

PANEL PACKET

December 2023



Employment Training Panel



PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, December 15, 2023 at 9:30 a.m.
CalEPA, 1001 I Street
Coastal Room
Sacramento, CA 95814
Phone: (916) 327-5640

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

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

Join Zoom Meeting:

<https://us06web.zoom.us/j/85263868562>

Webinar ID: 852 6386 8562

One tap mobile: 888 278 0296 US Toll-free

Conference code: 1185529

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

Call to Order by Chair

Rebecca Bettencourt

- Roll Call
- Action to Approve December Panel Meeting Agenda
- Action to Approve October Panel Meeting Minutes

Executive Report

Jessica Grimes

- Budget/Other
- Budget Update and Action on Allocations
- Legal Update Re: SB-544 (Bagley-Keene Open Meeting Act)

Peter Cooper

Tara Armstrong

Michael Cable

Jaime Gutierrez

Policy Committee Report

Gretchen Newsom

Action Item on Agriculture Initiative

Heather Miguel

15 MINUTE BREAK

Panel Date: December 15, 2023

Review, *Public Comment and Action on Proposals

Kellen Hernandez
Ryan Swier
Jana Lazarewicz
Phil Boyer

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

Public Comment on Matters Not on the Agenda

Public Meeting Adjourns

*Public comment can be done in person or virtual

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

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

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

REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, December 11, 2023, although the Panel may still change the order at the meeting. In regards to those items indicated below as an Amendment, please note that the dollar amount only reflects the proposed amendment amount, and not the total funding amount for the contract. Funding proposals are reviewed by the Panel on a case-by-case basis, and any action on a funding proposal shall not be binding on any other funding proposal.

North Hollywood Regional Office

Avid Bioservices, Inc.-----	\$109,181
Bandy Manufacturing, LLC-----	\$85,997
Cinnabar California, Inc. -----	\$95,680
El Camino Community College District -----	\$746,922
Falck Mobile Health Corp. (Withdrawn)-----	\$296,000
Goforth & Marti dba GM Business Interiors-----	\$227,700
Mt. San Antonio College -----	\$743,161
Pharmavite LLC-----	\$410,435

San Diego Regional Office

Automatic Data Processing Inc. -----	\$456,120
Axelgaard Manufacturing Co., Ltd -----	\$140,300
Kana Subsurface Engineering -----	\$146,372
San Bernardino Community College District -----	\$749,672
Taylor-Listug, Inc. dba Taylor Guitars -----	\$488,060
Walter Anderson Plumbing, Inc. (Withdrawn) -----	\$471,500

San Francisco Regional Office

Abbott Cardiovascular System Inc. dba. Abbott Vascular, Inc. ----	\$499,905
Bay Area Community Resources, Inc.(Literacy) -----	\$492,750
Dompe U.S. Inc. -----	\$97,060
FreshPoint California, Inc. -----	\$367,200
Mammoth Biosciences, Inc.-----	\$256,450
North Bay Heating, Air Conditioning and Sheet Metal, Inc. dba Henry Mechanical -----	\$173,075
Peter Levi Plumbing, LLC -----	\$137,080
R. Torre & Company, Inc. dba Torani -----	\$371,450

Sacramento Regional Office

Bell Brother's Heating and Air, Inc. dba Bell Brothers	
Plumbing, Heating and Air -----	\$486,082
North State Electrical Contractors, Inc. -----	\$296,240
POM Wonderful LLC -----	\$295,780
Sierra Nevada Brewing Co. -----	\$173,420
Sunrise Medical (US) LLC-----	\$345,230
Vellutini Corporation dba Royal Electric Company-----	\$499,675

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 10/17/23 – 12/04/23

≤ \$75,000

**Approved
Date Approved
Amount**

North Hollywood Regional Office

DCC Companies Inc.	11/08/23	\$69,000
Green Pine Home Health Care Service, Inc.	11/14/23	\$33,350
Medtrans, Inc.	11/08/23	\$69,000



State of California—Labor and Workforce Development Agency

Employment Training Panel

TABLE OF CONTENTS

Panel Meeting of Friday December 15, 2023

PRELIMINARY MATTERS

- Directions to Meeting Site
- Future Meeting Sites
- Prior Meeting Minutes
- Key Program Elements

OTHER MATTERS

Memo Regarding the Agriculture Initiative

REVIEW AND ACTION ON PROPOSALS

Workforce Literacy Pilot Program Tab

San Francisco Regional Office

Bay Area Community Resources, Inc. ----- 1

Proposals for Single-Employer Contractors Tab

North Hollywood Regional Office

Avid Bioservices, Inc. ----- 2

Bandy Manufacturing ----- 3

Cinnabar California, Inc.----- 4

Falck Mobile Health Corp. (Withdrawn) ----- 5

Goforth & Marti dba GM Business Interiors ----- 6

Pharmavite LLC ----- 7

San Diego Regional Office

Automatic Data Processing, Inc. ----- 8

Axelgaard Manufacturing Co., Ltd ----- 9

Kana Subsurface Engineering -----10

Taylor-Listug, Inc. dba Taylor Guitars -----11

Walter Anderson Plumbing, Inc.(Withdrawn)-----12

Panel Date: December 15, 2023

San Francisco Regional Office

Abbott Cardiovascular Systems Inc. dba. Abbott Vascular, Inc. -----13
Dompe U.S. Inc.-----14
FreshPoint California, Inc. -----15
Mammoth Biosciences, Inc. -----16
North Bay Heating, Air Conditioning and Sheet Metal, Inc.
 dba Henry Mechanical -----17
Peter Levi Plumbing, LLC-----18
R. Torre & Company, Inc. dba Torani-----19

Sacramento Regional Office

Bell Brother’s Heating and Air, Inc.dba Bell Brothers Plumbing,
 Heating and Air -----20
North State Electrical Contractors, Inc.----- 21
POM Wonderful LLC -----22
Sierra Nevada Brewing Co----- 23
Sunrise Medical (US) LLC-----24
Vellutini Corporation dba Royal Electric Company -----25

Proposals for Multiple-Employer Contractors Tab

North Hollywood Regional Office

El Camino Community College District -----26
Mt San Antonio College -----27

San Diego Regional Office

San Bernardino Community College District -----28

SUMMARY OF DELEGATION ORDERS

Delegation Orders

Tab

DCC Companies Inc.
Green Pine Home Health Care Services
MedTrans, Inc.



M e m o r a n d u m

To: Panel Members

Date December 15, 2023

From: Jessica Grimes
Executive Director

Subject: **Directions Meeting Sites**

The Employment Training Panel will meet on **Friday, December 15th, 2023 at 9:30 a.m.**

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

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

Directions to the California Environmental Protection Agency - Coastal Room

From Sacramento International Airport:

- Take **Hwy 5 South**
- Exit on "**J**" **Street to 11th St.**
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

From San Francisco

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



M e m o r a n d u m

To: Panel Members

Date December 15, 2023

From: Jessica Grimes
Executive Director

Subject: **Future Meeting Sites**

<p><i>December Panel</i> <i>December 15th, 2023</i></p>	<p><i>In Person – CalEPA Coastal Room</i> <i>1001 I St, Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i></p>
<p><i>January Panel</i> <i>January 26th, 2024</i></p>	<p><i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i></p>
<p><i>February Panel</i> <i>February 23rd, 2024</i></p>	<p><i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i></p>
<p><i>March Panel</i> <i>March 22nd, 2024</i></p>	<p><i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i></p>



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

Friday, October 27, 2023

Panel Members

Rebecca Bettencourt
Chair

Dee Dee Myers
Ex-Officio Member

Rick Smiles
Member

Ernesto Morales
Member

Gretchen Newsom
Member

Douglas Tracy
Member

Madison Hull
Member

Michael Hill
Member

Executive Staff

Peter Cooper
Acting Director

Jaime Gutierrez
Chief Deputy Director

Tara Armstrong
Deputy Director of Technical Branch

Michael Cable
Staff Attorney

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street, Sierra Room, Second Floor
Sacramento, California 95814
Friday, October 27, 2023**

I. PUBLIC PANEL MEETING CALL TO ORDER

Chair Bettencourt called the meeting to order at 9:30 a.m.

II. ROLL CALL

Present

Rebecca Bettencourt
Gretchen Newsom
Rick Smiles
Doug Tracy
Michael Hill
Chris Dombrowski

Not in attendance

Madison Hull
Ernesto Morales

Executive Staff

Peter Cooper, Acting Executive Director
Jaime Gutierrez, Chief Deputy Director
Tara Armstrong, Deputy Director of Technical Branch
Michael Cable, Staff Attorney

III. AGENDA

The October Agenda was reviewed.

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

Motion carried, 6 to 0.

IV. MINUTES

The September Meeting Minutes were reviewed. There was a correction to page 7 of 13 (Finishing Trades Apprenticeships), making the motion to approve by Member Smiles and the second to the motion to approve by Member Newsom.

ACTION: Member Newsom moved and Member Smiles seconded the approval of the September Meeting Minutes with the correction to page 7 of 13 (Finishing Trades

Apprenticeship), making the motion to approve by Member Smiles and the second to the motion to approve by Member Newsom. All Panel Members present voted in the affirmative for approval as moved.

Motion carried, 6 to 0.

V. REPORT FROM THE ACTING EXECUTIVE DIRECTOR

Governor Newsom appointed Jessica Grimes of Bakersfield as Director of ETP. She will likely begin her new role in November and join us for the December Panel Meeting. On October 12th, the ETP Exec Tram had the chance to visit Gallo in Modesto. Thank you Chair Bettencourt for providing the tour of the Bottling factory and teaching us about the bottle and wine industry. Today's meeting presents 39 proposals totaling approximately \$11 million to support 9,000 trainees.

