach. QCS plans to hire 10 Veterans (Job Number 4).

## **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.

As part of the drive for renewable and sustainable products pursuant to Title 24, QCS has implemented a training program focused on integrating products that support environmental consciousness and efficient renewable and sustainable energy. The Company has invested over \$295K on new equipment including mini splits, solar heating, geothermal systems, and inverter systems. Training will focus on technical skills necessary to perform job functions of new technologies and systems mandated by Title 24.

QCS has also 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 throughout California for electrification; therefore, 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.

QCS is expanding its operations in both the San Diego County and along the Nevada border due to a significant demand from partnering utility companies for electrification, water conservation, and renewable energy storage and has committed to hiring 40 new employees (Job Number 3 & 4). 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 on customer service skills. Training topics include Negotiation Skills, and Effective Customer Service.

**Commercial Skills:** Training will be offered to Technicians, System Analysts, and Team Leads. Training will focus on installation and equipment operations. Training topics include Heat Pump Systems, Metering Devices, and Electrification.

**Computer Skills:** Training will be offered to all occupations. Training will focus on the Company’s software systems. Training topics include Microsoft Office and Google Suites (Intermediate/Advanced) and STS (The QCS Tech System, proprietary HVAC Management Software) Skills.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on overall operational efficiency of business. Training topics includes Change Management Skills, Problem Solving Skills, and Root Cause Analysis.

**Hazardous Materials:** Training will be offered to Technicians and System Analysts on proper disposal methods of materials. Training topics include Emergency Response and Clean-Up and Handling Hazardous Materials.

### **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.

QCS will provide approximately 80 hours of PL-Commercial Skills to Technicians, System Analysts and Team Leads 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, and solar panels. 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.

### **High Unemployment Area**

Trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in San Bernardino County are in a 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. QCS is requesting a wage modification of \$18.34 per hour to \$13.76 per hour for Job Number 2.

### **Commitment to Training**

QCS invests approximately \$365,000 a year on training per facility and provides training in the fundamentals of HVAC and safety procedures. 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

QCS has a detailed training schedule in place and has already implemented the ETP roster process. The HR Director and four 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.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development for a flat fee of \$48,739.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC 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:

#### **BUSINESS SKILLS**

- ✚ Active Listening Skills
- ✚ Building Strong Relationships
- ✚ 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
- ✚ Intra-Company Communication/Advanced Communication
- ✚ Negotiation Skills
- ✚ Personality Traits and Skills Builder Applications
- ✚ Persuasion Strategies
- ✚ Presentation Skills in the Field
- ✚ The 12 Principles of Highly Successful Leaders
- ✚ The 6 Steps of Planning and Execution
- ✚ The Strategic Initiative Planning Process
- ✚ 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
- ✚ Electrification
- ✚ High Voltage/Low Voltage Systems
- ✚ Lighting
- ✚ Reading Electrical Drawings, Fixture Schematics
- ✚ Residential Electrical Systems
- ✚ Troubleshooting Electrical Systems/Components
- ✚ Wiring - Conduits, Cables and Connectors

### **COMPUTER SKILLS**

- ✚ Make Technology Your Asset



- ✦ Microsoft Office and Google Suites (Intermediate/Advanced)
- ✦ STS (The QCS 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

### **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 Demand 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

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:

**Pacific Coast Building Products, Inc.**

**Contract Number: ET20-0303**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Job Creation Initiative<br>Priority Rate<br>HUA  | Industry Sector(s): | Manufacturing (E)<br><br>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 Glaziers Architectural Metal and Glassworkers Local Union No. 767 |                     |   |
| Number of Employees in:                               | CA: 1,985   | U.S.: 3,259         | Worldwide: 3,321  |
| <u>Turnover Rate:</u>                                 | 19%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 8%  |                     |   |

### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$736,684   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$649,980                |

**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, Continous Improvement, Manufacturing Skills  | 630                       | 8-200            | 0-15 | \$851                    | \$18.34             |
|         |                                      |   |                           | Weighted Avg: 37 |      |                          |                     |
| 2       | Retrainee Priority Rate Job Creation | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Manufacturing Skills | 110                       | 8-200            | 0-15 | \$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:** \$20.00 per hour in Alameda, Marin, San Mateo and San Clara Counties; \$19.05 per hour in Los Angeles County; \$18.39 per hour in Orange County; and \$18.34 per hour in Butte, El Dorado, Fresno, Nevada, Placer, Riverside, Sacramento, San Diego, San Joaquin, San Luis Obispo, Shasta, Solano, Sonoma, Stanislaus, Tulare and Yuba Counties. **Job Number 2:** \$16.67 per hour in Alameda, Marin, San Mateo and San Clara Counties; \$15.88 per hour in Los Angeles County; \$15.33 per hour in Orange County; \$15.20 per hour in San Diego County; and \$15.00 per hour in Butte, El Dorado, Fresno, Nevada, Placer, Riverside, Sacramento, San Joaquin, San Luis Obispo, Shasta, Solano, Sonoma, Stanislaus, Tulare and Yuba 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 \$2.48 per hour may be used to meet the Post-Retention Wage in Job Number 1; up to \$2.00 per hour in Job Number 2.

| Wage Range by Occupation |                 |                         |
|--------------------------|-----------------|-------------------------|
| Occupation Titles        | Wage Range      | Estimated # of Trainees |
| <b>Job Number 1</b>      |                 |                         |
| Administrative Staff     | \$16.00-\$73.56 | 105                     |
| Maintenance Staff        | \$15.86-\$31.06 | 103                     |
| Production Staff         | \$15.91-\$56.49 | 146                     |
| Field/Installation Staff | \$16.50-\$55.55 | 42                      |
| Driver                   | \$16.50-\$30.70 | 163                     |

|                          |                 |    |
|--------------------------|-----------------|----|
| Sales Staff              | \$17.00-\$62.50 | 9  |
| Supervisor               | \$17.00-\$65.67 | 62 |
| <b>Job Number 2</b>      |                 |    |
| Administrative Staff     | \$13.00-\$73.56 | 10 |
| Maintenance Staff        | \$13.00-\$31.06 | 25 |
| Production Staff         | \$13.50-\$56.49 | 28 |
| Field/Installation Staff | \$14.50-\$55.55 | 35 |
| Driver                   | \$13.50-\$30.70 | 6  |
| Sales Staff              | \$17.00-\$62.50 | 4  |
| Supervisor               | \$17.00-\$65.67 | 2  |

## **INTRODUCTION**

Founded in 1953 and headquartered in Rancho Cordova, Pacific Coast Building Products, Inc. (Pacific Coast) ([www.paccoast.com](http://www.paccoast.com)) manufactures building products for the construction industry. Products include concrete block, terra cotta, insulation, brick, wallboard, clay pipe, roofing products, and lumber. The Company sells products to the public through home improvement stores and provides distribution services to residential, commercial and industrial subcontractors. There are 50 locations participating in this project. This will be Pacific Coast's fifth ETP Contract and the third in the last five years

### **Union Support**

Glaziers Architectural Metal and Glassworkers Local No. 767 has submitted a letter of support of the training listed on this ETP Project. This Union represents Field/Installation Staff across 6 locations in Alameda, Fresno, Sacramento, San Joaquin, Santa Clara, and Sonoma counties.

### **Veterans Program**

Although there is no Veterans Job Number in this proposal, Pacific Coast actively recruits and values the Veteran workforce.

## **PROJECT DETAILS**

In the prior Contracts Pacific Coast focused on development and use of standardized equipment. The Company also provided training in green building systems to address California Building Energy Efficiency Standards, newly updated manufacturing processes, and integrating Microsoft 365. For this Contract, Pacific Coast will focus on the company-wide integration of a new ERP system, SAP S/4. This new system involves training at all locations and all levels of the organization. Extensive training will be needed to ensure there is no gap in the transition into the new system. Workers will gain valuable skills learning an up to date ERP system that can result in opportunities for advancement.

Pacific Coast has hired 150 workers in the last two years and is planning to hire at least 110 more workers during the next year. Pacific Coast's demand for skilled workers is greater than the supply resulting in a training program that develops unskilled workers. Pacific Coast is expecting to continue training as needed for all new employees to increase their skills. Training in this proposal will not duplicate training from the prior 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.

Pacific Coast strives to expand its line of services. In the next year, the Company will open a new location in Chico to provide services to the rebuilding effort of the communities affected by the fires. Pacific Coast also plans to expand garage door services to Southern California markets. As a result, the Company will hire 110 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 Computer Based Training. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills:** This training will be offered to Administrative Staff, Sales Staff, and Supervisors. Topics include Project Management, Tracking Production, and Product Knowledge. Skills gained will help Pacific Coast run seamlessly and work better for customers.

**Commercial Skills:** This training will be offered to Production Staff, Maintenance Staff, Field/Installation Staff, Drivers, and Supervisors. Topics include Standard Operating Procedures, Production Excellence, and Forklift/Lift Operations. Trainees will learn to work more efficiently and safely.

**Computer Skills:** This training will be offered to all occupations. Topics include Advanced Computer Applications, SAP S/4 ERP System, and Project Management Software. Trainees will learn to effectively use new systems that are being integrated by the Company.

**Continuous Improvement:** This training will be offered to all occupations. Topics include Building/Leading Teams, Documenting Processes, and Using Data to Improve Processes. Trainees will continue to learn skills that improves teamwork and processes in the workplace.

**Manufacturing Skills:** This training will be offered to Production Staff, Maintenance Staff, Field/Installation Staff, Drivers, and Supervisors. Topics include Machinery Maintenance and Troubleshooting, Production Floor Standards, Heavy Equipment Procedures and Chemical and Combustible Material Processes. Trainees will learn to safely operate machinery in the workplace.

## Computer Based Training (CBT)

CBT will be provided to supplement class/lab training which is a more convenient means of delivering basic training. Trainees in Job Numbers 1 and 2 will receive between 0-15 hours of CBT.

## Commitment to Training

The Company’s annual training budget for each facility is approximately \$100,000 per year and includes new employee orientation, safety training, coaching and new hire training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Company is ready to begin training upon project approval. Training data will be collected by a team in Corporate Office where it will be entered into the ETP systems for tracking. Pacific Coast

has a team to internally audit the rosters to ensure accuracy in reporting. These are the same individuals who successfully oversaw the administration of the prior ETP Contract. Pacific Coast has a process in place to ensure all administrative duties are handled properly and all managers and trainers are aware of their responsibilities.

### **High Unemployment Area**

Some trainees in Job Number 1 and 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, San Joaquin, Stanislaus, Tulare and Yuba Counties are in an HUA. However, the Company is not requesting a wage modification.

### **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<br>\$ % |
|--------------|-----------------|---------------------------|-----------------|------------------------|
| ET17-0319    | Statewide       | 12/31/2016-<br>12/30/2018 | \$749,264       | \$749,264 (100%)       |
| ET14-0389    | Statewide       | 4/26/2014-<br>4/25/2016   | \$693,504       | \$693,504 (100%)       |

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Customer Service Excellence
- Employee Development and Management
- Estimating Material and/or Labor Costs
- Product Knowledge
- Project Management
- Tracking Materials and Labor Requirements
- Tracking Production

**COMMERCIAL SKILLS**

- Building Codes and Management
- Energy Audits and Energy Conservation
- Forklift/Lift Operations
- Personal Safety Equipment
- Production Excellence
- Safe Working Conditions
- Standard Operating Procedures

**COMPUTER SKILLS**

- Advanced Computer Applications
- Basics of Estimating
- Basis of Enterprise Systems
- Cyber Security
- Project Management Software
- SAP S/4 ERP System
  - Overview
  - Contracting
  - Sales
  - Finance
  - Procurement
  - Manufacturing
  - Warehousing
  - Logistics
- Software- System Updates

**CONTINUOUS IMPROVEMENT**

- Building/Leading Teams
- Continuous Improvement for Safety
- Documenting Processes
- Evaluating Team Performance
- Using Data to Improve Processes
- Promoting Collaborative Relationships
- Resolving Workplace Conflict
- Setting Performance Goals



**MANUFACTURING SKILLS**

- Chemical and Combustible Material Processes
- Heavy Equipment Processes
- Job Hazard Analysis
- Lock Out/Tag Out Procedures
- Machinery Maintenance and Troubleshooting
- Mining Hazards
- Personal Injury Prevention
- Production Floor Standards

**CBT Hours**

0-15

**COMPUTER SKILLS**

- Microsoft Office Suite Upgrade
  - Microsoft Office 365 - Home (20 Min)
  - Microsoft Office 365 - Office Apps (20 Min)
  - Microsoft Office 365 - OneDrive (20 Min)
  - Microsoft Office 365 - Teams (20 Min)
  - Microsoft Office 365 – SharePoint (20 Min)

**COMMERCIAL SKILLS**

- Alcal-Arcade IIPP (Injury Illness & Prevention Program) Spanish (15 Min)
- Alcal-Arcade IIPP (Injury Illness & Prevention Program) (15 Min)
- Alcal-Arcade Orientation Spanish (10 Min)
- Alcal-Arcade Orientation (10 Min)
- C1 Bloodborne Pathogens Awareness (10 Min)
- C1 Cal Personal Protective Equipment Awareness (25 Min)
- C1 Cal Scaffold Safety Awareness (15 Min)
- C1 Crystalline Silica Exposure (10 Min)
- C1 Defensive Driver Awareness (15 Min)
- C1 Power Tool Awareness (10 Min)
- C2 Cal Fall Protection (40 Min)
- C2 Cal Hazard Communication R2 (25 Min)
- C2 Cal Hazcom (25 Min)
- C2 Cal Materials Handling (45 Min)
- C2 Cal Roofers Fall Protection (30 Min)
- C2 Cal Roofers HAZCOM/Prop 65 (25 Min)
- C2 Cal Scaffold Use (30 Min)
- C2 Defensive Driving (60 Min)
- C2 Forklift Hazards (60 Min)
- C2 How to Read an MSDS (45 Min)
- C2 Office Safety (30 Min)
- Spanish C1 Hazard Communication Awareness (15 Min)
- Spanish C1 Personal Protective Equipment Awareness (20 Min)
- Spanish C1 Power Tool Awareness (15 Min)
- Spanish C2 Cal Roofers Fall Protection (30 Min)

- Spanish C2 Cal Roofers Hazcom/Prop 65 (25 Min)
- Spanish C2 Fall Protection (90 Min)
- Spanish C2 Scaffold User Guidelines (30 Min)
- Spanish C2 Stairways and Ladders (45 Min)

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.

**GLAZIERS ARCHITECTURAL METAL AND GLASSWORKERS  
LOCAL UNION 767**

**DISTRICT COUNCIL 16 - INTERNATIONAL UNION OF PAINTERS AND ALLIED TRADES  
HIGH PERFORMANCE / HIGH VALUE**



7111 GOVERNORS CIRCLE  
SACRAMENTO, CA 95823

PH: 916/393-2742  
888/772-2497  
FAX: 916/393-0244

Date 2/7/2020

The Employment Training Panel

1100 J St. Fourth Floor

Sacramento, CA 95814

We support the proposal to the Employment Training Panel from Pacific Coast Companies (service provider to Alcal Specialty Contracting, Inc.) as it applies to our members.

Sincerely,

John Tweedt

Regional Director LU767/DC16



## RETRAINEE - JOB CREATION

Training Proposal for:

**Taylor Farms Pacific, Inc.**

**Contract Number: ET20-0306**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>HUA<br>Job Creation Initiative<br>Veterans | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Joaquin  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No      |                     |   |
| Number of Employees in:                               | CA: 1,300  | U.S.: 1,300         | Worldwide: 1,300  |
| <u>Turnover Rate:</u>                                 | 5%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 10%  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$663,945                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$625,002                |

**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<br>Priority Rate<br>HUA    | Computer Skills,<br>Continuous Impr,<br>Manufacturing Skills,<br>Hazardous Materials,<br>OSHA 10/30,<br>PL- Mfg Skills | 668                       | 8-200               | 0   | \$874                    | *\$13.76            |
|         |                                      |  |                           | Weighted Avg:<br>38 |     |                          |                     |
| 2       | Priority Rate<br>HUA<br>Job Creation | Computer Skills,<br>Continuous Impr,<br>Manufacturing Skills,<br>Hazardous Materials,<br>OSHA 10/30,<br>PL-Mfg Skills  | 20                        | 8-200               | 0   | \$1840                   | *\$13.00            |
|         |                                      |  |                           | Weighted Avg:<br>80 |     |                          |                     |
| 3       | Priority Rate<br>HUA<br>Veterans     | Computer Skills,<br>Continuous Impr,<br>Manufacturing Skills,<br>Hazardous Materials,<br>OSHA 10/30,<br>PI -Mfg Skills | 5                         | 8-200               | 0   | \$874                    | *\$13.76            |
|         |                                      |  |                           | Weighted Avg:<br>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 Number 1 and 3: \$13.76 per hour for San Joaquin County; Job Number 2: \$13.00 per hour for San Joaquin County.

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

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

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

| Wage Range by Occupation              |                   |                         |
|---------------------------------------|-------------------|-------------------------|
| Occupation Titles                     | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1: Retrainee/HUA</b>    |                   |                         |
| Administration                        | \$15.00 - \$27.00 | 74                      |
| Equipment Operators                   | \$14.50 - \$27.00 | 49                      |
| Managers/Supervisors                  | \$17.00 - \$45.00 | 64                      |
| Mechanics                             | \$22.00 - \$39.00 | 11                      |
| Quality Staff                         | \$14.93 - \$29.00 | 73                      |
| Production                            | \$14.00 - \$26.50 | 383                     |
| Sanitation                            | \$14.37 - \$28.00 | 14                      |
| <b>Job Number 2: Job Creation/HUA</b> |                   |                         |
| Equipment Operators                   | \$14.50 - \$27.00 | 8                       |
| Managers/Supervisors                  | \$17.00 - \$45.00 | 5                       |

|                                   |                   |   |
|-----------------------------------|-------------------|---|
| Mechanics                         | \$22.00 - \$39.00 | 5 |
| Quality Staff                     | \$14.93 - \$27.50 | 2 |
| <b>Job Number 3: Veterans/HUA</b> |                   |   |
| Equipment Operators               | \$15.00 - \$27.00 | 2 |
| Mechanics                         | \$22.00 - \$39.00 | 1 |
| Quality Staff                     | \$15.00 - \$27.50 | 2 |

## **INTRODUCTION**

Founded in 1995 and headquartered in Tracy, Taylor Farms Pacific, Inc. (Taylor Farms) (<https://www.taylorfarms.com>) is a farming company that manufactures a variety of fresh, ready-to-eat salad and produce package kits. Taylor Farms' customers are wholesale food distributors and grocery retailers such as Sam's Club, Target, Walmart, Fresh Foods Market, etc. Training will take place at Taylor Farms' location in Tracy. This is the Company's first ETP-funded contract.

### **Veterans Program**

Taylor Farms actively recruits and hires Veterans using resources, such as, Monster, CalJobs and the Office of Federal Contract Compliance Program (OFCCP). Veteran trainees will participate in this Contract under Job Numbers 3.

## **PROJECT DETAILS**

Taylor Farms has experienced increasing demand for products and also, high demand for developing new products, brands and services over the past two years. To develop skill sets to meet customer demand, the Company must train in Performance Management, Good Manufacturing Practices (GMP), and Equipment Operation. Training will allow the Company to improve skills/knowledge, project efficiency and work quality.

Additionally, Taylor Farms invested \$625K to upgrade equipment to improve business operations. Trainees will learn to operate and maintain these state of the art equipment that includes Filler Mac Machines, Diversacut Equipment, Havssen Vertical Filer/Packaging Equipment, Matrix Bagging/Packaging Machine and Weber Meat Cutting 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.

Taylor Farms is expanding business capacity over the next two years with the addition of new equipment and products. To meet business needs the Company has committed to hiring 20 new employees (Job Number 2). These will be net new positions in Equipment Operators, Managers/Supervisors, Mechanics and Quality Staff. The date-of-hire for all 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.

### **Training Plan**

Training will be delivered in Class/Lab and Productive Lab methodologies in the following:

**Computer Skills:** Training will be offered to all occupations to improve internal processes and increase proficiency in various business software solutions. Training topics include Learning Management Systems – Alchemy ERP, Intermediate/Advanced Software Systems and Server & Hardware Configurations.

**Continuous Improvement:** Training will be offered to all staff. Staff will receive training to improve processes to remain competitive within the industry. Training topics include Business Strategies, Customer Service Skills and Performance Management.

**Hazardous Materials:** Training will be offered to Equipment Operators, Production, Managers/Supervisors and Sanitation occupations. Staff will receive the skills necessary to ensure a safe work environment while working with dangerous materials. Training topics include Blood Borne Pathogens/Biohazards, Flammable/Combustible Materials, Hazardous Waste Operations and Emergency Response.

**Manufacturing Skills:** Training will be offered to all staff. Training will focus on equipment processes aimed to produce higher yields of quality product. Training topics include Assembly Skills, BWE Mac Machine, Equipment Operation, Good Manufacturing Processes (GMP), Product Quality Inspection, Warehouse Skills and Zebra Label Duplicator.

### **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 Productive Laboratory (PL) training in the courses identified under the Curriculum.

PL is the most effective way for staff to fully comprehend the unique production processes and complex manufacturing equipment. Production and Equipment Operators must be instructed and coached to use the new equipment and machinery. PL training will be provided to approximately 20 incumbent staff members and will help workers achieve the technical competencies needed to perform their jobs with the highest level of safety and efficiency. Training will be provided by qualified instructors with industry knowledge and expertise in manufacturing processes. Trainee will receive approximately 22 PL hours per trainee with a trainer-to-trainee ratio of 1:3, as machines require groups of three trainees to operate.

### **High Unemployment Area**

All trainees work in San Joaquin County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

#### **➤ Wage Modification**

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Taylor Farms is requesting a wage modification from \$17.70 per hour to \$13.76 per hour for Job Numbers 1 and 3 and from \$15.00 per hour to \$13.00 for Job Number 2 in order to serve workers in lower-wage occupations.

**Commitment to Training**

Taylor Farms has an annual training budget of approximately \$240,000. The Company utilizes subject-matter experts to conduct training. Moving forward, Taylor Farms intends to significantly increase the number of subject-matter experts specializing with equipment upgrades to deliver more training. The training budget includes state-mandated safety training, equipment maintenance and installation, food safety and security, and sales training.

ETP funds will not displace the existing financial commitment to training. ETP funds will support the Company's ongoing financial commitment to training. At the completion of the ETP training, Taylor Farms will continue to provide its workforce the skillsets they need to develop and grow within the Company. 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 be responsible for program oversight and communication. The Plant Director and HR lead will assist and oversee all administrative responsibilities. Additionally, the the Operations/Productions Manager will track training reports and collect rosters at each location. A team of Managers/Supervisors and Production leads will assist in the delivery of training.

Training Grants Intelligence Incorporated (TGII) will assist with the implementation, compliance, reporting and reimbursements for the contract. Training will be provided by in-house experts and vendors as needed.

**LMS**

Staff has reviewed and approved Taylor Farm's Learning Management System, Alchemy, for recordkeeping.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

TGII, located in Canton, Georgia, was retained to development this project for a flat fee of \$9,750.

**ADMINISTRATIVE SERVICES**

TGII was also retained to 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 Trainees may receive any of the following:

**COMPUTER SKILLS**

- Alchemy ERP
- Coach App
- Equipment Software Upgrade and Automation
- Intermediate/Advanced Software Systems
  - Microsoft Applications Reporting
- 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
- Performance Management
- Pre-Lean
- Problem Solving
- Quality Concepts
- Sales & Marketing
- Team Building

**HAZARDOUS MATERIALS**

- Blood Borne Pathogens/Biohazards
- Classification of Hazardous Products
- Compliance with Federal Regulations
- Flammable/Combustible Materials
- Hazardous Waste Operations and Emergency Response

**MANUFACTURING SKILLS**

- Advanced Techniques
- Assembly Skills
- Automated Pinwheel Cutter
- Filler Mac Machine
- Environmental Standards
- Equipment Maintenance
- Equipment Operation
- Food Safety and Testing
- Food Safety Processes
- GMP (Good Manufacturing Processes)
- Labeling and Packaging
- Organic – Mixing, Label Requirements, Wash Station
- Product Quality Inspection

- Production Skills
- Research & Development
- Respiratory Protection
- Safety and Health Provisions
- Safety Equipment Operation
- Sanitation
- Shipping and Receiving
- Spill Prevention
- Sustainability
- Sustainable Farming
- Vision Verification System
- Warehouse Skills
- Waste Management
- Zebra Hand Held Scanner
- Zebra Label Duplicator

### **OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10
- OSHA 30

Safety Training is capped at 10% of a trainee's total training hours (This cap does not apply to OSHA 10/30).

### **Productive Lab Hours**

0-22

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

- Assembly Skills
- Automated Pinwheel Cutter
- Equipment Maintenance
- Equipment Operation
  - Filler Mac Machine
  - Diversacut Equipment
  - Havssen Vertical Filer/Packaging Equipment
  - Material Handling Conveyor
  - Matrix Bagging/Packaging Machine
  - Weber Meat Cutting Equipment
- Food Safety and Testing
- Labeling and Packaging
- Product Quality Inspection
- Production Skills
- Shipping and Receiving
- Vision Verification System
- Warehouse Skills
- Zebra Hand Held Scanner
- Zebra Label Duplicator

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:

## Tulare Nursing & Rehabilitation Hospital, Inc. dba Tulare Nursing & Rehabilitation

**Contract Number: ET20-0338**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SET<br>Medical Skills Training<br>Job Creation Initiative<br>HUA | Industry Sector(s): | Services (G)<br>Healthcare (62)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | King, Tulare   | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                            |                     |   |
| Number of Employees in:                               | CA: 310  | U.S.: 310           | Worldwide: 310  |
| <u>Turnover Rate:</u>                                 | 17%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A  |                     |   |

### FUNDING DETAIL

|                              |
|------------------------------|
| <b>In-Kind Contribution:</b> |
| \$800,000                    |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$620,080                |

## **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<br>Priority Rate<br>SET<br>Medical Skills Training<br>HUA                 | Business Skills,<br>MS Didactic,<br>MS Clinical w/<br>Preceptor,<br>Continuous Improvement | 225                       | 8-200                | 0   | \$2,185                  | *\$13.76            |
|         |   |  |                           | Weighted Avg:<br>95  |     |                          |                     |
| 2       | Retrainee<br>Job Creation<br>Priority Rate<br>SET<br>Medical Skills Training<br>HUA | Business Skills,<br>MS Didactic,<br>MS Clinical w/<br>Preceptor,<br>Continuous Improvement | 40                        | 8-200                | 0   | \$2,300                  | *\$13.00            |
|         |   |  |                           | Weighted Avg:<br>100 |     |                          |                     |
| 3       | Retrainee<br>Priority Rate<br>SET<br>HUA  | Business Skills,<br>Continuous Improvement   | 20                        | 8-200                | 0   | \$920                    | *\$13.76            |
|         |   |  |                           | Weighted Avg:<br>40  |     |                          |                     |
| 4       | Retrainee<br>Job Creation<br>Priority Rate<br>SET<br>HUA                            | Business Skills,<br>Continuous Improvement   | 3                         | 8-200                | 0   | \$920                    | *\$13.00            |
|         |   |  |                           | Weighted Avg:<br>40  |     |                          |                     |
| 5       | Retrainee<br>Priority Rate<br>Medical Skills<br>Veteran<br>SET<br>HUA               | Business Skills,<br>MS Didactic,<br>MS Clinical w/<br>Preceptor,<br>Continuous Improvement | 7                         | 8-200                | 0   | \$2,185                  | *\$13.76            |
|         |   |  |                           | Weighted Avg:<br>95  |     |                          |                     |

\*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 & 5: Trainees must earn at least \$13.76 in Tulare and Kings County. Job Numbers 2 & 4: Trainees must earn at least \$13.00 in Tulare and Kings 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 |
| <b>Job Number 1: Retrainee/Medical Skills</b> |                 |                         |
| Certified Nurse Assistant                     | \$16.00-\$17.00 | 150                     |

|  |                 |    |
|--|-----------------|----|
| Licensed Vocational Nurse                        | \$23.00-\$25.00 | 60 |
| Registered Nurse                                 | \$35.00-\$42.00 | 15 |
| <b>Job Number 2: Job Creation/Medical Skills</b> |                 |    |
| Certified Nurse Assistant                        | \$13.80-\$16.00 | 10 |
| Licensed Vocational Nurse                        | \$21.00-\$23.50 | 20 |
| Registered Nurse                                 | \$35.00-\$40.00 | 10 |
| <b>Job Number 3: Retrainee</b>                   |                 |    |
| Administrative Staff                             | \$15.00-\$16.50 | 10 |
| Team Leads                                       | \$28.00-\$45.00 | 10 |
| <b>Job Number 4: Job Creation</b>                |                 |    |
| Administrative Staff                             | \$14.00-\$16.50 | 3  |
| <b>Job Number 5: Veterans/ Medical Skills</b>    |                 |    |
| Certified Nurse Assistant                        | \$16.00-\$20.00 | 3  |
| Licensed Vocational Nurse                        | \$22.00-\$25.00 | 2  |
| Registered Nurse                                 | \$35.00-\$45.00 | 2  |

## **INTRODUCTION**

Founded in 1990 and headquartered in Tulare, Tulare Nursing & Rehabilitation Hospital dba Tulare Rehabilitation & Nursing (Tulare Nursing) is a subsidiary of Caber Enterprises ([www.missioncog.com](http://www.missioncog.com)). Tulare Nursing is in a family of four rehabilitation and skilled nursing care facilities in Visalia, Tulare and Hanford and employs 310 professionals. They specialize in providing 24-hour recovery services and nursing care to patients following an illness, injury or surgery.

Tulare Nursing will serve as the lead employer in this proposal with its three affiliates: Delta Nursing & Rehabilitation Hospital, Inc. dba Delta Nursing & Rehabilitation Center; Kings Nursing & Rehabilitation Hospital dba Kings Nursing & Rehabilitation; and Caber Enterprises, Inc. (Corporate Office).

This is Tulare Nursing's third contract, the third in the last five years.

## **Veterans Program**

Tulare Nursing values the Veteran workforce and will be training at least seven Veterans in this project (Job Number 5). The Company actively recruits Veterans with the VA, Veterans Outreach and Skillbridge.

## **PROJECT DETAILS**

Tulare Nursing is facing challenges including an aging workforce population and changes mandated under the Affordable Care Act (ACA) that have placed tremendous pressure and requirements on skilled nursing facilities. The Company must deliver better outcomes, lower costs and provide more appropriate access to care by creating more efficient ways it provides quality care for patients.

Tulare Nursing will focus on its day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure that its cost structure and operation infrastructures are aligned with the Company's long-term goals to improve patient services. The Company is developing adaptive and interactive technology platforms to detect care gaps, manage costs, and measure consumer needs and expectations to better manage chronic illnesses and end of life care.

Additionally, there is a global shortage in skilled nurses as many new nurses do not have higher level clinical education required to take care of patients. As patients with injuries and illnesses are being discharged from hospitals sooner, nurses and employees at Tulare Nursing will require training to identify deficiencies in care and subsequently improve nursing care to increase customer satisfaction.

The proposed training will help Tulare Nursing improve processes, increase quality of services, meet new demands for high quality care, implement technological enhancements, and expand full-time staff. Tulare Nursing recently became a preferred provider with Kaweah Delta Medical Center, resulting in an increased need for skilled healthcare workers. In addition, enhancing employee skills will enable Tulare Nursing to remain competitive, expand into new markets and offer workplace promotional opportunities.

### **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.

It is predicted that nursing trades will see a 21.5% growth between 2018 and 2023, due to aging baby boomer populations along with over 53% of incumbent nurses being over the age of 50. Tulare Nursing also plans to expand business by 30% in the next 24 months. The Company will be implementing a Rapid Recovery program including restorative care, giving 24 hour care to patients and streamlining patient down time and cost structures. Tulare Nursing needs to add staff to all locations to support this endeavor.

As a result, the Company will hire 43 new employees (Job Number 2 and 4). 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, Didactic and Clinical with Preceptor methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following

#### **Medical Skills Training**

Approximately 57 Registered Nurses, 82 Licensed Vocational Nurses, and 163 Certified Nurse Assistants will participate in clinical skills training utilizing both Didactic and Clinical with Preceptor training methodologies.

Classroom/laboratory training will be provided by in-house subject matter experts and vendors to all occupations on advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Training includes Advanced Assessment Skills, Intravenous Therapy, Patient Assessment and Care, Infection Control, and Respiratory Care.

**Business Skills:** Training will be offered to all occupations. Training is intended to improve business operations. Training topics include Billing Process, Client Relations, and Communication Skills.

**Continuous Improvement:** Training will be offered to all occupations. Training is intended to improve learned skills. Training topics include Customer Service, Team Building, Medical Records and Interdepartmental Collaboration.

### **Special Employment Training**

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

#### **➤ Wage Modification**

The trainees participating in this project work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in King and Tulare Counties are in an HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. Tulare Nursing is requesting a wage modification from \$25.01 per hour to \$13.76 per hour for Job Numbers 1, 3 & 5 and from \$15.00 per hour to \$13.00 per hour in Job Numbers 2 & 4 to serve the workers in this area.

### **Retention Modification**

Tulare Nursing is requesting an alternate retention of 500 hours within 272 days for Registered Nurses, Licensed Vocational Nurses, and Certified Nurse Assistants (Job Numbers 1, 2, and 5). Healthcare workers are considered to have non-customary work hours and may request an alternate retention to satisfy the retention requirements.

### **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.

Tulare Nursing is requesting to decrease the full-time employment hours from 35 hours per week to 30 hours per week, for Registered Nurses, Licensed Vocational Nurses, and Certified Nurse Assistants (Job Numbers 1, 2, and 5). The Company considers employees in these occupations to be full-time at 30 hours per week and eligible for full-time benefits. This is consistent with industry standards.

### **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 per facility is approximately \$360,000 for new hire orientations, company policies, basic training, staff development, and safety training.

ETP funds will allow the Company to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancements training to current and newly-hired nursing staff to support the Company's growth plans.

➤ Training Infrastructure

Tulare Nursing will contract with an administrative subcontractor to assist with ETP project administration. In addition, each facility will have a designated staff person to oversee the training and be responsible for scheduling, collecting, and submitting the training rosters to a full-time administrator who will input into the ETP systems to ensure accuracy. This administrator has experience with ETP program from the prior contract.

### **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<br>\$ % |
|---------------|-----------------|-----------------------|-----------------|------------------------|
| 18CS-0017-000 | Kings, Tulare   | 7/3/2017-<br>7/2/2019 | \$558,760       | \$526,399 (94%)        |
| ET15-0418     | Kings, Tulare   | 5/4/2015-<br>5/3/2017 | \$424,614       | \$331,198 (78%)        |

### **DEVELOPMENT SERVICES**

Synergy Management Consultants, LLC in Grass Valley assisted with development of this proposal for a flat fee of \$49,000.

### **ADMINISTRATIVE SERVICES**

Synergy Management Consultants, LLC will also perform administrative services for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

Hunter and Hansen in Fresno has been retained to provide Medical Skills Training for a fee of \$55,000.

Carol Maher, RN-BC in Fresno has been retained to provide Medical Skills Training for a fee of \$25,000.

Reliant Therapy Om Fresno has been retained to provide Restorative Care Training for a fee of \$65,000. 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**

- + Appointment Scheduling
- + Billing Process
- + Client Relations
- + Employee Engagement

#### **CONTINUOUS IMPROVEMENT**

- + Administration
- + Clinical Services System Management
- + Communication Skills
- + Continuous Quality Improvement Workshop
- + Culturally Appropriate Care
- + Customer Service
- + Documentation
- + Incident/Accident Management
- + Interdepartmental Collaboration
- + Interdisciplinary Team
- + Medical Records
- + Mobility Skills
- + Problem Analysis and Problem Solving
- + Resident Centered Care
- + Team Building
- + The Five Star Rating System
- + Working with Teams

#### **MEDICAL SKILLS - DIDACTIC**

- + Administration of Antimicrobial Agent (ABT)
- + Advanced Assessment Skills
- + Advanced Cardiac Life Support
- + Annual Skills Update
- + Basic Life Support
- + Behavior Management
- + Body Mechanics
- + Cardiac Conditions
- + Change of Condition Management
- + Congestive Heart Failure Symptoms and Treatment
- + Dementia/Alzheimer's
- + Diabetic Management
- + End of Life Care
- + Enteral Feeding Tube Management
- + Equipment Skills
- + Gastrointestinal System
- + Incontinence Management (Colostomy Care, Urinary Catheter Care)
- + Infection Control
- + Interdisciplinary Team Process

- + Intravenous Therapy
- + Lab Electrolyte Imbalance
- + Laboratory
- + Medication Administration Management
- + Neurological Conditions
- + Neurovascular System
- + Pain Management (Acute and Chronic)
- + Patient Assessment & Care
- + Patient Fall Prevention
- + Patient Transfer Techniques
- + Patient Transition
- + Physical, Occupational, Speech Therapy
- + Psychotropic Medication Management
- + Resident and Family Education
- + Resident Emergency Response
- + Residents with Special Needs
- + Respiratory Care
- + Restorative Nursing
- + Restraint and Restraint Reduction
- + Sepsis Symptoms and Treatment
- + Skeletal/Orthopedic Conditions
- + Urinary Management
- + Wound Management

#### **MEDICAL SKILLS - PRECEPTOR**

- + Activities of Daily Living
- + Advanced Assessment Skills
- + Advanced Clinical Skills
- + Assistive Devices
- + Bowel and Bladder Training
- + Breathing Patterns and Respiratory Function
- + Cardiac Conditions
- + Charting
- + Clinical Certification Skills
- + Clinical Skills Review
- + Colostomy Care
- + Conduct Range of Motion Exercises
- + Dementia Care
- + Dementia/Alzheimer's
- + Enteral Management
- + Equipment/Modalities
- + Feed Tube Site Care
- + Feeding Tube Insertion and Removal
- + Functional Mobility and Ambulation
- + Gastrointestinal Conditions
- + Hazardous Waste Handling
- + Hemovac/Pnuemovac
- + Identification of Change in Condition
- + Identification of Skin Impairments and Prevention
- + Incontinence Management (Colostomy Care)
- + Infection Control
- + Intravenous Therapy

- + Isolation Techniques
- + Managing Patients with Neurovascular Conditions
- + Medication Management
- + Monitor Blood Pressure
- + Monitoring of Cardiovascular Changes
- + Pain Management
- + Patient Assessment and Care
- + Patient Care of Foot and Hand
- + Patient Safety
- + Positioning of Patients
- + Proper Use of Exercise Equipment
- + Rehabilitation Services
- + Residents with Special Needs
- + Respiratory Care
- + Safe Patient Handling
- + Skeletal/Orthopedic Conditions
- + Therapeutic Activities
- + Therapeutic Exercises
- + Therapeutic Safety

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

Critical Proposal For:

**Space Exploration Technologies Corp.**

**Contract Number: ET20-0304**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** A. Olazaba

### PROJECT PROFILE

|  |  |                     |   |
|--|--|---------------------|---|
| Contract Attributes:                           | Critical Proposal<br>Priority Rate<br>Retrainee<br>Job Creation Initiative | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                               | Los Angeles, Orange, Santa Barbara   | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| Union(s):                                      | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No        |                     |   |
| Number of Employees in:                        | CA: 4,800  | U.S.: 6,000         | Worldwide: 6,000  |
| Turnover Rate:                                 | 13%  |                     |   |
| Managers/Supervisors:<br>(% of total trainees) | 20%  |                     |   |

### FUNDING DETAIL

|   |
|---|
| <b>In-Kind Contribution:</b> (100% of Total ETP Funding Required) |
| \$1,130,415   |

|                          |
|--------------------------|
| <b>Total ETP Funding</b> |
| \$655,500                |

**TRAINING PLAN TABLE**

| Job No. | Job Description   | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |   |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee<br>Critical Proposal<br>Priority Rate                 | Advanced Technology;<br>Business Skills;<br>Commercial Skills;<br>Continuous Improvement;<br>Hazardous Materials;<br>Management Skills;<br>Manufacturing Skills; OSHA 10;<br>OSHA 30 | 900                       | 8-200            | 0-8 | \$598.00                 | \$18.34             |
|         |   |  |                           | Weighted Avg: 26 |     |                          |                     |
| 2       | Retrainee<br>Critical Proposal<br>Priority Rate<br>Job Creation | Advanced Technology;<br>Business Skills;<br>Commercial Skills;<br>Continuous Improvement;<br>Hazardous Materials;<br>Manufacturing Skills; OSHA 10;<br>OSHA 30                       | 300                       | 8-200            | 0-8 | \$391.00                 | \$15.00*            |
|         |   |  |                           | Weighted Avg: 17 |     |                          |                     |

\*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: \$19.05/hr. for Los Angeles, \$18.39/hr. for Orange, and \$18.34/hr. for Santa Barbara County. Job Number 2: \$15.88/hr. for Los Angeles, \$15.33/hr. for Orange, and \$15.00/hr. 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

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 |
| <b>Job Number 1</b>                |                  |                         |
| Technicians                        | \$20.00-\$48.00  | 600                     |
| Engineers                          | \$22.00-\$82.00  | 200                     |
| Managers/ Supervisors              | \$25.00- \$68.00 | 100                     |
| <b>Job Number 2 (Job Creation)</b> |                  |                         |
| Technician                         | \$18.00-\$48.00  | 200                     |
| Engineer                           | \$22.00-\$52.00  | 100                     |

## **CRITICAL PROPOSAL**

Space Exploration Technologies Corp. (SpaceX) is designated as a “Critical Proposal”, recommended by GoBiz, as defined in Title 22, California Code of Regulations (CCR) 4402.2. The Company is hiring 300 new employees and invested \$50M to develop and implement two projects, Starlink and Starship. Starlink is a satellite system, that will provide internet to all parts of the globe by 2021 and Starship is a transportation system that will carry crew and cargo to orbit Earth, the Moon, Mars, and beyond.

## **INTRODUCTION**

Founded in 2002, and headquartered in Hawthorne, CA, SpaceX ([www.spacex.com](http://www.spacex.com)) designs, manufactures and launches advanced rockets, satellites, and spacecrafts. Launches include commercial satellites, U.S. Governmental Science and National Security Missions and resupplying in International Space Station (ISS).

The company has facilities located in California, Florida, Texas, Virginia, and Washington DC. Only the California locations will participate under this proposal. This will be SpaceX’s second ETP project in the last five years.

## **Veterans Program**

Although SpaceX does not have a separate Job Number, SpaceX will have Veterans participate in this contract. SpaceX works with the military at its launch sites on Air Force bases in Florida and Central California to actively seek new veteran recruits.

## **PROJECT DETAILS**

SpaceX is in the process of building and launching a constellation of 12,000 satellites, Starlink. Starlink is an internet system that works with ground transceivers that will bring high speed, low-latency internet to meet the needs of consumers in all parts of the globe. SpaceX has launched 242 satellites, which is Phase 1 of deployment. This project has increased the demand for training for SpaceX to ensure that the trainees have the training necessary to execute Starlink. SpaceX’s goal is to service in the Northern U.S. and Canada in 2020, and have global coverage by 2021.

Another project under this proposal, is the development of Starship. Starship is a reusable transportation system designed to carry both crew and cargo to orbit Earth, the Moon, Mars, and beyond. SpaceX is in the final phases of completing their research for the spacecraft to bring

crew to the International Space Station (ISS) by the end of 2020. This project is in early development and training will continue to complete the design and the system. The Company's goal is to restore America's capability to relaunch astronauts in space. The environment of launching and space require trainees to execute this spacecraft with layers of tolerance and be able to handle scenarios, such as technical errors when launching.

The previous project focused on a specific curriculum which consisted of foundational skills and safety skills, whereas, this project will ensure that SpaceX builds safe and reliable space vehicles, which includes the latest endeavors, skills and knowledge required to launch these two projects with little to no errors.

### **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.

SpaceX will hire 300 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, Computer-Based and Advanced Technology methods. In-house subjects-matter experts will be utilized to deliver training in the following:

**Business Skills:** Training will be offered to all occupations to help lead production and supply chains. Classes include Lead Training for Production & Supply Chain.

**Commercial Skills:** Training will be offered to all occupations to inspect SpaceX's system of ropes to support Starlink and Starship.

**Continuous Improvement:** Training will be offered to all occupations. Classes include Falcon 101, Lean Life, and Spaceflight 101.

**Management Skills:** Training will be offered to Managers and Supervisors. Classes include Leadership Fundamentals, Beyond the Apogee, and Managers Do's and Don'ts to ensure that the launches are executed with minimal to no errors.

**Manufacturing Skills:** Training will be offered to all occupations. Classes include Confined Space Entry Training, High Pressure Fundamentals and Safety, and Metallic Drilling.

### **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 frontline workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, all occupations will receive up to 200 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.

### **Advanced Technology**

Training will be offered to Job Creation Engineers, Job Creation Technicians, Engineers, and Technicians. The occupations require advanced training to work on rockets, spacecraft, satellites, and various respective components. Advanced Technology Training is unique and crucial to Starlink and Starship because the training includes technology necessary to develop, modify and maintain advanced rockets and spacecraft. Training includes Orbital Tube Welding classes and a trainees will receive certification. The trainer-to-trainee ratio for this training will be limited to 1:10.

### **Commitment to Training**

SpaceX spends approximately \$1M annually on training for its California facilities. Company-funded training includes orientation, regulatory topics, and basic machine/system operation.

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 trainers. Senior Operations Training Manager will be responsible for program and training oversight; evaluating training outcomes; providing LMS reports to the consulting team; and meeting with ETP staff. The Training Manager will be responsible for meeting with Managers, Supervisors, and department leaders to customize learning and development curriculum and schedules. Human Resources will be responsible for running necessary employee enrollment reports for administration/tracking. The project team has a training plan in place and SpaceX has retained Economic Incentives Advisory Group as an administrative consultant to ensure that all training adheres to ETP requirements.

### **Alternative Recordkeeping**

The Company is requesting alternative recordkeeping due to Covid-19 restrictions.

### **Impact/Outcome**

Upon completion, Technicians will have certifications in Harness Build & Rewok, IPC J-STD 001, Orbital Tube Welding (OTW) & Tack, Torque, and Soldering Techniques and Integration.

### **RECOMMENDATION**

Staff recommends approval of this proposal.



**ACTIVE PROJECTS**

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

| Contract No. | Approved Amount | Term                  | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|--------------|-----------------|-----------------------|--------------------------|------------------------|--------------|
| ET18-0229    | \$177,148       | 06/04/2018-06/03/2020 | 975                      | 425                    | 425          |

Based on ETP Systems, 13,234 reimbursable hours have been tracked for potential earnings of \$238,212.00 (134% of approved amount). The Contractor has currently earned 89% of the contract amount per ETP Fiscal data and projects final earnings of 100% based on training currently committed to by the contractor.

**DEVELOPMENT SERVICES**

SpaceX retained Economic Incentives Advisory Group in Phoenix to assist with development of this proposal for a flat fee of \$10,000.

**ADMINISTRATIVE SERVICES**

SpaceX retained Economic Incentives Advisory Group in Phoenix to perform administrative services in connection with this proposal for a fee of 10% of payment earned.

**TRAINING VENDORS**

None.

**Exhibit B: Menu Curriculum****Class/Lab Hours****(8-200 hours)**

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Lead Training for Production & Supply Chain

**COMMERCIAL SKILLS**

- SpaceX Rigging and Inspection Training

**CONTINUOUS IMPROVEMENT**

- Emotional Intelligence Workshop
- Falcon 101
- How to be a Mentee
- How to be a Mentor
- Lean Lite
- Spaceflight 101

**HAZARDOUS MATERIALS SKILLS**

- HAZMAT General Awareness Training
- Ordnance Safety Classroom Training

**MANAGEMENT SKILLS** (Managers/Supervisors only)

- Beyond the Apogee - The Science of Personal & Team Performance
- Leadership Fundamentals
- Manager Do's and Don'ts

**MANUFACTURING SKILLS**

- Aerial Platform Practical - Articulating Boom
- Aerial Platform Practical - Scissor Lift
- Applied ESD Control Protocol AVIP10008
- AVI - Ethics of Aerospace Decision Making
- AVI - Harness Fabrication For Engineers
- Avionics Production Intro to Issue System
- Avionics Production Intro to Warp Drive
- Confined Space Entry Training
- Forklift/PIT Practical
- Harness Build & Rework Certification/Recertification
- Harness Fabrication for Avionics Production
- Harness Routing
- High Pressure Fundamentals and Safety
- IPC J-STD 001 Certification (Full Standard)
- IPC-A-600 Acceptability of Printed Boards Certification
- IPC-A-610 Acceptability of Electronic Assemblies Certification
- Lockout Tagout Authorized
- Metallic Drilling Classroom
- RackX SST15022
- Safety Wire / Safety Cable Training/Recertification

- Soldered Electrical and Electronic Assemblies Standards (CIT)
- Soldering Techniques for Integration Certification
- Soldering Techniques for Integration Recertification
- Space Simulation Test Flow SST15010
- Space Simulation Testing Support Tools SST15027
- SpaceX Internal IPC J-STD 001 Certification/ReCertification
- SpaceX Manufacturing Development Program (MDP)Part 1/Part 2
- Test.x SST15038
- Time Keeping for Avionics Personnel
- Torque Certification

#### **ADVANCED TECHNOLOGY SKILLS (1:10 LIMITED RATIO)**

- Composite Overwrapped Pressure Vessel (COPV) Inspection Training
- Orbital Tube Welding (OTW) & Tack Certification
- Orbital Tube Welding (OTW) Condensed Training
- Orbital Tube Welding (OTW) Inspection

#### **OSHA 10/30 (Certified Instructor)**

- OSHA 10
- OSHA 30

#### **CBT Hours**

**(0-8 hours)**

Trainees may receive any of the following:

#### **COMMERCIAL SKILLS**

- Buyer Processes Series - Chargebacks Process (0.3 hours)
- Buyer Processes Series - Cost and Capacity Management (0.3 hours)
- Buyer Processes Series - MRP RFQ Tool (0.3 hours)
- Buyer Processes Series - Navigating Systems (0.5 hours)
- Buyer Processes Series - Navigating Systems II (0.5 hours)
- Buyer Processes Series - Rolling Action Items List (RAIL) (0.3 hours)
- DOD Security Training (0.3 hours)
- eCerts Training (0.3 hours)
- Finite Element Analysis Boot Camp Online (8.0 hours)
- Fracture Critical Drawing Review (1.0 hours)
- Fracture Mechanics & NASGRO Introduction (1.0 hours)
- GD&T Fundamentals (3.0 hours)
- Getting Started with Supplier Xchange (0.5 hours)
- Initial Sizing Boot Camp Online (8.0 hours)
- Introduction to Composites for Design Engineers - Part 1 (0.3 hours)
- Introduction to Composites for Design Engineers - Part 2 (0.3 hours)
- Introduction to Composites for Design Engineers - Part 3 (0.3 hours)
- Introduction to Composites for Design Engineers - Part 4 (0.3 hours)
- Introduction to Export Controls (0.3 hours)

- Night Flying Small Unmanned Aircraft (Drones) for SpaceX (0.3 hours)
- Parts Materials Processes Design Handbook (0.5 hours)
- Proposal Training for Sales Leads (0.3 hours)
- Purchasing Procedures Training (0.3 hours)
- Requirements for Flying Small Unmanned Aircraft (Drones) for SpaceX (0.3 hours)
- Source Inspection eCerts Exam - Source Inspectors (0.3 hours)
- SpaceX Supplier Orientation (1.0 hours)
- Supplier Auditor Qualification (0.3 hours)
- Supplier Scorecard Training (0.3 hours)
- Voice Communication Training (0.5 hours)

### **COMPUTER SKILLS**

- ANSYS at SpaceX (0.3 hours)
- Change Ticket Training (0.5 hours)
- Corporate Card Application Training (0.5 hours)
- EIS Borg Overview (0.8 hours)
- EIS Design Engineering Overview (1.0 hours)
- Enterprise Information Systems (EIS) Overview (0.8 hours)
- eProcs Author Training (0.5 hours)
- eProcs User Training (0.5 hours)
- Information Security Training: 2 Factor Authentication (0.3 hours)
- Information Security Training: Passwords (0.3 hours)
- Information Security Training: Ransomware (0.3 hours)
- Information Security Training: Spear phishing (0.3 hours)
- NX 12 Update (8.0 hours)
- Part Portal Training for Engineers (0.5 hours)
- Privilege Access Agreement (0.5 hours)
- SQL for Tableau (0.5 hours)
- SQL Introduction Online (3.0 hours)
- Tortoise SVN for Avionics (0.3 hours)
- Tortoise SVN Training (0.3 hours)
- Yes, Anyone Can Get Phished (0.5 hours)

### **CONTINUOUS IMPROVEMENT**

- 5 Why Analysis Training (0.5 hours)
- Growth Mindset: The Key to Unlocking Your Full Potential (0.3 hours)
- How to Launch a Falcon 9 (0.7 hours)
- Listening Hard - Online Course (1.0 hours)
- Listening Hard - Reviewing Levels of Listening (0.3 hours)
- Listening Hard - Reviewing NNALA (0.3 hours)
- Orbital Dynamics 101 (1.0 hours)
- SpaceX 5S Training (0.5 hours)
- SpaceX Anomalies Talk (1.0 hours)
- Vehicle Engineering 101 (3.5 hours)
- Your Brain Hallucinates Your Conscious Reality (0.3 hours)

**HAZARDOUS MATERIALS SKILLS**

- ECLSS Oxygen Systems Safety (0.5 hours)
- Facility Awareness - DragonLand (0.2 hours)
- Foundry Safety for Material Handlers (0.3 hours)
- Hazardous Waste Awareness – Hawthorne (0.3 hours)
- Hazardous Waste Awareness – Redmond (0.3 hours)
- Hydrofluoric Acid (HF) Safety (0.3 hours)
- KSC Payload Hazardous Servicing Facility (0.3 hours)
- KSC Safety Familiarization (0.3 hours)
- Lithium Ion Battery Safety (0.3 hours)
- M&P Lab Safety (0.3 hours)
- NFPA 70E Knowledge Assessment (0.3 hours)
- Pressure Systems Training (1.0 hours)
- Site Awareness - Area 59 (0.2 hours)
- Site Awareness – Cape (0.3 hours)
- Site Awareness - Foundry Safety (0.3 hours)
- Site Awareness – Hawthorne (0.3 hours)
- Site Awareness – McGregor (0.3 hours)
- Site Awareness - Port Canaveral (0.3 hours)
- Site Awareness – Vandenberg (0.3 hours)
- Welding Safety Training (0.3 hours)

**MANUFACTURING SKILLS**

- 1st Stage Shipping Fixture (0.3 hours)
- Academics for Composite Bonding (0.3 hours)
- Academics for Touch Up Painting (0.3 hours)
- Advanced Product Quality Planning (APQP) Standards (0.3 hours)
- Aerial Platform Operator Training (0.3 hours)
- AFP Robot Operation and Maintenance (0.4 hours)
- Analysis 101 - Hand Calculations (1.0 hours)
- AO - Tube OD Damage Inspection (0.3 hours)
- AREX Part Marker (0.3 hours)
- Authorized Reviewer Program Overview (0.2 hours)
- AVI Mate De-Mate Training (0.5 hours)
- Avionics Harness Packaging (0.3 hours)
- Avionics Production Introduction to WarpCam AVIP10011 (0.5 hours)
- Avionics Production Issue System Process (0.8 hours)
- Avionics Release Trac Training (0.3 hours)
- Bastions Training (0.3 hours)
- Becoming a Successful Process Planning Authority (0.3 hours)
- Borescope Guidelines Training (0.5 hours)
- Cerise Borescope Defect Characterization (0.4 hours)
- Cerise Borescope General Training (0.2 hours)
- Cleaning Verification Training (0.3 hours)
- Cleanroom Training (0.3 hours)
- Cleanroom Training – Cape (0.3 hours)
- Cleanroom Training - Propulsion R&D (0.3 hours)
- Clemex Sample Analysis Training (0.5 hours)
- Clemex Sample Prep Training (0.3 hours)

- CMM and Romer Arm Introductory Training (0.3 hours)
- CNC Rotary Table Install and Removal (0.3 hours)
- Composites Basics and Damage Susceptibility (0.3 hours)
- Composites Impact Protection and Prevention (0.3 hours)
- Composites Outlife Training (0.3 hours)
- Configuration Management and Change Control (SPX-00000100) (0.3 hours)
- Control of Nonconforming Product Overview (0.3 hours)
- COPV Basics and Damage Susceptibility (0.3 hours)
- COPV Impact Protection for Dragon 2 (0.3 hours)
- Critical Maintenance for Asset Owners (0.3 hours)
- Cutting Tool Safety Hazards (0.3 hours)
- DC Torque Tool Training (0.5 hours)
- Dimensional Validation Requirements of Purchased Parts (0.3 hours)
- Dome Handling Requirements (0.3 hours)
- Dragon FOD Training (0.3 hours)
- Dragon Structures: Handheld Drilling Equipment 101(0.5 hours)
- Drilling 101 (0.5 hours)
- Eddy Current Testing Level II General Exam (3.0 hours)
- Electric Tow Tractor Safety (0.3 hours)
- Electrical Safety Training (0.3 hours)
- EOS Machine Recoater App Training (0.5 hours)
- ESD Damage Prevention (0.5 hours)
- Factory Scheduler 101 (0.6 hours)
- Fairing Patch Test Analysis Setup (0.3 hours)
- Falcon Dome Standard Rework Training (SPD-00043817) (0.3 hours)
- Falcon Tank Cleanliness (1.0 hours)
- Fastener Installation 101 (1.0 hours)
- Fastener Spec Updates Techs SPX-00037447 (0.3 hours)
- Fastener Specifications Updates SPX-00037447 - Planner (0.3 hours)
- First Stage Packaging and Wrapping (0.5 hours)
- Flight Inbound Receiving - McGregor (0.5 hours)
- Fluidics Mixer Usage for Techs (0.2 hours)
- Fluidics PK1D Hysol EA9394.3 Mixing Machine Overview (0.5 hours)
- FOD Awareness and Prevention Training (0.3 hours)
- Forklift & Powered Industrial Truck Training (0.3 hours)
- Getting Started With Icon-Based Work Instructions (0.3 hours)
- Guide to Preventing Damage Inside F9 Vehicles (0.3 hours)
- Hot Work Issuing Authority Training (0.3 hours)
- Hypergol Online Training (1.0 hours)
- Icon-Based Training for Engineers - Level 200 (0.3 hours)
- Industrial Ergonomics Training (0.2 hours)
- Introduction to Quality Clauses (0.5 hours)
- Introduction to Strain Gauges (0.3 hours)
- Issue Disposition and Rationale Training (0.5 hours)
- Kevron Part Marker Training (0.5 hours)

- Launch Into a Successful Performance Review (0.3 hours)
- Laser Safety Training (0.3 hours)
- Leak Check Criticality (0.3 hours)
- Learn the Rules of Narnia (0.1 hours)
- Limited Level II Visual Inspector (OTW) Specific Exam (0.5 hours)
- Line Side Transactions (1.0 hours)
- Location Scanning (0.5 hours)
- M1D Engine Lubrication Training (0.3 hours)
- Machining Metrics Training (0.2 hours)
- Merlin 1D Hydraulics Training (0.3 hours)
- Merlin Tube Preload for Tube Shop Personnel (0.5 hours)
- Metrology Calibrated Devices (0.3 hours)
- Millipore Particulate Sampling (0.3 hours)
- Nutplate Installation Exam (0.3 hours)
- Packaging, Handling, and Preservation (SPX-00000064) (0.2 hours)
- Performing Cycle Counts (0.3 hours)
- Performing MVac AVI Checkouts (0.3 hours)
- Photo Documentation Training (0.5 hours)
- Pinpoint - A Data Mapping Tool (0.3 hours)
- Planning Estimate Training (0.3 hours)
- Poly Counting Procedure (SPX-00008535) (0.3 hours)
- Production Document Control - Supplemental Training (0.5 hours)
- Production Document Control Primary Training (0.3 hours)
- Propulsion R&D - General Shop Training (0.3 hours)
- Propulsion R&D - Machine Shop Training (0.3 hours)
- Propulsion R&D - Proof and Leak Training (1.0 hours)
- Qualification and Maintenance of M1D for Reuse (0.3 hours)
- Quality Clauses and Standard Inspection Plans (0.3 hours)
- Raptor Stand Methane Training for Non-Operators (0.5 hours)
- Reliability Update - Torque Workmanship Criticality (0.5 hours)
- Remove Before Flight Procedure Training (0.3 hours)
- Respiratory Protection Training for Non-mandatory Users (0.3 hours)
- Revision Controlled Parts Training (0.3 hours)
- RF Connector Testing - Spectrum Interface Gauge (0.5 hours)
- S1 Paint Booth Fire Suppression System Training (0.5 hours)
- Safe Use of Hand Control on CNC (0.5 hours)
- Safety Cable and Safety Wire Training (1.0 hours)
- Scotchman Ironworker Training (0.3 hours)
- Scratch Depth Measurement Training (0.3 hours)
- Snapsil (aka RTV 230) Training (0.3 hours)
- SpaceX Industrial Radiography Operating and Emergency Procedures exam (0.5 hours)
- SpongeLog 3.0 (0.3 hours)
- TEA-TEB Handling and Safety (0.3 hours)
- Technician Job Grading for Supervisors (0.3 hours)
- Test Area Clearings and Quantity Distance (0.5 hours)
- Test Plan Override Training (0.5 hours)
- Texas Hypergols Overview (0.5 hours)

- Tolerance Inspection Guidelines (0.5 hours)
- Tool and Machine Safety Training (0.3 hours)
- Torque Training (0.3 hours)
- TPS Oven Control System Training (0.3 hours)
- Trace Profile Training (0.5 hours)
- Tube Bending Quality Checks (0.3 hours)
- Turbine Wheel Inspection Training (0.3 hours)
- Type 1 and Type 6 Sealing Techniques, Per SPD-00038943 (0.3 hours)
- Universal & Electronic Waste Awareness (0.3 hours)
- Vandenberg PPF Access Training (0.5 hours)
- Vertical Lift Machine Training – McGregor (0.3 hours)
- VFSW FOD Training (0.3 hours)
- VFSW Skin Thickness Milling Machine (0.5 hours)
- Visual Inspection Level II General Exam (0.5 hours)
- Visual Inspection of Drilled Holes (0.3 hours)
- Walkdown Academics - Falcon Avionics (1.0 hours)
- Walkdown Academics - Falcon Landing Legs External (1.0 hours)
- Walkdown Academics - Falcon Octaweb & M1D (1.0 hours)
- Walkdown Academics-Falcon S1 LOX Dome & Interstage IML (1.0 hours)
- Walkdown Academics - Falcon S1 Raceway (1.0 hours)
- Walkdown Academics - Falcon S1 Tank Internals (1.0 hours)
- Walkdown Fundamentals (0.5 hours)
- Warehouse Execution - Work Order Issue (0.3 hours)
- Warp Drive - Practical 1 for Space Simulation Test Techs (1.0 hours)
- Warp Feedback Tool (0.2 hours)
- Warp In-Process Inspection Call Board (0.3 hours)
- WarpDrive - Work Order Completion (0.5 hours)
- WarpDrive - Asset Creation (0.5 hours)
- WarpDrive - Operation Closure for Tooling (0.5 hours)
- Work Order Clocking Standards (0.3 hours)
- Work Order Training (0.3 hours)
- Work Order Training - Mobile App (0.3 hours)
- Work Orders Control of Operations for Planning Access (SPX-00000617) (0.3 hours)
- X-Ray Fluorescent Inspection Training (0.3 hours)

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



# Multiple Employer





## Training Proposal for:

# Brand Consulting Group, LLC dba Brand College

**Contract Number: ET20-0336**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

## PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                        | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>Veterans<br>HUA          | Industry Sector(s): | MEC (H)<br>Information / Multi Media (51)<br>Multimedia/Entertainment (51+)<br>Manufacturing (33)<br>Healthcare (62)<br>Services (61,71,72,81,92)<br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | Los Angeles, Orange, San Diego, Ventura, Kern, San Bernardino, Riverside | 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) | ≤4%  |                     |   |

## FUNDING DETAIL

|                      |   |  |   |                          |
|----------------------|---|--|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b>                     | = | <b>Total ETP Funding</b> |
| \$699,296            |   | \$47,520 - 8%<br>\$2,240 - 20% (Veteran) |   | \$749,056                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$862,222 |
|-----------------------|-----------------------------------|-----------|

## 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 | 144                       | 8-200            | 0   | \$1,668                  | \$18.34             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |
| 2       | Retrainee                       | Advanced Technology | 28                        | 8-200            | 0   | \$1,668                  | \$18.34             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |
| 3       | Retrainee Priority Rate SB <100 | Advanced Technology | 82                        | 8-200            | 0   | \$1,668                  | \$18.34             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |
| 4       | Retrainee Veterans              | Advanced Technology | 8                         | 8-200            | 0   | \$1,892                  | \$18.34             |
|         |                                 |                     |                           | Weighted Avg: 62 |     |                          |                     |
| 5       | Retrainee Priority Rate SET     | Advanced Technology | 79                        | 8-200            | 0   | \$1,668                  | \$25.01             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |
| 6       | Retrainee SET                   | Advanced Technology | 28                        | 8-200            | 0   | \$1,668                  | \$33.34             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |
| 7       | Retrainee SET HUA               | Advanced Technology | 79                        | 8-200            | 0   | \$1,668                  | \$18.34             |
|         |                                 |                     |                           | Weighted Avg: 60 |     |                          |                     |

SB

### Minimum Wage by County:

Job Numbers 1-4 & 7: \$19.05 per hour for Los Angeles County; \$18.39 per hour for Orange County; \$18.34 per hour for San Diego, Kern, Ventura, San Bernardino and Riverside Counties.

Job Number 5 (SET): \$25.01 Statewide

Job Number 6 (SET): \$33.34 Statewide

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

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

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

### Wage Range by Occupation

| Occupation Titles               | Wage Range        | Estimated # of Trainees |
|---------------------------------|-------------------|-------------------------|
| Desktop Support                 | \$19.06 - \$31.25 | 31                      |
| System Engineer                 | \$29.50 - \$39.25 | 26                      |
| Network Administrator/ Engineer | \$30.00 - \$57.50 | 97                      |

|   |                   |     |
|---|-------------------|-----|
| Network Operations Center (NOC)<br>Technician/Engineer/Operator | \$23.50 - \$28.00 | 101 |
| Data Engineer   | \$26.75 - \$28.50 | 6   |
| System Administrator/Analyst                                    | \$27.25 - \$34.50 | 32  |
| PC Technician/Administrator                                     | \$19.75 - \$26.50 | 20  |
| Shoretel Engineer   | \$19.50 - \$23.25 | 4   |
| Support Technician  | \$23.50 - \$27.25 | 54  |
| Technical Support/Engineer/Analyst                              | \$28.25 - \$39.25 | 54  |
| Supervisor (except SET)   | \$33.00 - \$58.00 | 6   |
| Manager (except SET)  | \$39.00 - \$65.00 | 12  |
| Owner (Job Number 3 only)                                       | N/A               | 5   |

## **INTRODUCTION**

Brand Consulting Group, LLC dba Brand College (Brand College) ([www.brandcollege.edu](http://www.brandcollege.edu)) was established in 2004 as a training agency providing Information Technology (IT) courses designed to help IT professionals and businesses succeed in today's technology-driven environment.

Brand College is dedicated to facilitating the career development of highly qualified professionals trained to design, implement, and maintain information systems. Participating employers qualify as high-tech companies, software publishing, broadcasting, internet publishing, web hosting/search portals, telecommunications, healthcare, manufacturing, and companies in the service industry. The "core" group of employers represents 81% of the requested funding and the majority are in the priority industries.

## **PROJECT DETAILS**

This will be Brand College's eight ETP contract, the fifth within the last five years. As the IT industry enters into a new era of automation, business needs are being re-evaluated to take advantage of new complex and sophisticated technologies that require support personnel with advanced training and skills. Employers are seeking training in IT solutions that will streamline processes, secure valued system data, and minimize down time. The proposed training focuses on network architecture and related systems infrastructure to ensure trainees are current on the most advanced network solutions applications in the IT industry.

### **Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. PDC will train eight Veterans in this proposal (Job Number 4).

### **Training Plan**

#### **Advanced Technology**

The proposed curriculum is for Advanced Technology (AT) only. AT training will be offered to all occupations to improve technical expertise of IT professionals. This training will focus on network architecture and related system infrastructure to ensure that trainees are current in the most advanced network solutions applications in the IT industry. Due to the complex nature of course

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

### **Curriculum Development**

Brand College provides training aligned with the requirements and expectations of the technology industry and California employers. Curriculum development entails participation by the school staff, educators, hiring managers and graduating students. Feedback is solicited during exit interviews of previous participating employers and trainees for continuous improvements to training programs.

The proposed curriculum was developed and reviewed by Brand College's Program Advisory Committee (PAC) which consists of IT professionals and employers. Utilizing their current industry knowledge and expertise, the committee evaluated each training program and recommended modifications and enhancements. Based on the PAC's recommendation, Brand College has made several adjustments in the program which resulted in overall improvements in student's academic success as well as their ability to secure and retain employment.

### **Impact/Outcome**

Trainees may earn the following certifications: Microsoft Certified System Engineer, Linux Certified Administrator, Cisco Certified Network Administrator, Cisco Certified Network Professional, Cisco Certified Security Professional, Certified Desktop & Network Specialist, Certified Multi-Platform Network Specialist, Certified LAN & WAN Specialist, Cisco Certified Network Expert, and Certified Network Technologies Expert.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. These employers have a strong commitment to training their employees but lack the necessary resources to fully train them. Some companies are small and do not have a significant training budget; other larger, more established companies have stretched their training budgets to the limits and cannot provide the level of training they would like their employees to receive.

ETP funds will augment participating employer budgets, which are used primarily for basic job skills, and help these companies provide needed training to targeted staff. 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**

Brand College's Director will oversee the implementation and administration of this project. There will be two internal staff assigned to coordinate marketing, recruitment, class scheduling, and rosters to ensure that project administration adheres to ETP requirements. They are knowledgeable of the ETP program having participated in administering Brand College's prior ETP projects.

Training will be conducted at Brand College's campus in Glendale. The school is fully equipped with Cisco routers and switches, as well as latest equipment and labs. Training will be provided by Brand College instructors who have Bachelor's and/or Master's Degrees in Computer Information Systems and are certified to teach IT/Networking courses. These trainers have an average of 10 years of experience in the IT industry.

## **Alternate Recordkeeping**

The Company is using an approved alternate recordkeeping due to Covid-19 restrictions.

## **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).

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

- BPPE licensure valid until 2023
- Accreditation granted by Accrediting Commission of Career Schools and Colleges (ACCSC);
- Successful past performance with ETP (see Prior Project table).

## **Special Employment Training**

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition (Job Numbers 5-7). To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

### **➤ Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage from \$33.34 to \$25.01. The Company requests this modification in Job Number 5.

### **➤ HUA Wage Modification**

Trainees in Job Number 7 work in High Unemployment Areas (HUA). This is a region with unemployment exceeding the state average by 15% under the Panel's standards at Title 22, CCR, Section 4429(b). The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. Participating employers' locations in Los Angeles, Orange, Kern, Riverside, Ventura, San Bernardino, and San Diego Counties which qualify for HUA status under these standards.

These trainees qualify for the Standard ETP Minimum Wage rather than the SET Statewide Average Hourly Wage. Brand College requests wage modification of \$33.34 to \$19.05 for Los Angeles County, \$18.39 for Orange County, and \$18.34 for Kern, Riverside, Ventura, San Bernardino, and San Diego Counties in Job Number 5.

## **Marketing and Support Costs**

Through its many years of experience in providing IT training to private sector, Brand College has accumulated a database of over 400 companies across various industries. Brand College also receives a large number of business referrals from key partners such as Microsoft and Cisco. In addition, Brand College relies on valuable contact data gathered from potential clients who frequently visit the school website receiving an average of 32 leads a week online.

Brand College continuously markets their training programs in a variety of ways including personal contact, telephone calls and direct mail to recruit companies. Brand College is requesting 8% support costs to cover the recruitment of additional employers and assessing employer-specific job training

requirements. Employer recruitment, including the recruitment of small businesses and assessment activities, will continue throughout the contract term. Brand College is also requesting 20% support cost for Veterans recruitment and training in Job Number 3.

### **Tuition Reimbursement**

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

### **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 |
|--------------|-----------------|---------------------------|--------------------------|------------------------|--------------|
| ET19-0210    | \$948,593       | 09/10/2018–<br>09/09/2020 | 629                      | 129                    | 129          |

Based on ETP Systems, 28,805 reimbursable hours have been tracked for potential earnings of \$735,192 (78% of approved amount). The Contractor projects final earnings in the 90<sup>th</sup> percentile based on training currently committed to by employers and in progress through June 2020.

### **PRIOR PROJECTS**

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

| Contract No. | Location (City) | Term                      | Approved Amount | Payment Earned<br>\$ % |
|--------------|-----------------|---------------------------|-----------------|------------------------|
| ET17-0426    | Statewide       | 03/20/2017-<br>03/19/2019 | \$948,986       | \$948,326 (99%)        |
| ET16-0215    | Statewide       | 11/16/2015-<br>11/15/2017 | \$888,250       | \$878,914 (99%)        |
| ET14-0312    | Statewide       | 03/01/2014-<br>02/28/2016 | \$802,047       | \$723,378 (90%)        |

### **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 (limited ratio 1:10)**

- CompTIA A+ (PC Hardware Technician)
- Microsoft Certified System Engineer (MCSE)
- Linux+ (Linux Certified Professional)
- Cisco Certified Network Administrator (CCNA)
- Cisco Certified Network Professional (CCNP)
- Cisco Certified Security Professional (CCSP)
- Certified Desktop & Network Specialist (CDNS)
- Certified Multi-Platform Network Specialist (CMNS)
- Certified LAN & WAN Specialist (CLWS)
- Cisco Certified Network Expert (CCNE)
- Certified Network Technologies Expert (CNTE)
- VMware Certified Professional on vSphere 5 (VCP5)

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: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AAA Network Services

Address: 8401 Page Street

City, State, Zip: Buena Park, CA 90621

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

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

Company: AllScripts

Address: 231 W. Orange Grove Ave,

City, State, Zip: Burbank, CA 91502

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10,000

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

Company: All Covered

Address: 1051 E. Hillsdale Blvd., Suite 510

City, State, Zip: Foster City, CA 94404

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 41

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

Company: A2Z Development Center Inc. (Amazon)

Address: 1620 26<sup>th</sup> Street

City, State, Zip: Los Angeles, CA 90404

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30,000

Total # of full-time company employees in California: 566,000

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Amblin Partners

Address: 100 Universal City Plaza, Building 5121

City, State, Zip: Universal City, CA 91608

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: Aire Spring

Address: 6060 Sepulveda Blvd., Suite 220

City, State, Zip: Van Nuys, CA 91411

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 132

Company: AT&T Services Inc.

Address: 3800 Via Oro Ave.

City, State, Zip: Long Beach, CA 90810

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 264,000

Total # of full-time company employees in California: 34,500

Company: ATOS IT Solutions

Address: 6904 Tujunga Ave.

City, State, Zip: N. Hollywood, CA 91605

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120,000

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: B&A Engineering Systems Inc.

Address: 3554 Business Park Drive, Suite A1

City, State, Zip: Costa Mesa, CA 92626

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 12

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

Company: Boingo Wireless

Address: 10960 Wilshire Blvd., Suite 800

City, State, Zip: Los Angeles, CA 90024

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 160

Total # of full-time company employees in California: 145

Company: CBS

Address: 7800 Beverly Blvd. 3

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20,915

Total # of full-time company employees in California: 7,586

Company: Charter Communications, LLC

Address: 14221 Covello Street, 1<sup>st</sup> Floor

City, State, Zip: Van Nuys, CA 91405

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 92,000

Total # of full-time company employees in California: 9,673

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Crown Castle Fiber

Address: 624 S. Grand Ave.

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 5,000

Total # of full-time company employees in California: 595

Company: Deluxe Shared Services

Address: 2400 W. Empire Ave.

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,366

Total # of full-time company employees in California: 2,366

Company: Digital Network Services

Address: 100 Colombia

City, State, Zip: Aliso Viejo, CA 92656

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 121

Total # of full-time company employees in California: 121

Company: Dimension Data Cloud Solutions, Inc.

Address: 5201 Great America PKWY

City, State, Zip: Santa Clara, CA 95054

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 28,000

Total # of full-time company employees in California: 10,000

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Direct TV

Address: 12800 Culver Blvd.

City, State, Zip: Los Angeles, CA 90066

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 24,700

Total # of full-time company employees in California: 10,600

Company: East West Bank

Address: 135 N. Los Robles, 8<sup>th</sup> Floor

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,864

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

Company: Engineering Employees Services

Address: 888 S. Figueroa Street

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 81

Company: FremantleMedia

Address: 2900 W. Alameda Ave.

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 400

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: GMTO Corporation

Address: 465 N. Halstead Street

City, State, Zip: Pasadena, CA 91107

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 100

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

Company: Health Sources MSO Inc.

Address: 100 N. Stoneman Ave.

City, State, Zip: Alhambra, CA 91801

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: ICS, INTELESYS

Address: 3155-B E. Sedona CT.

City, State, Zip: Ontario, CA 91764

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 25

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

Company: JNT TEK

Address: 6464 Sunset Blvd.

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 10

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: LA Networks

Address: 15301 Ventura Blvd.

City, State, Zip: Sherman Oaks, CA 91403

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 11

Total # of full-time company employees worldwide: 25

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

Company: Latham & Watkins

Address: 555 West 5<sup>th</sup> Street, Suite 800

City, State, Zip: Los Angeles, CA 90013

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 6,000

Total # of full-time company employees in California: 2,000

Company: Life Care

Address: 21600 Oxnard Street, Suite 1500

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 209

Total # of full-time company employees in California: 209

Company: Mechanix Wear Inc

Address: 28525 Witherspoon

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 100

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



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Minolta

Address: 11190 Valley View Street

City, State, Zip: Cyprus, CA 90630

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 41

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

Company: NBC Universal Media LLC

Address: 100 Universal City Plaza

City, State, Zip: Universal City, CA 91608

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 62,000

Total # of full-time company employees in California: 3,498

Company: Oakwood Worldwide

Address: 2222 Corinth Ave.

City, State, Zip: Los Angeles, CA 90064

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 3,000

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

Company: Partners in Care Foundation

Address: 732 Mott Street, Suite 150

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 126

Total # of full-time company employees in California: 126

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Preferred Long Distance

Address: 16830 Ventura Blvd., Suite 350

City, State, Zip: Encino, CA 91436

Collective Bargaining Agreement(s): N/A

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

Company: Psychemedics Corporation

Address: 5832 Uplander Way

City, State, Zip: Culver City, CA 90230

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 269

Total # of full-time company employees in California: 174

Company: Renegade Animation Inc.

Address: 111 E. Broadway

City, State, Zip: Glendale, CA 91205

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20

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

Company: Resource Search Company

Address: 22 Paris Ave.

City, State, Zip: Rockleigh, NJ 07647

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 69

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Riot Games

Address: 2450 Broadway

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,200

Total # of full-time company employees in California: 1,400

Company: SADA Systems

Address: 5250 Lankershim Blvd.

City, State, Zip: North Hollywood, CA 91601

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 200

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

Company: ServiceTitan Inc

Address: 801 N. Brand Blvd.

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 845

Total # of full-time company employees in California: 713

Company: Syndeo dba Broadvoice

Address: 9221 Corbin Ave.

City, State, Zip: Northridge, CA 91324

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 119

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: TBI Management Inc.