VI. UPDATE ON CAL-E-FORCE

Under the Cal-E-Force program there have been some contract management enhancements such as the ability to upload CBT Class Titles, a Manage Roster screen (sorts rosters by date) and enhanced sorting capability (Final invoicing). Revision Process Enhancements are being worked on. Cal-E-Grants we are working with CA Workforce Development Board (CWDB) and the release of Breaking Barriers 2.0 Funding Opportunity.

VII. LEGISLATIVE AND LEGAL UPDATE

October 14, 2023, was the last day for the Governor to veto or sign any bills that had passed the Legislature at that time. Some bills to note for today:

AB-1163, which adds intersexuality to the voluntary self-identification information to be collected was approved and signed by the Governor.

SB-544, which concerns Bagley Keene and teleconferenced meetings, which is being reviewed by the Legal Unit and will be discussed at a future Panel Meeting.

VIII. REPORT OF THE CHIEF DEPUTY DIRECTOR

Regarding Funding:

Today's Panel meeting for approximately \$11 million, includes five Delegation Orders with a total of \$204,286. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Executive Director on a continuous flow basis. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 39 projects.

Regarding Demand and Allocations:

There are 94 applications currently in demand and 73 applications are with the Regional Offices in development. With 17 applications under review with the applications and assessment unit and 4 submitted applications pending review. The estimated value of the 94 applications is \$20.5 million (\$13.9 million for single employers, \$4.3 million for multiple employer contracts, \$110,537

for small business, \$2.1 for apprenticeship proposals, and zero in demand for Critical Proposals. We are currently within our total allocations for this fiscal year 2023-24.

IX. CONSENT CALENDAR

Tab 2 (Alpha Mechanical), Tab 3 (Axelgaard Manufacturing Co., LTD), Tab 4 (Boehringer Ingelheim Fremont, Inc.), Tab 5 (California Manufacturing and Engineering Co., LLD), Tab 7 (Earthlite, LLC), Tab 9 (O'Neill Beverages Co., LLC dba O'Neill Vintners & Distillers), and Tab 14 (Snak King LLC) were pulled from the Consent Calendar.

ACTION: Member Tracy moved and Member Smiles seconded approval of the Consent Calendar without Tab 2 (Alpha Mechanical), Tab 3 (Axelgaard Manufacturing Co., LTD), Tab 4 (Boehringer Ingelheim Fremont, Inc.), Tab 5 (California Manufacturing and Engineering Co., LLD), Tab 7 (Earthlite, LLC), Tab 9 (O'Neill Beverages Co., LLC dba O'Neill Vintners & Distillers), and Tab 14 (Snak King LLC). All Panel Members present voted in the affirmative for approval of the Consent Calendar as moved.

Motion carried, 6 to 0.

X. POLICY COMMITTEE MEETING

Policy Committee met at 1:00 p.m. Thursday, October 20, 2023, via Zoom. Discussion topics were as follows, presentation on efforts by the Labor and Workforce Development Agency (LWDA) in agriculture industry given by Deputy Secretary for Immigrant and Agricultural Workforce Sebastian Sanchez. Presentation on ETP's related efforts to support the LWDA initiative by allocating some of the remaining funds for this fiscal year to agricultural workforce. Good discussion on the importance of these funds being used to improve job quality worker voice and wages for agricultural workers. There was a presentation on safety training courses that are mandated either federally or by the State of California that are excluded from ETP reimbursement. There was a presentation on the ongoing effort to create an interagency agreement with the California Energy Commission to fund training for electric vehicle charging station installers or electricians. Eldon Davidson of the California Community College collaborative gave a presentation on issues surrounding the concurrent enrollment regulation. All items were discussion only.

XI. AUDIT TEAM PRESENTATION GIVEN BY Shannon Spence

In answer to questions from the Panel it was pointed out that there is an ETP Regulation Section 4449 which outlines our collection procedures. In addition looking at our audit regulation is something that has been brought up as a topic that we want to have at an upcoming Policy Committee meeting. We will be reviewing the audit process, the regulations and the consequences of an audit.

Comment was made that there should be consequences for a failed audit and that Panel would expect to see that, especially from recurring contractors that are coming back, since there is no current mechanism to highlight bad performance. A request was made for a future Panel that Fiscal do a presentation so that Panel can understand invoicing and the common challenges that they are seeing.

ETP staff is working on better engagement between audits and our development teams. Then the audit information could be incorporated into the application process as part of the edit and monitoring of the contract.

XII. ACTION ON PROPOSALS

PULLED CONSENT CALENDAR CONTRACTS

Tab No. 2: Alpha Mechanical, Inc.

Withdrawn

Tab No. 3: Axelgaard Manufacturing Co., LTD

Withdrawn

Tab No. 4: Boehringer Ingelheim Fremont, Inc.

Priority industry and a repeat contractor. Funding requested \$499,560 to train 423 under Job one retrainees and 60 under Job 2 job creation. Training will take place at their headquarters in Fremont.

Comment was made regarding accuracy of the training plan and how many people we said were being trained vs how many actually were, there appears to be a pattern. There does not seem to be a tailored program.

Perhaps add to the Policy Committee agenda active contracts that are expiring that still have tenure on it and already they are returning. What are the programs that we are feeding as opposed to just fitting people in to move the contract through?

ACTION: Member Smiles moved and Member Hill seconded approval of the proposal submitted by Boehringer Ingelheim Fremont, Inc. in the amount of \$499,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 5: California Manufacturing and Engineering Co., LLC

Note: Chris Dombrowski left the meeting and did not return until after the vote.

Priority industry and a new contractor. Funding requested \$191,429 to train 182 under Job on retaining HUA and 21 under Job 2, job creation HUA. Training provided at its headquarters in Kerman. Correction under the wage modification requesting \$18 per hour for both Jobs 1 and 2.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by California Manufacturing and Engineering Co., LLC in the amount of \$191,429. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 7: Earthlite, LLC.

First time contractor. Funding requested \$133,400 to train 114 retrainees over two job numbers.

Request from Panel to move the wages of Job number 2 to match the wages stated in Job number one.

Jorge Pineella agreed.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Earthlite, LLC in the amount of \$133,400 which the post retention contractual wage for Job number 2 to increase and match that stated of Job number 1 from \$18.54 per hour to \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 9: O'Neill Beverages Co., LLC dba O'Neill Vintners & Distillers

Repeat contractor. Funding requested \$186,392 to train 268 workers, including 30 new employees.

Request was made to increase the wages in Job number 4 to those of Job number 2. From \$18.54 to \$22.66 (those without the HUA).

Elly Rutter agreed.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by O'Neill Beverages Co., LLC dba O'Neill Vintners & Distillers in the amount of \$186,392 with the post retention contractual wage for Job number 4 to be increased to match that listed in Job number 2 (from \$18.54 per hour to \$22.66 per hour). All Panel Members present voted in the affirmative to approve the proposal as moved.

Chair Bettencourt abstained from vote.

Motion carried, 5 to 0.

Tab No. 14: Snak King LLC

First time contractor. Funding requested \$153,640 to train 147 retrainees and 20 job creation trainees located in LA County.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Snak King, LLC in the amount of \$153,640. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

SINGLE EMPLOYER CONTRACTS

Tab No. 16: Appfolio, Inc.

Repeat contractor. Funding requested \$424,166 to train 690 retrainees and 289 job creation trainees located in Santa Barbara and San Diego counties.

Concern was raised regarding how high is too high of a wage when there are finite resources that could be spread to more workers to increase their wages. Noting that the maximum is \$226 per hour. Request was made to include in the training proposal only those employees that are making up to \$96 per hour. Focusing efforts on those under \$90 (not saying you can't use the higher wage but taking the focus back to the purpose of ETP fostering that high wage culture and getting people on that track through training.

Legal was asked to weigh in on there being a cap on the wage. There is language in our Section 10200 that talks about fostering creation of high wage positions and query whether or not it is already existing, are we actually spending funds to create a higher wage position? Since we already have a high wage. It is under Panel discretion to vote on whether it meets what is outlined in our enabling legislation.

Request was made to remove these higher wages and up the hours in the lower end wages, reducing the number of trainees on your weighed hours to get around the wage cap there as well. There are a few employees at the very lower wage range, would you move these employees so that the post retention wage is up from \$22.66 to \$25 per hour.

Stephanie Young agreed that their new post retention contractual wage would be \$25 for Jobs one and two.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Appfolio, Inc. in the amount of \$424,166, with the understanding that the new post retention contractual wage will be \$25 per hour for Jobs 1 and 2. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 17: Entegris, Inc.

First time contractor. Funding requested \$391,000 to train 310 retrainees and 25 job creation trainees located in San Luis Obispo.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Entegris, Inc. in the amount of \$391,000. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried, 6 to 0.

Tab No. 18: Sorenson Engineering, Inc.

Repeat contractor. Funding requested \$298,080 to train 251 retrainees and 37 job creation trainees located in San Bernardino County.

Request was made for Job number 2 to move the post contractual wage from \$18.54 to the same wages listed for Job number 1 \$22.66.

Angie Nett agreed to the change.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Sorenson Engineering, Inc. in the amount of \$298,080 with the understanding that the post contractual wage for Job number 2 to \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 19: Super Center Concepts, Inc. dba Superior Grocers

First time contractor. Funding requested \$349,965 to train 375 retrainees and 135 job creations located statewide. They are requesting wage modifications from the \$41.20 set per hour wage to \$17.01 per hour in Job number 2 for set HUA and from \$18.54 to \$17.01 per hour in Job number 3, job creation HUA.

Request was made to change the wages in Job 2 and Job 3 to \$20 per hour start rate.

Superior Grocers agreed to the change.

ACTION: Member Newsom moved and Member Smiles seconded approval of the proposal submitted by Super Center Concepts, Inc. dba Superior Grocers in the amount of \$349,965 with the contingency that moving the post retention contractual wage for Job numbers 2 and 3 from \$17.01/17.02 to \$20 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 20: Newman Replacement Windows, Inc.

First time contractor. Funding requested \$201,250 to train 125 retrainees over two job numbers.

ACTION: Member Smiles moved and Member Newsom seconded approval of the proposal submitted by Newman Replacement Windows, Inc. in the amount of \$201,250. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 21: Sherwood Mechanical, Inc.

First time contractor. Funding requested \$294,975 to train 220 retrainees over two job number. Headquarters is in San Diego.

Comment was made regarding the head count discrepancy 160 employees in California but training 175 in Job 1. Question was why were they all placed in Job 1 rather than in Job 2 as job creation. This would need to be cleaned up. There was mentioned in the proposal apprentices, laborers, plumber, pipe fitters and 20 of them were listed. But you just mentioned now that you only have 3 or 4 apprentices.

Bill Saks stated that they could bring the number down to 160. They are not apprentices they are craft trainees.

Comment was made regarding dual enrollment. The apprentices need to be removed. Request was made to increase the wages in Job creation to those of Job 2, the post contractual job wage of \$30.90.

Comment was made regarding an incident at the Hilton Bay front property where an explosion resulted in third degree burns of several construction workers, which resulted in a fine. What are your safety practices going above and beyond OSHA minimum requirements?

Mitch Roberts stated they built a star program for safety with training and improved safety.

Staff asked if Panel would like to change the funding amount to reflect the requested changes.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Johnson, Finch & McClure Construction, Inc. in the amount of \$275,310 with the contingency that their post retention contractual wage for Job number 2 be moved from \$18.54 per hour to \$22 per hour.

Public comment on line from David Vincent recommended that the contractors past practices be looked at further. He went on to say that the rates in the San Diego area are higher and a concern. Despite Sherwood's claims I can see on the OSHA establishment search that within the last 5 years they have been investigated for other OSHA violations. Within the last few days a request was made at the division of labor standards enforcement and the school district in which the contractor recently performed work a number of failed project report and a history of non-compliance.

Mitch Roberts commented when asked about other violations that they did have a casino violation in Soboba. It was the general contractor and everyone got a violation.

Panel commented that typically the only ones to get violations are those certain subcontractors rather than a blanket violation. Remark was made to not give out funding without further research.

ACTION: Motion to approve was withdrawn.

ACTION: Member Smiles moved and Member Tracy seconded that this proposal be tabled to a future panel meeting. All Panel Members present voted in the affirmative to table this proposal to a future panel meeting.

Motion carried, 6 to 0.

Tab No. 22: Aegeus Inspection Solutions Services, Inc.

Priority industry and first time contractor. Funding requested \$294,975 to train 41 under Job 1 retrainees priority rate, 30 under Job 2 retrainees and HUA and 75 under Job 3 job creation. Training will be at locations in Ventura, Bakersfield and Long Beach.

Request to move job wages in Job number 3 \$18.54 up to those stated in Job number 1 and 2 \$22.66.

Jeff Miller stated that he could not agree to the change without his boss's input.

Staff explained that this is just an estimate.

Request was changed from \$22.66 per hour to \$20 per hour under Job 3.

Jeff Miller agreed to the \$20 per hour.

ACTION: Member Newsom moved and Member Tracy seconded approval of the proposal submitted by Aegeus Inspection Solutions Services, Inc. in the amount of \$294,975 with the move of the contractual wage stated in Job 3 from \$18.54 per hour to \$20 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 23: Lyell Immunopharma, Inc.

Withdrawn

Tab No. 24: Western Digital Technologies, Inc.

Priority industry and repeat contractor. Funding requested \$303,600 to train 600 under Job one retraining priority rate. Training will be delivered at its 7 California locations.

ACTION: Member Hill moved and Member Newsom seconded approval of the proposal submitted by Western Digital Technologies, Inc. in the amount of \$303,600. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 25: Advanced Integrated Pest Management

Withdrawn

Tab No. 26: CiminoCare

First time contractor. Funding requested \$386,147 to train 266 workers, including 121 new employees. Correction to the turnover rate to 10%.

ACTION: Member Hill moved and Member Smiles seconded the motion to approve the proposal submitted by CiminoCare in the amount of \$386,147. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 27: FM Industries, Inc.

Member Hill recused himself.

Repeat contractor. Funding requested \$324,760 to train 338 workers, including 15 new employees. Training will take place at locations in Fremont and Livermore.

ACTION: Member Smiles moved and Member Newsom seconded the motion to approve the proposal submitted by FM Industries, Inc. in the amount of \$324,760. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 28: Infinity Energy, Inc. dba Infinity Energy

Repeat contractor. Funding requested \$661,020 to train 745 workers, including 285 new employees. Training will take place at locations statewide.

Concern was raised that the workers are being classified as installers/technicians instead of electricians. The installation of EVSE (electric vehicle supply equipment) needs to be done by electricians but they are not included. California is set to distribute 40 million dollars to build out EV fast chargers across the nation, part of that installation needs to be done by a skilled and trained workforce of electricians with EVITP certifications.

Jill Meewsen explained the installer/technician sets their proprietary model in the ground and journeyman electricians do all high voltage, any hookup etc. they are excluded from this training reimbursement request. The plan is to embrace that program and they have a pathway towards apprenticeship. The plan is to get EVITP certifications for anyone working on that equipment.

Response was that the problems is that an EVITP certification can only be achieved through either a qualified apprentice that is an electrical program approved by the State of California or a journey level California State certified electrician. Rica's programs or ET's (electrical trainees) are not apprentices, which means they are not on the route to achieve that certification of being a journey level electrician.

Jill Meewsen responded that they do employ about 60 journeyman electrician that they employ.

Question was are they missclassifying workers? The curriculum is a little broad, needs to be looked at so there is no duplicitous titles.

ACTION: Member Newsom moved and Member Tracy seconded motion to Table the proposal submitted by Infinity Energy, Inc. dba Infinity Energy. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 29: Jon K Takata Corporation dba Restoration Management

Repeat contractor. Funding requested \$594,895 to train 466 workers, including 57 new employees. Training will take place at locations statewide.

ACTION: Member Smiles moved and Member Newsom seconded the motion to approve the proposal submitted by Jon K Takata Corporation dba Restoration Management in the amount of \$594,895. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 30: Keysight Technologies, Inc.

Repeat contractor. Funding requested \$499,560 to train 334 workers, including 84 new employees. Training will take place at locations in Santa Rosa, Santa Clara, and Roseville.

ACTION: Member Smiles moved and Member Newsom seconded the motion to approve the proposal submitted by Keysight Technologies, Inc. in the amount of \$499,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 31: Montage Medical Group

Repeat contractor. Funding requested \$499,560 to train 334 workers, including 84 new employees. Training will take place at locations in Santa Rosa, Santa Clara and Roseville.

ACTION: Member Smiles moved and Member Newsom seconded the motion to approve the proposal submitted by Keysight Technologies, Inc. in the amount of \$499,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 32: Oregon Pacific Building Products (CALIF) Inc.

Repeat contractor. Funding requested \$438,840 to train 318 workers, including 107 new employees. Training will take place at locations in Sacramento and Ontario.

Request was made to increase the wages from Job Number 2 to those of Job number one, so the post contractual wage from Job 2 will change from \$20 to \$22.66 per hour.

Derek Abbott agreed to the change.

ACTION: Member Newsom moved and Member Smiles seconded the motion to approve the proposal submitted by Oregon Pacific Building Products (CALIF) Inc. in the amount of \$438,840 with the notation that the post contractual retention wage for Job number 2 will increase from \$20 per hour to those listed in Job number 1 at \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

MULTIPLE EMPLOYER CONTRACTS (MEC)

Tab No. 33: Studio Arts, LTD

Correction in-kind contribution should not be inherent but \$180,747. Repeat contractor. Funding requested \$361,494 to train 342 retrainees located statewide. Last requested training funds at August 2021 Panel meeting, which was denied due to Panel concerns and prior performance and a pending audit. With ETP fiscal and audit staff this proposal includes contractual safeguard listed on page 3 (under Safeguards). Please note that items in Number 4 will be added into the contract if approved. Additionally, multiple Union support letters have been received.

Question was how the strike might affect training and retention.

Eric Kilsman responded that currently they are doing workforce innovation opportunity act training for those out of work. They have at least 25 or more companies that are showing interest.

Recommendation was that the dates for the funding be shifted until the end of May (the start day would be May) then the training would start. Then if able to start before then that would be ok.

ACTION: Member Newsom moved and Member Smiles seconded the motion to approve the proposal submitted by Studio Arts, LTD. in the amount of \$361,494 with the following contingencies, included in the terms of their ETP contract the following condition, invoice for credit only payments will be dispersed once the trainee's hours are deemed earned, this process is in place to prevent possible overpayment and to ensure compliance, close out, contract by ETO fiscal and must be considered earned before

returning for a future contract, in order to maintain earnings, accuracy and transparency . Use of actual hours and start and end times, Zoom usage reports to prevent duplication and ensure accurate tracking of hours spent training. Course schedule hours will not be reported for ETP tracking purposed and paper based rosters are permitted exclusively for in-person-hands-on equipment sessions which constitute less than 10% of the total allocated hours and maintain unaltered Zoom, DSV usage reports and corresponding ETP uploaded excel files to ensure accuracy of data. Modifying usage reports could compromise data integrity and keeping them unchanged preserves the reliability of the information. Also the caveat that you will be returning to full Panel in 6 months and again in 12 months once training has commenced this fiscal year to report your progress. The contract start date or training hours of the contract to start later this fiscal year by December 31, 2023. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 34: SOMA AEC, Inc. dba Oxman College

Priority industry and repeat contractor. Funding requested \$749,808 to train 40 under Job one retrainees HUA for medical skills and 20 for Job 2 retrainees priority rate, 20 for Job 3 retrainees medical skills set and 118 for Job 4 job creation medical skills set. Training delivered at employer work sites. Eighteenth contract with ETP, seventh contract in the last 5 years.