Address: 2627 North Hollywood Way

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 349

Total # of full-time company employees in California: 349

Company: Techital

Address: 144 N. Glendale Blvd., Suite 301

City, State, Zip: Glendale, CA 91206

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Technicolor

Address: 4050 Lankershim

City, State, Zip: N. Hollywood, CA 91608

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 13,000

Total # of full-time company employees in California: 1,503

Company: Tech Verb

Address: 645 W. 9<sup>th</sup> Street, Suite 110-377

City, State, Zip: Los Angeles, CA 90015

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: TelePacific Corp

Address: 515 S. Flower Street

City, State, Zip: Los Angeles , CA 90071

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,000

Total # of full-time company employees in California: 1,000

Company: Time Warner Cable

Address: 1970 E. Grand Avenue

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s):

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

Total # of full-time company employees worldwide: 51,600

Total # of full-time company employees in California: 18,784

Company: The S&F Management

Address: 9200 W. Sunset Blvd., 7<sup>th</sup> Floor

City, State, Zip: W. Hollywood, CA 90069

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

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

Company: Turn Around Communications

Address: 1325 Pico Street, Suite 101

City, State, Zip: Corona, CA 92881

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 213

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Unitas

Address: 453 S. Spring Street, Suite 201

City, State, Zip: Los Angeles, CA 90013

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 40

Company: Veterinary Centers of America

Address: 12401 W. Olympic Blvd.

City, State, Zip: Los Angeles, CA 90064

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: Virgin Orbit

Address: 4022 E. Conant Street

City, State, Zip: Long Beach, CA 90808

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 390

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

Company: Wesco Aircraft

Address: 27727 Avenue Scott

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 3,000

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

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Brand Consulting Group dba Brand College

CCG No.: ET20-0336

Reference No: 20-0300

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Wescom Credit Union

Address: 123 S. Marengo

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 102

Total # of full-time company employees in California: 102

Company: West Coast Catalog

Address: 1605 W. Olympic Blvd., Suite 600

City, State, Zip: Los Angeles, CA 91005

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,279

Total # of full-time company employees in California: 2,279

Company: World Wide Technology

Address: 1165 W. Walnut Street

City, State, Zip: Compton, CA 90220

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 4,350

Total # of full-time company employees in California: 214

Company: Yamaha Motor Corp. USA

Address: 6555 Catella

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 52,664

Total # of full-time company employees in California: 5,000



## Training Proposal for:

### Employers Group

**Contract Number: ET20-0321**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

#### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                        | Retrainee<br>SB <100<br>Priority Rate                               | Industry Sector(s): | Manufacturing (E)<br>Biotechnology and Life Sciences (54+)<br>Trade Wholesale (42)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | Statewide   | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  |
| Union(s):                                   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |  |
| Turnover Rate:                              |   | ≤20%                |  |
| Managers/Supervisors: (% of total trainees) |   | ≤20%                |  |

#### FUNDING DETAIL

|                              |  |                      |   |                          |
|------------------------------|--|----------------------|---|--------------------------|
| <b>Program Costs</b>         | +  | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$644,000                    |  | \$44,800<br>8%       |   | \$688,800                |
| <b>In-Kind Contribution:</b> | <b>50% of Total ETP Funding Required</b> |                      |   | <b>\$682,300</b>         |



**TRAINING PLAN TABLE**

| Job No. | Job Description            | Type of Training   | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|----------------------------|--|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |                            |  |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee<br>Priority Rate | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Literacy Skills,<br>Mfg. Skills | 500                       | 8-200               | 0   | \$984                    | \$18.34             |
|         |                            |  |                           | Weighted Avg:<br>40 |     |                          |                     |
| 2       | Retrainee                  | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Literacy Skills,<br>Mfg. Skills | 100                       | 8-200               | 0   | \$984                    | \$18.34             |
|         |                            |  |                           | Weighted Avg:<br>46 |     |                          |                     |
| 3       | Retrainee<br>SB <100       | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Literacy Skills,<br>Mfg. Skills | 100                       | 8-200               | 0   | \$984                    | \$18.34             |
|         |                            |  |                           | Weighted Avg:<br>40 |     |                          |                     |

**Minimum Wage by County:** Job Numbers 1-3: \$20.00 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara, and San Francisco counties; \$19.05 per hour for Los Angeles County; \$18.39 per hour for Orange County; and \$18.34 per hour for all other counties

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

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

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

| Wage Range by Occupation        |                   |                         |
|---------------------------------|-------------------|-------------------------|
| Occupation Titles               | Wage Range        | Estimated # of Trainees |
| Administrative/Support Staff    | \$18.00 - \$38.00 | 40                      |
| Customer Service Staff          | \$18.00 - \$40.00 | 60                      |
| Engineer/Designer               | \$23.00 - \$70.00 | 55                      |
| Finance/Accounting Staff        | \$21.00 - \$50.00 | 15                      |
| Inspector/Quality Staff         | \$17.00 - \$29.00 | 25                      |
| Lead (non-supervisory)          | \$18.00 - \$25.00 | 40                      |
| Machine Operator/CNC Specialist | \$17.25 - \$40.00 | 30                      |
| Manufacturing Production Staff  | \$16.00 - \$25.00 | 70                      |
| Material Handler/Operator       | \$15.84 - \$37.00 | 30                      |
| Project Manager                 | \$19.00 - \$50.00 | 100                     |
| Technician                      | \$16.00 - \$46.00 | 70                      |
| Warehouse/Logistics Staff       | \$15.84 - \$30.00 | 10                      |
| Supervisor                      | \$17.00 - \$40.00 | 73                      |

|                                    |                   |    |
|------------------------------------|-------------------|----|
| Manager                            | \$22.00 - \$65.00 | 70 |
| Owner/Director (Job Number 3 Only) | \$50.00 - \$80.00 | 12 |

## **INTRODUCTION**

Founded in 1896, Employers Group ([www.employersgroup.com](http://www.employersgroup.com)) is a non-profit trade association specializing in Human Resources (HR) Management. Employers Group offers several programs and services for its members including: HR/organizational consulting, compensation and benefit surveys, affirmative action planning, Predictive Index Assessments, along with customized training and talent development.

Employers Group's funding is derived from membership dues and service fees. While Employers Group primarily serves manufacturers, it also has clients in telecommunications, service, transportation, and entertainment industries. Members range in size from Fortune 500 companies to start-up ventures, with the majority having 10 to 200 employees.

### **Veterans Program**

Participating employers regularly employ Veterans through their normal hiring practices.

## **PROJECT DETAILS**

This will be Employers Group's 13th ETP Contract, and the fifth in the last five years. The proposed training is designed to improve the workplace skills of employees from a broad range of small and large employers across a variety of industries. All training is highly interactive in a class/lab setting. Training will equip workers with the skills needed for long term employment, and to help employers achieve their business objectives.

There is an ongoing need for Continuous Improvement, Business, Computer, Manufacturing and Literacy Skills training. Many participating employers who utilize Employer Group's services deliver training in phases over multiple years. This approach allows companies to build on improvements prior to moving into the next phase of training. Employers have identified the following areas of emphasis that are driving the need for employee training and development:

- Problem solving skills and solutions to reduce waste, excess inventory, downtime, and re-work
- Leadership and communication improvements to enhance internal teamwork and motivation
- Operational efficiency improvements through the effective use of Lean concepts and methodologies
- Need for better coordination and resources planning
- More effective use of process controls to meet quality specifications

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and focus on interpersonal skills, customer service, project management and relationship building. Training will also cover product knowledge and time management techniques to help workers maximize their productivity.

**Computer Skills:** Training will be provided to all occupations to help workers become more proficient with various software solutions in the areas of database management, inventory control, resource planning, operating systems, programming and supply chain management.

**Continuous Improvement:** Training will be offered to all occupations and focus on process improvement and problem solving methods that enhance productivity through Lean Manufacturing principles, leadership skills, communication, teamwork and statistical process control concepts.

**Literacy Skills:** Training will be offered to Production Staff, Operators and Warehouse/Logistic Staff to help workers improve their job-related reading, writing and comprehension skills. These courses will provide trainees with the workplace terminology and communication skills to interact more effectively with peers and supervisors.

**Manufacturing Skills:** Training will be offered to Production Staff, Operators, Leads, and Supervisors/Managers and improve staff's ability to utilize equipment properly, identify improvement opportunities, utilize statistical process controls in identifying failure rates, reduce scrap, increase productivity, and provide better products/services. Other courses will focus on the use and maintenance of equipment, tools, and machinery, up-to-date manufacturing techniques and good manufacturing practices, and upgraded warehousing and distribution methods.

### **E-Learning**

E-Learning classes will be delivered through a web-based and/or telephonic system under the guidance of a live instructor. Trainees will be able to interact with the instructor in real-time to ask questions and receive immediate feedback. This training methodology satisfies the Panel's standards for electronic training delivery at the Class/Lab reimbursement rate.

### **Recordkeeping**

Due to COVID-19, Employers Group will use an approved alternate recordkeeping.

### **Marketing and Support Costs**

Participating employers are recruited primarily from the Employers Group membership database. Employers Group also recruits through its website, web search optimization, emails, and regular weekly promotions and announcements. Staff also conducts targeted mailings, briefings, online webinars, open meetings, and conference exhibits. Training specialists meet directly with employers to discuss training needs (including employer and trainee needs assessments), training objectives, and how ETP funding can be used to offset larger-scale training initiatives.

Employers Group partners with BizFed and many Chambers of Commerce to better serve its constituencies through human resource training, roundtable briefings, online learning sessions, and workshops.

Employers Group is requesting and staff recommends 8% support costs for program marketing and training-related activities, including the recruitment of participating employers and assessment of employer-specific job requirements for retrainees.

### **Tuition Reimbursement**

Trainees will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

**Commitment to Training**

Most companies provide job orientation, government mandated courses and basic skills 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**

Employers Group's Senior Director of Talent Development will oversee project administration. Employers Group has 13 full-time staff responsible for marketing, employer recruitment, assessment, scheduling, and ETP administration. Approximately 70% of the proposed training will take place at employer worksites, with the remainder being center-based. Training will be delivered by Employers Group's experienced team of training specialist. Employers Group has a training schedule in place and is prepared to commence training upon approval.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

The following table summarizes performance by Employers Group under ETP Contracts that were completed within the last five years:

| Contract No. | Location (City) | Term                | Approved Amount | Payment Earned<br>\$ % |
|--------------|-----------------|---------------------|-----------------|------------------------|
| ET18-0166    | Statewide       | 03/01/18 – 02/28/20 | \$1,271,055     | \$1,145,137 (90%)      |
| ET17-0399    | Statewide       | 02/16/17 – 02/15/19 | \$602,086       | \$580,974 (97%)        |
| ET16-0113    | Statewide       | 08/04/15 – 08/03/17 | \$779,098       | \$779,098 (100%)       |
| ET14-0282    | Statewide       | 02/18/14 – 02/17/16 | \$487,809       | \$487,809 (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:

**CONTINUOUS IMPROVEMENT**

- Adapting to Change
- Benchmarking
- Building Successful Teams
- Business Process Re-Engineering
- Capacity Analysis
- Coaching and Giving/Receiving Feedback
- Communicating Effectively
- Continuous Process Improvement/Need for Change
- Creating and Building Teamwork
- Data Collection
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Delegating with Purpose
- Effective Correction Action
- Executing Strategy at the Frontline
- Fostering Innovation
- Identifying Waste
- Implementing Solutions
- Implementing Statistical Process Control
- Internal Auditing
- Interpreting and Analyzing Data
- ISO 9000 Overview
- Leadership Essentials/Leading Others
- Lean Manufacturing/Thinking
- Lean Sigma
- Lean 5S Methodology
- Load/Line Balancing
- Kaizen Methodology
- Kanban Principles
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizational Roles and Personality Styles (identifying styles)
- Organizing and Setting Goals
- Performance Improvement Through Performance Management
- Planning
- Problem Solving
- Process Improvement Methodologies
- Process Mapping
- Pull System
- Role of the Lead
- Root Cause Analysis
- Setting Goals & Reviewing Results

- Setting Standards
- Six Sigma
- Standardizing Processes
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management and Delegation
- Total Quality Management Principles
- Using Behavior Styles
- Value Stream Mapping
- Work Flow/Measurement

### **MANUFACTURING SKILLS**

- Assembly Procedures
- Blueprint Reading
- Concurrent Engineering
- Design for Manufacturability
- Drawing and Measurement Tools
- Equipment Operations
- ERP Systems
- Failure Modes & Effects Analysis
- Functional Design Review
- Gage Design
- Geometric Tolerancing
- Good Manufacturing Practices
- Graphical Inspection Analysis
- Inspection and Gauging
- Job Instruction/Analyzing Jobs for Efficiency
- Line Set-Up/Tear Down
- Manufacturing Practices
- Maintenance Procedures
- Mechanical Inspection
- Operations and Processes
- Product Quality Guarantees
- Production Operations
- Set-Up Reduction
- Shop Math
- State Quality Food
- Statistical Process Control (SPC)
- SPC for Short Runs
- Tolerance Stack-up Analysis
- Warehousing Operations and Distribution

### **BUSINESS SKILLS**

- Behavior Style Strategies/Using Behavior Styles to Improve Interpersonal Relationships and Teamwork
- Budgets
- Building & Sustaining Trust
- Business Writing and Grammar

- Cost Control
- Creative Problem Solving and Innovative Solutions
- Cultivating Networks and Partnerships
- Customer Service
- Developing Others/Developing Talent
- Difficult Situations
- Effective Meeting Skills
- Emotional Intelligence
- Engaging & Retaining Talent
- Facilitation Skills
- Financial Analysis
- Financial Reports
- Implementing a Plan/Solution
- Influencing
- Interpersonal Skills/Communication Skills
- Leading Virtually
- Making Change Happen
- Marketing and Product Knowledge
- Meeting Management Skills
- Negotiating
- Networking for Enhanced Collaboration
- Payroll Systems, Accounting
- Presentation Skills
- Project Management
- Relationship Building Through Sales and Service
- Sales Strategies and Skills
- Seven Habits of Effectiveness
- Strategies for Influencing
- Strengthening Partnerships
- Time Management
- Translating Strategy into Results
- Valuing Differences

**COMPUTER SKILLS\***

- Access
- Computer-Aided Design and Manufacturing
- Database Management
- Email Communications
- Excel
- Graphics
- Internet and HTML
- Inventory Control
- Manufacturing Resource Planning
- Microsoft Office\*
- Operating Systems
- PowerPoint and Presentations
- Programming
- Project Planning and Controlling
- Publishing
- Software Applications

- Spreadsheets
- Supply Chain Management
- Website Development & Maintenance
- Windows
- Word

\*Small employers may receive all levels of Microsoft Office training.  
Large employer will receive intermediate or advanced level training only.

**LITERACY SKILLS\*\***

- Basic Workplace Terminology
- Co-Worker Communications
- Collecting and Recording Data
- Comprehension Skills
- Following Verbal/Written Directions and Work Orders
- Math Fundamentals (applying to job functions)
- Oral Communication
- Process Terminology
- Solving Customer Problems
- Understanding Manuals and Reports
- Terminology for Workplace Safety Practices
- Writing Reports and Letters
- Written Communications

\*\*Literacy skills 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: Employers Group  
Reference No: 20-0143

CCG No.: ET20-0321  
Page 1 of 3

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Acushnet

Address: 2819 Loker Avenue East

City, State, Zip: Carlsbad, CA 92008

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 475

Total # of full-time company employees in California: 449

Company: Ajinomoto Bio-Pharma

Address: 11040 Roselle Street

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 80

Total # of full-time company employees worldwide: 430

Total # of full-time company employees in California: 439

Company: Arconic

Address: 800 State College Boulevard

City, State, Zip: Fullerton, CA 92831

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 80

Total # of full-time company employees worldwide: 6,000

Total # of full-time company employees in California: 2,500

Company: FFF Enterprises

Address: 41093 County Center Drive

City, State, Zip: Temecula, CA 92591

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 165

Total # of full-time company employees in California: 165

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: Employers Group

CCG No.: ET20-0321

Reference No: 20-0143

Page 2 of 3

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Company: Genalyte

Address: 11099 N. Torrey Pines Road, Suite 170

City, State, Zip: La Jolla, CA 92037

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 84

Total # of full-time company employees in California: 84

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Company: Infantino

Address: 10025 Mesa Rim Road

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 61

Total # of full-time company employees worldwide: 61

Total # of full-time company employees in California: 61

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Company: Pelican Enterprises

Address: 23215 Early Avenue

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,347

Total # of full-time company employees in California: 539

---

Company: Prime Wheel

Address: 17705 S. Main Street

City, State, Zip: Garden, CA 90248

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 658

Total # of full-time company employees in California: 624

---

## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Employers Group

CCG No.: ET20-0321

Reference No: 20-0143

Page 3 of 3

Company: Suzuki Motor of America

Address: 3251 E. Imperial Highway

City, State, Zip: Brea, CA 92821

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 233

Total # of full-time company employees in California: 156

Company: Ultramet

Address: 12173 Montague Street

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 76

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

Company: Western Bagel

Address: 7814 Sepulveda Boulevard

City, State, Zip: Van Nuys, CA 91405

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 410

Total # of full-time company employees in California: 410



**Training Proposal for:**  
**Glendale Community College**  
**Professional Development Center**

**Contract Number: ET20-0342**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                        | Retrainee<br>Priority Rate<br>Veterans<br>SB <100                   | Industry Sector(s): | MEC (H)<br>Manufacturing (33)<br>Aerospace Related<br>Transportation and Warehousing (48-49)<br>Services (61,71,72,81,92)<br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | Los Angeles, Orange, Riverside, San Bernardino, Ventura             | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| Union(s):                                   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |
| Turnover Rate:                              | ≤20%  |                     |   |
| Managers/Supervisors: (% of total trainees) | ≤20%  |                     |   |

**FUNDING DETAIL**

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$696,966            |   | \$52,960<br>8%       |   | \$749,916                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$932,360 |
|-----------------------|-----------------------------------|-----------|

**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                        | Computer Skills, Cont. Improvement | 20                        | 8-200            | 0   | \$812                    | \$18.34             |
|         |                                  |                                    |                           | Weighted Avg: 38 |     |                          |                     |
| 2       | Retrainee Priority Rate          | Computer Skills, Cont. Improvement | 211                       | 8-200            | 0   | \$1,230                  | \$18.34             |
|         |                                  |                                    |                           | Weighted Avg: 50 |     |                          |                     |
| 3       | Retrainee Priority Rate Veterans | Computer Skills, Cont. Improvement | 36                        | 8-200            | 0   | \$1,404                  | \$18.34             |
|         |                                  |                                    |                           | Weighted Avg: 52 |     |                          |                     |
| 4       | Retrainee Priority Rate SB <100  | Computer Skills, Cont. Improvement | 287                       | 8-200            | 0   | \$1,476                  | \$18.34             |
|         |                                  |                                    |                           | Weighted Avg: 60 |     |                          |                     |

**Minimum Wage by County:** \$19.05 per hour for Los Angeles County; \$18.39 per hour for Orange County; \$18.34 per hour for Riverside, San Bernardino, Ventura 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 |
|---|-------------------|-------------------------|
| Manufacturing/Production Staff          | \$18.34 - \$58.54 | 222                     |
| Warehouse/Distribution Staff            | \$18.34 - \$51.30 | 38                      |
| Engineering Staff                       | \$28.00 - \$75.00 | 110                     |
| Technician/Information Technology Staff | \$18.34 - \$68.95 | 38                      |
| Quality Assurance Staff                 | \$18.34 - \$68.95 | 60                      |
| Customer Success Staff                  | \$18.34 - \$57.72 | 6                       |
| Supervisor/Manager                      | \$18.34 - \$75.00 | 60                      |
| Owner (Job Number 4 only)               | N/A               | 20                      |

## **INTRODUCTION**

Established in 1985, Glendale Community College Professional Development Center (PDC) ([www.pdcfgcc.com](http://www.pdcfgcc.com)) provides customized, job-specific training for businesses and workers. PDC is the workforce development division of Glendale Community College, a public community college granting certificates and associate degrees. The college serves people from a variety of geographical areas but primarily serves a diverse population of the Greater Los Angeles region.

### **Veterans Program**

Participating employers regularly employ Veterans through their normal hiring practices. PDC will train 36 Veterans in this proposal (Job Number 3).

## **PROJECT DETAILS**

This will be PDC's 41st ETP Contract, and the seventh within the last five years. PDC has trained more than 38,000 workers from 5,200 Southern California employers during its 35-year history with ETP. Approximately 85% of these employers were small business employers and 90% were Panel-recognized priority industries. Participating employers qualify as priority industries in manufacturing, aerospace, warehousing, transportation/logistics and other companies facing out-of-state competition.

Participating employers have a need for training because they are struggling to keep up with technology and competitors. These employers have also expressed the need to build employees' skills to work in a continuously changing environment. Many are investing in automated systems and software packages to increase productivity, efficiency, and accuracy. Some employers are reorganizing operations to meet procurement, development and technology changes.

Training will assist companies in manufacturing and other priority industries who are facing fierce out-of-state competition to train their workers. The "core" group of employers are from priority industries representing 79% of the requested funding.

### **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations to provide trainees the skills to become more proficient in the most current technology including MS Project, Computer Numerical Control Programming, SolidWorks, MasterCAM, PC-DMIS and Vericut.

**Continuous Improvement:** Training will be offered to all occupations and focus on improvement in daily processes, while working more efficiently to reduce errors and reduce operating costs. The training modules will equip workers with skills necessary to improve productivity and reduce operating costs. The modules include Supply Chain Management, Lean Operations, Geometric Dimensioning & Tolerancing, Six Sigma, Planning, Purchasing and Inventory Management.

### **Curriculum Development**

The core curriculum has been developed by PDC over the last 35 years with input from members of the Career Technical Education Task Force, Valley Industrial Commerce Association, Economic Alliance of the San Fernando Valley, and Verdugo Workforce Development Board.

The curriculum is continually revised according to the demands and feedback of the participating employers. PDC determines participating employers' specific demands for training based on a pre-training structured assessment and screening process. All classes are project-based, while focusing on real world applications.

When applicable, labor organizations are involved in the development of the curriculum and training plans. PDC trainers work closely with the labor representative and the employer to ensure that the training meets the goals and objectives set forth by the union.

### **Marketing and Support Costs**

To identify specific training needs of the business community, PDC continuously markets its training programs in a variety of ways including employer site visits, telephone calls, direct mail, email announcement and the PDC website.

PDC is a member of several organizations including five local Chambers of Commerce, Economic Alliance of the San Fernando Valley, Los Angeles Economic Development Corporation, Valley Industrial Commerce Association, and the Society of Manufacturing Engineers. PDC also has strong partnerships with the Verdugo Workforce Development Board, Association for Operations Management, and the Small Business Administration to promote ETP funded training for California businesses. Within these large networks of employers, PDC markets the delivery of customized training programs through presentations and forums at local meetings, seminars, and tradeshow. All programs are customized to meet the needs of each participating employer.

PDC is requesting, and staff supports, 8% support costs for the cost associated with employer recruitment, employer outreach, and assessments of employer-specific job training requirements. PDC is also requesting 20% support costs for Veterans training (Job Number 3).

### **Commitment to Training**

Many of the large employers listed in the core group of employers have provided new hire orientation, anti-harassment, and workplace violence classes to their employees. These employers do not have the expertise to provide the curriculum offered by PDC. ETP funds will not displace the existing financial commitment to training of participating employers.

In addition, most small employers have limited budgets; therefore, not able to offer the training classes needed for employees to be more productive. PDC programs provide in-depth skill development that employers are not able to provide without this funding and will develop skills that upgrade employee performance so companies can remain competitive. ETP training funds will supplement training that is not currently being provided. 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**

PDC's Director will oversee the implementation and administration of this project. There are five full-time staff members dedicated to the administration of the ETP project who are very knowledgeable of the program having participated in administering PDC's prior ETP projects.

Training will be conducted at participating employers' worksites and PDC's campus. Its campus is a 10,000 square foot training center equipped with state-of-the-art learning environments and a machining center with Haas lathes, mills, simulators and Coordinate

Measuring Machines. It has a newly designed Inspection lab equipment and tools used by industry experts. Center-based programs enable access to training for very small employers and for larger employers who need to train only a handful of employees.

For training conducted at the employer sites, a PDC project specialist and trainer interview management and employees, observe work activities and patterns, and make recommendations for specific customized training. These recommendations are discussed with company management and a program tailored to their needs is designed.

All training will be provided by PDC instructors who are qualified to deliver training in their respective industry. These trainers have real world experience and degrees/credentials to certify their knowledge and teaching abilities.

### **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 |
|--------------|-----------------|-------------------|--------------------------|------------------------|--------------|
| ET19-0266    | \$1,760,872     | 10/01/18-09/30/20 | 945                      | 684                    | 598          |

Based on ETP Systems to date, 54,282 reimbursable hours have been tracked for potential earnings of \$1,506,267 (86% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through June 2020.

### **PRIOR PROJECTS**

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

| Contract No. | Location (City) | Term                | Approved Amount | Payment Earned    |
|--------------|-----------------|---------------------|-----------------|-------------------|
| ET18-0123    | Statewide       | 08/29/17 - 08/28/19 | \$949,380       | \$948,894 (99%)   |
| ET17-0124    | Statewide       | 07/25/16 - 07/24/18 | \$924,973       | \$924,973 (100%)  |
| ET16-0103    | Statewide       | 07/07/15 - 07/06/16 | \$826,153       | \$826,153 (100%)  |
| ET15-0224    | Statewide       | 09/02/14 - 09/01/16 | \$648,666       | \$648,666 (100%)  |
| ET13-0240    | Statewide       | 06/13/13 - 06/12/15 | \$1,150,115     | \$1,137,431 (99%) |



**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:

**COMPUTER SKILLS**

- MasterCAM
- SolidWorks Mechanical Design
- CMM Applications in PC DMIS
- Verisurf
- SURFCAM
- Manufacturing Resource Planning
- Enterprise Resource Planning
- Microsoft Office - Beginning (Small Business Only)
- Microsoft Office - Advanced/Intermediate
- Microsoft Project
- CNC Programming and CNC Applications

**CONTINUOUS IMPROVEMENT**

- Manufacturing Operations Logistics
- Shop Math & BluePrint Reading
- Lean Six Sigma Green Belt
- Lean Six Sigma Black Belt
- APICS CPIM
- Geometric Dimensioning & Tolerancing
- Inspection Techniques
- Internal Quality Management Systems Auditor Training
- Project Management
- Customer Service
- Quality Improvement
- Process Mapping
- Problem Solving
- Statistical Process Control
- Supply Chain Management
- Team Building
- Leadership Essentials
- Managing Change
- Conflict Resolution
- Coaching Skills
- Strategic Planning
- Time Management
- Coaching Skills
- Execution and Control of Operations
- Strategic Management of Resources

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

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AdelWiggins Group (a business unit of Transdigm Inc.)

Address: 5000 Triggs Street

City, State, Zip: Los Angeles, CA 90022

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 235

Total # of full-time company employees in California: 235

Company: Aero Mechanism Precision, Inc.

Address: 21700 Manilla Street

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

Company: Anthony International

Address: 12391 Montero Avenue

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 473

Total # of full-time company employees in California: 473

Company: Avibank Manufacturing Inc.

Address: 11500 Sherman Way

City, State, Zip: North Hollywood, CA 91505

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 305

Total # of full-time company employees in California: 305

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: CalPortland

Address: 2025 E. Financial Way

City, State, Zip: Glendora, CA 91741

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,850

Total # of full-time company employees in California: 1,000

Company: Crane Aerospace & Electronics

Address: 3000 Winona Avenue

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,606

Total # of full-time company employees in California: 633

Company: Ducommun Inc.

Address: 23301 Wilmington Avenue

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 184

Total # of full-time company employees in California: 184

Company: Grifols Biologicals

Address: 5555 Valley Blvd.

City, State, Zip: Los Angeles, CA 90032

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10,394

Total # of full-time company employees in California: 2478

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Hydraulics International Inc.

Address: 20961 Knapp Street

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 380

Total # of full-time company employees in California: 380

Company: ITT Aerospace Controls

Address: 28150 Industry Drive

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9,400

Total # of full-time company employees in California: 381

Company: KDL Precision Molding

Address: 11381 Bradley Avenue

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 54

Total # of full-time company employees in California: 54

Company: Kitch Engineering

Address: 12320 Montague Street

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

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

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Lamsco West, Inc.

Address: 29101 The Old Road

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 125

Company: Lockwood Industries (Fralock Div.)

Address: 28525 W. Industry Drive

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 185

Total # of full-time company employees in California: 183

Company: M.W. Saussé & Co., Inc.

Address: 28744 Witherspoon Parkway

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 64

Total # of full-time company employees in California: 64

Company: Maroney Company

Address: 9016 Winnetka Avenue

City, State, Zip: Northridge, CA 91324

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 14

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

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Meggitt Safety Systems, Inc.

Address: 1785 Voyager Avenue

City, State, Zip: Simi Valley, CA 93063

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 11,000

Total # of full-time company employees in California: 1,000

Company: Molding Corporation of America

Address: 10349 Norris Avenue

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 25

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

Company: Ontic Engineering & Manufacturing (Div. of BBA Aviation)

Address: 20400 Plummer Street

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 700

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

Company: Pacific Sky Supply Inc.

Address: 8230 San Fernando Road

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 70

Total # of full-time company employees in California: 70

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Porto's Food Products

Address: 2085 Garfield Avenue

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 210

Total # of full-time company employees in California: 210

Company: Precision Coil Spring Co.

Address: 10107 Rose Avenue, P.O. Box 5450

City, State, Zip: El Monte, CA 91734

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 86

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

Company: Providien Machining and Metals

Address: 12840 Bradley Avenue

City, State, Zip: Sylmar, CA 91342

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 58

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

Company: RTC Aerospace (Chatsworth Div.)

Address: 9310 Mason Avenue

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 167

Total # of full-time company employees in California: 167



**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Radiabeam Technologies LLC

Address: 1717 Stewart Street

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 43

Total # of full-time company employees in California: 42

Company: Roncelli Plastics Inc.

Address: 330 W. Duarte Road

City, State, Zip: Monrovia, CA 91060

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 118

Company: SAI Industries Inc./Standard Armament

Address: 831 Allen Avenue

City, State, Zip: Glendale, CA 91201

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Sensata Technologies

Address: 1461 Lawrence Drive

City, State, Zip: Thousand Oaks, CA 91320

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 21,600

Total # of full-time company employees in California: 765

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Staar Surgical Company

Address: 1911 Walker Avenue

City, State, Zip: Monrovia, CA 91016

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 500

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

Company: Tecfar Manufacturing Inc.

Address: 8525 Telfair Avenue

City, State, Zip: Sun Valley, CA 91352

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 21

Total # of full-time company employees in California: 21

Company: ThinKom Solutions Inc.

Address: 4881 West 145<sup>Th</sup> Street

City, State, Zip: Hawthorne, CA 90250

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 118

Company: Turbonetics Holdings, Inc. A WABTEC Company

Address: 14399 Princeton Avenue

City, State, Zip: Moorpark, CA 93021

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 23

Total # of full-time company employees worldwide: 59

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

**Participating Employers in Retrainee/New Hire  
Multiple Employer Contractor (MEC) Agreements  
(ETP 100B)**

Contractor's Name: Glendale Community College PDC

CCG No.: ET20-0342

Reference No: 20-0212

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Wabtec Passenger Transit

Address: 1135 Aviation Place

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 27,000

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

Company: Westfield Hydraulics Inc.

Address: 13834 Del Sur Street

City, State, Zip: San Fernando, CA 91340

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20

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



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

**Contract Number: ET20-0335**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** E. Wadzinski

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                        | Retrainee Priority Rate   | Industry Sector(s): | MEC (H)<br>Manufacturing (33)<br><br>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**

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$699,729            |   | \$48,550<br>8%       |   | \$748,279                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$750,000 |
|-----------------------|-----------------------------------|-----------|

**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 | Manufacturing Skills | 107                       | 8-200             | 0   | \$3,542                  | \$18.34             |
|         |                         |                      |                           | Weighted Avg: 144 |     |                          |                     |
| 2       | Retrainee Priority Rate | Advanced Technology  | 105                       | 8-200             | 0   | \$3,517                  | \$18.34             |
|         |                         |                      |                           | Weighted Avg: 143 |     |                          |                     |

**Minimum Wage by County:** \$19.05 per hour for Los Angeles County, \$18.39 per hour for Orange County, and \$18.34 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

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 |
| CNC Machine Operator     | \$18.34 - \$32.00 | 54                      |
| Machine Set-Up Operator  | \$18.34 - \$32.00 | 53                      |
| Engineer                 | \$20.00 - \$58.00 | 35                      |
| Set-Up Operator          | \$20.00 - \$58.00 | 35                      |
| Programmer               | \$20.00 - \$58.00 | 35                      |

**INTRODUCTION**

NTMA Training Centers of Southern California (NTMA) ([www.trainingcenters.org](http://www.trainingcenters.org)) was founded in 1968. Located in Santa Fe Springs, NTMA trains for the tooling, machining and manufacturing industries in Southern California. This will be NTMA's 37<sup>th</sup> ETP Agreement, the fifth in the last five years.

NTMA prepares and upgrades employees with skill sets that can be utilized in lifelong careers related to machining, tooling, metal-working and manufacturing industries. NTMA serves small to medium-sized machine shop employers that design and manufacture special tools, machines, dies, jigs, fixtures, gauges and precision-machined parts. These employers need skilled workers with the most up to date skills to remain competitive due to continuing advanced technological changes in the metal industry.

**Veterans Program**

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

## **Union Support**

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

## **Core Group**

NTMA has garnered demand for at least 80% of the funding requested through the core group of employers listed.

## **PROJECT DETAILS**

Due to the sustained growth of manufacturing in California, coupled with the advanced technological changes in the metal trades, there is an ongoing shortage of trained machine and tooling workers. NTMA reports that training is needed to support employers who are seeing a significant number of workers retiring from the industry, further depleting the pool of trained machinists. Participating employers need higher skilled workers to maintain employment levels and compete for ongoing and additional business. To efficiently operate complex machinery, trainees need intensive hours of both theoretical and practical training.

## **Training Plan**

Training will be delivered via Class/Lab and E-Learning by NTMA trainers. The core group of employers represents 97% of the requested funding. Approximately 98% of the proposed training will be delivered at NTMA's training facility located in Santa Fe Springs, and the remaining 2% will be at employer worksites.

NTMA's proposed curriculum was derived from national industry standards, with additional input from its trustees, local chapter members, and instructional staff. Participating employers review curriculum content prior to training. Training includes two curriculums: CNC Fundamentals under Manufacturing Skills (144 hours) and Master Cam under AT (143 hours).

**Manufacturing Skills** - Training for Computer Numeric Control (CNC) Machine Operators and Machine Set-Up Operators will include CNC, Advanced CNC, Electro-discharge machining, and Inspection. These CNC retraining modules are designed for Machine Operators who need to upgrade their skills in CNC operations, set-up, and programming. Advanced CNC training will focus on higher-level machinery skills such as surface shading and dialogs, solid construction, and multiple-surface machining. The Inspection training components are designed for workers responsible for performing inspection functions in shops.

## **Advanced Technology**

The Advanced Technology (AT) training topics are specifically designed for higher skilled Engineers, Set-Up Operators, and Programmers who are typically responsible for the most complex programming, engineering, and machine set-up processes. These trainees will study 3D programming, Lathe programming, 3D tool-path planning and editing, file conversion, and multi-axis machining.

NTMA requests the AT reimbursement rate for Job Number 2 based on the highly technical and complex nature of the course modules. Advanced level incumbent workers in this industry sector must be well-versed in the use of 3D computer-aided design and new generations of computer-aided manufacturing. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and

personal attention from the instructor. These are higher-paid jobs, not in entry-level occupations (Engineer, Operator, and Programmer).

### **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.

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

#### **➤ Training Infrastructure**

The Executive Director will oversee the project, along with 8 staff members dedicated to this ETP project. Project staff will assist with scheduling training and all aspects of program administration. NTMA's staff has successfully administered NTMA's prior ETP projects and is very knowledgeable of ETP's administrative processes. Training will be provided by in-house trainers mainly at NTMA training centers in Santa Fe Springs and Ontario; and in some instances at the participating employer's workplace.

### **Marketing and Support Costs**

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

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study.

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

- BPPE licensure
- Approval for WIOA funding under the I-TRAIN program
- Successful past performance with ETP (see Prior Project table)

### **Tuition Reimbursement**

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

### **Alternate Recordkeeping**

NTMA will use alternate recordkeeping for E-Learning due to the social distancing orders.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**ACTIVE PROJECTS**

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

| Agreement No. | Approved Amount | Term                    | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---------------|-----------------|-------------------------|--------------------------|------------------------|--------------|
| ET19-0305     | \$1,799,244     | 11/03/2018 – 11/02/2020 | 525                      | 458                    | 279          |

Based on ETP Systems, 66,309 reimbursable hours have been tracked for potential earnings exceeding the Contract amount of \$1,799,244 (100% of approved amount). Although the potential earnings exceed the total Contract amount, the Contractor is aware that ETP funding is capped at the Contract amount. The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through July/August 2020.

**PRIOR PROJECTS**

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

| Agreement No. | Location (City) | Term                   | Approved Amount | Payment Earned<br>\$ % |
|---------------|-----------------|------------------------|-----------------|------------------------|
| ET17-0451     | Statewide       | 03/25/2017– 03/31/2019 | \$1,199,168     | \$1,194,734 (99%)      |
| ET16-0110     | Statewide       | 08/01/2015- 07/13/2017 | \$1,199,168     | \$1,194,734 (99%)      |
| ET13-0406     | Statewide       | 06/30/2013– 06/29/2015 | \$849,116       | \$849,116 (100%)       |

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A



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

8-200 (Job 1)                      Trainees may receive any of the following:

**MANUFACTURING SKILLS****CNC Fundamentals:**

- Types of Equipment
- Mathematical Principles and Applications
- Lathes
- Mills
- Specifications
- Cutting Tools
- Programming
- Setup and Operation
- Tool Paths
- Meeting Tolerances
- Meeting Quality Standards
- Shop Practice

**CNC Advanced:**

- CNC Programming System
- Types of Machines
- Set-Up Procedures
- Defining Tool Paths
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multisurface Machining
- Solid Construction
- Application of Tool Paths to Solid Models
- Tool Paths in Solid Machining

**Electro-Discharge Machining:**

- Principles
- Controls and Usage
- Features
- Set-Up
- Tolerances
- Quality Control
- Programming
- Tool Paths
- Models and Tooling

**Inspection:**

- Coordinate Measuring Equipment
- Mathematics for Inspection
- Blueprints
- Geometric Dimension and Tolerancing
- Datums and Datum Surfaces

- Coordinate Measuring Machine Set-Up and Operation
- Inspection Records and Requirements
- Parts, Assemblies and Set-Up Techniques Required Using Coordinate Measuring Machine Inspection Methods

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

### **AT Hours/AT E-Learning**

8-200 (Job 2)

#### **ADVANCED TECHNOLOGY**

- Master Cam
- Mathematical Principles and Applications
- CNC Programming System
- 2D Wire Frame Construction
- Basic 2-D Programming
- Defining Tool Paths
- Introduction to 3D Programming
- Models and Tooling
- Basics of Surface Construction
- Surface Shading and Dialogs
- Multi-Surface Machining
- Review of Basic Programming
- 3D Tool-Paths
- Multi-Axis Machining
- 3D Tool-Path Editing
- 3D Tool-Path Planning
- Engraving Artworks
- Creating Part Geometry for Lathes
- Lathe Programming
- Mill-Turn Tool-Paths
- File Conversion
- Post Processor Customization

|   |
|---|
| 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: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 3D MACHINE COMPANY INC.

Address: 4790 E. WESLEY DR.

City, State, Zip: ANAHEIM, CA, 92807

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 35

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

Company: 80 PERCENT ARMS INC.

Address: 12282 MONARCH ST

City, State, Zip: GARDEN GROVE, CA, 92841

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 26

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

Company: AAE AEROSPACE

Address: 5382 ARGOSY AVE

City, State, Zip: HUNTINGTON BEACH, CA, 92649

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 157

Total # of full-time company employees in California: 157

Company: ACD LLC

Address: 2321 S. PULLMAN ST

City, State, Zip: SANTA ANA, CA, 92705

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 131

Total # of full-time company employees in California: 131

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ACE CLEARWATER

Address: 19815 MAGELLAN DR

City, State, Zip: TORRANCE, CA, 90502

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 160

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

Company: ACUTEK US INC.

Address: 1488 E. VALENCIA DR.

City, State, Zip: FULLERTON, CA, 92831

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 44

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

Company: AERO PACIFIC CORPORATION

Address: 588 PORTER WAY

City, State, Zip: PLACENTIA, CA, 92870

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 68

Total # of full-time company employees in California: 68

Company: AEROFIT LLC

Address: 1425 S. ACACIA AVE

City, State, Zip: FULLERTON, CA, 92831

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 190

Total # of full-time company employees in California: 190

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ALATUS AEROSYSTEMS

Address: 17055 E. GALE AVE

City, State, Zip: CITY OF INDUSTRY, CA, 91745

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 11

Total # of full-time company employees worldwide: 400

Total # of full-time company employees in California: 400

Company: AMADA AMERICA INC.