Comment was made that they just appeared before Panel for the same amount for a separate funding stream however this is your eighteenth contract. This is a broker model where you are going out and finding workers and employees to train. The wages compared to other ETP funded companies is coming in at \$21.50 while you are at \$19 up from \$17 for the same Monterey HUA. The increased quality of life for the workers is not being seen.

ACTION: Member Newsom moved and Member Smiles seconded the motion to approve the proposal submitted by SOMA AEC, Inc. dba Oxman College in the amount of \$749,808 with the post retention contractual wages of Jobs number 1 and 4 from \$19 per hour up to \$22 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 35: San Joaquin County Economic Development Association

Repeat contractor. Funding requested \$146,862 to train 199 trainees. Training will take place at work sites throughout San Joaquin County.

Panel stated that there would be no wage modification \$21.66 is the minimum post retention for all Jobs numbers.

ACTION: Member Newsom moved and Member Smiles seconded the motion to approve the proposal submitted by San Joaquin County Economic Development Association in the amount of \$146,862 with the understanding that the post retention contractual wage for all jobs listed will be raised from \$17 per hour to \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

Tab No. 36: Workforce Development Board of Contra Costa County dba WDBCCC

Repeat contractor. Funding requested \$749,675 to train 165 trainees, including 40 new hires.

ACTION: Member Smiles moved and Member Newsom seconded the motion to approve the proposal submitted by Workforce Development Board of Contra Costa County in the amount of \$749,675. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 6 to 0.

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

Fiscal to come in and give a presentation similar to the audit presentation.

One agenda item for Policy Committee regarding looking at contracts that are coming for future funds right around the close of a contract. Should we be seeing a policy related to how frequently someone can come in from having an active contract to having a closed contract etc.? Should we be looking for accuracy and performance?

XIV. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

No comments were made.

XV. MEETING ADJOURNMENT

Chair Bettencourt asked for motion to adjourn the panel meeting.

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

Motion carried, 6 to 0.

Chair Bettencourt Adjourned the meeting at 1:39 p.m.

Single Employer Contractor

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

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

These features apply to core program funding.

Multiple Employer Contractor

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

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

Retraining

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

New Hire Training

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

These features apply to core program funding.

Delegation Order Process

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



Employment Training Panel

Memorandum

To: ETP Panel Members

Date: December 15, 2023

CC: Executive Staff

Jessica Grimes, Executive Director
Peter Cooper, Assistant Director
Jaime Gutierrez, Chief Deputy Director

From: Heather Miguel, Program Projects Unit Manager

Subject: Agriculture Initiative and Funding for FY23/24

I. Brief Issue Statement:

The California Labor and Workforce Development Agency (LWDA) is working on an Agriculture initiative to advance workers within the industry. The initiative goals include expanding the number of workers with the educational capacity necessary to enter higher training programs, increasing access to existing and emerging high-paying jobs in the agricultural industry, and improving job-quality and wages. This aligns with ETP's mission to create and retain high wage jobs while providing workers the opportunity to train for career advancement.

As a step to implement this initiative, LWDA is partnering with the Employment Development Department (EDD) on a Solicitation for Proposals for the Farmworker Advancement Program (SFP released on October 11, 2023). This program will award funding to entities across the state to implement projects that focus on farmworker advancement by offering essential skills and upskilling training. This funding will enable farmworkers to obtain employment in good quality jobs that pay family sustaining wages, provide benefits, offer predictable work schedules, provide opportunities for advancement, and encourage worker voice.

In addition, the LWDA has been working on agency-wide effort to improve outreach and access to services for farmworkers, including its enforcement entities. This has included LWDA and the Department of Industrial Relations (DIR) funding a Statewide Agriculture and Farmworker Education (SAFE) program to target farmworkers with information about how to work safely during the COVID pandemic, and signing a Memorandum of Understanding with Mexico's Ministry of Foreign Affairs to strengthen labor rights and protections for Mexican workers in California through cooperation for training and education, outreach and communication and promotion of a bilateral dialogue. LWDA is also working with EDD, DIR, and the Agricultural Labor Relations Board (ALRB) in

launching one-stop shop clinics in agricultural regions to bring LWDA services directly to farmworkers. EDD, DIR, and ALRB have also signed an interagency memorandum to better share information and refer cases related to agricultural workers.

II. Background Information:

In an effort to support the training and advancement of agriculture and farmworker populations in coordination with the efforts of the LWDA, EDD and others, ETP proposes to allocate \$10M in funding for FY23/24 to serve businesses and workers in the agriculture and food processing sectors. The goal of this funding allocation is to upskill farmworkers to transition into better jobs.

All organizations with the Agriculture NAICS Codes (11110-115310) will be prioritized for this initiative. ETP will review, on a case by case basis, any applicants that may be in Agriculture related companies such as food packing, food processing, irrigation and fishing industries for prioritization as well.

In addition to allocating funds, ETP is also recommending the following:

- The Panel allow Single Employer Contractor's request up to \$600k in funding for projects in the Agriculture industry.
- The Panel allow Multiple Employer Contractor's request up to \$1M in funding. In order to request funding over the cap, the funding over the cap (\$750k) must be exclusively reserved for the Agriculture initiative.
- These projects will receive priority of processing, meaning that they will be moved to the top of the queue upon application submittal and prioritized for funding development.

Staff has been and will continue to work with LWDA, EDD, the California Department of Food and Agriculture, and other partners and stakeholders across the state to outreach to potential applicants for this funding.

Finally, depending on demand, ETP may need to open this funding back up to all industries to ensure program goals are met overall. As such, staff will provide updates to the Panel on the status of this initiative.

III. Recommendation

This is an action item and staff is recommending that Panel approve the allocation of funding for the Agriculture Initiative, higher funding caps for Single Employer and MEC's, and expedited processing.



WORKFORCE LITERACY PILOT PROGRAM

Training Proposal for:

Bay Area Community Resources, Inc.

Contract Number: ET24-0278

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	New Hire Priority Rate	Industry Sector(s):	MEC Services Healthcare Transportation/Warehousing
Counties Served:	San Francisco, Alameda, Contra Costa	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤0%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$397,440		\$95,310 30%		\$492,750

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire Priority Rate	Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, Workforce Preparation Activities	90	8-200	0	\$5,475	\$15.50
				Weighted Avg: 192			

*The required post retention minimum wage for all trainees under this program will be the California State minimum wage or the local minimum wage for localities with a higher minimum wage than the State.

Occupation Titles/Number of Trainees	
Occupation Titles	Estimated # of Trainees
Delivery Driver Class C	10
Bus Driver Class B	10
Warehousing and Logistics Staff	10
Medical Assistant	15
Phlebotomist	15
Education Program Staff	15
Para-educator / Instructional Aide	15

WORKFORCE LITERACY PILOT PROGRAM PROPOSAL

The applicant is eligible for the Workforce Literacy Pilot Program in accordance with Governor Newsom’s FY22/23 budget, approved in AB178. Pursuant to Unemployment Insurance code section 10214.6 and ETP Regulation 4451, the Panel has adopted the Workforce Literacy Pilot Program Guidelines to expend \$10 million in one-time General Fund dollars as an Alternative Funding Source program.

Under this authority, these guidelines are created to ensure the success of this Workforce Literacy Pilot Program while meeting the legislative intent of expanding workforce literacy training within the State of California through ETP’s existing model.

These funds will enable eligible contractors to create or expand workplace literacy training in English, math, digital skills, workforce preparation activities, and technical skills for immigrants, refugees, and other English Language Learners.

California is home to millions of immigrants, refugees, and English Language Learners who are an integral part of our state’s economic success. Individuals within these demographics face cultural, language, educational, and other barriers that limit their access to education and workforce development services including job-training programs that provide opportunities to gain skills and experience leading to sustainable wages.

Many of these individuals work in low paying jobs without opportunities for advancement. The high poverty, low skill levels, and low literacy levels of these populations cause hardships for these individuals and their families, often adding to higher unemployment in California.

Because of the low wages of the intended target population and the goals of this training program to help train in basic literacy, ETP does not want to create barriers to training for potential trainees based on low wages. Research has shown that greater English literacy skills are closely correlated with higher earnings, and workplace literacy programs that help workers to build these skills can play a powerful role in economic advancement.

California recognizes the opportunity to address the language, education, and skill needs of our immigrant, refugee, and English language-learner populations by engaging employers to build the skills of their workers to improve the competitiveness of their business. In doing so, the State and employers can ensure our workforce system is effectively working to lift people out of poverty and on a path to upward mobility.

INTRODUCTION

Founded in 1976 and headquartered in San Rafael, Bay Area Community Resources, Inc.'s (BACR) (<https://www.bacr.org/>) mission is to promote healthy development of individuals, families, and communities in the Bay Area. BACR delivers direct services in the following broad program areas which include Workforce and Economic Development, National Service such as AmeriCorps, Expanded Learning, and Behavioral and Mental Health. BACR currently serves 1,000 individuals and families annually living in San Francisco, Alameda and Contra Costa Counties. Training will be provided at BACR and Mission Language and Vocational School (MLVS) facility located in San Francisco.

BACR and MLVS are founding members of the San Francisco Latino Task Force (LTF), which emerged in March 2020 in response to the impact of COVID-19 on San Francisco's Latino community. LTF has grown into a network of over 40 organizations and operates four neighborhood-based resource hubs in the Mission, Excelsior, Bayview, and Visitation Valley neighborhoods. The four hubs are now focused on supporting economic recovery in communities that were most impacted by the pandemic. Together, the four centers serve more than 12,000 low-income and marginalized clients annually: 82% are Spanish-speaking immigrants, 50% are seeking employment services, and 48% seek ESL classes.

PROJECT DETAILS

ETP-funded training will focus on providing English Language Learning (ELL) trainees contextualized English literacy training and workforce readiness to secure employment in allied health, child development and education (CDE), or transportation, distribution & logistics (TDL) industries. At the start of training, trainees will be unemployed and will then be placed into one of the industries upon completion of training.

According to data from several federal agencies, those three industries have been in major need for qualified employees since the Covid-19 pandemic. Per the 2021 Mercer Report, between 2022 and 2027, the U.S.'s CDE industry will face a projected shortage of more than 3.2 million lower-wage healthcare workers such as medical assistants (MAs), home health aides and nursing assistants. For the TDL industry, according to the US Department of Transportation's Bureau of Transportation Statistics, the transportation and warehousing industry increased from representing 3.8% of the US workforce to 4.2% between March 2020 and April 2022. As for the CDE industry, exhaustion and burnout are fueling major labor shortages in education and related professions, such as youth and child development. California has the third highest teacher shortage in the country and the National Council of Nonprofits reports that nonprofit organizations are experiencing severe labor shortages. With the need for employees in these industries, ELL jobseekers find it challenging to qualify for these jobs due to the English communication barrier. The proposed training for ELL trainees in these industries will gain a credential, secure jobs wages, and health benefits in the Bay Area.

The training will serve 90 ELL job seekers over 18 months by providing at least 70% of interdisciplinary, English literacy skills building and contextualized technical skills in a 1:15 student-to-teacher ratio. The training program will run for 12 weeks, consisting of 16 instruction hours each week in English, Math, and Digital Literacy skills building plus contextualized technical skills-building in three career pathways: MLVS' career pathway to Medical Assistant/Phlebotomy and BACR's TDL and CDE pathways. A total of 30 students will enroll in each of the 3 pathways in cohorts of 15 participants at a time. Each cohort will run for 12 weeks and the cohorts will run consecutively so that the full training program cycle will be completed in 72 weeks.

Training Plan

At least seventy percent (70%) of training hours for each trainee under this program must include literacy skills, with a significant portion of the literacy skills dedicated to English literacy. Training will be provided via Class/Lab/E-Learning in the following:

English Literacy Skills: This training will be offered to all occupations in courses such as Basic English Language Skills, Workplace Vocabulary/Business English, and Resume Building and Cover Letter Writing.

Digital Literacy Skills: This training will be offered to all occupations in courses such as Job Searching Sites and Submissions, Zoom and Other Online Professional Platforms, and Email, Virtual Calendaring and Online Tools.

Math Literacy Skills: This training will be offered to all occupations in courses such as Consumer Education/Work Related Math and Numeracy, and Calculating Wages, Budgeting, and Financial Education.

Workforce Preparation Skills: This training will be offered to all occupations in courses such as Career Advancement, Getting Hired/Professional Communication, and Workplace Culture and Safety.

Impact/Outcome

Upon completion of training, trainees choosing to work in the healthcare industry will receive certification in CPR & First Aid and be eligible for the National Association Certified Exam. Trainees in CDE will receive career coaching, which assesses participants' skills and interests and provides them with information & guidance, including a Career Action Plan. While trainees in TDL will receive Food Handling Certification and Forklift Certification.

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

BACR's Director of Workforce and Reentry (dedicated administrator) will oversee the project. There will also be a Program Manager to help oversee all aspects of day-to-day program operations and be responsible for overseeing the TDL and CDE pathway training. There will be an Employer Engagement Specialist to help oversee all job placement and employer engagement activities. The Chief and Executive Director of MLVS will oversee the Healthcare pathway training. Training will be delivered at MLVS location in San Francisco.

Marketing and Support Costs

BACR markets their programs through flyers, emails, trade shows, and advertisements. BACR and MLVS work directly with organizations that serve and represent the small business community, including Clecha (a small business support organization serving the Latino community) and Calle 24, which represents businesses located in the Mission District of San Francisco. Support cost will also be used to pay for partial salaries of the training instructors and the staff supervising trainers, payroll taxes and fringe benefits for these positions, general operating expenses (rent, program materials, and curriculum materials), as well as direct administrative costs. Thus, BACR requests and staff recommends 30% support costs to assist in New Hire recruitment and outreach.

Trainer Qualifications

BACR certifies that all literacy training under this program will only be delivered by qualified instructors. A qualified instructor is someone who is competent in the subject matter, holds a bachelor's degree, and has a minimum of two years of directly relevant teaching experience.

MLVS has been in continuous operation for the past 50+ years. MLVS is a one-stop service delivery site for the Latino and immigrant community. It is a recognized leader in the field of vocational medical assistant certification, culinary skills certification, youth workforce development, and offers GED and ESL classes.

Tuition Reimbursement

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

Alternate Retention

BACR is requesting alternate retention for trainees in Job Number 1 for an industry in which it is not customary to be employed 90 consecutive days. As such, BACR is requesting to utilize 500 hours of employment during a period not to exceed 272 calendar days after completion of training.

In addition, BACR is requesting alternate retention for new hire trainees who have been placed in qualifying employment after completion of training by a training agency and who do not complete 90-days of employment retention with the initial employer, the training agency may place the trainee in subsequent qualifying employment with an eligible employer for an additional 90 days within the term of the contract.

➤ Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the trainees in Job Number 1, not to exceed 25%.

Other Resources

Additional funding is provided by San Francisco Office of Economic and Workforce Development (OEWD). San Francisco OEWD funds will be used in addition to ETP funding to pay for the following personnel: the salary and benefits of three career coaches who will provide career coaching skills, and the salary and benefits of an Employer Engagement Specialist. The total contribution of SF OEWD funds to the Workforce Literacy Program is \$291,250.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

MLVS of San Francisco has been retained to provide Digital Literacy Skills, English Literacy Skills, Math Literacy Skills, and Workforce Preparation Skills training for a fee of \$60,450. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Digital Literacy Skills

- Job Searching Sites and Submissions
- Zoom and Other Online Professional Platforms
- Email, Virtual Calendaring and Online Tools

English Literacy Skills

English Literacy (with contextualized workforce prep)

- Basic English Language Skills, Citizens, and Community
- Workplace Vocabulary / Business English
- Resume Building and Cover Letter Writing

Math Literacy Skills

- Consumer Education / Work Related Math and Numeracy
- Calculating Wages, Budgeting, and Financial Education

Workforce Preparation Activities

- Career Advancement
- Getting Hired / Professional Communication
- Workplace Culture and Safety
- Professional Attire and Positive Work Ethics



**Training Proposal for:
Avid Bioservices, Inc.**

Contract Number: ET24-0276

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 365	U.S.: 365	Worldwide: 365
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution
\$226,422

Total ETP Funding
\$109,181

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	101	8-200	0	\$1,081	\$22.66
				Weighted Avg: 47			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: \$22.66 per hour for Orange County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Corporate Support Staff	\$22.00-\$25.00	5
	\$25.01-\$65.00	15
Engineering/Information Technology Staff	\$38.00-\$69.00	16
Manufacturing Staff	\$20.16-\$25.00	10
	\$25.01-\$55.00	26
Product Development/Quality Staff	\$23.00- 25.00	5
	\$25.01-\$79.00	16
Manager/Supervisor	\$30.00-\$70.00	8

INTRODUCTION

Founded in 2002 and headquartered in Tustin, Avid Bioservices, Inc. (Avid Bio) (www.avidbio.com) provides a range of process development, clinical and commercial manufacturing services for the biotechnology and biopharmaceutical industries. The Company is a dedicated contract development and manufacturing organization (CDMO) focused on development and current Good Manufacturing Practices of biopharmaceutical drug substances derived from mammalian cell culture. The mammalian cell culture production method is highly suitable for manufacturing complex molecules (examples include monoclonal antibodies, next-generation antibodies and recombinant proteins). The benefits of the mammalian cell culture production method have played a significant role in accelerating the proliferation of biologics therapies. The Company has three locations in Tustin and one location in Costa Mesa. All four locations will participate in the ETP-funded training.

Veterans Program

Although Avid Bio does not plan to include a separate Veteran's Job Number, the Company posts jobs on certain boards that target veteran hiring i.e. CalJOBS, Veteran's Advantage Jobs and Career Network etc. In addition, Avid Bio works with local colleges like California State Fullerton and California State Long Beach to target veteran recruitment on the campuses.

PROJECT DETAILS

This will be Avid Bio's second ETP Contract, and the second in the last five years. Previous training focused on initiatives specific to working effectively during the Covid Pandemic. This proposal will focus on current technology and processes necessary for the Company to be effective and compete in the Biopharmaceutical industry.

As an expert in Mammalian Cell Culture Manufacturing, Avid Bio reports continued consolidation in the CDMO industry has resulted in a limited number of qualified, agile and independent CDMOs with mammalian cell culture-based biologics development and manufacturing capabilities. To respond to industry needs, the Company must continue to be agile and keep up with the demand for its manufacturing process and services.

To continue to grow its business in California and keep up with customer demand, the Company is implementing new technologies, processes and markets in addition to recently expanding its Tustin facility and building a new purpose-built cell and gene therapy development and Current Good Manufacturing Practices (CGMP) manufacturing facility. By increasing the demand in the biologics manufacturing industry for modular cleanroom space, onsite analytical and process development laboratories and single-use bioreactors, these developments have driven demand among pharmaceutical companies for facilities that can develop and produce pilot scale batches. The expanded Tustin facility is designed to provide its customers with the desired efficiency and flexibility they need for their products.

In addition to the launch of the newly expanded Tustin facility, Avid Bio also announced the completion of its mammalian cell process development expansion, which has doubled the Company's total process development capacity. With the completion of these expansion projects, the Company's sole ongoing expansion effort involves the build-out of its new cell and gene therapy facility, which will support early-stage development through commercial manufacturing. The Company has already launched analytical and process development capabilities at this viral vector facility in Costa Mesa and remains on track to launch CGMP suites by the end of 2023.