Address: 7025 FIRESTONE BLVD

City, State, Zip: BUENA PARK, CA, 90621

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 300

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

Company: AMBRIT ENGINEERING CORP.

Address: 2640 HALLADAY

City, State, Zip: SANTA ANA, CA, 92705

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 78

Total # of full-time company employees in California: 78

Company: APPLIED COMPOSITES

Address: 1195 COLUMBIA STREET

City, State, Zip: BREA, CA, 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 305

Total # of full-time company employees in California: 305

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ARCONIC (FO) DBA FORGED METAL

Address: 10685 BEECH AVE

City, State, Zip: FONTANA, CA, 92337

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 240

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

Company: ARCONIC FASTENING SYSTEMS (T)

Address: 3000 LOMITA BLVD

City, State, Zip: TORRANCE, CA, 90505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6500

Total # of full-time company employees in California: 2500

Company: ATLAS SPECIALTY PRODUCTS

Address: 2299 E. WINSTON ROAD

City, State, Zip: ANAHEIM, CA, 92806

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 98

Total # of full-time company employees in California: 98

Company: B & E MFG. CO. INC.

Address: 12151 MONARCH ST

City, State, Zip: GARDEN GROVE, CA, 92841

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 122

Total # of full-time company employees in California: 122

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: BAUMANN ENGINEERING

Address: 212 S. CAMBRIDGE AVENUE

City, State, Zip: CLAREMONT, CA, 91711

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 85

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

Company: BAZZ HOUSTON INTERNATIONAL

Address: 12700 WESTERN AVE

City, State, Zip: GARDEN GROVE, CA, 92841

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

Company: BRAVO DESIGN & FABRICATION LLC

Address: 2435 STROZIER AVE

City, State, Zip: SOUTH EL MONTE, CA, 91733

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 9

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

Company: BUDDY BAR CASTING

Address: 10801 SESSLER ST

City, State, Zip: SOUTH GATE, CA, 90280

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 120

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: C.R. LAURENCE CO. INC.

Address: 2200 E. 55TH STREET

City, State, Zip: VERNON, CA, 90058

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 380

Total # of full-time company employees in California: 380

Company: CAMTECH CORP

Address: 8710 RESEARCH DRIVE

City, State, Zip: IRVINE, CA, 92618

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 65

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

Company: CARAN PRECISION

Address: 2830 ORBITER STREET

City, State, Zip: BREA, CA, 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: CARICH ENTERPRISES INC.

Address: 1529 E. MCFADDEN AVE #B

City, State, Zip: SANTA ANA, CA, 92705

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12

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



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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Company: CARLSON ENGINEERING & MANUFACTURING

Address: 425 W. ALLEN AVE SUITE 109

City, State, Zip: SAN DIMAS, CA, 91773

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 23

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

Company: CENTRIC PARTS/STOPTECH

Address: 1805 S. WILMINGTON AVE

City, State, Zip: COMPTON, CA, 90220

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 79

Total # of full-time company employees in California: 79

Company: CIRCOR AEROSPACE INC.

Address: 2301 WARDLOW CIRCLE

City, State, Zip: CORONA, CA, 92880

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 267

Total # of full-time company employees in California: 267

Company: CUSTOM MACHINING SERVICE INC.

Address: 23641 RIDGE ROUTE DR STE C

City, State, Zip: LAGUNA HILLS, CA, 92653

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 19

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: DELTA MACHINE COMPANY LLC

Address: 17813 S. MAIN ST. #109

City, State, Zip: GARDENA, CA, 90248

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

Company: DICKSON TESTING CO.

Address: 11126 PALMER AVE

City, State, Zip: SOUTH GATE, CA, 90280

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 180

Company: DUCOMMUN

Address: 23301 WILMINGTON AVENUE

City, State, Zip: CARSON, CA, 90745

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: EDELBROCK

Address: 2700 CALIFORNIA STREET

City, State, Zip: TORRANCE, CA, 90503

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 670

Total # of full-time company employees in California: 670

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: EXTREME PRECISION

Address: 23266 ARROYO VISTA

City, State, Zip: RANCHO SANTA MARGARITA, CA, 92688

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 25

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

Company: FABTECH MOTORSPORTS

Address: 4331 EUCALYPTUS AVE

City, State, Zip: CHINO, CA, 91710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 65

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

Company: G.T. PRECISION DBA ALARD MACHINE PRODUCTS

Address: 1629 W. 152ND STREET

City, State, Zip: GARDENA, CA, 90249

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 109

Total # of full-time company employees in California: 109

Company: GOLDEN STATE ENGINEERING

Address: 15338 S. GARFIELD AVE

City, State, Zip: PARAMOUNT, CA, 90723

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 200

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: HANSEN ENGINEERING

Address: 24050 FRAMPTON AVE

City, State, Zip: HARBOR CITY, CA, 90710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 72

Total # of full-time company employees in California: 72

Company: HARTWELL CORPORATION

Address: 900 S. RICHFIELD RD

City, State, Zip: PLACENTIA, CA, 92870

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 332

Total # of full-time company employees in California: 332

Company: HEATHER SCREW PRODUCTS CO. INC

Address: 4545 CARTER CT

City, State, Zip: CHINO, CA, 91710

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 5

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

Company: HUNT ENTERPRISES

Address: 2030 S SUSAN STREET

City, State, Zip: SANTA ANA, CA, 92704

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 14

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: HYDRO FITTING MFG. CORP.

Address: 733 E. EDNA PLACE

City, State, Zip: COVINA, CA, 91723

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 44

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

Company: IMPRESA AEROSPACE

Address: 344 W. 157TH ST

City, State, Zip: GARDENA, CA, 90248

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 220

Total # of full-time company employees in California: 220

Company: JC FORD COMPANY

Address: 901 LESLIE ST

City, State, Zip: LA HABRA, CA, 90631

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

Company: JCR AIRCRAFT DEBURRING LLC

Address: 221 FOUNDATION AVENUE

City, State, Zip: LA HABRA, CA, 90631

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 60

**Participating Employers in Retrainee  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: JOHNSON PRECISION PRODUCTS INC

Address: 1308 E. WAKEHAM AVENUE

City, State, Zip: SANTA ANA, CA, 92705

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

Company: KD PRECISION MACHINING

Address: 2913 SATURN ST UNIT J

City, State, Zip: BREA, CA, 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 5

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

Company: LASER INDUSTRIES INC.

Address: 1351 MANHATTAN AVE

City, State, Zip: FULLERTON, CA, 92831

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 90

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

Company: LOS ANGELES PUMP & VALVE

Address: 2528 E. 57TH STREET

City, State, Zip: HUNTINGTON PARK, CA, 90255

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 29

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

**Participating Employers in Retrainee  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: MAGNETIC COMPONENT ENGINEERING

Address: 2830 LOMITA BLVD.

City, State, Zip: TORRANCE, CA, 90505

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 83

Total # of full-time company employees in California: 83

Company: MARLIN MACHINE PRODUCTS

Address: 4071 BREWSTER WAY

City, State, Zip: RIVERSIDE, CA, 92501

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6

Total # of full-time company employees in California: 6

Company: MARTINIC ENGINEERING

Address: 10932 CHESTNUT AVENUE

City, State, Zip: STANTON, CA, 90680

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

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

Company: MARVIN ENGINEERING

Address: 261 W. BEACH AVE

City, State, Zip: INGLEWOOD, CA, 90302

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 650

Total # of full-time company employees in California: 650

**Participating Employers in Retrainee  
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Company: MD ENGINEERING INC.

Address: 1550 CONSUMER CIRCLE

City, State, Zip: CORONA, CA, 92880

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 37

Total # of full-time company employees in California: 37

Company: METREX VALVE

Address: 505 S. VERMONT AVE.

City, State, Zip: GLENDORA, CA, 91741

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 25

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

Company: MINDRUM PRECISION

Address: 10000 FOURTH ST

City, State, Zip: RANCHO CUCAMONGA, CA, 91730

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 40

Company: MPS ANZON LLC DBA: ORCHID ARCA

Address: 11911 CLARK STREET

City, State, Zip: ARCADIA, CA, 91006

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 200

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



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Company: NATIONAL OILWELL VARCO

Address: 743 N. ECKHOFF ST.

City, State, Zip: ORANGE, CA, 92868

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 305

Total # of full-time company employees in California: 305

Company: PACIFIC CONTOURS

Address: 5340 EAST HUNTER AVE

City, State, Zip: ANAHEIM, CA, 92807

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 67

Total # of full-time company employees in California: 67

Company: PANKL AEROSPACE SYSTEMS

Address: 16615 EDWARDS RD

City, State, Zip: CERRITOS, CA, 90703

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 65

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

Company: PDMA VENTURES DBA: ZET-TEK

Address: 22951 LA PALMA AVE

City, State, Zip: YORBA LINDA, CA, 92887

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 27

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

**Participating Employers in Retrainee  
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Company: PERVAN TOOLING CO INC

Address: 1716 KONA DR

City, State, Zip: COMPTON, CA, 90220

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 38

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

Company: PLASIDYNE ENG. & MFG.

Address: 3230 E. 59TH ST

City, State, Zip: LONG BEACH, CA, 90805

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 31

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

Company: PRECISION FORGING DIES

Address: 10710 SESSLER STREET

City, State, Zip: SOUTH GATE, CA, 90280

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 31

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

Company: PRECISION RESOURCE

Address: 5803 ENGINEER DR.

City, State, Zip: HUNTINGTON BEACH, CA, 92649

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

**Participating Employers in Retrainee  
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Company: PROGRESSIVE DIE & STAMPING

Address: 1022 E. RAYMOND WAY

City, State, Zip: ANAHEIM, CA, 92801

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: QUALITY ALUMINUM FORGE LLC

Address: 793 N. CYPRESS STREET

City, State, Zip: ORANGE, CA, 92867

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 110

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

Company: RADIABEAM TECHNOLOGIES

Address: 1717 STEWART STREET

City, State, Zip: SANTA MONICA, CA, 90404

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 46

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

Company: RBC SOUTHWEST PRODUCTS INC

Address: 5001-B COMMERCE DR

City, State, Zip: BALDWIN PARK, CA, 91706

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 57

Total # of full-time company employees in California: 57

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: RBH AEROSPACE INC.

Address: 2708 SEABOARD LN

City, State, Zip: LONG BEACH, CA, 90805

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 28

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

Company: REDLINE PRECISION MACHINING

Address: 907 E. FRANCIS STREET

City, State, Zip: ONTARIO, CA, 91784

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 15

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

Company: RELIABLE GRINDING

Address: 1441 S. BALBOA AVE

City, State, Zip: ONTARIO, CA, 91761

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 6

Total # of full-time company employees in California: 6

Company: SAM MACHINING INC.

Address: 1140 N KRAEMER BLVD #M

City, State, Zip: ANAHEIM, CA, 92806

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 15

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: SC HYDRAULIC ENGINEERING

Address: 1130 COLUMBIA STREET

City, State, Zip: BREA, CA, 92821

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: SECHRIST INDUSTRIES

Address: 4225 E. LA PALMA

City, State, Zip: ANAHEIM, CA, 92807

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 81

Total # of full-time company employees in California: 81

Company: SKYLOCK INDUSTRIES INC.

Address: 1290 W OPTICAL DR

City, State, Zip: AZUSA, CA, 91702

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 120

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

Company: SNAP ON SPECIALTY TOOLS

Address: 19220 SAN JOSE AVE

City, State, Zip: CITY OF INDUSTRY, CA, 91748

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 176

Total # of full-time company employees in California: 176

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: SPACE EXPLORATION TECHNOLOGIES

Address: 1 ROCKET ROAD

City, State, Zip: HAWTHORNE, CA, 90250

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 11

Total # of full-time company employees worldwide: 2000

Total # of full-time company employees in California: 2000

Company: SPEARMAN AEROSPACE INC.

Address: 9215 GREENLEAF AVE

City, State, Zip: SANTA FE SPRINGS, CA, 90670

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 23

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

Company: STAAR SURGICAL

Address: 1911 WALKER AVENUE

City, State, Zip: MONROVIA, CA, 91016

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 300

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

Company: TOWER INDUSTRIES DBA: ALLIED M

Address: 1720 S. BON VIEW AVE

City, State, Zip: ONTARIO, CA, 91761

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 156

Total # of full-time company employees in California: 156

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: TRIO MANUFACTURING

Address: 601 LAIRPORT STREET

City, State, Zip: EL SEGUNDO, CA, 90245

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 65

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

Company: TRU-FORM INDUSTRIES INC.

Address: 14511 ANSON AVE

City, State, Zip: SANTA FE SPRINGS, CA, 90670

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 96

Total # of full-time company employees in California: 96

Company: VACCO INDUSTRIES

Address: 10350 VACCO STREET

City, State, Zip: SOUTH EL MONTE, CA, 91733

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 425

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

Company: VIKING PRODUCTS INC.

Address: 20 DOPPLER

City, State, Zip: IRVINE, CA, 92618

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 38

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

**Participating Employers in Retrainee  
Multiple Employer Contracts**

Contractor's Name: NTMA Training Centers of Southern California  
Reference No: 20-0301

CCG No.: ET20-0335  
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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: VIRGIN ORBIT LLC

Address: 4022 E. CONANT

City, State, Zip: LONG BEACH, CA, 90808

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 645

Total # of full-time company employees in California: 645

Company: VOTAW PRECISION TECHNOLOGIES

Address: 13153 LAKELAND ROAD

City, State, Zip: SANTA FE SPRINGS, CA, 90670

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 150

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

Company: WILCOX MACHINE CO

Address: 7180 SCOUT AVE

City, State, Zip: BELL GARDENS, CA, 90201

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 80

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

Company: WILDEN PUMP & ENGINEERING

Address: 22069 VAN BUREN ST

City, State, Zip: GRAND TERRACE, CA, 92313

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 321

Total # of full-time company employees in California: 321





## Training Proposal for:

# Saisoft Enterprises, Inc. dba Professional Career Development Center

**Contract Number: ET20-0320**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

## PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                        | HUA<br>Medical Skills Training<br>Multiple Barriers<br>New Hire<br>SET | Industry Sector(s): | MEC (H)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | Statewide  | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                                   |
| Union(s):                                   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    |                     |   |
| Turnover Rate:                              | ≤20%   |                     |   |
| Managers/Supervisors: (% of total trainees) | ≤20%   |                     |   |

## FUNDING DETAIL

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$414,000            |   | \$39,720<br>12%      |   | \$453,720                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$306,000 |
|-----------------------|-----------------------------------|-----------|

## 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<br>Medical Skills Training<br>Multiple Barriers<br>SET        | Computer Skills,<br>MS Didactic,<br>Job Readiness | 108                       | 8-260                | 0   | \$3,781                  | \$15.00             |
|         |  |   |                           | Weighted Avg:<br>150 |     |                          |                     |
| 2       | New Hire<br>Medical Skills Training<br>Multiple Barriers<br>SET<br>HUA | Computer Skills,<br>MS Didactic,<br>Job Readiness | 12                        | 8-260                | 0   | \$3,781                  | \$13.00             |
|         |  |   |                           | Weighted Avg:<br>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: Job Number 1 (SET-MB New-Hire Wages):** \$16.67 per hour for Alameda, Contra Costa, Marin, San Mateo, Santa Clara and San Francisco Counties; \$15.88 per hour for Los Angeles County; \$15.33 per hour for Orange County; \$15.20 per hour for San Diego County; and \$15.00 per hour for all other counties.

**Job Number 2 (SET-MB New-Hire HUA Wages):** \$13.00 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 \$1.67 per hour to meet the Post-Retention Wage in Job Number 1.

| Wage Range by Occupation              |                   |                         |
|---------------------------------------|-------------------|-------------------------|
| Occupation Titles                     | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1 (SET-MB New-Hire)</b> |                   |                         |
| Certified Nursing Assistant           | \$15.00 - \$21.00 | 54                      |
| Home Health Aide                      | \$15.00 - \$21.00 | 12                      |
| Technical Support Staff               | \$15.00 - \$21.00 | 6                       |
| Computer Technician                   | \$15.00 - \$21.00 | 6                       |
| System/Network/Security Administrator | \$15.00 - \$21.00 | 6                       |
| Data Analyst                          | \$15.00 - \$21.00 | 6                       |
| Software Developer                    | \$15.00 - \$21.00 | 6                       |

|   |                   |   |
|---|-------------------|---|
| Programmer Analyst                        | \$15.00 - \$21.00 | 6 |
| Project Associate                         | \$15.00 - \$21.00 | 6 |
| <b>Job Number 2 (SET-MB New-Hire HUA)</b> |                   |   |
| Certified Nursing Assistant               | \$13.00 - \$21.00 | 9 |
| Home Health Aide                          | \$13.00 - \$21.00 | 3 |

## **INTRODUCTION**

Established in 2005 and headquartered in Montebello, Saisoft Enterprises, Inc. dba Professional Career Development Center (PCDC) ([www.procareer.org](http://www.procareer.org)), is an approved school by the Bureau for Private Postsecondary Education that provides training programs in allied healthcare careers and training in the latest Information Technologies: Certified Nursing Assistant (CNA), Home Health Aide (HHA), and Information Technology (IT) training. PCDC has a placement rate of 97% for graduates in CNA, HHA and IT training programs.

### **Veterans Program**

PCDC currently does not have a specific Veterans recruitment program in place. However, the school is committed to serve the needs of the Veteran population during its marketing and recruitment efforts including enrollment, training and job placement opportunities.

## **PROJECT DETAILS**

PCDC has experienced a recent increase in employer demand, with an overwhelming response for training given the success of its current ETP Contract. Therefore, PCDC wishes to continue providing training to meet the increased demand. Also due to COVID-19 pandemic, unemployment rate increases and a continuing shortage of healthcare and IT workers, PCDC has shifted its focus from Retrainee to New Hire training to meet current needs. This will be PCDC's second ETP Agreement. In this proposal, PCDC is focused on helping unemployed or underserved individuals in entering the workforce and improving their opportunities for career advancement in healthcare and technology industries, PCDC has been effectively providing placement services for these individuals (including job search, interview skills, resume preparation and job fairs). PCDC 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.

According to the Pew Research Center, approximately 10,000 baby boomers turn 65 every day, which will continue until 2030. As a result, hospitals, and nursing centers will need more nurse and medical staff to meet the needs of the growing elderly population. Furthermore, California legislation (Senate Bill 97), recognizes the nursing shortage by creating new mandates such as revising the minimum nursing hours per patient per day from 3.2 to 3.5, with a minimum requirement of 2.4 hours per patients for CNA's. The school works closely with several local healthcare facilities such as skilled nursing facilities and rehabilitation centers and computer services companies to place students.

Additionally, IT employers have expressed a strong need for hiring trained IT professionals that are well versed in the latest technical skills such as computer programming, Cyber security and data science. Employers are unable to fill current job openings due to a serious skills gap that exists between college graduates and the industry requirements.

## **New Hire Training**

PCDC plans to provide New Hire training to unemployed individuals who are beginning careers in the healthcare or information technology industries. Prior to enrollment, trainees will complete written tests and Assessments to gauge reading comprehension, mathematical proficiency, and analytical skills. Training topics will include a broad range of computer skills and medical skills training to become Certified Nursing Assistants, Home Health Aides, or Information Technology Professionals.

PCDC anticipates that some New-Hire trainees in the CNA, HHA or IT training programs may receive up to 280 hours of training, of which ETP will cover a maximum of 260 hours. Training in healthcare will provide students with skills to become CNA and HHA and prepare them for careers in the healthcare industry. Computer Skills training will prepare students to pass the respective technology industry recognized certification. Training provided to New Hire trainees will allow trainees to upgrade and diversify their skills sets in an effort to make themselves more competitive in the job market. The school's Placement Coordinator works closely with prospective employers to be aware of, and meet their need for, new employees and to ensure graduates will have employment following graduation.

## **Curriculum Development**

The proposed healthcare curriculum was developed via PCDC's outreach efforts to identify and assess employer needs and regulations established by the California Department of Public Health. The curriculum was also established through formal needs assessments and direct interviews with participating placement employers. PCDC met with and interviewed Directors of Staff Development at Hospitals, Nursing Homes, and IT Employers to ensure employer and industry needs. The training is designed to provide a trainee with targeted skills that will increase his or her opportunity to find suitable employment and perform to the employer's satisfaction. The proposed training plan has been developed to address industry demands for skilled workers in the areas of healthcare and technology. PCDC has identified employers that have made firm commitments to hire the participants upon successful completion of training.

## **Training Plan**

With a high demand for training in healthcare and information technology, PCDC has designed a comprehensive training program to address employer needs. Training classes will be administered daily with programs 4-8 weeks in duration. Training is scheduled to begin upon approval the week of May 25, 2020. Training will take place at PCDC headquarters in Montebello.

## **E-Learning (IT Training)**

In addition to Class/Laboratory, PCDC will also utilize E-Learning delivery method to provide online training delivered by a live instructor in a virtual classroom environment where the instructor can demonstrate the use of software being trained on as well as shared presentations. Students will communicate with the instructor in real time. This delivery method is cost effective, efficient and suitable for most New-Hire IT students.

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

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

**Medical Skills:** Training in Medical Skills Didactic will be offered to Certified Nursing Assistants and Home Health Aides to learn the skills and techniques needed to become Certified Nursing Assistants and Home Health Aides. Training topics will include Patients' Rights, Nutrition, Vital Signs, Resident Care Skills and Long Term Care.

The Medical Skills training will include laboratory. PCDC recently invested over \$12,000 in laboratory equipment such as hospital beds, training mannequins, Hoyer patient lift and other nursing equipment and supplies to create a complete simulated environment to conduct skills laboratory exercises as part of the CNA education program. Furthermore, all instructors are Licensed Vocational Nurses and Registered Nurses, approved by the California Department of Public Health in order to ensure high quality instruction.

**Job Readiness Skills:** This training will be offered to all occupations. Training will help all trainees to become competitive job candidates and prepare them for successful entry in the labor market.

### **Impact/Outcome**

Upon completion of Medical Skills training, trainees will become Certified Nursing Assistants and Home Health Aides. Certifications are awarded by the Department of Public Health. Trainees completing Computer Skills training will receive respective industry recognized certification.

### **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 targeted 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.

### **Training Infrastructure/Coordinator**

The President of PCDC will oversee administration of this training project. Administration duties such as enrollment, scheduling classes, data entry, job placement and retention services and invoicing will be completed by PCDC's President, Admissions Representative and Enrollment Coordinator.

### **Marketing and Support Costs**

PCDC utilizes the following avenues to market their training programs: email, social media, digital marketing, and in-person visits with Employers. The school also works with several social service agencies such as the Southeast Area Social Services Funding Authority, Learn4Life, and Rio Hondo Community College to promote training opportunities. PCDC seeks full Support Costs of 12% for New Hire training (Job Numbers 1 & 2) to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers. Staff believes 12% Support Costs are justified in this proposal for the reasons set forth above.

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

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

### ➤ HUA

It is expected that a maximum of 12 trainees in Job Number 2 will be placed in a High Unemployment Areas (HUA), with unemployment exceeding the state average by at least 15%. These companies are located in Los Angeles, Kern, Riverside, San Bernardino, Fresno and Ventura Counties.

### ➤ Multiple Barriers

It is expected that the trainees in Job Numbers 1 & 2 will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP Minimum Wage post-retention.

### ➤ Wage Modifications (HUA & MB)

For trainees in Job Numbers 1 & 2, the Panel may modify the ETP Standard Minimum Wage for these New-Hire trainees by up to 25%. PCDC is requesting a wage modification to the SET-Multiple Barriers New-Hire Wage (range from \$16.67 to \$15.00 per hour statewide) for trainees in Job Number 1; and to the SET-MB New-Hire HUA Wage of \$13.00 per hour statewide.

### ➤ Retention Modification

The Panel may also modify the retention period for trainees in Job Numbers 1 & 2, making it 90 days out of 120 consecutive days with up to three employers.

### ➤ Incidental Placement

The trainees in Job Numbers 1 & 2 may be retained in employment with a public entity or nonprofit organization at up to 20% of the total New-Hire trainee population.

## **Trainer Qualifications**

All training provided under this proposal will be delivered by PCDC faculty. Instructors have a minimum of three years of experience and are considered subject matter experts. Staff members also meet all requirements of the Bureau of Private Postsecondary Education.

## **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).

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

- BPPE licensure valid until August 2021 for both IT and Medical Skills
- Successful past performance with ETP (see Active Project table)

## **Electronic Recordkeeping/LMS**

PCDC will be using its own LMS, Electronic Learning Management System (ELMS), for documentation of all training, which has been reviewed and approved by ETP staff.

## **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 PCDC's performance under an active ETP Contract:

| Contract No. | Approved Amount | Term                | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|--------------|-----------------|---------------------|--------------------------|------------------------|--------------|
| ET19-0299    | \$397,188       | 11/05/18 – 11/04/20 | 144                      | 255                    | 255          |

Based on ETP Systems, 17,050 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 11/10/19.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

N/A

## **Exhibit B: Menu Curriculum**

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

8-260

Trainees may receive any of the following:

#### **COMPUTER SKILLS**

- Automated Testing with Selenium
- Certified Information Systems Security Professional
- Cisco Certified Network Associate
- Cloud Computing
- Cloud Computing with Amazon Web Services
- CompTia Network+
- CompTia Security+
- CompTia Server+
- Computer Technician
- Configuring Cisco Network Devices
- Cybersecurity and Ethical Hacking
- Introduction to Data Science
- Java Programming
- Javascript Programming
- Microsoft Azure Infrastructure Solutions
- Microsoft SQL Server Database Administration
- Microsoft Windows Server Administration
- MySQL Database
- Penetration Testing with Kali Linux
- Project Management
- Python Programming
- Tableau Software
- VMWare Administration

#### **MEDICAL SKILLS TRAINING – DIDACTIC**

- Module 2- Resident Rights
- Module 4- Prevention & Management of Catastrophe & Unusual Occurrences
- Module 5- Body Mechanics
- Module 6- Medical and Surgical Asepsis
- Module 7- Weights and Measures
- Module 8- Resident Care Skills
- Module 9- Resident Care Procedures
- Module 10- Vital Signs
- Module 11- Nutrition
- Module 12- Emergency Procedures
- Module 13- Long Term Care
- Module 14- Rehabilitative Restorative
- Module 15- Observation and Charting
- Personal Care Services
- Nutrition
- Cleaning and Care Tasks in the Homes



- Module 1-Introduction to Title 22
- Module 2- Resident Rights
- Module 3- Interpersonal Skills
- Module 4- Prevention & Management of Catastrophe & Unusual Occurrences
- Module 5- Body Mechanics
- Module 6- Medical and Surgical Asepsis
- Module 7- Weights and Measures
- Module 8- Resident Care Skills
- Module 9- Resident Care Procedures
- Module 10- Vital Signs
- Module 11- Nutrition
- Module 12- Emergency Procedures
- Module 13- Long Term Care
- Module 14- Rehabilitative Restorative
- Module 15- Observation and Charting
- Module 16- Death and Dying
- Introduction to Aide and Agency Role
- Interpretation of Medical and Social Needs of Clients
- Personal Care Services
- Nutrition
- Cleaning and Care Tasks in the Homes

#### **JOB READINESS SKILLS**

- Working as a team (Team Building)
- Communication Skills
- Conflict Resolution
- Time Management
- Problem Solving & Decision Making
- New Nurses Orientation Training

|   |
|---|
| <p>Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of the method of delivery.</p> |
|---|



**CTP/AB118**

**Training Proposal for:**

**California Labor Federation, AFL-CIO**

**Contract Number: ET20-0804**

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** PPU-Central Office

**Analyst:** I. Launitz

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                        | CTP/AB118 (Alt Funds)<br>Retrainee<br>Priority Rate   | Industry Sector(s): | MEC (H)<br>Transportation and Warehousing (48-49)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                            | Alameda, Contra Costa, 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 AFSCME Local 101 and Local 3916, Amalgamated Transit Union Local 1277, Amalgamated Transit Union Local 265, and Amalgamated Transit Union Local 192 |                     |   |
| Turnover Rate:                              |   | ≤20%                |   |
| Managers/Supervisors: (% of total trainees) |   | ≤20%                |   |

**FUNDING DETAIL**

All funding will be under the Clean Transpiration Program

|                      |   |                      |   |                          |
|----------------------|---|----------------------|---|--------------------------|
| <b>Program Costs</b> | + | <b>Support Costs</b> | = | <b>Total ETP Funding</b> |
| \$555,450            |   | \$38,640<br>8%       |   | \$594,090                |

|                       |                                   |           |
|-----------------------|-----------------------------------|-----------|
| In-Kind Contribution: | 50% of Total ETP Funding Required | \$600,000 |
|-----------------------|-----------------------------------|-----------|

**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<br>Priority Rate | Adv. Technology,<br>Commercial Skills,<br>Continuous Impr.<br>PL – Adv.<br>Technology | 966                       | 8-200               | 0   | \$615                    | \$19.05             |
|         |                            |   |                           | Weighted Avg:<br>25 |     |                          |                     |

**Minimum Wage by County:** \$20.00 per hour for Alameda, Contra Costa, and Santa Clara Counties; and \$19.05 per hour for Los Angeles County.

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

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

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

| Wage Range by Occupation                        |                   |                         |
|---|-------------------|-------------------------|
| Occupation Titles                               | Wage Range        | Estimated # of Trainees |
| <b>Job Number 1</b>                             |                   |                         |
| Body Shop Technicians                           | \$36.99 - \$40.69 | 7                       |
| Mechanics                                       | \$27.96 – \$48.25 | 533                     |
| Operators                                       | \$20.28 - \$42.62 | 395                     |
| Supervisors                                     | \$45.42 - \$59.45 | 25                      |
| Transit Bus Supervisors/Transit Superintendents | \$40.69 - \$58.77 | 6                       |

**INTRODUCTION**

The California Labor Federation, AFL-CIO (CALFED) is an organization comprised of more than 1,200 AFL-CIO unions, representing 2.1 million employees working in the manufacturing, retail, construction, hospitality, public sector, health care, entertainment, and transit industries.

One of CALFED's goals is to help California reduce its carbon footprint by strengthening public transit agencies while keeping workers trained in highly technical skills. CALFED seeks ETP Clean Transportation Program (CTP) AB118 funding to support a joint labor-management training program for three regional public transit authorities: Los Angeles County Metropolitan Transportation Authority (LA Metro), the Santa Clara Valley Transportation Authority (SC VTA), and the Alameda-Contra Costa District Transit Authority (ACT).

CALFED has one prior CTP/AB118 Contract within the last five years. This will be the second ETP CTP/AB118 Contract within the past five years.

**CTP/AB118**

This proposal is funded under the CTP/AB118 Training Program administered by ETP in partnership with the California Energy Commission (CEC).

The overall goal of the CTP/AB118 Program is to support a transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies. There is no expenditure of Employment Training Tax funds for the CTP/AB118 Program. Public entity employers are eligible to participate, such as city and county regional transit authorities.

Training is focused on job skills for a skilled workforce to produce and distribute new alternative fuels and design, construct, install, operate, service and maintain new fueling infrastructure and vehicles. This project includes the training of mechanics, operators, supervisors, and technicians to support their transition to clean vehicle technology.

**PROJECT DETAILS**

This project will focus on upgrading skills of transit authority employees to assist in their transition to upgrade their entire fleet to zero-emission buses (ZEB) by the year 2040, to keep up with changes and comply with a California state mandate.

**Training Plan**

**Advanced Technology (AT):** Training will be offered to all occupations. Training will focus on the use of innovative computer software, advanced engines/systems, and sophisticated testing equipment. This technical training is more expensive to deliver because it demands specially trained instructors and high-cost alternative fuel technology. Due to the highly technical nature of the proposed AT training, the trainer-to-trainee ratio will be 1:10 to allow in-depth coverage and personal attention from the instructor. Training topics include Preventative Maintenance Inspections, Zero Emission Buses, and All Electric HVAC Systems Familiarization and Troubleshooting.

**Commercial Skills:** Training will be offered to all occupations. Training will focus on change management in the transition to new technology operations. Training topics include Legal Requirements for Public Mass Transit, and Next Network All Electric Professional Passenger Service.

**Continuous Improvement:** Training will be offered to all occupations. Training will focus on change management in the transition to new technology operations. Training topics include Process Improvement, Performance Reliability Cost Control, and Train the Trainer.

**Productive Laboratory**

Productive Laboratory training will be offered to all occupations within the SC VTA. Trainees may produce goods for profit as part of the Productive Lab training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

SC VTA training includes operational procedures, diagnostics and repair work that can only be taught on the actual vehicles and/or in field conditions (not classroom models).

SC VTA is subject to multiple federal/state regulations governing transit operation. It faces high liability (including operations shutdown) if its employees are not proficient when working on their own in the field. The SC VTA transit system is a highly technical series of interlocking sub-

systems, all of which must function at near-perfect levels to ensure regulatory compliance. SC VTA invested heavily in its capacity to deliver state-of-the-art training to employees to upgrade their skills in their current occupations, and to move up the career ladder, thus creating openings for new entry level positions. Productive Laboratory training is necessary to assist with the above.

During PL, there is active hands-on training by a Trainer/Subject Matter Expert (SME). Trainees will receive approximately 30 PL hours per trainee with a trainer-to-trainee ratio of between 1:1 and 1:3. A 1:3 ratio is required for some PL training as some equipment requires a team of 3 to operate. Training topics include All Electric HVAC Systems Familiarization and Troubleshooting.

### **Union Support**

Union letters have been received for AFSCME Local 101 and Local 3916, Amalgamated Transit Union Local 265, and Amalgamated Transit Union Local 192. ETP has yet to receive a union letter of support for Amalgamated Transit Union Local 1277. It is understood that Training will not commence until ETP has received the missing union letter of support.

### **Curriculum Development**

CALFED worked closely with LA Metro, SC VTA, and Alameda-Contra Costa ACT to develop a clean energy curriculum that includes service and maintenance training to support mass transit fleet conversions to clean energy vehicles. The curriculum focuses on alternative and renewable fuel vehicle technology. The majority of the training will be in Advanced Technology. CALFED states that the Board of Directors of each agency approved the proposed training plan.

### **Marketing and Support Costs**

Ongoing direct marketing to technicians and mechanics is a vital part of the outreach plan. Each agency's in-house marketing department will design posters and updates for newsletters, while Intranet sites will advertise and promote the training opportunities.

CALFED maintains an ongoing relationship with LA Metro, SC VTA, and ACT to establish workforce development goals. Each agency developed its training goals with the support of its joint labor-management group and training program specialists. Each transit agency submitted a training plan along with a commitment to ensure its workers attend the proposed training. Agency management will be responsible for making sure workers attend the training by scheduling additional workers for coverage to maintain workflows.

CALFED has a program administrative team dedicated to project marketing, employer recruitment, needs assessments, trainer selection, scheduling, and records administration. Staff recommends the 8% support costs for this project.

### **Trainer Qualifications**

The instructors selected for this project have years of professional experience, specializing in training associated with transportation systems.

### **Tuition Reimbursement**

Trainees will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Contract.

**Commitment to Training**

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

➤ Training Infrastructure

Nica Constante, Project Coordinator with CALFED, will oversee administration of this project with assistance from Strategy Workplace Communications. CALFED has 23 staff dedicated to 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.

**PRIOR PROJECTS**

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

| Contract No. | Location (City)             | Term                   | Approved Amount | Payment Earned<br>\$ % |
|--------------|-----------------------------|------------------------|-----------------|------------------------|
| ET16-0800    | Los Angeles,<br>Santa Clara | 08/03/15 –<br>08/02/17 | \$1,341,300     | \$583,089 (44%)*       |

\*Poor performance was due to the Contractor overestimating the training needs in the prior project. This new project will include a third transit agency and a more conservative proposal amount to ensure success.

**DEVELOPMENT SERVICES**

Strategy Workplace Communications, in Oakland, and Balance Point, in San Mateo, 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:

Los Angeles Metropolitan Transportation Authority (LA Metro)

**ADVANCED TECHNOLOGY (limited ratio 1:10)**

- Alternating Current (AC) Power and Motor Fundamentals
- British Aerospace Engineering (BAE) Accessory Power System
- Build Your Dreams (BYD) High Voltage (HV) Electronic Controls
- Digital Volt Ohm-Meter (DVOM) Operations
- High Voltage Personal Protective (PP) Procedures
- High Voltage Systems and Components Standard Work Processes
- Mobile Climate Control Electric Heating Ventilation and Air Conditioning (HVAC)
- National Futures Association (NFA) High Voltage (HV) Electronic Controls
- Preventive Maintenance Inspections
- ThermoKing Electric Heating Ventilation and Air Conditioning (HVAC)
- Tuning and Service Tool
- Electric Buses
  - Overview To Clean Energy Bus Technology
  - High Voltage Systems, Key Work Practices
  - Low Voltage Systems, Key Work Practices
  - Control Systems
  - Propulsion Systems
  - Diagnostics

Santa Clara Valley Transportation Authority

**ADVANCED TECHNOLOGY (limited ratio 1:10)**

- All Electric HVAC Systems Familiarization and Troubleshooting
- Arbaris Composite repair (Proterra)
- Catalyst Bus Maintenance and Repair (Proterra Zero Emission Bus)
- Depot Charger Maintenance and repair (Proterra Zero Emission Bus)
- Eberspacher (Proterra)
- Electronic Emission Control Systems Troubleshooting Diagnostics (per CARB)
- Engineered Machine Products (EMP) Electric Cooling Fan System Familiarization and Troubleshooting (“mini-hybrid” system)

- Energy Storage System (ESS) Rebuild and Overhaul
- Intelligaire Climate Control System
- Multiplex Systems for Service Mechanic Apprentices
- Multiplex Systems Troubleshooting: Input/Output (I/O) Controls
- Multiplex Systems Troubleshooting: Vansco
- Perator Proterra Training
- Programmable Logic Controls
- Ventura Door (Proterra)

### **COMMERCIAL SKILLS**

- Legal Requirements for Public Mass Transit
- Next Network All Electric Professional Passenger Service

### **CONTINUOUS IMPROVEMENT**

- Process Improvement
- Performance Reliability Cost Control
- Train the Trainer

## **Alameda-Contra Costa ACT**

### **ADVANCED TECHNOLOGY (limited ratio 1:10)**

- Zero Emission Buses (ZEB)
- British Aerospace Engineering (BAE) A123 Battery Training
  - Ballard Fuel Cell
  - High Voltage Electrical Safety
  - New Flyer Battery Electric Bus (BEB) Orientation
  - New Flyer Battery Electric Bus (BEB) Service/Maintenance
  - New Flyer Fuel Cell (FC) Bus Orientation
  - New Flyer Fuel Cell (FC), Electric Bus Safety & Preventive Maintenance (PM)
  - New Flyer Fuel Cell (FC)/Electric Bus Maintenance
  - Siemens ELFA Training
- ZEB (Zero Emission Buses)
  - New Flyer 8001-8005 Battery Electric Bus (BEB) Qualification Training (QT)
  - New Flyer Fuel Cell 17-26 Qualification Training (QT)
- ZEB (Zero Emission Buses)
  - Advanced Technology Air Conditioning
  - Advanced Technology Electrical/Electronics
  - Advanced Technology Air Systems
  - Advanced Technology Suspensions



- Advanced Technology Fuel Cell Equipment
  - DL 170 Certification
- Alexander Dennis Industries (ADI)-Double Decker Training
- Advanced Diagnostics – Heavy Duty Coach Mechanic Apprenticeship Program (HDCMAP)
- Air Brake Systems Class – Heavy Duty Coach Mechanic Apprenticeship Program (HDCMAP)
- Alexander Dennis Double Decker 6200-Series Qualification Training (QT)
- Allison Transmission
- Amerex Fire Suppression System
- Bus Rapid Transit (Tempo)
- Clever Devices CAD/AVL Training (CAD/AVL = Computer Aided Dispatch/Automated Vehicle Locator)
- DL 170 Certification
- Electric Buses
  - Overview To Clean Energy Bus Technology
  - High Voltage Systems, Key Work Practices
  - Low Voltage Systems, Key Work Practices
  - Control Systems
  - Propulsion Systems
  - Diagnostics
- Foundation Disc Brakes
- Foundation Disc Brake-Troubleshooting
- Foundation Drum Brakes
- Foundation Drum Brakes- Troubleshooting
- Gillig Multiplex Electrical Systems
- Heating Ventilation and Air Conditioning (HVAC) ThermoKing
- Input/Output (I/O) Controls
- Intro to Air Brake System & Anti-lock Braking System (ABS) Journey Level Mechanic Guide Orientation
- Maintenance Coach Qualification Training (QT) 170/DL 170
- Mechanic Helper
- Multiplex (Multiplex = communications systems)
- New Flyer 2200 Qualification Training (QT) 170
- New Flyer 2300 Qualification Training (QT) 170
- New Flyer Acceptance Inspection
- New Flyer Air System Maintenance
- New Flyer Artic-Joint
- New Flyer Bus Body
- New Flyer Electrical/Vansco Multiplex
- New Flyer Heating Ventilation and Air Conditioning (HVAC) & Alternating Current (A/C) maintenance
- New Heavy Duty Coach Apprentice Mechanic Pre Apprenticeship Training (PAT)

- New Service Employee Qualification Training (QT) 170
- Preventive Maintenance Inspection
- Regulatory Compliance Training
- Senior Body Mechanic (Bus Operations)
- Salesforce Transit Center (STC) Tours
- Stores/Parts Truck Qualification Training

### **CONTINUOUS IMPROVEMENT**

- Train the Trainer
- Advanced Technology Train the Trainer
- Customer Service & De-Escalation
- Standard Operating Procedure (SOPs) for High Voltage/Zero Emission Bus (ZEB) operations

### **Productive Lab Hours**

0-30 Trainees may receive any of the following:

Santa Clara Valley Transportation Authority

### **ADVANCED TECHNOLOGY (1:3 Ratio)**

- All Electric Heating Ventilation and Air Conditioning (HVAC) Systems Familiarization and Troubleshooting

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

# **Clean Transportation Program**



## Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: California Labor Federation, AFL-CIO

CCG No.: ET20-0804

Reference No: 18-0014

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Alameda-Contra Costa Transit

Address: 1600 Franklin St.

City, State, Zip: Oakland, CA 94612

Collective Bargaining Agreement(s): ATU Local 192

Estimated # of employees to be retrained under this Agreement: 563

Total # of full-time company employees worldwide: 2,300

Total # of full-time company employees in California: 2,300

Company: Los Angeles County Metropolitan Transportation Authority

Address: 900 Lyon Street

City, State, Zip: Los Angeles, CA 90012

Collective Bargaining Agreement(s): ATU Local 1277

Estimated # of employees to be retrained under this Agreement: 919

Total # of full-time company employees worldwide: 9,200

Total # of full-time company employees in California: 9,200

Company: Santa Clara Valley Transportation Authority

Address: 3331 North First Street

City, State, Zip: San Jose, CA 95134

Collective Bargaining Agreement(s): ATU Local 265

Estimated # of employees to be retrained under this Agreement: 491

Total # of full-time company employees worldwide: 2,100

Total # of full-time company employees in California: 2,100

March 27, 2020

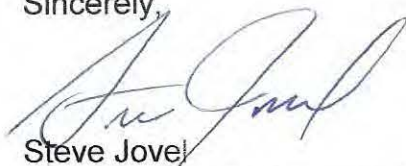
Dear Panel Members:

This letter is to advise you that the AFSCME, Local 101 and Local 3916 support the ETP application submitted by the California Labor Federation. This effort is a true labor-management training venture that builds on years of cooperative association. We believe the proposed plan will create a training program that will expand our member's skills to meet California's newly developed energy efficiency standards and help develop high road jobs.

We believe that the ETP funded training will help VTA and AC Transit employees attain the skills needed to position them for advancement and secure employment in the transit industry. We are enthusiastic about the program's potential and look forward to assisting you in any way necessary.

If you have any questions regarding this matter, please do not hesitate to call me at 510-396-4760.

Sincerely,



Steve Jovel  
AFSCME Council 57 Vice President /  
Local 101 President



AFL-CIO

# AMALGAMATED TRANSIT UNION

## LOCAL 265

1590 La Pradera Drive  
CAMPBELL, CALIFORNIA 95008-1533  
PHONE (408) 874-0900  
FAX (408) 874-0907



1902 Charter Seal

February 17, 2020

Dear Panel Members:

This letter is to advise you that the ATU, Local 265 supports the ETP application submitted by the California Labor Federation. This effort is a true labor-management training venture that builds on years of cooperative association. We believe the proposed plan will create a training program that will expand our member's skills to meet California's newly developed energy efficiency standards and help develop high road jobs.

We believe that the ETP funded training will help VTA employees attain the skills needed to position them for advancement and secure employment in the transit industry. We are enthusiastic about the program's potential and look forward to assisting you in any way necessary.

If you have any questions regarding this matter, please do not hesitate to call me at (408) 874-0900, ext. 213.

Sincerely,

John Courtney  
President and Business Agent  
ATU Local 265

JC:eus(opeiu-29-afl-cio)





# *Amalgamated Transit Union*

## *Local 192*

8460 Enterprise Way  
Oakland, CA 94621-1318

February 13, 2020

Dear Panel Members:

This letter is to advise you that the ATU Local 192 supports the ETP application submitted by the California Labor Federation. This effort is a true labor-management training venture that builds on years of cooperative association. We believe the proposed plan will create a training program that will expand our member's skills to meet California's newly developed energy efficiency standards and help develop high road jobs.

We believe that the ETP funded training will help ATU Local 192 employees attain the skills needed to position them for advancement and secure employment in the transit industry. We are enthusiastic about the program's potential and look forward to assisting you in any way necessary.

If you have any questions regarding this matter, please do not hesitate to call me at 510-635-0192

Sincerely,

LaTrina Meredith Vice-President on behalf of  
Yvonne M. Williams  
President/Business Agent; ATU Local 192

---

TEL: (510) 635-0192

FAX: (510) 635-6539

**Yvonne M. Williams**  
President/  
Business Agent

**La Trina Meredith**  
Vice President

**Joyce M. Willis**  
Financial Secretary -  
Treasurer

**Kennard Plummer**  
Asst. Business Agent  
Transportation

**Eric Darby**  
Asst. B/A  
Maintenance,  
Clerical & Stores

**Josette Moss**  
Recording  
Secretary



# Amendments





**Amendment Proposal #3 for:**  
**Riverside Community College District, Office of**  
**Economic Development**  
**Contract Number: ET19-0401**

**Amendment Effective Date:** May 16, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** T. Philips

**CURRENT PROJECT PROFILE**

Contract Type: Retrainee  
Priority SB<100  
SET

Counties Served: Riverside, San Bernardino, San Diego, Orange, Los Angeles

Union(s): ☐ Yes ☒ No

Industry Sector(s): Manufacturing  
Transportation and Warehousing

Repeat Contractor: ☒ Yes ☐ No

Priority Industry: ☒ Yes ☐ No

Current Contract Term: March 4, 2019 to March 3, 2021

| Current Funding | In-Kind Contribution |
|-----------------|----------------------|
| \$470,005       | \$385,913            |

**AMENDMENT FUNDING**

| Requested Funding | Support Costs | Amendment Funding | In-Kind Contribution |
|-------------------|---------------|-------------------|----------------------|
| \$204,564         | \$13,965      | \$218,529         | \$133,004            |

| Total Funding |
|---------------|
| \$688,534     |

**AMENDMENT TRAINING PLAN TABLE**

| Job No. | Job Description<br>(By Contract Type) | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---------------------------------------|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                                       |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Priority Rate Retrainee               | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 325                       | 8-200            | 0   | \$472                    | \$17.70             |
|         |                                       |  |                           | Weighted Avg: 17 |     |                          |                     |
| 2       | Retrainee                             | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 164                       | 8-200            | 0   | \$344                    | \$17.70             |
|         |                                       |  |                           | Weighted Avg: 14 |     |                          |                     |
| 3       | Retrainee SB<100                      | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 200                       | 8-200            | 0   | \$945                    | \$17.70             |
|         |                                       |  |                           | Weighted Avg: 34 |     |                          |                     |
| 4       | SET Retrainee Priority Rate           | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 116                       | 8-200            | 0   | \$611                    | \$24.13             |
|         |                                       |  |                           | Weighted Avg: 22 |     |                          |                     |
| 5       | Phase II Priority Rate Retrainee      | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 77                        | 8-200            | 0   | \$885                    | \$18.34             |
|         |                                       |  |                           | Weighted Avg: 36 |     |                          |                     |
| 6       | Phase II Retrainee                    | Business Skills, Computer Skills, Cont. Imp., HazMat, Hazwoper, OSHA 10/30, Literacy Skills, Mfg. Skills | 57                        | 8-200            | 0   | \$1,026                  | \$18.34             |
|         |                                       |  |                           | Weighted Avg: 48 |     |                          |                     |

|   |   |   |    |                  |   |         |         |
|---|---|---|----|------------------|---|---------|---------|
| 7 | Phase II<br>Retrainee<br>SB<100               | Business<br>Skills,<br>Computer<br>Skills,<br>Cont. Imp.,<br>HazMat,<br>Hazwoper,<br>OSHA 10/30,<br>Literacy Skills,<br>Mfg. Skills | 55 | 8-200            | 0 | \$1,033 | \$18.34 |
|   |   |   |    | Weighted Avg: 42 |   |         |         |
| 8 | Phase II<br>Priority Rate<br>Retrainee<br>SET | Business<br>Skills,<br>Computer<br>Skills,<br>Cont. Imp.,<br>HazMat,<br>Hazwoper,<br>OSHA 10/30,<br>Literacy Skills,<br>Mfg. Skills | 60 | 8-200            | 0 | \$590   | \$25.01 |
|   |   |   |    | Weighted Avg: 24 |   |         |         |

Phase I wages reflect the ETP minimum wage requirements in effect when the Contract was approved. However, no trainee will be paid less than the State or local minimum wage rate in effect at the end of retention, regardless of the wage expressed in this table. The highest minimum wage rate will prevail. Phase II wages reflect current ETP minimum wage requirements.

**Minimum Wage by County:** Phase I: Job Numbers 1-3: \$17.70/ hr. in Riverside, San Bernardino and San Diego Counties; \$18.14/hr. in Orange County and \$18.56/hr. in Los Angeles County. Job Number 4 (SET/Priority Industry): \$24.13/hr.

**Phase II: Job Numbers 5-7: \$18.34/ hr. in Riverside, San Bernardino and San Diego Counties; \$18.39/hr. in Orange County and \$19.05/hr. in Los Angeles County. Job Number 8 (SET/Priority Industry): \$25.01/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

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

| Wage Range by Occupation |                   |
|--------------------------|-------------------|
| Occupation Title         | Wage Range        |
| <b>Job Numbers 1-4</b>   |                   |
| Shipping Clerk           | \$15.20 - \$40.00 |
| Operator                 | \$15.20 - \$35.00 |
| Engineer                 | \$17.00 - \$70.00 |
| Production Worker        | \$15.20 - \$35.00 |
| Shop Helper              | \$15.20           |
| Maintenance Worker       | \$15.20 - \$40.00 |
| Shop Lead                | \$15.20 - \$25.00 |
| Technician               | \$15.20 - \$37.00 |
| Supervisor               | \$15.20 - \$40.00 |

|                              |                   |
|------------------------------|-------------------|
| Manager                      | \$28.00 - \$70.00 |
| Administration               | \$15.20 - \$35.00 |
| Owner (for SB Job Number 3)  | N/A               |
| <b>Job Numbers 5-8</b>       |                   |
| Shipping Clerk               | \$16.00 - \$20.00 |
| Operator                     | \$16.00 - \$22.00 |
| Engineer                     | \$18.50 - \$60.00 |
| Production Worker            | \$16.00 - \$28.00 |
| Shop Helper                  | \$16.00 - \$20.00 |
| Maintenance Worker           | \$16.00 - \$26.00 |
| Shop Lead                    | \$18.50 - \$40.00 |
| Technician                   | \$16.00 - \$22.00 |
| Supervisor (Job Numbers 5-7) | \$18.50 - \$45.00 |
| Manager (Job Numbers 5-7)    | \$25.00 - \$98.00 |
| Administration               | \$18.50 - \$45.00 |
| Owner (Job Number 7)         | N/A               |

## **INTRODUCTION**

Founded in 1916, Riverside Community College District, Office of Economic Development (RCCD OED) ([www.rccd.edu](http://www.rccd.edu)) is a Western Association of Schools and Colleges approved public training agency that provides academic instruction leading to a degree, certificate or transfer to a four-year college, serving 1.2 Million residents in its service area. RCCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College. RCCD's Office of Economic Development (OED) and Customized Training Solutions Center, located in Riverside, creates and markets customized, vocational training to incumbent workers employed by local businesses across Southern California. The OED works primarily with manufacturing, transportation and logistics, distribution, aerospace, and engineering companies.

The Contract was approved at the January 23, 2019 Panel meeting and training commenced March 5, 2019. The original contract focused on training approximately 800 workers from small and large priority and non-priority industries in Southern California.

## **AMENDMENT DETAILS**

RCCD OED requests Phase II funding to provide continued training to companies in Riverside, San Bernardino, San Diego, Orange and Los Angeles counties. Companies located in these regions have been severely impacted by the economic downturn resulting from COVID-19. As a result of the COVID-19 outbreak, businesses in the Inland Empire (and surrounding counties) have had to assess existing operations and are in need of reinventing themselves and their delivery methods in the wake of the economic downturn. This new environment necessitates companies to train and re-train their incumbent workforce, from top to bottom, to meet the needs of a changing and uncertain economy.

More employers are requesting additional and new training, but there is not enough funding available in the existing contract to meet this demand. Therefore, RCCD OED requests a Phase II Amendment to add funds under new Job Numbers 5-8. ETP staff has verified that there is an immediate training demand to support this request and that there is sufficient time remaining in the term of the Contract for delivery (six-month training period, three-month retention period).

**Curriculum Topics, E-Learning, Original Rosters**

As part of this Amendment request, RCCD OED will add three training topics under Business Skills. In addition, RCCD OED requests to add E-Learning to allow for distance learning pursuant to Governor Newsom's statewide shelter-in-place directive. RCCD OED also requests to have the requirement of obtaining original rosters lifted and allowing for RCCD OED to obtain photocopies or legible scanned/mailed copies (PDFs) of rosters instead. Any modification to documentation and administrative requirements will be in accordance with and within the scope and intent of ETP's Response to Covid-19 Notice and reviewed by ETP prior to implementation.

Phase II training will begin upon Panel approval. As amended, the Contract will still be within the FY 2019/20 funding limitations and the Phase II job numbers will have post-retention wages consistent with the 2020 calendar year. Any trainees who participated under Phase I will complete a 90-day retention period prior to start of training in a Phase II Job Number. No trainee will receive more than 200 training hours per person regardless if the trainee has participated under both Phase I and II.

**Employer Core Group/Support Costs (Phase II)**

The Phase II core group of participating employers consists of four existing employers and four new employers. Employers represent a cross section of large and small, priority and non-priority companies in the manufacturing/food production, construction, goods movement and transportation, green/lean technology and utilities industries. Small Businesses and one large business. The employer demand represents over 80% of the requested Phase II training. RCCD OED will continue to recruit employers and assess employer-specific job training requirements throughout the term of the project; the goal is to focus on priority industries and small businesses. Due to the intensive outreach efforts required to market the program, RCCD OED requests and ETP staff recommends 8% support costs.

This Amendment will:

- Add Phase II of training;
- Increase the Contract amount by \$218,529 (from \$470,005 to \$688,534);
- Increase the number of trainees by 249 (from 805 to 1,054) in Job Numbers 5-8;
- Add E-Learning as a delivery method; and
- Add additional training topics to the curriculum.

**RECOMMENDATION**

Staff recommends approval of this Amendment.

**SUMMARIZE PRIOR MODS/AMENDS**

- Modification # 1 added training topics to the curriculum
- Modification # 2 added an occupational title under Job Number 3

**CURRENT CONTRACT PERFORMANCE**

The following table summarizes performance by RCCD OED under the current ETP Contract:

| Contract No. | Approved Amount | Term            | No. Trainees Enrolled | No. Completed Training | No. Retained |
|--------------|-----------------|-----------------|-----------------------|------------------------|--------------|
| ET19-0401    | \$470,005       | 3/4/19 – 3/3/21 | 498                   | 57                     | 117          |

To date, RCCD OED has delivered 12,327 hours of training (71% of Contract amount).

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Fundamentals
- Business Grammar & Writing
- Business Reporting & Presentations
- Coaching Skills
- Communicating Skills
- Conflict Resolution
- Cost Control
- Customer Service Excellence
- Delegating for Productivity and Employee Development
- Effective Meetings
- Finance for Non-Finance Professionals
- Goal Setting
- Leadership Skills
- Managing Change
- Marketing
- Negotiating Strategies
- Performance Management Skills
- Planning & Organizing
- Presentation Skills
- Problem Solving
- Project Management
- Sales Skills
- Strategic Planning and Execution
- Supervisory Skills
- Team Building
- Time Management
- Train-the-Trainer/Team Lead
- **Strategic Execution Plan**
- **Transform Your Business**
- **Working Remotely from Home**

**COMPUTER SKILLS**

- Accounting Software
- Adobe Acrobat
- CAD Cam Engineering Software Training
- Computer Skills for Production & Inventory
- Cyber Security
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Microsoft Office 365
- Microsoft Office Beginning – Small Business Only



- Microsoft Office-Intermediate/Advanced (Excel, Word, & PowerPoint)
- Microsoft Power Business Intelligence
- Microsoft Power Pivot for Excel
- Microsoft Power Query for Excel
- Microsoft SharePoint Foundation Structured Query Language
- Project Management & Application
- Solid Works, Design Software

### **CONTINUOUS IMPROVEMENT**

- Eight Disciplines Problem Solving
- Analyzing and Interpreting Data
- American Production & Inventory Control Society Certification
- Design of Experiments
- Frontline Leadership
- International Standardization Organization Auditor Training
- International Standardization Organization Certification
- Kaizen Methodology
- Leadership for Lean Transformation
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Process Improvement
- Process Management
- Process Mapping
- Quality Control
- Root Cause Analyst
- Set-Up Time Reduction
- Six Sigma
- Statistical Process Control

### **HAZARDOUS MATERIALS**

- Hazardous Chemical Cleaning
- Hazardous Materials
- Hazardous Waste
- Hazardous Waste Cleaning

### **HAZWOPER**

#### **OSHA 10/30** (OSHA Certified Instructor)

- OSHA 10
- OSHA 30

### **LITERACY SKILLS**

- Basic Math
- Basic Workplace Terminology
- English as a Second Language
- Introduction to Process Technology

- Locating Information on Charts and Graphs
- Understanding Manuals and Reports

**MANUFACTURING SKILLS**

- Advanced Measurement Tools & Techniques
- Blueprint Reading
- Distribution Systems
- Electrical Fundamentals
- Electrical Troubleshooting
- Electronic Fundamentals
- Equipment Operation, Troubleshooting & Maintenance
- Food Safety
- Forklift
- Geometric Dimension & Tolerances
- Industrial Maintenance
- Inventory Management
- Logistics & Shipping
- Machine Shop Fundamentals
- Manufacturing & Assembly
- Numeric Control Functions
- Pneumatics
- Product Handling
- Production Manufacturing & Operating Skills
- Program Logic Controllers
- Prop Making Fundamentals
- Prototyping Fundamentals
- Sewing and Textiles Fundamentals
- Shop Measurement
- Warehousing Control and Tracking
- Welding and Fabrication Fundamentals
- Woodworking Fundamentals

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 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: RCCD

CCG No.: ET19-0401

Reference No: 19-0123

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Bergen Logistics

Address: 16012 Arthur Street

City, State, Zip: Cerritos, CA 90703

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 45

Total # of full-time company employees worldwide: 800

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

Company: Black Tux

Address: 600 S. Main Street

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 45

Total # of full-time company employees worldwide: 80

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

Company: Cobham Advanced Electronic Solutions

Address: 9404 Chesapeake Drive

City, State, Zip: San Diego, CA 92123

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9,300

Total # of full-time company employees in California: 1,700

Company: Howmet Aerospace

Address: 3000 W. Lomita Blvd.

City, State, Zip: Torrance, CA 90505

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 3,600

Total # of full-time company employees in California: 2,400



Employment Training Panel

**LIST OF PROPOSALS  $\leq$  \$75,000 APPROVED  
BY DELEGATION ORDER FOR 2/18/20/14/20-5/04/20**

| <i><b>Project</b></i> |  | <i><b>Approved<br/>Date</b></i> | <i><b>Approved<br/>Amount</b></i> |
|-----------------------|--|---------------------------------|-----------------------------------|
| ET20-0295             | 3DEO, Inc                                    | 03/03/20                        | \$59,800                          |
| ET20-0293             | American Professional Ambulance Corporation  | 03/09/20                        | \$61,410                          |
| ET20-0346             | Anderson & Howard Electric, Inc.             | 00/00/00                        | \$74,520                          |
| ET20-0290             | Barsotti Juice Company                       | 03/26/20                        | \$32,200                          |
| ET20-0308             | California Bath Systems, LLC dba Bath Fitter | 03/06/20                        | \$28,980                          |
| ET20-0310             | Danny Ryan Precision Contracting, Inc.       | 03/27/20                        | \$37,260                          |
| ET20-0289             | E Ink California, LLC                        | 02/21/20                        | \$71,760                          |
| ET20-0307             | Embedded Designs, Inc. dba KIC               | 03/06/20                        | \$34,500                          |
| ET20-0311             | Herrero Builders Incorporated                | 04/09/20                        | \$65,274                          |
| ET20-0316             | Kor-It, Inc.                                 | 04/16/20                        | \$20,700                          |
| ET20-0292             | Lifetime Industries, Inc. dba Parkwest       | 04/02/20                        | \$36,800                          |
| ET20-0323             | Mission Cloud Services, Inc. dba Mission     | 04/16/20                        | \$74,520                          |
| ET20-0314             | Oceanside Glasstile Company                  | 04/01/20                        | \$36,225                          |
| ET20-0312             | Oltmans Constrution Co.                      | 04/01/20                        | \$69,000                          |
| ET20-0281             | Parpro Technologies, Inc.                    | 03/13/20                        | \$62,100                          |
| ET20-0318             | Scaled Composites, LLC                       | 05/01/20                        | \$22,448                          |
| ET20-0291             | Shaw & Sons, Inc.                            | 02/26/20                        | \$74,037                          |
| ET20-0288             | Warren & Baerg Manufacturing, Inc.           | 02/21/20                        | \$32,982                          |

**Total -----\$894,516**



## RETRAINEE - JOB CREATION

Training Proposal for:

**3DEO, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0295**

**Approval Date:** March 3, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Job Creation Initiative<br>SB <100<br>Priority Rate    | Industry Sector(s): | Manufacturing (E)<br><br>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: 55  | U.S.: 55            | Worldwide: 55   |
| <u>Turnover Rate:</u>                                 | 7%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$71,808

**Total ETP Funding**

\$59,800

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>Occupations to be Trained:</b> | Business Development/Marketing Staff,<br>Engineering & Design, Manager,<br>Technical/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<br>SB<100<br>Priority                 | Computer Skills,<br>Cont. Imp.,<br>Mfg. Skills,<br>OSHA 10/30,<br>PL-Mfg. Skills                     | 55                        | 8-60            | 0   | \$920                    | \$19.05             |
|         |   |  |                           | Weighted Avg:40 |     |                          |                     |
| 2       | Job Creation<br>Retrainee<br>SB<100<br>Priority | Business Skills,<br>Computer Skills,<br>Cont. Imp.,<br>Mfg. Skills,<br>OSHA 10/30,<br>PL-Mfg. Skills | 10                        | 8-60            | 0   | \$920                    | \$15.88             |
|         |   |  |                           | Weighted Avg:40 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$19.05 per hour in Los Angeles County

Job 2(Job Creation): \$15.88 per hour in Los Angeles County

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 2

**OVERVIEW**

|                              |   |   |
|------------------------------|---|---|
| <b>Year Company Founded:</b> | 2017  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Gardena |
| <b>Nature of Business:</b>   | <ul style="list-style-type: none"> <li>Manufactures small and complex stainless steel components using proprietary metal 3D printers</li> </ul> |   |
| <b>Customer Base:</b>        | <ul style="list-style-type: none"> <li>Medical, Defense and Aerospace industries</li> <li>Industrial equipment industry</li> </ul>              |   |

|  |  |
|--|--|
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>• Increased demand for 3DEO product</li> <li>• Acquired new proprietary equipment</li> <li>• Initiated new company-specific procedures and processes for all departments of 3DEO</li> </ul> |
|--|--|

**Training Plan:**

|                           |   |
|---------------------------|---|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>• <b>Manufacturing Skills:</b> Training will be provided to Engineering &amp; Design, Technical/Production Staff and Managers. Training is targeted on programming and robotics, operation and maintenance of new equipment and production skills.</li> <li>• <b>Continuous Improvement:</b> All occupations will gain skills in process improvement, lean manufacturing, ISO 9001 and quality management systems.</li> <li>• <b>Business Skills:</b> Training will be provided to Business Development/Marketing Staff, Managers, Engineering &amp; Design Staff to enhance their business acumen in sales, customer service, project management and effective meeting skills.</li> <li>• <b>Computer Skills:</b> All occupations will receive training on the Company's ERP system. Business Development/Marketing Staff will receive additional training in Microsoft Office; and Engineering &amp; Design will also receive training in CAD/CAM, Design Software and Solidworks. Training will provide workers with the skills to utilize these tools to perform their job effectively.</li> </ul> |
|---------------------------|---|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

| <b>Business Skills</b>      | <b>Computer Skills</b> | <b>Continuous Improvement</b> |
|-----------------------------|------------------------|-------------------------------|
| <b>Manufacturing Skills</b> | <b>OSHA 10/30</b>      |                               |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input checked="" type="checkbox"/> OSHA 10/30<br><input type="checkbox"/> HAZWOPER<br><input type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

|                              |   |
|------------------------------|---|
| <b>Productive Laboratory</b> | <b>Justification:</b><br><input checked="" type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures |
|------------------------------|---|

|   |  |
|---|--|
|   | <input type="checkbox"/> Certification Standards   |
|   | <b>8 PL Hours per-trainee</b>  |
|   | <b>Occupations Receiving PL Training:</b><br>Technical/Production Staff  |
| The PL instructor must be dedicated to training, at a ratio of 1:2. |  |
| <b>Ratio Higher than 1:1</b>  | Production equipment and various production process requires a team of two workers to accomplish and operate certain equipment.  |
| <b>Job Creation Justification</b>                                   | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function |

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>The Human Resources Manager and Chief Operations Officer will oversee the project with the assistance of the Human Resources Manager.</p> <p>3DEO is ready to start training upon approval. Training will be provided by in-house experts and vendors. 3DEO has retained an administrative subcontractor to assist with enrollment, uploading and invoicing training hours in the ETP System.</p> |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <p><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, PL-Manufacturing Skills, OSHA10/OSHA30</p> <p><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</p>   |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>3DEO retained a third party subcontractor to assist with administration. The Subcontractor will work closely with the Human Resources Manager and Chief Operations Officer.</p> <p><input type="checkbox"/> In-house</p> <p><input checked="" type="checkbox"/> Subcontractor</p>  |

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.



**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b>                             | <b>City</b> | <b>Cost / %</b>       |
|---------------------------|---|-------------|-----------------------|
| Development               | California Manufacturing Technology Consulting (CMTC) | Torrance    | \$6,000               |
| Administrative            | CMTC  | Torrance    | 13% of payment earned |
| Training Vendors          | To Be Determined                                      |             |                       |

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

8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Sales & Selling Skills
- Customer Service Skills
- Effective Meeting Skills
- Project Management
- New Product Development

**COMPUTER SKILLS**

- Microsoft Office
- Enterprise Resource Planning
- CAD/CAM Software Training
- Design Software
- SolidWorks

**CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Leading Change
- Problem Solving
- Lean Manufacturing
- Six Sigma
- Implementing ISO 9001
- Quality Management Systems

**MANUFACTURING SKILLS**

- Blueprint Reading
- CNC Programming
- Additive Manufacturing
- Productions Skills
- Equipment Operation
- 3D Printers
- Cleaning Processes & Equipment Use
- Maintenance
- Measuring Tools & Equipment
- Programming Robots/Robotics
- Safety

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**PL Hours**

0-8

**MANUFACTURING SKILLS** (limited ratio 1:2)

- 3DEO Custom Built 3D Direct Metal Printers
- Cleaning Processes and Equipment used to Clean Metal Printed Parts
- Maintaining Process Controls for Equipment
- Measuring Tools and Equipment used to Verify Quality of 3D Printed Parts
- Programming Robots
- Equipment used to Perform Secondary Processing of Metal Parts

Safety Training is capped at 10% of a trainee's total training hours. (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER)

|   |
|---|
| Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. |
|---|



**Retrainee - Job Creation**  
**Training Proposal for:**  
**Aikyum Inc. dba Aikyum Solar**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0271**

**Approval Date:** March 25, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** C.Clady

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>Job Creation Initiative | Industry Sector(s): | Services (G)<br>Professional, Scientific Technology (54)<br><br>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>                                 | 13%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

**In-Kind Contribution: (100% of Total ETP Funding Required)**

\$15,623

**Total ETP Funding**

\$10,350

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Occupations to be Trained:</b> | Installers and Administration   |

### TRAINING PLAN TABLE

| Job No. | Job Description  | Type of Training   | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--|--|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |  |  |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee<br>Priority<br>SB<100<br>SET                 | Business Skills<br>Comm Skills<br>Computer Skills<br>Continuous Impr.<br>OSHA 10/30<br>PL-Comm. Skills   | 8                         | 8-200               | 0   | \$1,035                  | \$25.01             |
|         |  |  |                           | Weighted Avg:<br>45 |     |                          |                     |
| 2       | Job Creation<br>Retrainee<br>Priority<br>SB<100<br>SET | Business Skills<br>Comm Skills<br>Continuous Impr.<br>Computer Skills<br>OSHA 10/30<br>PL – Comm. Skills | 2                         | 8-200               | 0   | \$1,035                  | *\$15.33            |
|         |  |  |                           | Weighted Avg:<br>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: \$25.01 per hour in Orange County( SET) and Job 2: \$15.33 per hour for Orange County (Job Creation)

**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 and Job Number 1 and Job Number 2.

### OVERVIEW

|  |  |  |
|--|--|--|
| <b>Year Company Founded:</b>                       | 2010   | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Irvine, CA |
| <b>Facility location where training will occur</b> | <ul style="list-style-type: none"> <li>Irvine</li> </ul>   |  |
| <b>Nature of Business:</b>                         | <ul style="list-style-type: none"> <li>Aikyum Inc. dba Aikyum Solar (Aikyum Solar) specializes in commercial and residential solar systems solutions. They install solar panel systems in homes, churches and gas stations.</li> </ul> |  |

|  |  |
|--|--|
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>• Residential</li> <li>• Commercial Buildings</li> <li>• Non Profit Organization Facilities</li> </ul>  |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>• According to the Solar Energy Industries Association (SEIA), the United States solar market grew by 76% last year. As a provider of solar solutions to commercial and homeowners, Aikyum's business has grown in line with the solar market growth numbers.</li> <li>• Employees to utilize new Customer Relations Management (CRM) software, to install upgraded customer service electrical panels, and learn how to use AutoCad software.</li> <li>• The solar construction industry is rapidly adopting technology in communication, document sharing/storage, and operations. The Company is in the process of deploying new technologies such as AutoCAD, to Aikyum offices and field employees.</li> </ul> |

**Training Plan:**

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>• Training will be provided to all staff on the Customer Relation Management (CRM) functions respective of each job responsibility</li> <li>• Training in new solar technology is critical in order for the company to remain competitive in the construction industry.</li> <li>• AutoCad Software training will be provided to Installers which will help create blueprints more efficiently. Computer skills training will include courses in Microsoft Office, Sun Power Leasing, Drafting CAD and Nearmap.</li> <li>• Continuous improvement training will be provided to Installers and Administrative staff. This training will enable employees to work with more cohesion and as a team. In addition, training will improve company and work processes. The courses include: Problem Solving, Processes Improvement, Project Planning, Public Speaking, and Teamwork.</li> </ul> |
|---------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                               |                        |                        |
|-------------------------------|------------------------|------------------------|
| <b>Commercial Skills</b>      | <b>Business Skills</b> | <b>Computer Skills</b> |
| <b>Continuous Improvement</b> | <b>OSHA 10/30</b>      |                        |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input checked="" type="checkbox"/> OSHA 10/30<br><input type="checkbox"/> HAZWOPER<br><input type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

|   |   |
|---|---|
| <b>Productive Laboratory</b>  | <b>Justification:</b><br><input checked="" type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures<br><input type="checkbox"/> Certification Standards<br><b>40 hours PL Hours per-trainee</b><br><b>Occupations Receiving PL Training:</b> Installers |
| The PL instructor must be dedicated to training, at a ratio of 1:1. |   |

|                                   |   |
|-----------------------------------|---|
| <b>Job Creation Justification</b> | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function. |
|-----------------------------------|---|

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b><br/><br/>The Principal Engineer will have oversight of the project administration and implementation (coordinating and scheduling) with assistance of Administrative Staff. The company has a detailed training plan in place and is prepared to begin training upon approval.</li> </ul> |
| <ul style="list-style-type: none"> <li><b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training:<br/> <input type="checkbox"/> Vendor – Types of Training by vendor:           </li> </ul>  |

- **Administration:**

The Principal Engineer will lead the day- to-day project Administration internally and provide rosters for uploading to the sub-contractor.

- ☒ In-house
- ☒ Subcontractor

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b> |
|---------------------------|---------------------------|-------------|-----------------|
| N/A                       | Training Funding Source   | Seal Beach  | \$900           |
| Administrative            | Training Funding Source   | Seal Beach  | 13%             |
| Training Vendors          | To be Determined          |             |                 |



**Exhibit B: Menu Curriculum**

Trainees may receive any of the following:

**Class/Lab Hours**

8-200

**BUSINESS SKILLS**

- Analytics
- Communications
- Conflict Resolution
- Construction Management
- Construction Estimating / Budget
- Consumer Behavior
- Financial Accounting
- Leadership
- Logistics
- Marketing&Business Development
- Price Negotiations
- Project Management
- Product Knowledge
- Proposal Writing
- Public Relations Strategies

**COMMERCIAL SKILLS**

- Battery Design
- Building Codes
- Equipment and Tool Operations
- Field Operation procedures
- North American Board of Certified Energy Practitioners (NABCEP) certification
- Solar/Electrical design, installation and monitoring
- Solar Photovoltaics SunPower

**COMPUTER SKILLS**

- Auto Cad
- Drafting CAD
- Microsoft Office
- Nearmap
- Sighen
- SunPower Leasing
- CRM Salesforce

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Process Improvement
- Productivity Improvement
- Project Planning
- Performance Improvement
- Public Speaking
- Teamwork

**OSHA 10/30** (Certified OSHA Instructor)

- OSHA 10
- OSHA 30

**PL Hours**

0 – 40

**PRODUCTIVE LAB (PL) (limited ratio 1:1)**

- Equipment Operations
- Field Operation procedures
- Solar design, installation and monitoring

|  |
|--|
| Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery. |
|--|



## RETRAINEE - JOB CREATION

Training Proposal for:

**American Professional Ambulance Corporation**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0293**

**Approval Date:** March 9, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

### PROJECT PROFILE

|   |  |                     |   |
|---|--|---------------------|---|
| Contract Attributes:                                  | SET<br>HUA<br>SB <100<br>Retrainee<br>Job Creation Initiative<br>Medical Skills Training | Industry Sector(s): | Services (G)<br>Healthcare (62)<br><br>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: 80   | U.S.: 80            | Worldwide: 80   |
| <u>Turnover Rate:</u>                                 | 6%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A  |                     |   |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$54,900

**Total ETP Funding**

\$61,410

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year   |
| <b>HUA Only:</b>                  | Number of trainees in HUA location: 118<br>All trainees are in HUA at both locations (Van Nuys and Carson). A wage modification from \$25.01 per hour to \$14.29 per hour is being requested for Job Number 1 and \$13.00 for Job Number 2. |
| <b>Occupations to be Trained:</b> | Emergency Medical Technician, Paramedic   |

### **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<br>SET<br>HUA<br>SB<100<br>Medical Skills    | Computer Skills<br>Continuous Impr.<br>HazMat<br>MS Didactic<br>MS Preceptor | 80                        | 8-200               | 0   | \$276                    | *\$14.29            |
|         |  |  |                           | Weighted Avg:<br>12 |     |                          |                     |
| 2       | Job Creation<br>SET<br>HUA<br>SB<100<br>Medical Skills | Computer Skills<br>Continuous Impr.<br>HazMat<br>MS Didactic<br>MS Preceptor | 38                        | 8-200               | 0   | \$1,035                  | *\$13.00            |
|         |  |  |                           | Weighted Avg:<br>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:** HUA: \$14.29 in Job Number 1 (Retrainee) and \$13.00 in Job Number 2 (Job Creation)

**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**

|   |      |   |
|---|------|---|
| <b>Year Company Founded:</b>                            | 2002 | <b>Company Headquarters:</b> <input type="checkbox"/> Single location<br>Van Nuys ,CA |
| <b>Total Number of Facility locations in California</b> | 2    |   |

|  |   |
|--|---|
| <b><i>Facility location(s) where training will occur</i></b> | <ul style="list-style-type: none"> <li>• Van Nuys (Los Angeles County)</li> <li>• Carson (Los Angeles County)</li> </ul>  |
| <b><i>Nature of Business:</i></b>                            | <ul style="list-style-type: none"> <li>• Non-emergency medical transport</li> </ul>   |
| <b><i>Customer Base:</i></b>                                 | <ul style="list-style-type: none"> <li>• Citizens of Los Angeles and Orange Counties</li> <li>• LA Department of Mental Health</li> <li>• Hospices</li> <li>• Skilled Nursing Facilities</li> </ul>   |
| <b><i>Business / Industry Needs / Changes</i></b>            | <ul style="list-style-type: none"> <li>• American Professional Ambulance Corporation (APA) experienced 15% overall growth during 2019 in call volume, newly hired employees, and in vehicles purchased. APA has continued the upward trajectory to date with the purchases of 12 additional ambulances and has hired 23 new employees since January 2020. APA estimates hiring an additional 15 Paramedics and EMT's within the next 6 months and anticipates 30% overall Company growth by the end of 2020.</li> <li>• The increased demand for service has caused strain on current resources, resulting in delayed response times, employee fatigue and shorter training time available for employees. By adding additional employees and training, APA can meet the demand and increase resource capacity to ensure training of new and existing employees.</li> <li>• APA has recently purchased electronic patient care reports, which streamlines the documentation process and reduces the risk of errors during transport. APA has also purchased driver behavior modification units which provides real-time feedback and correctional alerts to improve driver safety. Technical equipment that will be purchased in 2020 include: Mobile Data Display Units and ESO software which will provide narcotic tracking.</li> <li>• APA has expanded its level of service to include Advanced Life Support. This requires ambulance services to accommodate this required critical level of care for transports.</li> </ul> |

### Training Plan:

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• Computer Skills will be offered to all trainees and will focus on software upgrades such as Angeltrack, Street Eagle and Espro/ESO. Training will improve patient care reporting and will improve inventory management, asset tracking, and reporting.</li> <li>• Continuous Improvement will be offered to all trainees. Training will foster improvement in skills such as ambulance and medical equipment</li> </ul> |
|----------------------------------|--|

|  |  |
|--|--|
|  | <p>operation; transport logistics and standardized protocols. Training topics include Ambulance Operations, Crisis Prevention &amp; Intervention, Emergency Medical Services Communication and Protocol and Code 3 Driving Techniques</p> <ul style="list-style-type: none"> <li>• Hazardous Material training will be provided to all trainees. Training will improve effective handling of hazards within the working environment.</li> <li>• Medical Skills Didactic training will be offered to all trainees. Trainees will learn the latest techniques and methodologies to deliver high-quality patient care. Training will cover basic and advanced life Support Skills, critical care transport and patient assessment and airborne and blood borne pathogens</li> <li>• Medical Skills Preceptor training will be offered to all trainees. Training will cover ambulatory, trauma, geriatric and pediatric patient care.</li> </ul> |
|--|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☒ MS Preceptor
 ☒ MS Didactic

|                        |                               |
|------------------------|-------------------------------|
| <b>Computer Skills</b> | <b>HazMat</b>                 |
| <b>Medical Skills</b>  | <b>Continuous Improvement</b> |

|                           |  |
|---------------------------|--|
| Certified Safety Training | <p>Check those that will be provided</p> <p><input type="checkbox"/> OSHA 10/30</p> <p><input type="checkbox"/> HAZWOPER</p> <p><input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)</p> |
|---------------------------|--|

|                                   |  |
|-----------------------------------|--|
| <b>Job Creation Justification</b> | <p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.</p> |
|-----------------------------------|--|

## Training Infrastructure & Administrative Plan

- **Project Oversight:**

APA's General Manager will oversee administration of this project as well as coordinate and schedule training for both training locations. The Staff Development Manager will be responsible for collecting and reviewing rosters to insure ETP performance requirements are met. The Company will utilize in-house subject matter experts as trainers. APA has a detailed training schedule in place and is ready to start training upon approval.