The Company is also implementing a new applicant tracking system, JobVite's Evolve Talent Acquisition Suite, which will empower Avid Bio to source quality talent, build meaningful relationships, and create engaging candidate experiences, purpose-built to drive predictable outcomes, lower talent acquisition costs, and increase recruiting capacity at scale. This new system will allow the Company to simplify and effectively manage the recruitment process and keep up with the rapid company growth.

Training Plan

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

Business Skills: Training will be delivered to all occupations and include Audit/Documentation, Business Process Skills, Communication/Conflict Resolution Skills and Finance/Accounting Skills.

Computer Skills: Training will be delivered to all occupations and include Cyber Security Skills, Data Analytics/Database Systems and Enterprise Resource Management Skills,

Continuous Improvement: Training will be delivered to all occupations and include Business Intelligence Skills, Change Management, Decision Making and Engineering Process/Design Skills.

Manufacturing Skills: Training will be delivered to Managers/Supervisors, Manufacturing and Production Staff. Training will include Advanced Safety Skills, Clinical Development Skills and Good Documentation Practices.

Commitment to Training

Avid Bio's annual training budget is approximately \$40,000 between all locations and includes new hire orientation, sexual harassment prevention, diversity and basic computer 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 Senior Director of Human Resources will be responsible for overseeing all aspects of the contract with the assistance of two Senior HR Business Partners who will manage training documentation throughout all four training locations. The Company also has three formal trainers and several subject matter experts that will also be responsible for managing the scheduling, delivery and documentation of training. The Company has a detailed training schedule in place and is ready to begin training upon Panel approval. An outside administrative consultant has also been retained to ensure that all training records meet ETP compliance. Training will be delivered on-site by in-house experts and vendors if needed

Impact/Outcome

The proposed ETP funding will allow Avid Bio to implement new curriculum related to current technology and pharmaceutical processes to enable employees to operate effectively and efficiently while performing their specific job responsibilities and responding to the increase in customer demand.

Prior COVID Performance

Avid Bio had a prior ETP Contract (ET21-0313) under COVID Pilot Program with a term from 06/28/2021 to 06/27/2023. The Company was able to earn 100% of the funds (\$150,000).

DEVELOPMENT SERVICES

Training Funding Partners in Fountain Valley assisted with proposal development for a flat fee of \$6,550.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Audit/Documentation Skills
- Business Process Skills
- Communication/Conflict Resolution Skills
- Finance/Accounting Skills
- Marketing Sales/Skills
- Pharma Industry Skills
- Presentation Skills
- Reporting/Documentation Skills

Computer Skills

- Cybersecurity Skills
- Data Analytics/Database Systems
- Enterprise Resource Management Skills
- Intermediate/Advanced Microsoft Office
- Lab Systems
- Evolve Talent Acquisition Suite

Continuous Improvement Skills

- Business Intelligence Skills
- Change Management
- Decision Making
- Engineering Process/Design Skills
- Leadership Skills
- Lean Management/Process Improvement
- Problem Solving Skills
- Product Quality Planning/Product Liability
- Project/Program Management
- Quality System Processes
- Risk Management
- Team Building
- Troubleshooting/Root Cause Analysis

Manufacturing Skills

- Advanced Safety Skills
- Clinical Development Skills
- Good Documentation Practices
- Lean Manufacturing Tools/Skills
- New/Updated Processes/Systems/Products
- Product Lifecycle/Product Training
- Quality Assurance/Quality Control
- Research and Development Skills
- Work Process Skills



Retrainee-Job Creation
Training Proposal for:
Bandy Manufacturing, LLC
Contract Number: ET24-0274

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: S. Turner

PROJECT PROFILE

Contract Attributes:	Priority Rate	Industry Sector(s):	Manufacturing
	Retrainee Job Creation Initiative SB <100 HUA		Aerospace Related
			Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 60	U.S.: 60	Worldwide: 60
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$84,508

Total ETP Funding
\$85,997

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, HazMat	58	8-200	0	\$1,334	\$22.66
				Weighted Avg: 58			
2	Job Creation Priority Rate SB<100	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, HazMat	15	8-200	0	\$575	\$18.78
				Weighted Avg: 25			

*Post-Retention Wage is the Contractual Wage.

<p>Minimum Wage by County: Job Number 1: \$22.66 per hour for Los Angeles County Job Number 2: (Job Creation): \$18.78 per hour for Los Angeles County</p> <p>Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe</p> <p>Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 2.</p>
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Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Warehouse Staff	\$17.50-\$20.00	1
Machine Operator 1	\$17.93-\$20.00	12
Machine Operator 2	\$21.00-\$25.00	6
Data Entry Clerk	\$21.50-\$25.00	1
Quality Inspector 1	\$23.50-\$28.00	3
Quality Inspector 2	\$38.00-\$42.00	2
Warehouse Driver	\$24.00-\$25.00	1
Maintenance Technician	\$25.03-\$31.55	2
Computer Numerical Control Machinist	\$26.00-\$32.00	8
Accounting Staff	\$28.00-\$35.00	2
Lead	\$31.58-\$41.00	7
Customer Service	\$32.21-\$45.00	2
Manufacturing Engineer	\$39.00-\$52.00	3
Managers	\$40.93-\$101.96	7
Master Scheduler	\$42.31-\$42.31	1

Job Number 2 (Job Creation)		
Machine Operator 1	\$16.28-\$20.00	1
Machine Operator 2	\$20.01-\$25.00	2
Machine Operator Military	\$20.01-\$25.00	6
Computer Numerical Control Machinist 111	\$25.01-\$35.00	4
Master Scheduler	\$35.00-\$45.00	1
Manufacturing Engineer	\$35.00-\$55.00	1

INTRODUCTION

Founded in 1953 and located in Burbank, Bandy Manufacturing, LLC (Bandy) (www.bandymanufacturing.com) manufactures complex, tight tolerance hinges used on numerous commercial and military aircraft and equipment. These hinges are produced for cargo and passenger doors, weapon bay doors, and luggage compartments. Bandy also manufactures access door and panels for missiles, torpedoes, marine/shipboard and aircraft. Its customers include Boeing, Lockheed Martin, KAL, Kintetsu, Hawker Beech Craft, SAAB and Sprint Airlines.

Notably, as the travel industry has regained its normalcy, Bandy has achieved substantial and robust growth. The Company has experienced an uptick in market share by 50% in the commercial sector and 10% in the military sector. This is Bandy's third ETP proposal, and the third within five years. Training will take place at the Company's single location in Burbank.

Veterans Program

Although there is no Veteran component in this proposal, Bandy is firmly committed to the hiring and development of Veterans. The Company currently employs one Veteran. Moreover, all qualified Veteran candidates are encouraged to apply for positions through Community Colleges, CalJobs, and EDD recruiters who specifically focus on Veteran recruitment.

PROJECT DETAILS

Previous training centered on software and equipment, both of which have been replaced with advanced technology and machinery in this project. Furthermore, Bandy has secured additional contracts from TX Boeing Aircraft, and awarded additional Suite Improvement Projects that require software updates. Hence, to sustain this momentum, the Company must remain competitive by staying abreast of technological advancements. As a result, Bandy has identified the need for facility upgrades, including the acquisition of updated software and new equipment such as replacements for Identification and Assembly machines, forklifts and storage solutions.

To address the retiring workforce, especially in the machine operations department, Bandy has allocated \$412,000 towards investments in rolled hinge presses, pin machines, updated software, and a rotary table. Also, the Company recognizes that implementing strategic cross-training is crucial for effective retention and succession planning, ensuring competitiveness and sustained productivity. This training approach aims not only to improve the efficiency of workflows, processes, and procedures but also to foster a high level of motivation and engagement among its workforce. This overarching plan will facilitate smooth transitions between internal and external tasks, enhance operational fluidity, and enable adaptability to changing demands.

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.

Bandy is dedicated to both succession planning and overall growth to remain competitive in the industry. Consequently, the Company has expanded its facility by securing additional leasing space. The Company is actively exploring and developing innovative technology within the aerospace industry. In pursuit of these objectives, Bandy will hire 15 new employees (Job Number 2) to support and drive their initiatives. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Business Skills: Training will be offered to the Accounting Staff, Customer Service Staff, Master Schedulers and Managers to provide skills to effectively operate and grow the business. Training will improve the ability of the workforce to better manage the overall business in Accounting, Business Planning, Customer Relations, Financial Strategy and Negotiating.

Computer Skills: Training will be offered to Data Entry Clerks, Customer Service Staff and Managers to increase efficiencies in Computer-Assisted Drafting (CAD), CRM, Inventory Control, Purchase Order Tracking, Payroll, and Customer Portals- transferring of large files.

Continuous Improvement: Training will be offered to all occupations and provide an overview of Bandy's operations and skills necessary for Quality Management including, Quality Management Systems, ISO-2015-AS9100, Production Scheduling, Production Operations/Workflow, and Process Improvement.

Manufacturing Skills: Training will be offered to Machine Operators, CNC Machinists and Leads for cross training to manufacture products to meet industry standards including, Automatic Slotter Operation, Deburring Process, Fork lift, Parts and Products Manufacturing, Inventory Control-process related, Line Drills, CAD and Computer-Assisted Manufacturing.

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, Maintenance Technicians will receive up to 10 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

Bandy currently invests \$75,000 annually for training and includes orientation and safety training. The ETP funding will enable Bandy to introduce and implement new processes and machinery, thereby securing a competitive advantage while concurrently upskilling employees.

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

➤ Training Infrastructure

The President and the Human Resources Manager will oversee project administration and implementation by managing scheduling, delivery, and documentation. An outside consultant has been retained to assist in the project administration and ensure that all training records meet ETP compliance. Bandy has a training schedule in place and is prepared to commence training upon contract approval. Training will be provided by in-house experts and vendors as needed.

High Unemployment Area

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

➤ Wage Modification

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

Professional Employer Organization

Bandy uses the services of Insperity, a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor's qualifications, and Bandy will be held solely responsible for performance under the ETP Contract. This Proposal has been reviewed by ETP staff to ensure compliance with all applicable guidelines, and the Company has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with Insperity clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that Bandy retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0222	\$29,095	1/13/2022-1/12/2024	55	55	\$29,095 (100%)

*Based on ETP Systems, 1,357 reimbursable hours have been tracked for potential earnings of \$29,095 of approved amount. The Contractor final earnings of 100% based on training currently committed to by employers and in progress through 10/14/2023.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0143	Burbank	10/18/2019- 1/25/2022	\$60,375	\$20,597 (34%)

*During the pandemic, Bandy experienced an unexpected turnover rate in 2020, leading to a staggering 41% (75 employees as of 12/31/2019 to 44 employees as of 06/30/2020) reduction in the total number of employees. The decline was primarily attributed to 60% of its customer base being in the commercial sector, and with minimal air travel in 2020, the aerospace industry experienced a substantial downturn. Consequently, customers either deferred orders or canceled, resulting in a workload reduction exceeding 50%. However, as of to date, Bandy has successfully rebounded with over 50% growth in market share while concurrently maintaining a headcount of 60 employees. The Company foresees reaching a staff count of 79 employees by 12/31/2024, reflecting a projected 5% increase from their initial ETP contract in 2019.

DEVELOPMENT SERVICES

Judith's Training Services in Los Angeles assisted with the proposal development for a flat fee of \$8,600.

ADMINISTRATIVE SERVICES

Judith's Training Services will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting
- Business Planning
- Financial Strategy
- Inventory Control – Cross Training
- Product Knowledge
- Strategic Planning, Evaluating and Monitoring.
- Development Plans
- Communication: Business Report Writing and Editing
- Negotiating
- Conflict Management
- Customer Relations
- Estimating
- Refunds and Exchanges (Return Material Authorization)
- Leadership
- Decision Making
- Motivation
- Team Building
- Administration
- Coaching/Mentoring

Computer Skills

- Coordinate Measuring Machine Software
- CAD – CATIA – 3D Imagery Viewing – Create Programs/Cost and Motion
- File Transfer Protocol
- Graphic Representations
- Auxiliary Hardware
- Network Management
- Integrated Material Management
- Sales Forecasting
- Material Resource Planning
- Inventory Control
- Purchase Order Tracking
- Cost Accounting
- Engineering/Document Control/Revision Control
- Human Resource Information System
- Payroll
- General Accounting
- Cloud Suite Industrial
- Microsoft Office
- Customer Relationship Management System
- Customer Portals – Transfer Large File (Boeing, Lockheed, etc...)

Continuous Improvement Skills

- Quality Management Systems
- Problem solving – Root Cause Corrective Action-Fishbone Diagrams
- Quality Concepts – Monitoring and Measurement
- Geometric Dimensioning and Tolerancing
- ISO – 2015 – AS 9100 revised
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- The Bandy way (cross training occupations)
- Bandy – Focus 6 (safety training <10% machine operations)
- Lean Manufacturing
- Creating/Interpreting Charts and Graphs

Hazardous Materials Skills

- Hazardous Waste Handling - Hazardous Chemical Cleaning/Handling/Disposal

Manufacturing Skills

- Parts and Products Manufacturing
- Identify & Assembly Procedures
- Inventory Control – Process Related
- Warehousing
- Manufacturing Practices
- Cross Training in Production Equipment/Skills
- Equipment Repair/Maintenance
- Automatic Slotter Operation
- Military Spec Manufacturing
- Computer Numerical Control Machine Operations
- Line Drills
- Deburring Process
- Computer Numerical Control Programming
- Computer Assisted Drafting/Manufacturing
- Forklift



Retrainee-Job Creation
Training Proposal for:
Cinnabar California, Inc.
Contract Number: ET24-0275

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: S. Turner

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 Job Creation Initiative	Industry Sector(s):	Construction Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 76	U.S.: 76	Worldwide: 76
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$174,834

Total ETP Funding
\$95,680

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., HazMat, OSHA 10/30	74	8-200	0-25	\$920	\$22.66
				Weighted Avg: 40			
2	Job Creation Priority SB<100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., HazMat, OSHA 10/30	15	8-200	0-25	\$1,840	\$22.66
				Weighted Avg: 80			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour for Los Angeles County
Job Number 2 (Job Creation): \$18.78 per hour for Los Angeles County

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1; and up to \$2.26 per hour may in Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Production	\$20.16-\$25.00	11
	\$25.01-\$45.00	37
Logistics	\$23.00-\$25.00	1
	\$25.01-\$36.06	2
Design	\$32.45-\$79.33	10
Business Development	\$33.17-\$43.27	2
Project Management	\$33.65-\$84.13	8
Administration	\$33.65-\$60.10	3
Job Number 2		
Production	\$20.00-\$25.00	4
	\$25.01-\$45.00	4
Logistics	\$23.00-\$25.00	1
Administration	\$33.65-\$40.00	1
Business Development	\$33.17-\$43.27	1

Design	\$32.45-\$72.11	2
Project Management	\$33.00-\$65.00	2

INTRODUCTION

Founded in 1982 and headquartered in Los Angeles within a 65,000 square foot facility, Cinnabar California, Inc. (Cinnabar) (www.cinnabar.com) designs, develops, and constructs one-of-a-kind exhibit structures through interpretive planning, content preparation development, and specialty fabrication. Dedicated to innovation, Cinnabar's inventive minds and craftsmanship convey structural design through its in-house design-build services by catering to museums, cultural institutions, film and television, retail, artists and architects. The exclusiveness of Cinnabar's business is evident by its clientele including, the Smithsonian National Museum of American History; the California Academy of Sciences in San Francisco, the Los Angeles Historical Monument, the La Brea Tar Pits and Museum, the Gallaudet University in Washington DC, the sets for television show American Idol, and the Hermés Beverly Hills Store. This will be Cinnabar's second ETP Contract, and the first in five years. Training will take place at headquarters in Los Angeles.

Veterans Program

Although there is no Veteran component in this proposal. Cinnabar is committed to seeking organizations who recruit Veteran candidates.

PROJECT DETAILS

Cinnabar's partnership with Louis Vuitton resulted in the construction of a 40-foot tunnel with multiple rooms that showcased their watch objects and timepieces. As a result, Cinnabar has since been propelled to enter new markets, specifically within the domain of branded marketing. This collaborative and innovative process has afforded its workforce with extensive and critical new skills. Furthermore, the surge in large-scale museum projects has resulted in a need for Cinnabar to upskill Project Managers to oversee and manage complex long-term ventures more effectively.

A Company work assessment revealed that optimizing current procedures and innovating new ones is key to maximizing the utilization of both personnel and equipment. Thus, the Company has immersed its resources through the implementation of Lean Process Improvement, with a primary focus on enhancing workflow.

Cinnabar is poised for further expansion by bringing the art of mount-making (a method that allows the mounting materials of a floating object to be displayed as unobtrusive as possible), and the use of 3-D printers in-house. This strategic move aims to completely eliminate the need for outsourcing. In a resolute demonstration of its commitment, Cinnabar has invested \$20,000 in new equipment by purchasing a 3-D Printer. This acquisition empowers its workforce to efficiently harness these new techniques and systems, ultimately enhancing the Company's growth and its indelible edge within the industry.

However, with these new large-scaled projects and equipment, the Company is currently facing a looming challenge due to its aging workforce. Consequently, there is an impending gap that requires immediate attention and comprehensive training to address the pending shortage of retiring master craftsmen. Therefore, training is critical and time sensitive requiring an elevated level of skill development due to the uniqueness and distinctiveness of Cinnabar's projects.

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.

Increased demand for its unique services, specifically, its museum quality craftsmanship requires 2 weeks at 40 hours per week of robust training. The Company will hire 15 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be delivered via Class/Lab, E-Learning, and Computer-Based Training (CBT) by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to all occupations to provide staff with the skills to effectively operate and grow the business. Training will improve the ability of the workforce to better manage the overall business in Cost Control, Customer Relationship Management, Customer Service, Financial Analysis, Planning and Organization, Retaining Customers and Strategic Planning.

Commercial Skills: Training will be offered to its Design, Production, Project Management, and Logistics Staff and include 3-D Printing, Cabinetry, Fabrication, Rigging and Welding.

Computer Skills: Training will be offered to all occupations to sharpen proficiencies in Blue Beam, Computer-Aided Design software, Master Computer-Aided Manufacturing and Enterprise Resource Planning that are relevant to respective job roles and responsibilities.

Continuous Improvement: Training will be offered to all occupations and include Cross Training, Communication Skills, Problem solving, Decision Making, Teamwork Development and Time Management Skills.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10/30 hours of classroom or CBT training for Production and Project Management Staff. 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 Logistics, Production, and Project Management will receive up to 5 hours of training in Bloodborne Pathogens, paint disposal, paint solvents and their proper use and disposal. 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 will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-25 hours of CBT courses.

Temporary to Permanent Hiring

The Company will train five 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.

Commitment to Training

Cinnabar currently invests \$150,000 annually for safety and employee improvement. The Company is committed to improving performance and knowledge for all employees. The ETP funding will enable Cinnabar to implement new processes, thereby upskilling employees.

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

➤ Training Infrastructure

The Director of Human Resources, Human Resources Coordinator, and Head of Project Management will oversee the implementation of this project with the assistance of Department Heads for each department and a dedicated Project Manager. The Department Heads will be responsible for enrollment and scheduling training while the Project Manager will secure all rosters and monitor the training. Furthermore, an outside consultant has also been retained to assist in the project administration to ensure that all training records meet ETP compliance. A training schedule is in place for the proposed training and Cinnabar is ready to start training upon contract approval.