- **Trainers:**

☒ In-house – Types of Training: Computer Skills, Continuous Improvement, Hazardous Materials, Medical Skills (Didactic), and Medical Skills (Preceptor)

☐ Vendor – Types of Training by vendor:

- **Administration:**

☒ 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   | N/A                | N/A  | N/A      |

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

8-200

Trainees may receive any of the following:

**COMPUTER SKILLS**

- ✚ Angeltrack ePCR
- ✚ ICD 10 Codes (medical complaints, medication codes)
- ✚ Street Eagle Driver Interface Reporting
- ✚ EPro/ESO online scheduling/Incident Reporting/inventory

**CONTINUOUS IMPROVEMENT**

- ✚ Ambulance Operations
- ✚ Billing (point of service requirements)
- ✚ Conflice Resolution
- ✚ Crisis Prevention and Intervention
- ✚ Customer Service
- ✚ Dispatch Protocols
- ✚ Documentation
- ✚ EMS Communication and Protocols
- ✚ Emergency Vehicle Operations
- ✚ HazMat for EMT
- ✚ HIPAA/Patient Confidentiality
- ✚ Performance and Quality Improvement
- ✚ Preceptor Skills/Train the Trainer
- ✚ Standard Operating Procedures
- ✚ Coaching the Emergency Vehicle Operator version 4
- ✚ EMS Driver Skills
- ✚ Code 3 Driving Techniques
- ✚ Driving Evaluation (Post Driver)
- ✚ Completing a Pre-shift Vehicle Checkout for safety

**HAZARDOUS MATERIALS**

- ✚ Hazmat for EMS

**MEDICAL SKILLS TRAINING – DIDACTIC**

- ✚ Basic Life Support Skills
- ✚ Advanced Life Support Skills
- ✚ Airborne Pathogens
- ✚ Bloodborne Pathogens
- ✚ Body Mechanics/Lifting Technique
- ✚ Care of Bariatric Patients
- ✚ Care of Geriatric Patients
- ✚ Care of Renal Patients
- ✚ Care of Respiratory Patients
- ✚ Care of Shock Patients – Recognition of Shock
- ✚ Care of Stroke Patients and specialty receiving
- ✚ Critical Care Transport
- ✚ Decontamination and PPE Procedures
- ✚ EKG Recognition



- ✚ Equipment – use of including monitors, IV pumps, ventilators
- ✚ Medication Administration and Reconciliation
- ✚ Narcotic Medication Tracking
- ✚ Oxygen Administration
- ✚ Pain Management
- ✚ Patient Assessment
- ✚ Pediatric and Neonatal Patients – including destination
- ✚ Pharmacology
- ✚ Restraints, behavioral patients
- ✚ Splinting, including Traction
- ✚ Standards of Care (LA and Orange County Protocols)
- ✚ Trauma Patients – including destination of trauma patients

### **MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR**

- ✚ ALS/BLS Skills
- ✚ Ambulatory Care
- ✚ Advanced Cardiac Life Support
- ✚ Ambulance Operations – Driver Precepting
- ✚ Base Station Contact
- ✚ Cardiac Arrest- Full Code & DNR procedures
- ✚ Documentation of Patient Care
- ✚ Equipment Operation
- ✚ Interacting with Hospital Staff
- ✚ Inventory Assessment
- ✚ Trauma Patient Care
- ✚ Geriatric Patient Care
- ✚ Pediatric Patient Care
- ✚ Respiratory Arrest
- ✚ Patient Assessment and Pre-Hospital Care
- ✚ Provider Impressions/Treatment Protocols
- ✚ Patient Transfer Techniques

Safety Training is capped at 10% of a trainee's 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. |
|---|



**Training Proposal for:**  
**Barsotti Juice Company**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0290**

**Approval Date:** March 26, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>SB <100<br>Retrainee                               | Industry Sector(s): | Agriculture (B)<br>Manufacturing (33)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | El Dorado   | 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: 50  | U.S.: 50            | Worldwide: 50   |
| <u>Turnover Rate:</u>                                 | 11%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

**In-Kind Contribution: (100% of Total ETP Funding Required)**

\$48,000

**Total ETP Funding**

\$32,200

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>Occupations to be Trained:</b> | Administrative Staff, Drivers, Engineers, Lab Staff, Maintenance Staff, Managers/Supervisors, Production Staff, Packaging Staff, Sales/Marketing Staff, Warehouse Staff.  |

**TRAINING PLAN TABLE**

| Job No. | Job Description                 | Type of Training  | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---------------------------------|---|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |                                 |   |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee<br>Priority<br>SB<100 | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills | 40                        | 8-200               | 0   | \$805                    | \$18.34             |
|         |                                 |   |                           | Weighted Avg:<br>35 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.34 per hour for El Dorado County.

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

Up to \$2.46 per hour may be used to meet the Post-Retention Wage for Job Number 1.

**OVERVIEW**

|   |   |   |
|---|---|---|
| <b>Year Company Founded:</b>                          | 1976  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Camino, CA |
| <b>Facility location(s) where training will occur</b> | <ul style="list-style-type: none"> <li>Camino (El Dorado County)</li> </ul> |   |

|                            |   |
|----------------------------|---|
| <b>Nature of Business:</b> | <ul style="list-style-type: none"> <li>Agriculture- Apple Grower</li> <li>Manufactures Juice</li> </ul> |
| <b>Customer Base:</b>      | <ul style="list-style-type: none"> <li>Retail Stores</li> <li>Wholesalers</li> </ul>                    |

|  |  |
|--|--|
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>Adding product lines such as carrot juice.</li> <li>New software such as Cashmere.</li> <li>Increase in production of current products including apple juice and mango juice.</li> <li>Implementation of new size of juice bottles</li> </ul> |
|--|--|

**Training Plan:**

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• Staff will receive training in upgraded machinery and processes due to the new carrot juice line and new bottle sizes.</li> <li>• With the additional product line and bottle sizes, the Company will train sales and marketing staff on the new product and techniques for selling the product.</li> <li>• New size bottles requires training on filling and labeling according to size.</li> <li>• All occupations will be trained in Customer Service since all employees have contact with current and future customers over the phone or in person.</li> <li>• The Company is constantly product testing for current and future juices and will train staff on proper testing techniques and standards.</li> <li>• Changes in industry standards including machinery standards, State and Federal mandates and regulations.</li> <li>• All occupations will receive training on a new ERP system, Cashmere, designed for the food industry.</li> </ul> |
|----------------------------------|--|

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

☒ Video  
Conferencing

| <b>Business Skills</b>      | <b>Computer Skills</b> | <b>Continuous Improvement</b> |
|-----------------------------|------------------------|-------------------------------|
| <b>Manufacturing Skills</b> |                        |                               |

**Training Infrastructure & Administrative Plan**

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>Barsotti has a detailed training plan in place and is ready to begin training upon approval. The Operations Manager will oversee the administration and implementation of training. In addition, two administrative support staff will be responsible for collecting and reviewing rosters. The Company has also retained the services of a third-party administrator who has extensive ETP experience to assist with the administration.</p> |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b></li> </ul> <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills<br/> <input type="checkbox"/> Vendor – Types of Training by vendor:         </p>   |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p> <input checked="" type="checkbox"/> In-house<br/> <input checked="" type="checkbox"/> Subcontractor         </p>  |

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b>                      |
|---------------------------|---------------------------|-------------|--------------------------------------|
| Development               | BLI Co.                   | Salida      | \$3,220                              |
| Administrative            | BLI Co.                   | Salida      | Not to exceed 13% of payment earned. |
| Training Vendors          | N/A                       | N/A         | N/A                                  |

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

8-200            Trainees may receive any of the following:

**BUSINESS SKILLS:**

- Customer Service
- Growth Change Management
- Marketing
- Sales
- Strategic Planning

**COMPUTER SKILLS:**

- Android Software
- Cashmere
- Microsoft Office (Intermediate & Advanced)

**CONTINUOUS IMPROVEMENT:**

- Coaching Skills
- Leadership
- Solar Panel Maintenance
- Teambuilding

**MANUFACTURING SKILLS:**

- Advanced Quality Control
- Equipment Maintenance
- LEAN
- Production Equipment Operation
- Quality Product Testing
- Safety Training
- Sanitation
- Shipping and Warehouse

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:

**California Bath Systems LLC dba Bath Fitter**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0308**

**Approval Date:** March 6, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

### PROJECT PROFILE

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | SET<br>Priority Rate<br>Retrainee<br>Job Creation Initiative        | Industry Sector(s): | Construction (C)<br><br>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: 24  | U.S.: 24            | Worldwide: 24  |
| <u>Turnover Rate:</u>                                 | 8%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

#### **In-Kind Contribution:**

\$44,538

#### **Total ETP Funding**

\$28,980

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Occupations to be Trained:</b> | Production Staff, Installers, Administrative Staff, Supervisors, Managers, Owner  |

### TRAINING PLAN TABLE

| Job No. | Job Description                           | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |   |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | SET<br>SB<100<br>Priority<br>Retrainee    | Business Skills<br>Continuous Impr.<br>Comm Skills<br>Computer Skills<br>HazMat<br>PL-Comm. Skills | 24                        | 8-200            | 0   | \$1,035                  | \$25.01             |
|         |   |  |                           | Weighted Avg: 45 |     |                          |                     |
| 2       | SET<br>SB<100<br>Priority<br>Job Creation | Business Skills<br>Continuous Impr.<br>Comm Skills<br>Computer Skills<br>HazMat<br>PL-Comm. Skills | 4                         | 8-200            | 0   | \$1,035                  | *\$15.20            |
|         |   |  |                           | 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 (Retrainee): San Diego County: \$25.01/ hour; Job 2 (Job Creation): San Diego County: \$15.20.

**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

|   |   |  |
|---|---|--|
| <b>Year Company Founded:</b>                          | 2013  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>El Cajon, CA |
| <b>Facility location(s) where training will occur</b> | <ul style="list-style-type: none"> <li>El Cajon, CA</li> </ul>  |  |
| <b>Nature of Business:</b>                            | <ul style="list-style-type: none"> <li>Founded in 2013 and headquartered in El Cajon, California Bath Systems LLC dba Bath Fitter (Bath Fitter), is a residential and commercial remodeling company specializing in one day Bathtub and Shower Remodels.</li> </ul> |  |



|  |  |
|--|--|
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Customers include Residential Homeowners and Commercial Customers throughout San Diego County.</li> </ul>   |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>The remodeling industry Bath Fitter occupies lacks skilled workers. As clients educate themselves on DIY home remodels, the Company has seen a need for higher skilled workers to complete current customer jobs. As projects become more complex, so too must the skills of the workforce. As such, the Company is investing in company-wide training for all staff.</li> <li>As part of its training efforts, the Company is currently working to standardize its internal training program to ensure that each employee has the technical skills necessary to maintain the Company's market share and educate and retain clients.</li> <li>Bath Fitter has grown significantly over the last two years, adding an additional 8 employees. It is expected that the Company will continue to grow, adding another 4 new hires over the next two years (Job Number 2).</li> </ul> |

### Training Plan:

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>To meet the aforementioned initiatives, Bath Fitter will grow its new "Training Center" with the addition of customized training programs for each occupation. Training includes: Business Skills, Commercial Skills, Continuous Improvement and Leadership Skills.</li> <li>Management, administrative and field technicians will receive business skills training. Sales Staff, Production Staff and Field Technicians will receive commercial skills. All trainees will participate in Continuous Improvement and Leadership Skills training. The desired outcomes are increased customer satisfaction, productivity, job knowledge and efficiency, improved work performance and innovation.</li> <li>Training newly hired staff will ensure that new hires can respond to customer demands and provide working solutions to improve the end user experience. This training will include all discussed above as well as extensive training in product knowledge and the current internal systems at Bath Fitter to assist with staff assimilation into the current work environment.</li> </ul> |
|---------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                               |                            |                              |
|-------------------------------|----------------------------|------------------------------|
| <b>Business Skills</b>        | <b>Computer Skills</b>     | <b>Commercial Skills</b>     |
| <b>Continuous Improvement</b> | <b>Hazardous Materials</b> | <b>PL- Commercial Skills</b> |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input type="checkbox"/> OSHA 10/30<br><input type="checkbox"/> HAZWOPER<br><input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

|                              |  |
|------------------------------|--|
| <b>Productive Laboratory</b> | <b>Justification:</b><br><input type="checkbox"/> New Equipment<br><input type="checkbox"/> New Production Procedures<br><input checked="" type="checkbox"/> Certification Standards<br><b>24 PL Hours per-trainee</b><br><b>Occupations Receiving PL Training:</b><br>Production Staff, Installers, Supervisors, Managers |
|------------------------------|--|

|                                   |   |
|-----------------------------------|---|
| <b>Job Creation Justification</b> | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function. |
|-----------------------------------|---|

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li> <b>Project Oversight:</b><br/><br/>           This project has buy-in from executive management as the changes listed above can only be met with company-wide investment. The General Manager will oversee the project with the help of the office manager. Lead Installers will also assist with the training program implementation. The Company has also enlisted the services of an administrative subcontractor. Training will be delivered in stages to successfully implement the training plan while still meeting production goals.         </li> </ul> |
| <ul style="list-style-type: none"> <li> <b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, PL-Commercial Skills<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined         </li> </ul>  |

- **Administration:**

Administration will be overseen by the General Manager. In addition, the Company has also enlisted the services of an administrative subcontractor to assist with project administration.

- ☐ In-house  
☒ Subcontractor

**RECOMMENDATION**

Staff recommends approval of this proposal.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b>    | <b>Cost / %</b>             |
|---------------------------|---------------------------|----------------|-----------------------------|
| Development               | Training Funding Source   | Seal Beach, CA | \$1,900                     |
| Administrative            | Training Funding Source   | Seal Beach, CA | Up to 13% of payment earned |
| Training Vendors          | TBD                       | TBD            | TBD                         |

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Budgeting
- + Coaching Skills
- + Communication Skills
- + Conflict Management
- + Customer Service Skills
- + Developing New Opportunities
- + Leadership Skills
- + Product Knowledge
- + Proposal Procedures
- + Risk Management
- + Sales/ Marketing
- + Schedule Coordination
- + Office Equipment Operations
- + Standard Business Operation Procedures

**COMMERCIAL SKILLS**

- + Demolition
- + Equipment and Operations
- + Framing
- + Installation Procedures/Techniques
- + Job Cost
- + Materials Handling and Storage
- + Plumbing/Soldering
- + Power Tool Use and Guarding
- + Prepping/Protecting Property
- + Site Logistics
- + Work Zone Traffic Control

**CONTINUOUS IMPROVEMENT**

- + Process Improvement
- + Problem Solving/Decision Making
- + Productivity Improvement
- + Quality Systems and Procedures

**COMPUTER SKILLS**

- + Customer Relationship CRM
- + Microsoft Office Advanced
- + QuickBooks




**HAZARDOUS MATERIALS**

- + Hazard Communication
- + Material Safety Data Sheet
- + Toxic Substances

**Productive Lab (Limited Ratio 1:1)**

0-24 Trainees may receive any of the following:

**COMMERCIAL SKILLS**

-  Equipment Operations
-  Field Operational Procedures
-  Site Logistics

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



**Training Proposal for:**  
**Danny Ryan Precision Contracting, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0310**

**Approval Date:** March 27, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SET                                   | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Orange County   | 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: 125   | U.S.: 125           | Worldwide: 125   |
| <u>Turnover Rate:</u>                                 | 10%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 0%  |                     |  |

**In-Kind Contribution:**

\$56,290

**Total ETP Funding**

\$37,260

|                                   |   |
|-----------------------------------|---|
| <b>Occupations to be Trained:</b> | Production Staff, Operators, Project Leads,<br>Administrative Staff |
|-----------------------------------|---|

### **TRAINING PLAN TABLE**

| Job No. | Job Description              | Type of Training  | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|------------------------------|---|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |                              |   |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee<br>Priority<br>SET | Business Skills<br>Comm Skills<br>Continuous Impr.<br>Computer Skills<br>HazMat<br>OSHA 10/30<br>HAZWOPER | 36                        | 8-200               | 0   | \$1,035                  | \$25.01             |
|         |                              |   |                           | Weighted Avg:<br>45 |     |                          |                     |

**Minimum Wage by County:** Job 1 (SET): San Diego County: (Retrainee) \$25.01/ 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**

|   |      |   |
|---|------|---|
| <b>Year Company Founded:</b>                          | 2005 | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Anaheim, CA |
| <b>Facility location(s) where training will occur</b> |      | <ul style="list-style-type: none"> <li>Anaheim, CA</li> </ul>                                   |

|  |   |
|--|---|
| <b>Nature of Business:</b>                 | <ul style="list-style-type: none"> <li>Danny Ryan Precision Contracting, Inc. (Danny Ryan) specializes in turnkey solutions to demolition, asbestos and lead abatement, and mold remediation.</li> </ul>  |
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Government agencies, school districts, retail owners, developers, and private homeowners.</li> </ul>   |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>Previously, Danny Ryan utilized several different Enterprise Resource Programs (ERP) across different departments, which caused internal disorder, missed deadlines and delayed Company output due to challenges with internal processing and dissemination of pertinent information. The Company is now transitioning to a new companywide ERP System (Nexonia), which will combine the Company's accounting functionality and client management functionality. This will allow the Company to improve internal processes, decrease lead times, and improve end user experience.</li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>To maintain competitiveness, the Company is upgrading its equipment &amp; technology to improve efficiency and adaptability. Equipment includes brokk mini excavator, Nexonia invoice online approval, paperless integration, wall saw vertical cuts, and nutshell CRM track bidding.</li> <li>As the Company continues to grow, flexibility via cross-training is important to meet customer demands and decrease lead times.</li> </ul> |
|--|--|

### Training Plan:

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>All staff must receive training in the new ERP system to streamline internal company procedures.</li> <li>The introduction of new equipment and technology requires training to meet necessary competencies so staff may continue to generate customized solutions upon request. This will also ensure that Danny Ryan maintains its competitive edge.</li> <li>Trainees will also be cross-trained to allow for flexibility and efficiency. This will ensure that all staff can respond to customer demands without delay, increasing productivity while maintaining customer experience.</li> </ul> |
|----------------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab

☒ E-Learning

☐ CBT

☐ Productive Lab

| Business Skills        | Computer Skills | Commercial Skills |
|------------------------|-----------------|-------------------|
| Continuous Improvement | OHSA 10/30      | HazMat            |
| Hazwoper               |                 |                   |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input checked="" type="checkbox"/> OSHA 10/30<br><input checked="" type="checkbox"/> HAZWOPER<br><input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

### Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b><br/><br/>Management supports the changes listed above, which can only be met with company-wide investment. Therefore, the Company President will oversee the project with the help of the Corporate Administrator.</li> </ul>                                      |
| <ul style="list-style-type: none"> <li><b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD </li> </ul> |



- **Administration:**

Upper management will ensure that the training plan is implemented and the Corporate Administrator will assist with ensuring quality controls are in place for accurate recordkeeping and training hour upload (project administration). In addition, the Company retained the services of an administrative subcontractor to assist with project administration.

- ☒ In-house
- ☒ Subcontractor

**RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b>             |
|---------------------------|---------------------------|-------------|-----------------------------|
| Development               | Training Funding Source   | Seal Beach  | \$2,900                     |
| Administrative            | Training Funding Source   | Seal Beach  | Up to 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:

#### **BUSINESS SKILLS**

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

#### **COMMERCIAL SKILLS**

- + Air Quality Management District (AQMD) Standards (Fugitive Dust Control)
- + Abbestos
- + Blood Borne Pathogens
- + Confined Space
- + Demolition Procedures
- + Equipment and Tool Operations
- + Environmental Procedures
- + Hazard Recognition for Construction
- + H2S & Methane
- + Injury & Illness Prevention Program (IIPP)
- + Job Site Procedures
- + Lead & Mold Abatement
- + Remediation Procedures
- + Silica Procedures
- + Storage Tank Procedures
- + Trench & Excavation Operations




#### **CONTINUOUS IMPROVEMENT**

- + Process Improvement


#### **COMPUTER SKILLS**

- + Accounting Software
- + Adobe
- + Contact & Customer Management (Nutshell)
- + Database Management
- + ERP Nexonia
- + Estimating
- + IT Software
- + Microsoft Advance
- + Payroll Software



**HAZARDOUS MATERIALS**

-  Hazardous Materials/ Waste Handling
-  Asbestos 32
-  Asbestos 40

**HAZWOPER**

-  Hazwoper

**OSHA 10/30** (OSHA Certified Instructor)

-  OSHA 10
-  OSHA 30

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



**Training Proposal for:  
E Ink California, LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0289**

**Approval Date:** February 21, 2020

**Panel Meeting of:** March 27, 2020

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

**Analyst:** E. Valladolid

**PROJECT PROFILE**

|   |   |                     |  |  |
|---|---|---------------------|--|--|
| Contract Attributes:                                  | Priority Rate Retrainee   | Industry Sector(s): | Services (G)<br>Professional, Scientific Technology (54)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |  |
| Counties Served:                                      | Alameda   | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  |  |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |  |  |
| Number of Employees in:                               | CA: 58  | U.S.: 393           | Worldwide: 2,174   |  |
| <u>Turnover Rate:</u>                                 | 3%  |                     |  |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 14%   |                     |  |  |

**In-Kind Contribution: (100% of Total ETP Funding Required)**

\$137,565

**Total ETP Funding**

\$71,760

|                                   |   |
|-----------------------------------|---|
| <b>Occupations to be Trained:</b> | Engineers, Scientists, Directors (non-policy makers), Technicians, Managers, Specialist, Administrative Staff |
|-----------------------------------|---|

### **TRAINING PLAN TABLE**

| Job No. | Job Description         | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|-------------------------|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                         |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee Priority Rate | Advanced Tech, Business Skills, Comm'l. Skills, Computer Skills, Cont. Imp | 52                        | 8-200            | 0   | \$1,380                  | \$20.00             |
|         |                         |  |                           | Weighted Avg: 60 |     |                          |                     |

**Minimum Wage by County:** \$20.00 per hour for Alameda County

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

This is employer share of cost for healthcare premiums – medical, dental, vision

### **OVERVIEW**

|   |  |   |
|---|--|---|
| <b>Year Company Founded:</b>                            | 2012   | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Fremont |
| <b>Facility Locations Outside CA</b>                    | <ul style="list-style-type: none"> <li>• South Hadley, MA</li> <li>• Billerica, MA</li> <li>• Hsinchu, Taiwan</li> <li>• Taoyuan, Taiwan</li> <li>• Seoul, Korea</li> <li>• Tokyo, Japan</li> <li>• Shenzhen, China</li> </ul> |   |
| <b>Total Number of Facility locations in California</b> | <ul style="list-style-type: none"> <li>• One location in Fremont</li> </ul>  |   |
| <b>Facility location where training will occur</b>      | <ul style="list-style-type: none"> <li>• Fremont (Alameda County)</li> </ul>   |   |
| <b>Nature of Business:</b>                              | <ul style="list-style-type: none"> <li>• Developing electronic-shelf labels, digital signage and e-readers</li> <li>• Manufactures electrophoretic displays, mimicking the appearance of ordinary ink on paper</li> </ul>      |   |

|  |   |
|--|---|
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Provides display technology including module makers and electronic companies such as Amazon, Fossil, Abbott, Avalue, Advantech, GDS and Reviver</li> </ul>   |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>Since 2017, E Ink California, LLC (E Ink) has invested over \$188,000 in new analytical equipment including rheometers and chromatography equipment. Its product's sampling process is analytical and is performed under time-sensitive, critical conditions. However, E Ink is unable to meet these conditions due to the sophistication of its newly invested equipment and a lack of such equipment experience.</li> <li>Due to this lack of analytical and equipment experience, E Ink's Fremont facility has been collaborating with its parent sites located in Massachusetts to analyze its product samples. This process is analytical and is performed under time-sensitive, critical conditions. E Ink needs a more cost-effective and time-efficient workflow, since these collaborative efforts have proven to be a time consuming and unreliable process. ETP funding will help E Ink remain competitive, while assisting with its employee's lack of comprehensive training on its new equipment to improve its workflow process.</li> <li>Additionally, E Ink's current growth strategy is to develop and market its newest technology- electronic shelf displays with color and extended performance ranges. To do this, it plans to deliver ETP training on Python and machine-learning workflows with a Structured Query Language (SQL) database.</li> </ul> |

**Training Plan:**

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>Business Skills – Training will be provided to all occupations on team building, negotiating, leadership and communication.</li> <li>Computer Skills – Training will be provided to all occupations. Trainees will learn how to integrate machine learning workflows with a SQL (database. Trainees will learn how to control computer-connected hardware and solve common-data problems using Python.</li> <li>Continuous Improvement – Training will be provided to all occupations on Advanced Statistics, Color Science and FPL101: Front Plane Laminates.</li> </ul> |
|---------------------------|--|

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>Commercial Skills – Training will be provided to Engineers and Scientists. These occupations will learn about the propagation and interaction of light with various tailored materials in Electro-Optics 101.</li> <li>Advanced Technology (AT) – Training will be provided to all occupations on Applied Data Science, Applied Artificial Intelligence, and Acuity Chromatography Training.</li> </ul> |
|--|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                              |                               |                        |
|------------------------------|-------------------------------|------------------------|
| <b>Advanced Technology *</b> | <b>Business Skills</b>        | <b>Computer Skills</b> |
| <b>Commercial Skills</b>     | <b>Continuous Improvement</b> |                        |

|   |  |
|---|--|
| <b>*Advanced Technology:</b><br><b>\$26/hour AT rate</b><br><br>(Trainer to trainee ratio up to 1:10) | Occupations: Engineers, Scientists, Directors  |
|   | Training / Topics: AT training costs range from \$719 to \$1,805 per person, and individual courses are customarily between \$1,400 and \$6,520. AT will be delivered on the following topics: Applied Data Science, Applied Artificial Intelligence, Cloud Developer, Acuity Chromatography, Empower Software and Thermal Analysis. |

### Training Hours

|   |          |
|---|----------|
| <input checked="" type="checkbox"/> Weighted Average Hours over 45  | 60 Hours |
| <ul style="list-style-type: none"> <li>The Scientists, Engineers and Technicians (who make up the bulk of the training) need a substantial amount of ETP-funded training due to the sophistication of the Company's new equipment and due to the trainees' lack of extensive knowledge and proficiency.</li> <li>Collaborative efforts have been increasingly pertinent to the Company, especially when it involves its parent sites in Massachusetts. After conducting a formal needs' assessment, E Ink has determined that all of its occupations from the Fremont facility need a significant amount of training especially in Business Skills and Continuous Improvement to become more autonomous.</li> </ul> |          |

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>The Associate Vice President and Principal of E Ink University (dedicated administrator) will be responsible for the selection of instructors, review of training content and feedback, and submittal of paperwork while coordinating training schedules and meeting with ETP Staff. The Company's HR Specialist will be responsible for enrolling trainees, preparing the classroom space, meeting</p> |
|--|

|  |
|--|
| <p>with instructors, and tracking ETP-funded training hours. ETP-funded training will be delivered by eight internal experts that include Directors, Scientists, Engineers, Associate Vice President, and a Senior Systems Specialist. ETP training will be delivered at the Fremont facility, while AT training will be delivered at the external vendor's facility in Pleasanton.</p>  |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Commercial Skills, and AT.</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Bentley University (Continuous Improvement), Business Models Inc. (Business Skills), Bold New Directions, Inc. (Business Skills), Mandi Stanley Seminars, LLC (Business Skills), Orchestrate Learning (Business Skills), Quality Support Group, Inc. (Continuous Improvement), Song Essinova, LLC (Business Skills), TA Instruments (AT), and Waters Corporation (AT).</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>   |

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **SUBCONTRACTORS**

| Subcontractor Type | Subcontractor Name  | City  | Cost / %  |
|--------------------|---|---|---|
| Development        | N/A   | N/A   | N/A   |
| Administrative     | N/A   | N/A   | N/A   |
| Training Vendors   | Bentley University<br>Business Models Inc. (BMI)<br>Bold New Directions, Inc.<br>Mandi Stanley Seminars, LLC<br>Orchestrate Learning<br>Quality Support Group, Inc.<br>Song Essinova, LLC<br>TA Instruments<br>Waters Corporation | Waltham, MA<br>San Francisco, CA<br>Walnut Creek, CA<br>Madison, MS<br>Reading, MA<br>Westford, MA<br>Belmont, CA<br>New Castle, DE<br>Pleasanton, CA | \$8,000<br>\$2,000<br>\$4,495<br>\$1,250<br>\$12,000<br>\$18,000<br>\$2,000<br>\$3,700<br>\$5,065 |



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

8–200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Team Building (Breaking Barriers/Building Teams)
- Leadership Training (Work of Leaders)
- Project Management for Everyone
- Presentation Skills
  - Communicating Effectively
  - Telling Stories with Data
- Negotiations (Win-Win Method)
- Business Models
- Writing Skills (Technical-Report Writing)
- Basic Finance
- Managing Multiple Priorities
- Stage Gate Process
- Studies of Other Display Technologies

**COMPUTER SKILLS**

- Python (Open-Sourced Language)
- Sequel Database

**CONTINUOUS IMPROVEMENT**

- Gage Repeatability and Reproducibility (R&R)
- Statistics (Basic and Advanced)
- Root Cause Analysis (8 D's Problem-Solving Process)
- Color Science for Inkers
- Wireless Communication Energy Harvesting Electronics
- Backplane Technology
- Waveforms
- FPL101: Front Plane Laminates (Cups and Capsules)

**COMMERCIAL SKILLS**

- Electro-Optics 101

**ADVANCED TECHNOLOGY (AT)** (limited ratio 1:10)

- Applied Data Science
- Applied Artificial Intelligence
- Cloud Developer
- Acuity Chromatography
- Empower Software
- Thermal Analysis

|   |
|---|
| 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:

**Embedded Designs Inc. dba KIC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0307**

**Approval Date:** March 6, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>SB <100<br>Priority Rate<br>Job Creation Initiative    | Industry Sector(s): | Manufacturing (E)<br><br>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: 23  | U.S.: 30            | Worldwide: 30   |
| <u>Turnover Rate:</u>                                 | 13%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$56,144

**Total ETP Funding**

\$34,500

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Occupations to be Trained:</b> | Production Staff, Administrative Staff, Supervisors, Managers   |

**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<br>Priority<br>SB<100    | Business Skills,<br>Cont. Imp.,<br>HazMat,<br>Computer Skills,<br>Mfg. Skills,<br>PL-Mfg. Skills | 23                        | 8-200            | 0   | \$1,380                  | \$18.34             |
|         |                                    |  |                           | Weighted Avg: 60 |     |                          |                     |
| 2       | Job Creation<br>Priority<br>SB<100 | Business Skills,<br>Cont. Imp.,<br>HazMat,<br>Computer Skills,<br>Mfg. Skills,<br>PL-Mfg. Skills | 2                         | 8-200            | 0   | \$1,380                  | \$15.20             |
|         |                                    |  |                           | Weighted Avg: 60 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.34 per hour in San Diego County

Job Number 2(Job Creation): \$15.20 per hour in San Diego County

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

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

**OVERVIEW**

|   |   |  |
|---|---|--|
| <b>Year Company Founded:</b>                          | 1986  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>16120 W. Bernardo Dr., San Diego, CA 92127 |
| <b>Facility location(s) where training will occur</b> | <ul style="list-style-type: none"> <li>San Diego</li> </ul> |  |

|                            |   |
|----------------------------|---|
| <b>Nature of Business:</b> | <ul style="list-style-type: none"> <li>Embedded Designs, Inc. dba KIC (KIC) designs, manufactures and produces temperature monitoring products for circuit board manufacturers.</li> </ul>  |
| <b>Customer Base:</b>      | <ul style="list-style-type: none"> <li>Customers include circuit board manufacturers for Electronics, Automotive, Aerospace and Medical industries.</li> <li>A majority of the customer base is in Asia as circuit board manufacturing is a major industry overseas.</li> </ul> |

|   |  |
|---|--|
| <b><i>Business / Industry Needs / Changes</i></b> | <ul style="list-style-type: none"> <li>• KIC offers a specialized product that measures temperatures of printed circuit boards while in use during the manufacturing process. The technology involved is constantly changing as the data collected from the temperatures measured helps manufacturers run and perform more efficiently. Due to the constantly changing technology, the Company must introduce new products every six months to keep up with the demand. Through the introduction of LEAN manufacturing processes, the Company will be able to keep pace with the evolving technology and improve internal efficiencies to meet these demands and remain competitive.</li> <li>• KIC has also experienced continued growth over the last few years. This growth has seen an increased need for flexibility amongst staff, which will allow the Company to adapt to the changing technology more easily. A flexible workforce will also be able to create unique solutions that will ensure that KIC maintains its competitive edge in the market.</li> <li>• The Company is in the process of expanding its use its current ERP System. The first step will assist the Company transition to Cloud based use. The expansion of the ERP System will allow the Company to streamline internal operating procedures. The result will be decreased lead times, improved customer response, on time delivery, and increased problem solving/solutions.</li> <li>• The Company is experiencing growth at a rate of 10% per year. As such, KIC has committed to hiring two newly hired staff over the next two years.</li> </ul> |
|---|--|

### Training Plan:

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• Trainees will receive training in LEAN Manufacturing Practices to better respond to customer demands, keep pace with the evolving technology, increase problem solving capabilities, and decrease lead times.</li> <li>• Trainees will also be cross trained companywide to allow for upward mobility and ensure that all staff can respond to customer demands without delay. This will increase productivity while maintaining customer satisfaction by prioritizing efficiency and minimizing costs.</li> <li>• With the expansion of the ERP System all staff must receive training to assist in streamlining internal company procedures to minimize the costs to customers. This will also improve the Company's ability to continue to introduce new products to the market every six months as the business is dependent on technology evolution. The introduction of new equipment and technology also requires</li> </ul> |
|----------------------------------|--|

|  |   |
|--|---|
|  | <p>training for competency so staff may continue to generate new products upon a customer's request.</p> <ul style="list-style-type: none"> <li>Over a two-year period, KIC will add two new staff to its workforce. Therefore, newly hired staff will receive the training necessary to obtain the skills that will ensure that KIC can keep up with its output demands while implementing new technology to maintain its competitive edge within the market.</li> </ul> |
|--|---|

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 |                 |                        |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input type="checkbox"/> OSHA 10/30<br><input type="checkbox"/> HAZWOPER<br><input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

|   |   |
|---|---|
| <b>Productive Laboratory</b>  | <b>Justification:</b><br><input checked="" type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures<br><input type="checkbox"/> Certification Standards |
|   | <b>24 PL Hours per-trainee</b>  |
|   | <b>Occupations Receiving PL Training:</b><br>Production Staff, Supervisors, Managers  |
| The PL instructor must be dedicated to training, at a ratio of 1:1. |   |

|                                   |  |
|-----------------------------------|--|
| <b>Job Creation Justification</b> | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function |
|-----------------------------------|--|

### Training Hours

|  |          |
|--|----------|
| <input checked="" type="checkbox"/> Weighted Average Hours over 45   | 60 Hours |
| The Company occupies a unique niche in the market. As advanced technology is introduced to the manufacturing market, KIC's product must evolve to continue to meet customer demands. As a result, extensive training is critical to ensure that the Company can continue to introduce new products to the market every six months. |          |

The Company will designate time for training every day. This will ensure that the business can still perform while staff complete the necessary training. Further, employees will cycle through the training such that there will be staff coverage at all times for regular business operations during scheduled training. The training plan will involve the introduction of LEAN manufacturing processes, as well as expand the Company's current use of its ERP System. The result will be flexibility, product innovation, decreased errors and field failures and increase efficiency.

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<br>It is expected that these workers will receive employer-paid health benefits immediately upon hire. |

### Training Infrastructure & Administrative Plan

- Project Oversight:**  
  
 Management supports the changes listed above, which can only be met with company-wide investment. Therefore, the Chief Financial Officer (CFO) will oversee the project with the help of the Controller. Both the CFO and the Controller will assist with ensuring quality controls are in place for accurate recordkeeping and training hour upload. The training will be scheduled in strategic critical phases to ensure successful implementation of the training plan.
- Trainers:**  
  
☒ In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, PL-Manufacturing Skills.  
☒ Vendor – Types of Training by vendor: To Be Determined
- Administration:**  
  
 Administration will be overseen by the Company Controller. In addition, the Company retained the services of an administrative subcontractor to assist with project administration.  
  
☐ In-house  
☒ Subcontractor

### **RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b>             |
|---------------------------|---------------------------|-------------|-----------------------------|
| Development               | Training Funding Source   | Seal Beach  | \$1,900                     |
| Administrative            | Training Funding Source   | Seal Beach  | Up to 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**

- + Accounting
- + Finance
- + Business Planning
- + Coaching/Mentoring
- + Communication Skills
- + Customer Acquisition/Sales
- + Customer Interaction
- + Goal Setting
- + Leadership Skills
- + Marketing
- + Merchandising
- + Office Equipment Operations
- + Payroll Systems
- + Product Knowledge
- + Project Management
- + Proposal Procedures
- + Quality Control
- + Standard Business Operation Procedures

**CONTINUOUS IMPROVEMENT**





- + Corrective/Preventive Actions
- + ISO (9000 to 9005)
- + Just In Time Process
- + Lean Manufacturing
- + Quality Concepts (Inspection Techniques, Improvements, etc.)
- + Problem Solving
- + Production Scheduling
- + Production Operation/Workflow
- + Process Improvement
- + Statistical Process Control
- + Total Quality Management

**COMPUTER SKILLS**












- + Certified Novell Assistance
- + Certified Network Engineer
- + Design and Develop Software and Applications
- + Local Area Network
- + Metropolitan (MAN)
- + Manufacturing Resource Planning MRP/ERP/SAP/Oracle
- + MS Office Advanced
- + Network Management
- + Programming
- + Wide (WAN)
- + World Wide Web



### **HAZARDOUS MATERIALS**

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

### **MANUFACTURING SKILLS**

-  Assembly Procedures
-  Bill of Material – Management
-  Blueprint Reading
-  Equipment Operations
-  Hand Soldering to J-Stud
-  IPC 610
-  Inventory Control
-  Production Operations
-  Parts and Procedures Manufacture
-  Preventative Maintenance
-  Warehousing

### **Productive Lab Hours** (Limited Ratio 1:1)

0-24

### **MANUFACTURING SKILLS**

-  Equipment Operations

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



**Training Proposal for:  
Herrero Builders Incorporated**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0311**

**Approval Date:** April 9, 2020

**Panel Meeting of:** May 15, 2020

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

**Analyst:** E. Valladolid

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee Priority Rate<br>SET                                      | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | San Francisco, Alameda, Marin and Contra Costa                      | 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: 104   | U.S.: 104           | Worldwide: 104   |
| <u>Turnover Rate:</u>                                 | 9%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$208,678

**Total ETP Funding**

\$65,274

|                                   |   |
|-----------------------------------|---|
| <b>Occupations to be Trained:</b> | Assistant Project Manager, Assistant Lead, Chief Estimator, Estimator, IT Lead, IT Support, Knowledge Area Leaders (KAL), Marketing, Office Administration, Project Accountant, Project Coordinator, Project Engineer, Project Lead, Project Manager, Safety Lead, Senior Project Manager, Lead, and Virtual Design Lead. |
|-----------------------------------|---|

### **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<br>Priority Rate<br>SET | Business Skills,<br>Computer Skills,<br>Cont. Imp,<br>Commercial Skills | 86                        | 8-200               | 0   | \$759                    | \$25.01             |
|         |                                   |   |                           | Weighted Avg:<br>33 |     |                          |                     |

### **OVERVIEW**

**Minimum Wage by County:** SET/Priority Industry \$25.01 per hour for San Francisco, Alameda, Marin, and Contra Costa counties.

**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.

|   |   |   |
|---|---|---|
| <b>Year Company Founded:</b>                            | 1955  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>San Francisco |
| <b>Total Number of Facility locations in California</b> | <ul style="list-style-type: none"> <li>Single locations in San Francisco, Oakland, Novato, and Walnut Creek</li> </ul>  |   |
| <b>Facility locations where training will occur</b>     | <ul style="list-style-type: none"> <li>San Francisco (San Francisco County)</li> <li>Oakland (Alameda County)</li> <li>Novato (Marin County)</li> <li>Walnut Creek (Contra Costa)</li> </ul>  |   |
| <b>Nature of Business:</b>                              | <ul style="list-style-type: none"> <li>Herrero Builders Incorporated (Herrero) is a general contractor. The Company oversees construction projects and utilizes Lean, Integrated Project Delivery methodologies, and Virtual Design and Construction software.</li> </ul> |   |

|  |  |
|--|--|
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Property owners of businesses and institutions associated with healthcare, education, commercial, retail historic, and hospitality projects.</li> <li>Sutter Health CPMC, Kaiser Permanente, Drew School, Airbnb, and The Presidio Trust</li> </ul>   |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>Herrero has recently invested \$10,000 on new technological software and equipment using multiple sensors, advanced optics, and holographic processing called HoloLens (Microsoft).</li> <li>Opening up two satellite offices in Novato and Walnut Creek, Herrero is growing. As a result of the expansion, Herero needs to fulfill its business-capacity growth with a formalized and developed training program.</li> </ul> |

**Training Plan:**

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>Business Skills – Training will be provided to all occupations on courses like Project Management, Claims Preservation, and Integrated Project Delivery.</li> <li>Computer Skills – Training will be provided to all occupations on how to utilize HoloLens, Viewpoint, and Autodesk Navisworks Freedom.</li> <li>Continuous Improvement – Training will be provided to all occupations on Built In Quality (BIQ) and Lean.</li> <li>Commercial Skills – Training will be provided to all occupations on Compressed Gas Handling, Hazard Communication and Decking Operations.</li> </ul> |
|---------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                          |                        |                               |
|--------------------------|------------------------|-------------------------------|
| <b>Business Skills</b>   | <b>Computer Skills</b> | <b>Continuous Improvement</b> |
| <b>Commercial Skills</b> |                        |                               |

## Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b><br/><br/>Herrero's Director of Learning (dedicated administrator) will be responsible for the selection of instructors, review of training content and feedback, and submittal of paperwork while coordinating training schedules and meeting with ETP Staff. The Front Desk Coordinator will be responsible for document control, enrolling trainees, preparing the classroom space, meeting with 30 in-house (subject-matter) instructors, and tracking ETP-funded training hours within ETP's systems. Additionally, the Company's Project Accountant will be managing the ETP invoices.</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, and Continuous Improvement.<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Click Safety (Continuous Improvement) </li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b><br/><br/> <input checked="" type="checkbox"/> In-house<br/> <input type="checkbox"/> Subcontractor </li> </ul>  |

## RECOMMENDATION

Staff recommends approval of this proposal.

## SUBCONTRACTORS

| Subcontractor Type | Subcontractor Name | City             | Cost / % |
|--------------------|--------------------|------------------|----------|
| Development        | N/A                | N/A              | N/A      |
| Administrative     | N/A                | N/A              | N/A      |
| Training Vendors   | Click Safety       | Walnut Creek, CA | \$10,000 |

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

8–200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Project Management
- Leadership Development
- Account Receivable Training
- Claims Preservation
- Closeout Training
- Estimating – Underground Grading and Paving
- Train-the-Trainer
- Insurance and Risk
- Insurance Certificate Review
- Integrated Form of Agreement
- Integrated Project Delivery
- Last Planner System (Phase 1 & 2)
- Project Status Review Training
- Prequalification
- Project Startup
- Projections and Reporting
- VIP Dashboard Training
- Proposal Development
- Public Speaking

**COMPUTER SKILLS**

- Assemble Systems for Quantity Take-Off & Estimating
- Building Connected
- Autodesk Navisworks Freedom
- Viewpoint
  - Change Orders and Reports
  - Document Control
  - Project Buyout
  - Project Status Reviews
  - Projections Training
- Autodesk BIM 360 (Virtual Design Software)
- Microsoft HoloLens (Software)
- Microsoft Office Suite (Intermediate / Advanced)
  - Microsoft Outlook
  - Microsoft PowerPoint
  - Microsoft Excel
  - Microsoft Word
- Model Based Model Training
- Raken Daily Reports
- P6 Scheduling
- PlanGrid

**CONTINUOUS IMPROVEMENT**

- 5 Whys
- Built In Quality (BIQ)
- Lean Training

- o Kaizen
- o Gemba Walk
- o Lean Leadership
- o Last Planner System (Phase 1 and 2)
- o MakiGami Wall
- o Kanban
- o 5S System
- o Target Value Management
- o Target Value Design

**COMMERCIAL SKILLS**

- Accident Prevention
- Acetylene and Fuel Safety
- Aerial Lifts
- Bloodborne Pathogens
- Compressed Gas Handling
- Concrete Operations
- Confined Space
- Crane Safety
- Decking Operations
- Demolition
- Electrical Safety
  - o NFPA 70E
- Excavation
- Fall Protection
- Fall Rescue Planning
- Flagger Training
- Forklift Operator
- Global Harmonization
- Hazard Communication
- Hazardous Waste
- Heat Illness Prevention
- Infection Control
- Ladders and Stairways Safety
- Lead Exposure
- Lockout / Tagout
- Material Handling / Storage Use and Disposal
- Medical Records
- Mold Awareness and Prevention
- Office Safety
- Personal Protective Equipment (PPE)
- Powder Actuated Tools
- Pre-Task Planning
- Qualified Rigger
- Respiratory Protection Plan
- Scaffold Training
- Silica
- Stretch & Flex
- Welding and Cutting

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:

**Kor-It, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0316**

**Approval Date:** April 16, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** Sacramento

**Analyst:** J. Fetsch

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SB <100<br>Job Creation Initiative    | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Sacramento  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |
| Number of Employees in:                               | CA: 12  | U.S.: 12            | Worldwide: 12   |
| <u>Turnover Rate:</u>                                 | 0%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$21,000

**Total ETP Funding**

\$20,700

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>Occupations to be Trained:</b> | Machinist, Assembler, Administration, 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<br>Priority<br>SB<100                 | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills<br>PL-Mfg. Skills | 12                        | 8-200               | 0-2 | \$1,150                  | \$18.34             |
|         |   |   |                           | Weighted Avg:<br>50 |     |                          |                     |
| 2       | Retrainee<br>Priority<br>SB<100<br>Job Creation | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills<br>PL-Mfg. Skills | 4                         | 8-200               | 0-2 | \$1,725                  | \$15.00             |
|         |   |   |                           | Weighted Avg:<br>75 |     |                          |                     |

**Minimum Wage by County:** Job Number 1 (Retrainee): \$18.34 per hour in Sacramento County; Job Number 2 (Job Creation): \$15.00 per hour in Sacramento County.

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

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

**OVERVIEW**

|  |   |  |
|--|---|--|
| <b>Year Company Founded:</b>                       | 1958  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Sacramento, CA |
| <b>Facility location where training will occur</b> | <ul style="list-style-type: none"> <li>Sacramento, Sacramento County</li> </ul> |  |

|  |   |
|--|---|
| <b>Nature of Business:</b>                 | <ul style="list-style-type: none"> <li>Kor-IT, Inc. (Kor-IT) Designs and manufactures diamond tools and core drill machines.</li> </ul>   |
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Construction Companies</li> <li>Department of Transportation and other Government Agencies</li> <li>Plumbing Companies</li> <li>Fire Departments</li> </ul>  |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>Sales have increased 300% in the last two years, leading to company growth.</li> <li>Due to this growth, Company has committed to hire at least four new employees.</li> <li>Company is purchasing a new CNC Machine to help keep up with demand.</li> </ul> |

### Training Plan:

|                           |   |
|---------------------------|---|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>Kor-It is working on standardizing production processes to increase quality standards and productivity.</li> <li>Kor-It designs/manufactures 30 main products. All trainees will be cross-trained in order to be proficient in all production lines.</li> <li>Kor-It is investing in a new CNC Machine to assist in the manufacturing of components for its products in-house. Trainees will receive training to ensure quality output and efficiency.</li> <li>Kor-It is expanding learning in QuickBooks. All trainees will receive training to maintain an accurate inventory and prevent delays in projects.</li> <li>Kor-It has an extensive training plan for new workers to give them skills to be able to build these complex machines.</li> </ul> |
|---------------------------|---|

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 |                 |                        |

|   |   |
|---|---|
| <b>Productive Laboratory</b>  | <b>Justification:</b><br><input checked="" type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures<br><input type="checkbox"/> Certification Standards |
|   | <b>40 PL Hours per-trainee</b>  |
|   | <b>Occupations Receiving PL Training:</b><br>Machinist and Assembler  |
| The PL instructor must be dedicated to training, at a ratio of 1:2. |   |
| <b>Ratio Higher than 1:1</b>  | Production requires a team of at least 2 workers. Training will take place in teams of two to provide consistent direction.   |
| <b>Job Creation Justification</b>                                   | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.   |

### Training Hours

|  |   |
|--|---|
| <input checked="" type="checkbox"/> Weighted Average Hours over 45   | Job Number 1: 50 hours per trainee; Job Number 2: 75 hours per trainee. |
| Kor-It production lines and procedures are unique to the Company. To uphold a quality product, Kor-It trains extensively. Retraitees and new hires are brought in as non-skilled workers and Kor-It's training team teaches them the skills necessary to be successful at their job. Training to build both the Company's products and 75% of the components that go into finished products is very demanding. |   |

### Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b></li> </ul> <p>The CEO of the Company, with the assistance of Carrazo, LLP Innovative Tax Solutions will be overseeing this project.</p>  |
| <ul style="list-style-type: none"> <li><b>Trainers:</b></li> </ul> <p> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, PL- Manufacturing Skills<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: CBT- Continuous Improvement         </p> |
| <ul style="list-style-type: none"> <li><b>Administration:</b></li> </ul> <p>Mike Snead of Carrazo, LLP Innovative Tax Solutions will be handling administration for this project.</p> <p> <input type="checkbox"/> In-house<br/> <input checked="" type="checkbox"/> Subcontractor         </p>   |

**RECOMMENDATION**

Staff recommends approval of this proposal.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b>             | <b>City</b>                      | <b>Cost / %</b>                  |
|---------------------------|---------------------------------------|----------------------------------|----------------------------------|
| Development               | Carrazo LLP, Innovative Tax Solutions | Sacramento                       | \$2,000                          |
| Administrative            | Carrazo LLP, Innovative Tax Solutions | Sacramento                       | 10% of Earned Amount             |
| Training Vendors          | To Be Determined                      | Click or tap here to enter text. | Click or tap here to enter text. |

**Exhibit B: Menu Curriculum**

Trainees may receive any of the following:

Safety Training will be limited to 10% of total training hours per-trainee.

**Class/Lab Hours**

8-200

**BUSINESS SKILLS**



- + Administration
- + Business Fundamentals
- + Customer Relationship Management
- + Customer Service
- + Communication Styles
- + Cost Control
- + Employee Coaching
- + Employee Engagement
- + Essential Skills for New Supervisor
- + Financial Analysis
- + Interpersonal Communications
- + Marketing/Sales Techniques & Strategy
- + Operational Skills
- + Organizational Structure Development
- + Planning and Organization
- + Product Knowledge
- + Project Management and Methodology
- + Project Requirements Analysis and Specifications
- + Strategic Planning

**COMPUTER SKILLS**

























- + Intermediate/Advanced Microsoft Office
- + Quickbooks

**CONTINUOUS IMPROVEMENT**

- + Cross Training
- + Communication Skills
- + Creating a Quality Organization
- + Change Management
- + How to Coach and Mentor
- + Leadership
- + Lean Manufacturing
- + Process Improvement
- + Production Scheduling
- + Production Operations/Workflow
- + Project Management
- + Problem Solving and Decision Making
- + Process Capability

-  Team Building
-  Time Management
















### **MANUFACTURING SKILLS**






-  5S
-  Assembly Process Control
-  Assembly Procedures
-  Blue Print Reading and Schematics
-  Cross-Training (Production Equipment/Skills)
-  Changeover Procedures
-  Computer Numeric Control (CNC) Machining: (CNC Machine Operation, Drills, Lathes, Milling Machines, Grinders)
-  Drills
-  Electrical and Electronics
-  Equipment Operation
-  Grinders
-  Hydraulics
-  Inventory Control
-  Lathes
-  Machine Operation
-  Machine Maintenance
-  Manufacturing Practices
-  Milling Machines
-  Pneumatics
-  Production Operations
-  Parts and Products Manufacture
-  Troubleshooting
-  Warehousing
-  Welding

### **Productive Lab**

0-40

### **MANUFACTURING SKILLS (1:2)**






-  Assembly Procedures
-  Blue Print Reading
-  Changeover Procedures
-  Computer Numeric Control (CNC) Machining
-  Drills
-  Electrical and Electronics
-  Equipment Operation
-  Fabrication
-  Forklift Driving
-  Grinders
-  Hydraulics
-  Lathe
-  Machining
-  Milling Machines
-  Painting

-  Pneumatics
-  Respirator Training and Fitting
-  Sandblasting
-  Tool Operation
-  Welding

**CBT Hours**

0– 2

**CONTINUOUS IMPROVEMENT**

-  Hot Work/Welding Safety – 25 minutes
-  Shop Safety – 30 minutes
-  Personal Protective Equipment – 40 minutes
-  Hearing Conservation – 30 minutes
-  Back Injury Prevention – 25 minutes

|  |
|--|
| Reimbursement for retraining is capped at 200 total hours per-trainee, regardless of method of delivery. |
|--|





**Training Proposal for:**

**Lifetime Industries, Inc. dba Parkwest Construction Company**

**Delegation  $\leq$  \$75,000 Single Employer**

**Contract Number: ET20-0292**

**Approval Date:** April 2, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>SB <100                               | Industry Sector(s): | Construction (C)<br><br>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: 40  | U.S.: 40            | Worldwide: 40  |
| <u>Turnover Rate:</u>                                 | 6%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$84,654

**Total ETP Funding**

\$36,800

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Occupations to be Trained:</b> | Administrative Staff, Estimators, Construction Workers, Superintendents, Managers, Owner  |

### **TRAINING PLAN TABLE**

| Job No. | Job Description                 | Type of Training                                  | Estimated No. of Trainees | Range of Hours      |     | Average Cost per Trainee | Post-Retention Wage |
|---------|---------------------------------|---|---------------------------|---------------------|-----|--------------------------|---------------------|
|         |                                 |   |                           | Class / Lab         | CBT |                          |                     |
| 1       | Retrainee<br>Priority<br>SB<100 | Business Skills<br>Comm Skills<br>Computer Skills | 40                        | 8-200               | 0   | \$920                    | \$18.34             |
|         |                                 |   |                           | Weighted Avg:<br>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 1 (Riverside County) Retrainees: \$18.34/ hour.

**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**

|   |      |   |
|---|------|---|
| <b>Year Company Founded:</b>                          | 1989 | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Riverside, CA |
| <b>Facility location(s) where training will occur</b> |      | <ul style="list-style-type: none"> <li>Riverside, CA</li> </ul>                                   |

|   |   |
|---|---|
| <b><i>Participating Affiliates &amp; Respective Facility Location(s) where training will occur:</i></b> | <ul style="list-style-type: none"> <li>• <b>F.E.C. Electric</b>, 760 E. Stuart Ave., Redlands, CA 92374 (Co-located with Lifetime dba Parkwest Construction Company)</li> </ul>   |
| <b><i>Nature of Business:</i></b>   | <ul style="list-style-type: none"> <li>• Lifetime Industries, Inc. dba Parkwest Construction Company (Parkwest) specializes in commercial building development. Specifically, the Company provides tenant improvements, new construction, and or design/build services.</li> <li>• Recent projects include school modernizations, new facilities, portable classrooms, sport facilities, civic buildings, community centers, parks, and public safety facilities.</li> <li>• Parkwest's affiliate, FEC Electric, is an electrical contractor, specializing in electrical installation. While FEC Electric works mainly with general contractors; periodically, the Company will also work with Parkwest as a subcontractor; providing its electrical services as needed.</li> </ul>   |
| <b><i>Customer Base:</i></b>  | <ul style="list-style-type: none"> <li>• Parkwest provides its services to the Public Works Sector as well as property management companies.</li> <li>• Specific customers for Parkwest include Tiarna Property Management, Lincoln Harris Dornin Property Management, and Parkwest Plaza.</li> <li>• Both Parkwest and FEC Electric maintain clients in the Public Works Sector, which include School Districts, Upland USD Baldy View, as well as Citrus and Foothill Knolls Schools.</li> </ul>  |
| <b><i>Business / Industry Needs / Changes</i></b>   | <ul style="list-style-type: none"> <li>• Due to increasing demand of Company services from both new and existing customers, Parkwest and FEC Electric has expanded its workforce. As such, new staff members require increased skills in the latest innovative and immersion techniques and practices. This includes increased knowledge in the Companies' software systems to successfully maintain efficiency and lower costs when completing a project.</li> <li>• Customers actively seek to minimize costs on new projects; therefore, both Parkwest and FEC Electric must minimize the customer costs but still complete projects efficiently and up to standard. To this end, staff need to acquire a better understanding of what takes place in the field, how long it takes to complete a project, and what is necessary to complete a project within a reasonable budget.</li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>Superintendents have technical skills but lack business skills necessary to manage project finances, project management and supervise field staff. Therefore, both Parkwest and FEC Electric are embarking on a companywide investment to develop professional skills. This will ensure that staff can better respond to customer requests and supervise field staff to guarantee timely completion of projects and better costs to customers.</li> </ul> |
|--|--|

### Training Plan:

|                                  |   |
|----------------------------------|---|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>All staff will receive training in heavy equipment operation, electrical skills, and field operations. This innovative and immersion training will improve job performance and efficiency. By improving both performance and efficiency, Parkwest can guarantee lower costs to its customers as well as maintain reasonable timelines to complete projects.</li> <li>Staff will receive training in Project Management as well as Commercial, Business, and Computer Skills. The result will see staff able to generate attainable budgets and timelines for new projects and in line with unique customer requests, minimizing costs to customers.</li> <li>To further develop professional skills, staff will receive training in Business Skills, which includes project management and leadership skills so that all staff can work cohesively and efficiently in the field. Specifically, Superintendents will be better equipped to supervise and manage projects, and field staff will be better equipped to complete projects and solve problems while in the field.</li> <li>Over the next two years, Parkwest plans to increase its workforce by 15%. Although the company will not include a Job Creation Job Number, its commitment to training will apply to any additional staff in the future.</li> </ul> |
|----------------------------------|---|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

| Business Skills | Commercial Skills | Computer Skills |
|-----------------|-------------------|-----------------|
|-----------------|-------------------|-----------------|

## Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>The Company's President will oversee the project with the help of the Controller. Specifically, the President will oversee training implementation, and the Controller will assist with ensuring quality controls are in place for accurate recordkeeping and training hour upload. Further, Parkwest has hired an administrative third party to assist with project administration.</p> |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD</li> </ul> </li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>Project administration will be overseen by the President and Controller. In addition, the Company has hired an administrative third party to assist with Project Administration.</p> <p><input type="checkbox"/> In-house<br/> <input checked="" type="checkbox"/> Subcontractor</p>  |

## 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 | Up to 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**

- + Strategic Planning
- + Communication Skills
- + Customer Conflict Resolution
- + Coaching Skills
- + Leadership Skills

**COMMERCIAL SKILLS**

- + ABC Labor Compliance Seminar
- + Backhoe and Excavator Training
- + Blueprint Reading
- + FEC – Tailgate Training
- + Forklift Training
- + Best Practices
- + Transformers
- + Building Codes
- + Circuit Breakers
- + Conduit
- + Project Planning
- + Performance Improvement
- + Field Operation Procedures
- + Relay
- + Scissor Lift
- + Confined Space Trench Shoring
- + Competent Person
- + Lighting Controls
- + Pipe Threading
- + Wire Make-up

**COMPUTER SKILLS**

- + Microsoft Project
- + Sage Migration

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



**Training Proposal for:**

**Mission Cloud Services, Inc. dba Mission**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0323**

**Approval Date:** April 16, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

|   |   |                     |  |
|---|---|---------------------|--|
| Contract Attributes:                                  | Retrainee<br>SB <100<br>Priority Rate                               | Industry Sector(s): | Services (G)<br>Professional, Scientific Technology (54)<br><br>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: 54  | U.S.: 93            | Worldwide: 93  |
| <u>Turnover Rate:</u>                                 | 8%  |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |  |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$97,200

**Total ETP Funding**

\$74,520

|                                   |  |
|-----------------------------------|--|
| <b>Small Business Only:</b>       | Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year  |
| <b>Occupations to be Trained:</b> | Cloud Advisor/Sales, Account Executive/Sales, Solution Architect/Technical Sales, Cloud Operations Engineer, DevOps Engineer, Cloud Consultant, Platform Engineer, Cloud Analyst, Customer Success Manager, Marketing Staff, Accounting Staff, Human Resources Staff, Project Manager, 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<br>SB<100<br>Priority | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mgmt. Skills<br>Advanced Tech | 54                        | 8-200            | 0   | \$1,380                  | \$19.05             |
|         |                                 |   |                           | Weighted Avg: 60 |     |                          |                     |

**Minimum Wage by County:** \$19.05 per hour for Los Angeles County

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

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

### OVERVIEW

|   |   |   |
|---|---|---|
| <b>Year Company Founded:</b>                          | 2017  | <b>Company Headquarters:</b> <input type="checkbox"/> Single location<br>El Segundo, CA |
| <b>Facility Locations Outside CA</b>                  | <ul style="list-style-type: none"> <li>Massachusetts</li> <li>Virginia</li> </ul>   |   |
| <b>Facility location(s) where training will occur</b> | <ul style="list-style-type: none"> <li>El Segundo (Los Angeles County)</li> </ul>   |   |
| <b>Nature of Business:</b>                            | <ul style="list-style-type: none"> <li>Mission Cloud Services, Inc. dba Mission (Mission) is a Managed Services Provider (MSP) and Amazon Web Services (AWS) Consulting Partner. Mission offers a comprehensive suite of services to help customers design, build, migrate, manage, and optimize their cloud infrastructure.</li> </ul> |   |



|  |  |
|--|--|
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>• Mission's customer base is comprised of companies across a wide range of industries and sizes.</li> <li>• The majority of Mission's customers are at different stages in their cloud technology experience and require a variety of support services.</li> </ul>  |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>• Mission is experiencing rapid growth in a very competitive business environment. A significant portion of the proposed training is driven by the Company's need to keep pace with emerging technologies, combined with increasing customer demand for Mission's technical expertise and resources.</li> <li>• Mission plans to expand its workforce by approximately 50% this year, with the expectation to more than double its staff by the end of 2022.</li> <li>• To more efficiently balance the time and expense necessary to recruit qualified candidates, Mission is taking steps to expand its talent pool from within through extensive technical training and development.</li> <li>• In addition to technical skills training, Mission has also identified the specific need to build a strong leadership team to guide the Company through its planned growth and expanding menu of services.</li> </ul> |

**Training Plan:**

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>• All staff will receive training in key areas such as communication skills, product knowledge, data analysis, project management, and team building.</li> <li>• Technical Engineers and Technical Sales Staff will receive Advanced Technology training.</li> <li>• Management Skills training will focus on leadership development, people/change management, and conflict resolution.</li> </ul> |
|---------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                               |                          |                        |
|-------------------------------|--------------------------|------------------------|
| <b>Advanced Technology *</b>  | <b>Business Skills</b>   | <b>Computer Skills</b> |
| <b>Continuous Improvement</b> | <b>Management Skills</b> |                        |

|   |   |
|---|---|
| <b>*Advanced Technology:</b><br><b>\$26/hour AT rate</b><br>(Trainer to trainee ratio up to 1:10) | Occupations: Engineers and Technical Sales Staff. Approximately 25 trainees will receive 45-60 hours of AT. |
|   | Training / Topics: Amazon Web Services, Programming Languages, Machine Learning, Artificial Intelligence    |

## Training Hours

|   |          |
|---|----------|
| <input checked="" type="checkbox"/> Weighted Average Hours over 45  | 60 Hours |
| <ul style="list-style-type: none"> <li>Mission's services require a high level of technological expertise. Therefore, the Company's Engineers, Solution Architects, and Technical Sales staff must receive an extensive amount of advanced level training to sustain sufficient proficiency in all aspects of cloud computing and programming. Complex training modules involving AWS, data analysis, computer engineering, and machine learning all contribute to the 60-hour weighted average.</li> </ul> |          |

## Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b><br/><br/>This project will be overseen by Mission's Manager of Learning &amp; Development, along with the assistance of Learning &amp; Development team members. Mission has a plan in place to achieve its training objectives and is prepared to commence training upon approval. The Company is requesting alternative recordkeeping due to the stay-at-home orders.</li> </ul> |
| <ul style="list-style-type: none"> <li><b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Management Skills, and Advanced Technology<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined </li> </ul>  |
| <ul style="list-style-type: none"> <li><b>Administration:</b><br/><br/>Project administration will be handled in-house by the Learning &amp; Development team.<br/><br/> <input checked="" type="checkbox"/> In-house<br/> <input type="checkbox"/> Subcontractor </li> </ul>   |

## RECOMMENDATION

Staff recommends approval of this proposal.

## SUBCONTRACTORS

| Subcontractor Type | Subcontractor Name | City             | Cost / %         |
|--------------------|--------------------|------------------|------------------|
| Development        | N/A                | N/A              | N/A              |
| Administrative     | N/A                | N/A              | N/A              |
| Training Vendors   | To Be Determined   | To Be Determined | To Be Determined |

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Project Management
- + New Product Knowledge
- + Data Analysis & Tools

**COMPUTER SKILLS**

- + Project Management Tools
- + Excel
- + Google Suite
- + Company-Specific Tools (communication, surveys, single sign-on, skills assessments, etc.)

**CONTINUOUS IMPROVEMENT**

- + Communication
- + Team Building
- + AWS, Computer Engineering, and Role-Specific Certifications

**MANAGEMENT SKILLS** (Managers/Supervisors only)

- + Leadership Development
- + Change Management
- + Coaching
- + Conflict Resolution

**ADVANCED TECHNOLOGY**

- + Amazon Web Services
- + Programming & Programming Languages
- + Machine Learning
- + Artificial Intelligence

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:

**Oceanside Glasstile Company**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0314**

**Approval Date:** April 1, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** T. Philips

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>Job Creation Initiative               | Industry Sector(s): | Manufacturing (E)<br><br>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: 31  | U.S.: 36            | Worldwide: 316  |
| <u>Turnover Rate:</u>                                 | 12%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 4%  |                     |   |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$56,534

**Total ETP Funding**

\$36,225

|                                   |  |
|-----------------------------------|--|
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No              |
| <b>Occupations to be Trained:</b> | Customer Service staff; Sales staff; Administrative staff; Supervisors; Managers |

**TRAINING PLAN TABLE**

| Job No. | Job Description                 | Type of Training  | Estimated No. of Trainees | Range of Hours      |      | Average Cost per Trainee | Post-Retention Wage |
|---------|---------------------------------|---|---------------------------|---------------------|------|--------------------------|---------------------|
|         |                                 |   |                           | Class / Lab         | CBT  |                          |                     |
| 1       | Retrainee Priority              | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills | 30                        | 8-200               | 0-20 | \$1,035                  | \$18.34             |
|         |                                 |   |                           | Weighted Avg:<br>45 |      |                          |                     |
| 2       | Retrainee Job Creation Priority | Business Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills | 5                         | 8-200               | 0-20 | \$1,035                  | \$15.20*            |
|         |                                 |   |                           | Weighted Avg:<br>45 |      |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.34/hr. for San Diego County;

Job Number 2: \$15.20/hr. for San Diego County

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

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

**OVERVIEW**

|   |   |  |
|---|---|--|
| <b>Year Company Founded:</b>                          | 1992  | <b>Company Headquarters:</b> <input type="checkbox"/> Single location Carlsbad, CA |
| <b>Facility Locations Outside CA</b>                  | <ul style="list-style-type: none"> <li>Tijuana, Mexico</li> </ul> |  |
| <b>Facility location(s) where training will occur</b> | <ul style="list-style-type: none"> <li>Carlsbad, CA</li> </ul>    |  |

|                            |  |
|----------------------------|--|
| <b>Nature of Business:</b> | <ul style="list-style-type: none"> <li>Oceanside Glasstile Company (OGC) manufactures and sells glass tile and related products, servicing the tile/hard surface industries. OGC also manufactures art glass for the glass art and hobby industries. Utilizing pre- and post-consumer recycled content in production, OGC has expanded into high-end glass markets.</li> </ul> |
| <b>Customer Base:</b>      | <ul style="list-style-type: none"> <li>OGC services Original Equipment Manufacturer (OEM) customers, schools, distributors, (glass tile products) retailers, artists, designers, and glass tile installers.</li> </ul>   |

|   |  |
|---|--|
| <b><i>Business / Industry Needs / Changes</i></b> | <ul style="list-style-type: none"> <li>• OGC will be moving into a new office/warehouse space in San Marcos which will accommodate the movement of product inventory from Tijuana, Mexico. Although no training is planned to occur at the San Marcos location, the facility move will necessitate the hiring of new sales staff, working from the Carlsbad facility. The expansion in staffing is anticipated to increase sales by 4%.</li> <li>• OGC will upgrade production capabilities by investing in new Paragon kilns which are anticipated to increase production by at least 20%.</li> <li>• OGC will institute direct sales capabilities through the implementation and integration of Pipedrive's customer relationship management (CRM) software and Sage's enterprise resource system (ERP).</li> <li>• OGC needs to implement Lean manufacturing principles to increase operational efficiency and reduce costs by 25%. The company will implement 5S activities (workplace organization), Rapid Improvement Events (implementing change), Kaizen (continuous improvement), and Kanban (creating flow and eliminating waste) ordering systems.</li> </ul> |
|---|--|

### Training Plan:

|                                  |   |
|----------------------------------|---|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• OGC will hire a new marketing/merchandising director, sales staff, and administrative support staff in the Carlsbad office and will need to train all job creation hires on product development, sales, customer service, and leadership training.</li> <li>• All staff will receive training on the capabilities of the new production equipment.</li> <li>• All staff will receive training on the new CRM and ERP systems and will be trained on the integration of the systems.</li> <li>• All staff will receive training on Lean manufacturing processes.</li> </ul> |
|----------------------------------|---|

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 | Computer Skills |
|----------------------|------------------------|-----------------|
| Manufacturing Skills |                        |                 |

|                                   |   |
|-----------------------------------|---|
| <b>Job Creation Justification</b> | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function;<br><br><input type="checkbox"/> Expanding existing business capacity by adding a new production shift;<br><br><input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;<br><br><input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition |
|-----------------------------------|---|

### Training Infrastructure & Administrative Plan

|   |
|---|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b><br/><br/>This project will be overseen by the Company President with the assistance of the Human Resources Director. The Company has a training plan in place supported by six in-house trainers and three vendors, Lead With Purpose, Lead2Goals, and AlternaVida, with sessions scheduled monthly and on an as-needed basis. Training will begin immediately upon project approval.</li> </ul> |
| <ul style="list-style-type: none"> <li><b>Trainers:</b><br/><br/> <input checked="" type="checkbox"/> In-house – Types of Training: Computer Skills, Computer Skills, Continuous Improvement, and Manufacturing Skills<br/> <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills and Continuous Improvement training will be provided by Lead With Purpose, Lead2Goals, and AlternaVida. </li> </ul>                         |
| <ul style="list-style-type: none"> <li><b>Administration:</b><br/><br/>OGC staff will collect and keep training rosters and required documentation in its Carlsbad facility. An third party administrative vendor has been retained to assist with administration.<br/><br/> <input checked="" type="checkbox"/> In-house<br/> <input checked="" type="checkbox"/> Subcontractor - Training Funding Source (Seal Beach) </li> </ul>                               |

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **SUBCONTRACTORS**

| Subcontractor Type | Subcontractor Name      | City                  | Cost / %                     |
|--------------------|-------------------------|-----------------------|------------------------------|
| Development        | Training Funding Source | Seal Beach            | \$1,900                      |
| Administrative     | Training Funding Source | Seal Beach            | Up to 13% of payment earned. |
| Training Vendors   | Lead2Goals              | San Clemente          | To Be Determined             |
|                    | Altervida               | San Juan, Puerto Rico | \$9,000                      |
|                    | Lead With Purpose       | San Diego             | To Be Determined             |

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Change Management
- Budgeting
- Team Building
- Coaching Skills
- Communication
- Conflict Management
- Customer Collections
- Customer Satisfaction
- Development Skills
- Leadership Training
- Planning Skills
- Problem Solving
- Product Knowledge
- Risk Management
- Time Management

**COMPUTER SKILLS**

- Adobe Illustrator, Photoshop
- Sage PFW ERP / Batch Master / Sage Payments
- Human Resources/Payroll Systems
- Microsoft Office (Intermediate and Advanced)
- Sage – Enterprise Resource System
- Pipedrive – Customer Relationship Management
- B2B Sales and Mosaic Capabilities

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Productivity Improvement
- Quality Systems and Procedures
- Team Building/Problem Solving/Decision-Making
- 5S Kaizen and Rapid Improvement Event (RIE)

**MANUFACTURING SKILLS**

- Art Glass
- Equipment Operation
- Bagging machines
- Frit, Stringer, Noodle, Rod, Cullet
- Furnace, Kiln, and Lehr Oven Safety
- Installation Procedures
- Job Cost
- Material Sourcing
- Materials Handling and Storage
- Nuggets, Billets, Rocks, and Casting Blocks
- Power Tool Use and Guarding



- Product Knowledge
- Respiratory Protection
- Recycled Content
- Quality Control
- Samples, Kits, and Rack Packs
- Site Logistics
- SWPPP (Storm Water Pollution Prevention Program)
- Tile Production

Safety Training is capped at 10% of a trainee's total training hours

### **CBT Hours**

0-20

#### **MANUFACTURING SKILLS**

Trainees may receive any of the following:

- Understanding the Basics Ceramic Tile/Glass
  - Introduction Module (.25 hours)
  - Module 1: History of Ceramic Tile (.75 hours)
  - Module 2: Types of Ceramic Tile (.75 hours)
  - Module 3: How Ceramic Tile Is Manufactured (.75 hours)
  - Module 4: How Ceramic Tile Is Installed (.75 hours)
  - Module 5: How Ceramic Tile Is Maintained (.75 hours)
  - Module 6: How to Select the Right Ceramic Tile (.75 hours)
  - Module 7: Avoiding Problems and False Expectations (.75 hours)
  - Conclusion Module (.25 hours)
- Complete Guide to Specifying Tile with Architects
  - Introduction Module (.25 hours)
  - Module 1: Selection Process and Considerations (.75 hours)
  - Module 2: Types of Architectural Specifications (.75 hours)
  - Module 3: Architectural Specification Structure – Master Format – Part 1 (.75 hours)
  - Module 4: Architectural Specification Structure – Master Format – Part 2 & 3 (.75 hours)
  - Module 5: Getting Your Products Specified (.75 hours)
  - Module 6: Tracking and Protecting the Specification (.75 hours)
  - Module 7: Communication Skills and Strategies (.75 hours)
  - Conclusion Module (.25 hours)

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



**Training Proposal for:**  
**Oltmans Construction Co.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0312**

**Approval Date:** April 1, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

|   |   |                     |  |  |
|---|---|---------------------|--|--|
| Contract Attributes:                                  | Priority Rate Retrainee   | Industry Sector(s): | Construction (C)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |  |
| Counties Served:                                      | Los Angeles, Stanislaus, Ventura                                    | 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: 535   | U.S.: 535           | Worldwide: 535   |  |
| <u>Turnover Rate:</u>                                 | 13%   |                     |  |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 16%   |                     |  |  |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$105,750

**Total ETP Funding**

\$69,000

|                                   |   |
|-----------------------------------|---|
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>Occupations to be Trained:</b> | Field Staff, Information Technology Staff, Project/Engineer Staff, Operations Staff, Foreman/Supervisor/Manager |

### TRAINING PLAN TABLE

| Job No. | Job Description    | Type of Training  | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--------------------|---|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                    |   |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee Priority | Comm Skills<br>Computer Skills<br>Continuous Impr.<br>Hazwoper,<br>HazMat<br>OSHA 10/30 | 125                       | 8-200            | 0   | \$552                    | \$18.34             |
|         |                    |   |                           | Weighted Avg: 24 |     |                          |                     |

**Minimum Wage by County:** \$18.34 per hour for Stanislaus and Ventura Counties; and \$19.05 per hour for Los Angeles County.

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

Up to \$1.05 per hour may be used to meet the Post-Retention Wage for Job Number 1.

### OVERVIEW

|  |      |   |  |
|--|------|---|--|
| <b>Parent Company</b>  |      | Oltmans Construction Co.  |  |
| <b>Year Company Founded:</b>   | 1932 | <b>Company Headquarters:</b> <input type="checkbox"/> Single location<br>Whittier   |  |
| <b>Total Number of Facility locations in California</b>  |      | 3   |  |
| <b>Facility location(s) where training will occur</b>  |      | <ul style="list-style-type: none"> <li>Whittier, Los Angeles</li> <li>Modesto, Stanislaus</li> <li>Thousand Oaks, Ventura</li> </ul>  |  |
| <b>Participating Affiliates &amp; Respective Facility Location(s) where training will occur:</b> |      | <ul style="list-style-type: none"> <li>Oltmans Services located in Whittier</li> </ul>  |  |
| <b>Nature of Business:</b>   |      | <ul style="list-style-type: none"> <li>Oltmans Construction Co. (Oltmans) provides full services in general construction specializing in commercial and industrial construction, renovations, solar, infrastructure and public works. Oltmans Services provides finance, human resources, and business operations services to Oltmans' businesses.</li> </ul> |  |
| <b>Customer Base:</b>  |      | <ul style="list-style-type: none"> <li>Commercial construction</li> </ul>   |  |

|  |   |
|--|---|
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>• The Company is continuing implementation and upgrade of software to keep up with technological advances including integrating multi-dimensional modeling, a cloud-based service and robust mobile capabilities.</li> <li>• Investment of approximately \$100,000 in new software including: Computer Methods International Corp. (CMiC R12).</li> <li>• Companywide initiative to provide employees with skills to efficiently utilize sophisticated software tools and green construction practices such as Leadership in Energy and Environmental Design (LEED) technologies, Computer Methods International Corp. (CMiC R12), project management, paperless workflow, and financial enhancement.</li> <li>• Increasing services and demand</li> </ul> |
|--|---|

**Training Plan:**

|                           |   |
|---------------------------|---|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>• Computer Skills and Continuous Improvement will be offered to all occupations to effectively utilize the Company's new and existing automated systems, improve services and processes, support projects, and manage overall business operations.</li> <li>• Commercial Skills will be offered to Field Staff and Foreman/Superintendent/Manager. Training will enable workers to better perform their specific job responsibilities.</li> <li>• Hazardous Materials, Hazwoper and OSHA 10/30 will be offered to Field Staff and Foreman/Superintendent/Manager. Staff will receive training on environmental management and proper handling of hazardous materials.</li> </ul> |
|---------------------------|---|

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

|                   |                 |                        |
|-------------------|-----------------|------------------------|
| Commercial Skills | Computer Skills | Continuous Improvement |
| HazMat            | OSHA 10/30      | Hazwoper               |

|                                  |  |
|----------------------------------|--|
| <b>Certified Safety Training</b> | <input checked="" type="checkbox"/> OSHA 10/30<br><input checked="" type="checkbox"/> HAZWOPER<br><input checked="" type="checkbox"/> Hazardous Materials (HAZMAT) |
|----------------------------------|--|

## Training Infrastructure & Administrative Plan

- **Project Oversight:**

The Company has designated a Senior Director in HR and an Assistant Project Manager to oversee ETP training and administrative responsibilities. In addition, the Company has Training Coordinators responsible for managing scheduling, delivery and documentation of training in all California facilities. The Company has also retained a third party, to assist with administrative duties. A detailed training schedule is in place and the Company is ready for training to commence upon approval.

- **Trainers:**

- ☒ In-house – Types of Training: Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials and OSHA 10/30
- ☒ Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

A Senior Director in HR, an Assistant Project Manager and third-Party to assist with administrative duties, including enrollment, data tracking, invoicing, monitoring activities, and compliance with ETP requirements.

- ☒ In-house
- ☒ Subcontractor

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **SUBCONTRACTORS**

| Subcontractor Type | Subcontractor Name        | City            | Cost / %                                |
|--------------------|---------------------------|-----------------|---|
| Development        | Training Funding Partners | Fountain Valley | \$3,450                                 |
| Administrative     | Training Funding Partners | Fountain Valley | Fee not to exceed 12% of payment earned |
| Training Vendors   | To Be Determined          |                 |   |

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

8-200

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Advanced Safety Skills For The Working Environment
- Business Acumen
- Business Information Modeling
- Change Order Process
- Communication Skills
- Construction Process Skills
- Customer Service/Customer Account Skills
- Estimating Skills
- Fire Sprinkler Trade Skills
- Purchasing and Subcontractor Management Process
- Sediment/Erosion Control

**COMPUTER SKILLS**

- Construction Management Software
- Microsoft Office Skills (Intermediate/Advanced level)
- Microsoft Project
- Oltmans Proprietary Software System Skills
- Zoom Videoconference System Skills
- Computer Methods International Corp. (CMiC R12)

**CONTINUOUS IMPROVEMENT**

- Critical Thinking Skills
- Effective Time Management
- Goal Setting/Productivity Skills
- Process & Quality Re-engineering
- Project Management Skills
- Team Effectiveness/Collaboration

**HAZARDOUS MATERIALS**

- Environmental Management of Hazardous Materials

**HAZWOPER**

- Hazardous and Chemical Materials
- Hazardous Operations

**OSHA 10/30** (OSHA Certified 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:**  
**Parpro Technologies, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0281**

**Approval Date:** March 13, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** San Diego

**Analyst:** M. Mathis

**PROJECT PROFILE**

|   |   |                     |   |  |
|---|---|---------------------|---|--|
| Contract Attributes:                                  | Retrainee Priority Rate   | Industry Sector(s): | Manufacturing (E)<br>Manufacturing (33)<br><br>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: 198   | U.S.: 239           | Worldwide: 400  |  |
| <u>Turnover Rate:</u>                                 | 12%   |                     |   |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 17%   |                     |   |  |

**In-Kind Contribution:** (100% of Total ETP Funding Required)

\$88,560

**Total ETP Funding**

\$62,100

|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Occupations to be Trained:</b> | Administrative Staff, 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 | Business Skills<br>Continuous Impr.<br>Computer Skills<br>Mfg. Skills | 60                        | 8-200               | 0   | \$1,035                  | \$18.39             |
|         |                    |   |                           | Weighted Avg:<br>45 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: Orange County - \$18.39

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

Up to \$0.84 per hour may be used to meet the Post-Retention Wage for Job Number 1.

### OVERVIEW

|   |   |   |
|---|---|---|
| <b>Year Company Founded:</b>                            | 1981  | <b>Company Headquarters:</b> <input type="checkbox"/> Single location Santa Ana |
| <b>Total Number of Facility locations in California</b> | 2   |   |
| <b>Facility location(s) where training will occur</b>   | <ul style="list-style-type: none"> <li>Santa Ana, CA</li> </ul> |   |

|                            |  |
|----------------------------|--|
| <b>Nature of Business:</b> | <ul style="list-style-type: none"> <li>Parpro Technologies, Inc. (Parpro) is an Electronics Manufacturing Services Company offering consignment and full turnkey manufacturing services for custom printed circuit board assembly, cable assembly, and system integration. Additional services offered are testing, material management, and Kanban services.</li> </ul> |
| <b>Customer Base:</b>      | <ul style="list-style-type: none"> <li>Parpro services Original Equipment Manufacturer (OEM) customers in the medical, industrial, computing/communications, and aerospace/defense markets.</li> </ul>   |



|   |  |
|---|--|
| <b><i>Business / Industry Needs / Changes</i></b> | <ul style="list-style-type: none"> <li>• The Company will implement lean concepts in all operational procedures to increase efficiency and reduce costs.</li> <li>• The Company will implement a new manufacturing operations software, FactoryLogix, to streamline Parpro's current manufacturing processes as well as ensure accurate material tracking.</li> <li>• The Company will implement a new web-based team collaborative software, Share Point, to provide internal personnel a platform and customers a portal to share documents safely.</li> </ul> |
|---|--|

**Training Plan:**

|                                  |   |
|----------------------------------|---|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• All staff will receive training on lean production practices respective of their positions.</li> <li>• Production Staff will receive training on the newly implemented manufacturing operations software.</li> <li>• All staff will receive training on Share Point respective of their job responsibilities.</li> <li>• Ongoing training on Leadership/Coaching, Problem Solving, and Team Building will be provided to all staff.</li> </ul> |
|----------------------------------|---|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                             |                               |                        |
|-----------------------------|-------------------------------|------------------------|
| <b>Business Skills</b>      | <b>Continuous Improvement</b> | <b>Computer Skills</b> |
| <b>Manufacturing Skills</b> |                               |                        |

**Training Infrastructure & Administrative Plan**

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b><br/><br/>This project will be overseen by the Controller with the assistance of the Vice President of Quality Engineering, one Senior Quality Assurance Engineer, and one Quality Engineer. The company has a training plan in place supported by two in-house trainers and one outside training vendor, Bolero Associates, with sessions scheduled weekly. Training will begin immediately upon project approval.</li> </ul> |
|--|

- **Trainers:**

- ☒ In-house – Types of Training: Business Skills, Continuous Improvement, Computer Skills, and Manufacturing Skills
- ☒ Vendor – Types of Training by vendor: Business Skills, Continuous Improvement, and Manufacturing Skills will be delivered by Bolero Associates

- **Administration:**

- ☒ In-house
- ☐ Subcontractor

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b> |
|---------------------------|---------------------------|-------------|-----------------|
| Development               | N/A                       |             |                 |
| Administrative            | N/A                       |             |                 |
| Training Vendors          | Bolero Associates         | Brea, CA    | \$53,100        |

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

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Leadership/Coaching
  - Customer Support
  - Communication
  - Planning
- Supply Chain/Project Management
- Purchasing

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Team Building

**COMPUTER SKILLS**

- Factory Logix
- Share Point

**MANUFACTURING SKILLS**

- Lean Production Practices
- Conformal Coating Safety
- Electrostatic Discharge (ESD)
- Printed Circuit Board Assembly (PCBA) Inspection
- Counterfeit Prevention Process
- Equipment Collaboration
- Material Handling
- Production Process

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.



**Training Proposal for:**  
**Scaled Composites, LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0318**

**Approval Date:** May 1, 2020

**Panel Meeting of:** May 15, 2020

**ETP Regional Office:** North Hollywood

**Analyst:** M. Niquet

**PROJECT PROFILE**

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Priority Rate<br>Retrainee<br>HUA                                   | Industry Sector(s): | Manufacturing (E)<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Kern  | Repeat Contractor:  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |                     |   |
| Number of Employees in:                               | CA: 328   | U.S.: 328           | Worldwide: 328  |
| <u>Turnover Rate:</u>                                 | 15%   |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 0%  |                     |   |

**In-Kind Contribution: (100% of Total ETP Funding Required)**

**\$65,146**

**Total ETP Funding**

**\$22,448**

|                                   |   |
|-----------------------------------|---|
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>Occupations to be Trained:</b> | Program Business Staff, Engineer, Manufacturing Staff               |

### **TRAINING PLAN TABLE**

| Job No. | Job Description    | Type of Training  | Estimated No. of Trainees | Range of Hours  |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--------------------|---|---------------------------|-----------------|-----|--------------------------|---------------------|
|         |                    |   |                           | Class / Lab     | CBT |                          |                     |
| 1       | Retrainee Priority | Business Skills, Computer Skills, Cont. Imp., HazMat, Mfg. Skills, PL-Mfg. Skills, PL-Computer Skills PL-Comm'l. Skills | 122                       | 8-200           | 0   | \$184                    | \$18.34             |
|         |                    |   |                           | Weighted Avg: 8 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.34 per hour for Kern County

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

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

### **OVERVIEW**

|   |      |  |  |
|---|------|--|--|
| <b>Parent Company</b>                                 |      | Northrop Grumman   |  |
| <b>Year Company Founded:</b>                          | 1982 | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Mojave, CA |  |
| <b>Facility location(s) where training will occur</b> |      | <ul style="list-style-type: none"> <li>Mojave, Kern County</li> </ul>                          |  |

|                            |   |
|----------------------------|---|
| <b>Nature of Business:</b> | <ul style="list-style-type: none"> <li>Scaled Composites, LLC (Scaled Composites) is an aerospace and specialty composites development company that designs and fabricates air/spacecraft structures and prototypes for developmental flight testing. Scaled Composites is a subsidiary of Northrop Grumman.</li> </ul> |
| <b>Customer Base:</b>      | <ul style="list-style-type: none"> <li>Scaled Composites develops and manufactures its products for the aerospace industry.</li> </ul>  |

|   |   |
|---|---|
| <b><i>Business / Industry Needs / Changes</i></b> | <ul style="list-style-type: none"> <li>• Scaled Composites is expanding business offerings specific to its assembly processes. Plans include improvements to fixture-leveling, core repairs and trim-to-fit parts. This will roughly double its current aerospace fabrication capability.</li> <li>• In order to meet 2020 production demands, Scaled Composites will hire approximately 50 new employees.</li> <li>• The Company has recently implemented new companywide manufacturing and quality initiatives by standardizing processes and procedures. This will assist the company with the transfer of technical skills to new employees and expanding the skillsets of the current workforce.</li> <li>• In order to remain competitive, the Company is formalizing and standardizing processes resulting in improved products, created in less time and at reduced cost. Additionally, they have taken on additional scope of work.</li> </ul> |
|---|---|

### Training Plan:

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <p>Current employees will be provided new training to address the above business needs:</p> <ul style="list-style-type: none"> <li>• Time management and planning-order of operations, understand scope of work, verify materials for the job, (parts located, area sanded cleaned taped off, table ready, pump ready, enough resin, supplies)</li> <li>• Fixturing - leveling assembly fixture, prepping assembly fixture for parts, level, plumb, methods to locate and position components</li> <li>• Resin knowledge - mixing, proper ratio, adding fillers, pot life, work time, when can assembly be removed from fixture, handling/disposal</li> <li>• Trim to fit parts - template making, proper gaps, placement, alignment</li> <li>• Parts handling, care and storage - gloves, low impact resistant, support parts so they don't get over flexed, store on padded stable surfaces</li> <li>• Modifications - add in a door to a panel, create new flanges to parts, relocate core pan down area, add hard points, cut holes thru parts and add pan downs</li> <li>• Coordinate system - fuselage station, butt line, water line</li> </ul> |
|----------------------------------|--|

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Corner tapes - per standard processes, proper resin content, correct resin to filler ratio, correct radius, be aware of amine blush, glass tapes, carbon tapes</li> <li>• New staff will be provided training specifically on wet layup and pre-impregnated fabrication processes to support the expansion.</li> <li>• All staff will receive training in continuous improvement standardization and cross-training of procedures. This companywide initiative requires significant training under this proposal.</li> </ul> |
|--|---|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

☒ Class/lab
 ☒ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                             |                             |                                |
|-----------------------------|-----------------------------|--------------------------------|
| <b>Business Skills</b>      | <b>Computer Skills</b>      | <b>Continuous Improvement</b>  |
| <b>Manufacturing Skills</b> | <b>HazMat</b>               | <b>PL-Manufacturing Skills</b> |
| <b>PL-Computer Skills</b>   | <b>PL-Commercial Skills</b> |                                |

|   |  |
|---|--|
| <b>Productive Laboratory</b>  | <b>Justification:</b><br><input type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures<br><input type="checkbox"/> Certification Standards |
|   | <b>40 PL Hours per-trainee</b>   |
|   | <b>Occupations Receiving PL Training:</b><br>Program Business Staff, Engineer, Manufacturing Staff   |
| The PL instructor must be dedicated to training, at a ratio of 1:3. |  |
| <b>Ratio Higher than 1:1</b>  | Production and production process requires a team of three workers.  |

## Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b></li> </ul> <p>This project will be overseen by the Manufacturing Development Administrator with the assistance of Human Resource support. The Company has a training plan in place and training will begin immediately upon project approval.</p>   |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, PL-Manufacturing Skills, PL-Computer Skills, PL-Commercial Skills</li> <li><input type="checkbox"/> Vendor</li> </ul> </li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b></li> </ul> <p>Scaled Composites staff will collect and keep training rosters and required documentation in its Carlsbad facility. An third party administrative vendor has been retained to assist with administration.</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor Training Funding Source (Seal Beach)</li> </ul> |

## Repeat Contract

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• <b>Number Of Contracts in last 5 years:</b></li> </ul>        | 1  |
| <ul style="list-style-type: none"> <li>• <b>Training provided / focus in last Contract:</b></li> </ul> | <ul style="list-style-type: none"> <li>• Previous contract focused on shop skills such as Wet Layup, Pre-Preg Layup and Assembly and included three occupations not included in this contract.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Difference in Training Plan:</b></li> </ul>                | <p>Since customers have expanded their scope of work, this contract will include training manufacturing staff, program business staff and engineers. Training will focus on upgrades to process engineering, conceptual design, structural design, ground testing, crew resources management, aircraft systems, flight test technique, hydraulic systems, fire detect/suppression systems, marking classified information, classified storage requirements, dye inspection, Nondestructive testing, manufacturing, security and quality assurance.</p> |



## **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<br>\$ % |
|--------------|-----------------|---------------------|-----------------|------------------------|
| ET17-0186    | Mojave          | 8/30/16-<br>8/29/18 | \$69,120        | \$23,915 (35%)         |

The Company was unable to execute most of its intended training due to business demands and lack of training development. Therefore, in 2019, Scaled Composites focused on developing processes, curriculums, classes and trainers to do the necessary training development and planning for its next funding proposal. The Company has assessed current skillsets and training needs throughout its departments.

To ensure this contract is successful, Scaled Composites now has a fully developed training department and is already implementing classroom training and productive lab training based on training needs.

## **RECOMMENDATION**

Staff recommends approval of this proposal and modifications.

## **SUBCONTRACTORS**

| Subcontractor Type | Subcontractor Name      | City             | Cost / %                    |
|--------------------|-------------------------|------------------|-----------------------------|
| Development        | Training Funding Source | Seal Beach       | \$900                       |
| Administrative     | Training Funding Source | Seal Beach       | Up to 13% of payment earned |
| Training Vendors   | To Be Determined        | To Be Determined | To Be Determined            |

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication
- Leadership
- Workplace Procedures

**COMPUTER SKILLS**

- Auto Cad
- Maintenance Connection
- Fleet Maintenance
- MasterCam
- Insight
- Intelli-Max
- Excel
- Microsoft Project
- Microsoft Office (Intermediate/Advanced Only)
- Accounting Principles & Tools
- CATIA CAD
- Information Security
- IADS (mission control software)
- ADP
- Adobe
- Computer Awareness
- CUI
- Account Access
- Admin Rights

**CONTINUOUS IMPROVEMENT**

- Understanding Contracts
- Understanding Terms and Conditions
- Understanding Scope of Work
- Scope Management
- Schedule Planning
- Resource Management
- Project Performance Management
- Budget Management
- Risk Management
- Team Development
- Quality Assurance
- Customer Relationships

**HAZARDOUS MATERIALS**

- Alodine
- Chemical Hazards

- Communication Standard
- Hazard Communication Program

**MANUFACTURING SKILLS**

- Aerospace/Aircraft Fabrication
- Air Conditioning and Refrigeration Systems
- Equipment Operations/Installation
- Electronics
- Material Handling
- Tooling
- Wet Layup/Pre-Preg/Assembly
- Heating/Cooling System Efficiency
- Maintenance
- Machining
- Mechanical Energy Conservation
- Electrical Energy Conservation
- Shop Procedures
- Welding
- Trash Prohibitions & Proper Disposal
- Lock Out/Tag Out/Block Out Awareness
- Lead Exposure Awareness
- Personal Protective Equipment Awareness
- Fall Protection Awareness
- Confined Space Awareness
- Heat Stress Awareness
- Flight Line Awareness/FOD Awareness Neighborhood Electric Vehicles
- Hazard Communication Program
- Global Harmonization System
- Pallet Jack Training
- Ladder Safety Training
- Isocyanate/Chromium Awareness
- Scaled Safety Manual Review
- Forklift Training
- Scissor Lift
- Aerial lift
- Respiratory Program
- Hearing Conservation
- Material Handler
- Silica
- Fall Protection
- Toolbox talks
- EH&S Team Training (courses on various EH&S subjects)
- Flutter (1:1 tutoring with expert and or/specialized training)
- Flight Test Telemetry
- Conceptual Design
- Structural Design
- Composites Design
- Systems & Subsystems
- Ground Testing
- Flight Test

- Control Room Training
- Crew Resource Management
- Test Planning

**Productive Lab Hours** (ratio 1:3)

0-40

**COMMERICAL SKILLS**

- Shop Procedures
- Closeout Procedures

**COMPUTER SKILLS**

- Auto Cad
- Maintenance Connection
- Fleet Maintenance
- MasterCam
- Insight
- Intelli-Max
- Excel (intermediate)

**MANUFACTURING SKILLS**

- Aerospace/Aircraft Fabrication
- Air Conditioning and Refrigeration Systems
- Equipment Operations/Installation
- Electronics
- Material Handling
- Tooling
- Wet Layup/Pre-Preg/Assembly
- Heating/Cooling System Efficiency
- Maintenance
- Machining
- Mechanical Energy Conservation
- Electrical Energy Conservation
- Welding
- Composite 2 Stamp Training(Inspections)
- Advanced Testing/Load Testing/Proof Testing
- Airworthy Aircraft
- High-Risk Composite Repairs and Rework
- Canopy Work/Transparencies
- Surface Protection
- Custom Part Fabrication
- Tooling
- Aircraft Structure: Material Practices, Inspection, Repair, Testing and Finishing
- Plastics/Transparencies: Material Practices, Inspection and Repair
- Aircraft Hardware: Identification, Installation and Inspection
- Propulsion- Engines, Motors, and Propellers: Installation, Inspection, Adjustment and Repair

- Aircraft Systems: Fabrication, Installation, Testing, Maintenance and Repair
  - Hydraulic Systems
  - Flight Control Systems
  - Fuel Systems
  - Exhaust Systems
  - Pressurization Systems
  - Fire Detect/Suppression Systems
  - Landing Gear Systems
  - Pitot/Static and Instrument Vacuum Systems
  - Oxygen and Life Support Systems
  - Electrical Systems
  - Paint Systems
- Avionics: Maintenance, Ground Operational Checks and EMI Testing
- Drawings/MOT's/Schematics
- Advanced Testing/Troubleshooting
- Weight and Balance: Terminology and Procedures
- Nondestructive Inspection: Types and Practices
- Corrosion: Inspection, Identification, Removal, and Preventive Measures
- Regulations/Airworthiness, Flight Line Operations, Leadership, Program Management

#### Fundamentals

- Reading Blueprints
- Reading Schematics and Symbols
- Making/Understanding Measurements
- Hand Tools
- Portable Power Tools
- Power Tools
- Industrial Safety and Health
- Trouble Shooting Fundamentals

#### Mechanical Systems

- Basic Mechanics
- Lubricants and Lubrication
- Power Transmission Equipment
- Bearings
- Pumps
- Piping Systems
- Basic Pneumatics
- Pneumatic Troubleshooting

#### Electrical Systems

- Basic Electricity and Electronics
- Batteries and DC Circuits
- Transformers and AC Circuits
- Electrical Measuring Instruments
- Electrical Safety and Protection
- Single-Phase Motors
- Three-Phase Systems
- AC Control Equipment
- Electrical Troubleshooting
- Electrical Understanding NFPA 70E
- Access Control Systems

Energy Conservation

- Energy Conservation Basics
- Energy Losses in Buildings
- Heating/Cooling System Efficiency
- Mechanical Energy Conservation
- Electrical Energy Conservation

Industrial Hazard Control

- Chemical Hazards/OSHA's Hazard
- Communication Standard

Material Handling Systems

- Trash Bailer System

Mechanical Maintenance

- Mechanical Drive Maintenance
- Mechanical and Fluid Drive Systems
- Bearing and Shaft Seal Maintenance
- Pump Installation and Maintenance
- Maintenance Pipefitting
- Tubing and Hose Systems and Maintenance
- Valve Maintenance/Piping System Maintenance

Air Conditioning and Refrigeration Systems

- The Refrigeration Cycle
- Refrigeration & Refrigerant Oils
- Compressors
- Evaporators and Metering Devices
- Condensers and Cooling Towers
- Piping
- Control Systems
- Air-Handling Systems
- System Troubleshooting
- Absorption Chillers
- Heat Pumps
- Heating Systems Basics
- Heating System Equipment

Building & Grounds Maintenance

- Carpentry
- Constructing the Building Shell
- Finishing the Building Interior
- Flat Roof Maintenance
- Plumbing System Maintenance
- Locks and Key System
- Landscaping Maintenance
- Wood Shop Tools Understanding and Maintenance

Custodial Maintenance

- Cleaning Chemicals and Maintenance

Electronics

- Semiconductors
- Power Supplies
- Amplifiers
- Oscillators
- Digital Logic Systems

- Ovens Understanding and Maintenance
- Vacuum Pumps Understanding and Maintenance
- Freezers Understanding and Maintenance
- Reordering Data
- Programing understanding

#### Rigging and Equipment Installation

- Industrial Rigging
- Reach Lift/Scissor Lift Training
- Equipment Installation

#### Machine Shop

- Machine Shop Practices
- CNC Milling
- CNC Turning
- Manual Machining
- Water Jet
- 3DPprinter

#### Weld Shop

- Blueprint Reading for Welders
- Welding Principles
- Oxyfuel Operations
- Arc Welding Operations
- MIG Welding
- TIG Welding
- Stick Welding
- Dual/Self-Shielded Flux Core Welding

#### CNC

- Foams
- Aluminum
- Carbon Fiber
- Fiberglass
- Wood
- Nomex and Aluminum Honey Comb Core
- Plastics
- Sandwich Panels
- HAAS Cutting
- CMS Poseidon

Safety Training is capped at 10% of a trainee's 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:**  
**Shaw & Sons, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0291**

**Approval Date:** February 26, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** San Diego

**Analyst:** S. Bailey

**PROJECT PROFILE**

|   |  |                     |  |
|---|--|---------------------|--|
| Contract Attributes:                                  | Retrainee Priority Rate  | Industry Sector(s): | Construction (C)<br><br>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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No Cement Masons' Local No. 500 & 600 |                     |  |
| Number of Employees in:                               | CA: 140  | U.S.: 140           | Worldwide: 140   |
| <u>Turnover Rate:</u>                                 | 5%   |                     |  |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | 5%   |                     |  |

**In-Kind Contribution: (100% of Total ETP Funding Required)**

\$266,095

**Total ETP Funding**

\$74,037



|                                   |  |
|-----------------------------------|--|
| <b>Occupations to be Trained:</b> | Cement Mason, Cement Mason Lead, Cement Mason Foreman, Laborer, Laborer Lead, Laborer Foreman, Administrative Staff, Project Manager, Manager/Supervisor |
|-----------------------------------|--|

### **TRAINING PLAN TABLE**

| Job No. | Job Description    | Type of Training   | Estimated No. of Trainees | Range of Hours   |     | Average Cost per Trainee | Post-Retention Wage |
|---------|--------------------|--|---------------------------|------------------|-----|--------------------------|---------------------|
|         |                    |  |                           | Class / Lab      | CBT |                          |                     |
| 1       | Retrainee Priority | Business Skills, Comm'l. Skills, Computer Skills, OSHA 10/30, HazMat | 87                        | 8-200            | 0   | \$851                    | \$18.39             |
|         |                    |  |                           | Weighted Avg: 37 |     |                          |                     |

**Minimum Wage by County:** Job Number 1: \$18.39 per hour in Orange County

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

Up to \$1.06 per hour may be used to meet the Post-Retention Wage

### **OVERVIEW**

|   |      |   |
|---|------|---|
| <b>Year Company Founded:</b>                          | 1948 | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location<br>Costa Mesa        |
| <b>Facility location(s) where training will occur</b> |      | <ul style="list-style-type: none"> <li>829 W. 17<sup>th</sup> Street, Costa Mesa, CA 92627</li> </ul> |

|  |   |
|--|---|
| <b>Nature of Business:</b>                 | <ul style="list-style-type: none"> <li>Shaw &amp; Sons, Inc. (Shaw &amp; Sons) is a construction company specializing in concrete work in architectural design projects.</li> <li>As architectural designs are unique to each project and property, Shaw &amp; Sons works in tandem with both architects and general contractors to ensure the ability to construct each plan is feasible.</li> </ul> |
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>Shaw &amp; Sons primarily provides architectural design and structural concrete services as a subcontractor to general contractors.</li> <li>Shaw &amp; Sons' projects include the Chase Center in San Francisco, the Pomona College Museum of Art, and the Long Beach Courthouse.</li> </ul>  |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>As technology and construction materials use evolves, Shaw &amp; Sons must also evolve the way it develops each of its projects to keep up with</li> </ul>   |

|  |  |
|--|--|
|  | <p>industry safety standards and unique customer demands. As such, workers need to acquire new skills to ensure that a project is completed according to customer specifications in an efficient and safe manner.</p> <ul style="list-style-type: none"> <li>• To remain competitive in the industry and meet customer demands, Shaw &amp; Sons must minimize costs to customers and complete each project within industry standards. Therefore, staff must acquire new skills in advanced technology and construction material use.</li> <li>• Shaw &amp; Sons has also purchased new equipment to give the Company the ability to bid on jobs that require precise measurements and architectural standards. This new equipment will keep costs low while maintaining high standards for customers. Cross training is also needed to increase worker skills to ensure versatility within the Company. This allows for flexibility and problem solving on projects whilst in the field. This will strengthen the Shaw &amp; Sons' foothold in the market, securing the future of the Company for all of its staff.</li> </ul> |
|--|--|

### Training Plan:

|                                  |  |
|----------------------------------|--|
| <b><i>Need for Training:</i></b> | <ul style="list-style-type: none"> <li>• In order to meet customer demands with respect to cost and industry standards, Shaw &amp; Sons will provide training in new construction materials such as concrete and wood plank finish with concrete. Mastering the installation of these materials will help keep costs low for the Company's customer base as well as maintain efficiency.</li> <li>• The Company has also invested in new equipment which includes a new laser measurement machine. This new equipment will give the Company the ability to bid on new projects and maintain the low costs expected by the customer. As such, extensive training is required to utilize this new equipment. Training to use schedule software will also assist in running jobs more efficiently.</li> <li>• Cross training will include Business, Commercial and Computer Skills to enhance worker skills to ensure staff is equipped to respond to customer demands and problem solve in the field.</li> <li>• Trainees will receive OSHA 10/30 training to ensure regulation and code compliance whilst working on projects in the future.</li> </ul> |
|----------------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☐ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

| Business Skills     | Commercial Skills | Computer Skills |
|---------------------|-------------------|-----------------|
| Hazardous Materials | OHSA 10/30        |                 |

|                           |  |
|---------------------------|--|
| Certified Safety Training | <input checked="" type="checkbox"/> OSHA 10/30<br><input type="checkbox"/> HAZWOPER<br><input type="checkbox"/> Hazardous Materials (HAZMAT) |
|---------------------------|--|

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li><b>Project Oversight:</b><br/><br/>The project will be overseen by the Controller, who will work with the Accounting Manager and HR Manager to administer the project. Further, a Project Engineer will be responsible for the day to day operations of the project to ensure company-wide implementation.</li> </ul>   |
| <ul style="list-style-type: none"> <li><b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>  |
| <ul style="list-style-type: none"> <li><b>Administration:</b><br/><br/>Administration will be completed in-house by the Controller, Accounting Manager and HR Manager. In addition, the company has hired an administrative subcontractor to assist with project administration.<br/><br/> <input checked="" type="checkbox"/> In-house<br/> <input checked="" type="checkbox"/> Subcontractor         </li> </ul> |

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.

**SUBCONTRACTORS**

| <b>Subcontractor Type</b> | <b>Subcontractor Name</b> | <b>City</b> | <b>Cost / %</b>       |
|---------------------------|---------------------------|-------------|-----------------------|
| Development               | Training Refund Group     | Anaheim     | \$5,000               |
| Administrative            | Training Refund Group     | Anaheim     | 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**

- + Best Practices
- + Leadership
- + Team Building
- + Communication
- + Problem Resolution
- + Presentation Skills
- + Business Writing
- + Sales Skills
- + Product Knowledge

**COMMERCIAL SKILLS**

- + Best Practices
- + Boom Lift
- + Confined Spaces
- + Heavy Equipment Operation
- + Hand Tool Operation
- + Equipment/Material/Site Cleanup
- + Protective Equipment
- + Concrete
  - o Mixing Technique
  - o Finishing
- + Blueprint Reading

**COMPUTER SKILLS**

- + Dropbox
- + Bluebeam
- + Pro Core
- + Microsoft Office
- + Time and Material Software
- + Scheduling Software

**HAZARDOUS MATERIALS**

- + Acid Washing
- + Hazard Communication

**OSHA** (Certified OSHA Instructor)

- + OSHA 10
- + OSHA 30

Safety Training is capped at 10% of a trainee's total training hours. (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.



# CEMENT MASONS LOCAL NO. 500

O.P. & C.M.I.A. - A.F.L.-C.I.O.

331 CORPORATE TERRACE CIRCLE • CORONA, CA 92879

OFFICE PHONE: (714) 554-0730 • FAX: (714) 265-0780

[www.cementmasons500.org](http://www.cementmasons500.org)

*Jack Alvarado*

Financial Secretary  
Business Manager

December 17, 2019

Ms. Maecel Mathis  
Contract Analyst  
State of California Employment Training Panel  
San Diego Field Office  
[Maecel.Mathis@etp.ca.gov](mailto:Maecel.Mathis@etp.ca.gov)

To whom it may concern:

The Southern California Cement Masons Local Union 500 is in full support of Shaw & Sons' request for assistance with training funds from the State of California's Employment Training Panel (ETP). Shaw & Sons sees the importance and value of training its workforce in new construction processes and technology in order to increase quality, productivity and customer service.

The Southern California Cement Masons Union currently represents forty-two (42) cement masons employed by Shaw & Sons with a collective bargaining agreement through 2021. We support this new training effort as it strengthens the skills and performance of those members and helps make Shaw & Sons more competitive in the market.

Sincerely,

*Jack Alvarado*

Jack Alvarado  
Business Manager

cc: Shannon Windsor, Shaw & Sons, Inc. - Human Resources  
Larry Mandell, Training Refund Group



# Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons

International Association of the United States and Canada, AFL-CIO

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November 25, 2019

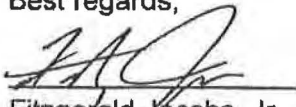
Ms. Maecel Mathis  
Contract Analyst  
State of California Employment Training Panel  
San Diego Field Office  
[Maecel.Mathis@etp.ca.gov](mailto:Maecel.Mathis@etp.ca.gov)

Dear Ms. Maecel:

Southern California Cement Masons Local Union 600 is in full support of Shaw & Sons' request for assistance with training funds from the State of California's Employment Training Panel (ETP). Shaw & Sons know the importance and value of training its workforce in new construction processes, technology and safety in order to increase quality, productivity and customer service.

The Southern California Cement Masons Union currently represents <sup>some of</sup> forty-two (42) Cement Masons employed by Shaw & Sons with a collective bargaining agreement through June 30, 2021. We support this new training effort as it strengthens the skills and performance of our members and helps make Shaw & Sons more competitive in the market.

Best regards,

  
Fitzgerald Jacobs, Jr.  
Business Manager &  
Financial Secretary

cc: Shannon Windsor, Shaw & Sons, Inc. - Human Resources  
Larry Mandell, Training Refund Group

5811 E. Florence Avenue ♦ Bell Gardens California 90201-4685 ♦ Tel: (323) 771-0991 Fax: (323) 771-2631  
Fitzgerald Jacobs, Business Manager & Financial Secretary



## RETRAINEE – JOB CREATION

Training Proposal for:

**Warren & Baerg Manufacturing, Inc.**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET20-0288**

**Approval Date:** February 21, 2020

**Panel Meeting of:** March 27, 2020

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

|   |   |                     |   |
|---|---|---------------------|---|
| Contract Attributes:                                  | Retrainee<br>Priority Rate<br>HUA<br>SB <100<br>Job Creation Initiative | Industry Sector(s): | Manufacturing<br><br>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Counties Served:                                      | Tulare  | Repeat Contractor:  | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Union(s):   | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No     |                     |   |
| Number of Employees in:                               | CA: 37  | U.S.: 37            | Worldwide: 37   |
| <u>Turnover Rate:</u>                                 | 2%  |                     |   |
| <u>Managers/Supervisors:</u><br>(% of total trainees) | N/A   |                     |   |

#### **In-Kind Contribution:**

\$30,960

#### **Total ETP Funding**

\$32,982



|                                   |   |
|-----------------------------------|---|
| <b>Small Business Only:</b>       | Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No<br><br>Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year |
| <b>Out-of-State Competition:</b>  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>HUA Only:</b>                  | Number of trainees in HUA location: 42  |
| <b>Occupations to be Trained:</b> | Administrative Staff, Sales Staff, Engineering Staff, Shop/Fabrication Staff, Production/Assembly Staff, Painting/Finishing Staff, Front Line 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<br>Priority<br>SB<100<br>HUA                 | Business Skills<br>Comm Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills<br>PL-Mfg. Skills | 37                        | 8-200            | 0   | \$736                    | \$13.76*            |
|         |  |  |                           | Weighted Avg: 32 |     |                          |                     |
| 2       | Retrainee<br>Priority<br>SB<100<br>HUA<br>Job Creation | Business Skills<br>Comm Skills<br>Computer Skills<br>Continuous Impr.<br>Mfg. Skills<br>PL-Mfg. Skills | 5                         | 8-200            | 0   | \$1,150                  | \$13.00*            |
|         |  |  |                           | 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. \*ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA.

**Minimum Wage by County: Job Number 1 (Retrainee):** \$13.76 per hour for Tulare County

**Job Number 2 (Job Creation):** \$13.00 per hour for Tulare County

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

Up to \$0.76 per hour may be used to meet the Post-Retention Wage for Job Number 1.

**OVERVIEW**

|  |   |  |
|--|---|--|
| <b>Year Company Founded:</b>                       | 1966  | <b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location |
| <b>Facility location where training will occur</b> | <ul style="list-style-type: none"> <li>Dinuba, Tulare County</li> </ul> |  |

|  |  |
|--|--|
| <b>Nature of Business:</b>                 | <ul style="list-style-type: none"> <li>• Designs, manufactures, and installs densification equipment such as cubing systems, hay grinders, bale compressing systems, and bale stacking units</li> </ul>  |
| <b>Customer Base:</b>                      | <ul style="list-style-type: none"> <li>• Agricultural, Energy, Industrial Waste, and Biomass Industries such as Shell Oil Company, Post Design and Construction, Material Lifecycle Management, Columbia Pulp Company, and Holt Farms</li> </ul> |
| <b>Business / Industry Needs / Changes</b> | <ul style="list-style-type: none"> <li>• Acquisition of new customers, such as Shell Oil Company and Post Design and Construction, have increased product demand</li> <li>• Expanding and upgrading software</li> </ul>                          |

### Training Plan:

|                           |  |
|---------------------------|--|
| <b>Need for Training:</b> | <ul style="list-style-type: none"> <li>• Due to an increase in product demand, Warren &amp; Baerg Manufacturing, Inc. has developed a training plan focused on increasing quality standards and productivity and reducing waste.</li> <li>• Training will allow the Company to standardize process, quality, and efficiency standards in order to attract new customers.</li> <li>• The Company is also updating its primary computer operating system (SAGE Software) which will allow the Company to increase the quality of information dissemination.</li> </ul> |
|---------------------------|--|

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- ☒ Class/lab
 ☐ E-Learning
 ☐ CBT
 ☒ Productive Lab  
☐ MS Preceptor
 ☐ MS Didactic

|                               |                             |                          |
|-------------------------------|-----------------------------|--------------------------|
| <b>Business Skills</b>        | <b>Computer Skills</b>      | <b>Commercial Skills</b> |
| <b>Continuous Improvement</b> | <b>Manufacturing Skills</b> |                          |

|   |   |
|---|---|
| <b>Productive Laboratory</b>  | <b>Justification:</b>   |
|   | <input type="checkbox"/> New Equipment<br><input checked="" type="checkbox"/> New Production Procedures<br><input type="checkbox"/> Certification Standards   |
|   | <b>13 PL Hours per-trainee</b><br><b>Occupations Receiving PL Training:</b><br>Shop/Fabrication Staff, Production/Assembly Staff,<br>Painting/Finishing Staff |
| The PL instructor must be dedicated to training, at a ratio of 1:2. |   |
| <b>Ratio Higher than 1:1</b>  | Production and/or production process requires a team of 2 workers.  |

|                                   |  |
|-----------------------------------|--|
| <b>Job Creation Justification</b> | <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or,<br><input type="checkbox"/> Expanding existing business capacity by adding a new production shift;<br><input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities;<br><input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition |
|-----------------------------------|--|

### Training Hours

|   |          |
|---|----------|
| <input checked="" type="checkbox"/> Weighted Average Hours over 45  | 50 Hours |
| Warren & Baerg Manufacturing, Inc. is requesting a weighted average of 50 hours for its Job Creation staff. New staff will require more training on all work processes. |          |

### Training Infrastructure & Administrative Plan

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Project Oversight:</b><br/>Warren &amp; Baerg Manufacturing, Inc. has a detailed training plan in place and is ready to implement upon approval. The Owner, with assistance from HR and Production Managers, will be responsible for overseeing all aspects of the training project including scheduling, implementation, and logistics. The Company has also retained the services of a subcontractor to assist with administration.</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, Manufacturing Skills, PL-Manufacturing Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined</li> </ul> </li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Administration:</b><br/>HR Manager will be responsible for collecting rosters for administrative subcontractor to enter information into the tracking systems. <ul style="list-style-type: none"> <li><input type="checkbox"/> In-house</li> <li><input checked="" type="checkbox"/> Subcontractor</li> </ul> </li> </ul>  |

### RECOMMENDATION

Staff recommends approval of this proposal and modifications.

### SUBCONTRACTORS

| Subcontractor Type | Subcontractor Name                | City    | Cost / %            |
|--------------------|-----------------------------------|---------|---------------------|
| Development        | Strategic Business Solutions, LLC | Visalia | \$2,500             |
| Administrative     | Strategic Business Solutions, LLC | Visalia | 13% of funds earned |
| Training Vendors   | To Be Determined                  |         |                     |

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Account Development
- + Effective Communications

**COMMERCIAL SKILLS**

- + Combustible Dust
- + Commercial Paint and Finish
- + Confined Space
- + Grinding
- + Height Training
- + Intermediate Welding

**COMPUTER SKILLS**

- + Microsoft Applications
- + SAGE Operation System
- + SolidWorks

**CONTINUOUS IMPROVEMENT**

- + Leadership
- + LEAN Processes
- + Quality Control Systems
- + Teambuilding

**MANUFACTURING SKILLS**

- + Cubing Machinery Assembly
- + Fabrication
- + Paint, Finish, and Assembly
- + Production Equipment Operation and Maintenance

**Productive Lab**

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**MANUFACTURING SKILLS** (1:2 trainer-to-trainee ratio)

- + Cubing Machinery Assembly
- + Fabrication
- + Paint, Finish, and Assembly
- + Production Equipment Operation and Maintenance

Safety Training will be limited to 10% of total training hours per-trainee.

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