DEVELOPMENT SERVICES

Carrasco LLP, Innovative Tax Solutions in Sacramento assisted with proposal development for a flat fee of \$2,870. Sierra Consulting Services, Inc. in Cameron Park assisted for a flat fee of \$6,698.

ADMINISTRATIVE SERVICES

Carrasco LLP, Innovative Tax Solutions (3.9%) and Sierra Consulting Services, Inc. (9.10%) will also provide administrative services for a combined fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication Styles
- Company Culture Development
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Non-Violent Communication
- Operational skills
- Organizational Structure Development
- Performance Management & Providing Feedback
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning

Commercial Skills

- 3D Printing
- Blue Print Reading
- Building Systems
- Cabinetry
- Carpentry
- Change Order Negotiations
- Computer Numerical Controlled Machines
- Concrete Forming

- Construction
- Crisis Management
- Design
- Electrical
- Environment Impact Planning
- Estimating
- Fabrication
- Forklift/Scissor Lift
- How to Complete a Purchase Order
- Laser Cutting
- Lighting and Dimmers
- Lock Out/Tag Out
- Logistics
- Managing Subcontractors
- Metal Work
- Mold Making
- Mount Making
- Museum Display Making
- Painting and Staining
- Planning and Scheduling
- Product Knowledge
- Rigging
- Solid Surface
- Welding
- Work Order Processing

Computer Skills

- Advanced Excel
- BIM Building Information Modeling
- BIM/Revit/Navis
- Blender
- Bluebeam
- Computer Aided Design Software
- ComputerEase/FieldEase
- Enterprise Resource Planning Training
- Fusion360
- InDesign Software Training
- MasterCAM
- Microsoft Intermediate and Advanced Office
- Paylocity
- Projections
- Revit Architecture Fundamentals
- Rhino
- Website Maintenance

Continuous Improvement Skills

- 5S
- Cross Training

- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Kaizen
- Leadership
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

Hazardous Materials Skills

- Bloodborne Pathogens
- Hazardous Materials Handling
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning/Disposal

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Forklift Safety - Industrial Counterbalance Lift Trucks – 23 Minutes
- Scissor Lifts in Industrial and Construction Environments – 23 Minutes

Safety Skills - OSHA 10

- Caught In or Between – 30 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocutation – 1 hour

- Excavations – 30 minutes
- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 1 hour
- Materials Handling, Storage, Use and Disposal – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 1 hour
- Tools – Hand and Power – 30 minutes

Safety Skills - OSHA 30

- Asbestos Awareness: 30 minutes
- Asbestos for Supervisors: 2 hours
- Caught-in or Between – 1.5 hours
- Cranes, Derricks, Hoists, Elevators and Conveyors – 30 minutes
- Electrical Safety – 2 hours
- Ergonomics – 30 minutes
- Excavations – 30 minutes
- Fall Prevention 1.5 hours
- Foundations for Safety Leadership – 2.5 hours
- Hand and Power Tool Safety 1 Hour
- Hazardous Materials – 30 minutes
- Health Hazards in Construction – 2 hours
- Introduction to OSHA – 1 hour
- Lead Awareness: 30 minutes
- Lead Exposure – 30 minutes
- Materials Handling, Use and Disposal – 30 minutes
- Motor Vehicles – 30 minutes
- Rollover Protective Structures, Signs, Signals and Barricades – 30 minutes
- Scaffolds – 30 minutes
- Silica Exposure – 30 minutes
- Stairways and Ladders – 1 hour
- Steel Erection – 30 minutes
- Struck-by- 1 hour
- Welding and Cutting – 30 minutes

Falck Mobile Health Corp.

WITHDRAWN



Retrainee-Job Creation

Training Proposal for:

Goforth & Marti dba GM Business Interiors

Contract Number: ET24-0273

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, Riverside, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 208	U.S.: 208	Worldwide: 208
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution
\$285,982

Total ETP Funding
\$227,700

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 Mfg Skills Computer Skills PL-Mfg Skills PL-Computer Skills	200	8-200	0	\$1,035	\$22.66
				Weighted Avg: 45			
2	Job Creation Initiative Priority Rate	Business Skills Mfg Skills Computer Skills PL-Mfg Skills PL-Computer Skills	20	8-200	0	\$1,035	\$18.54
				Weighted Avg: 45			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County:

Job Number 1: \$22.66 per hour for Riverside, Orange and San Diego County.

Job Number 2 (Job Creation): \$18.54 per hour for Riverside, Orange and 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

For Job Numbers 1 and 2, up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Job Captain Manager	\$31.00 - \$37.00	3
Sales Account Manager	\$30.05 - \$60.10	11
Marketing Specialist	\$30.00	1
Outside Sales Representative	\$30.05 - \$48.08	40
Accounting Staff	\$21.00 - \$25.00	3
	\$25.01 - \$30.00	3
Contracts Administrator	\$30.29	1
Chief Installation Manager	\$40.87 - \$44.47	2
Facilities Operations Manager	\$34.86	1
Sales Operations Director	\$43.27	1
Client Services Operations Manager	\$41.83	1
Client Services Administrative Assistant	\$20.16	1
Client Services Director	\$67.31	1
Director Workplace Success	\$57.59	1
Job Captain	\$21.50 - \$25.00	6

	\$25.01 - \$30.00	6
Customer Service Manager	\$20.16 - \$25.00	1
	\$25.01 - \$26.21	1
Delivery Driver	\$20.16 - \$25.00	2
	\$25.01 - \$26.21	1
Design Manager	\$37.26 - \$43.27	5
MAC (Moves, Adds and Changes) Installation Staff	\$26.00 - \$48.00	14
Human Resources Staff	\$22.00 - \$25.00	1
	\$25.01 - \$60.10	3
Installation Technician	\$22.00 - \$25.00	25
	\$25.01 - \$31.50	31
Office Administration Staff	\$21.50 - \$24.00	3
Project Management Director	\$65.00	1
Project Manager	\$33.65 - \$38.00	4
Punch List Associate	\$21.00 - \$24.00	2
Warehouse Staff	\$21.50 - \$25.00	7
	\$25.00 - \$30.00	7
PSW-IRC (Cost Estimator) Workflow Associate	\$34.98	1
Scheduling Coordinator	\$21.00 - \$25.00	1
	\$25.01 - \$30.00	2
Purchasing Staff	\$21.50 - \$25.00	2
	\$25.01 - \$40.87	2
Service Technician	\$24.00 - \$24.50	2
Job Number 2		
Installation Technician	\$16.04 - \$20.00	5
	\$20.01 - \$25.00	5
Outside Sales Representative	\$16.04 - \$20.00	5
	\$20.01 - \$25.00	5

INTRODUCTION

Founded in 1944 and headquartered in Riverside, Goforth & Marti dba GM Business Interiors (GMBI) (www.gmbi.net) designs, manufactures, and installs indoor and outdoor workplace furniture and systems. The Company provides professional assembly and installation of prefabricated furniture and systems, as well as design, manufacture, and installation of custom furniture. GMBI also offers flooring, restoration, refurbishment, asset management, as well as moves, adds, and changes work orders to various industries including corporate, healthcare, government, educational facilities, and libraries. Some of the notable clients include First Allied Securities Inc., Illumina Inc., Kaiser Permanente, Pfizer, OC Public Libraries, Navy Medical Center, and San Diego Gas and Electric.

GMBI has opened a new showroom and warehouse in the city of Irvine, which has helped the Company to grow and develop business in the Orange County region. New product lines have recently been added as well. Both of these factors have required GMBI to hire additional employees to staff the new location, and also provide them with in-depth training to best serve new and existing customers. Lastly, the Company has added a warehouse location in San Diego to support the growing demand in that region. New training will be needed on policies, procedures, safety, use of technology, and building methods and techniques for the new locations and employees.

This will be GMBI's second ETP Contract, and the second in the last five years. All three facilities, located in San Diego, Riverside and Irvine, will participate in training.

PROJECT DETAILS

Over the past few years, GMBI has expanded products and services and has experienced a growth in customer base, including businesses with diverse needs and challenges requiring custom solutions. As the products and services expand, so has the range of skills required to complete many tasks involved in the projects. With the growing trend of custom office furniture, many of the employees must possess the required knowledge and skills to install, reconfigure, move, and refurbish complex systems comprised of thousands of pieces.

Most of the systems require electrical, mechanical, construction and manufacturing skills that are constantly being developed as new materials and technology modify and improve the existing product lines. GMBI's business is also expanding in the industries they currently serve, requiring the design team to know extensive codes, building standards, regulations, clearances, and requirements for businesses in healthcare, educational facilities, and government. Additionally, they must remain current on design trends, new technology, and construction standards, and how to successfully implement them into the Company's designs. Lastly, GMBI is reinforcing and expanding the construction skills of its existing employees in the San Diego Showroom and Warehouse as well as the Riverside Showroom and Distribution Center. Employees will learn and hone new skills to complete projects that will elevate the business to an all-inclusive office interiors firm.

For GMBI to remain competitive in the industry, they offer a wide range of products and services for the diverse customer base. Employees need to be able to manufacture and install every product from the pre-fabricated systems requiring professional assembly to their custom-made pieces, many of which are complex and unique to each customer's needs. Employees must stay up to date with changes in technology, industry standards, design trends, and how they impact their job functions directly. Training will provide employees with the knowledge and skills that the manufacturing process requires and will allow the Company to expand their product lines and services. Furthermore, the new hires require extensive training, as they have limited design or construction skills to perform the tasks required by the manufacturing process. As both existing employees and new hires receive training, it will provide them with job security and opportunity to advance in the Company due to their training model that promotes trainees to a higher level as they learn new skills.

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 20 new employees (Job Number 2). The new hires are necessary due to the additions of the new showroom and warehouses in the Irvine and San Diego locations, as

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

Training Plan

New training will be needed on policies, procedures, safety, use of technology, and building methods and techniques for the new locations and employees.

The funding will give more flexibility to continue to be productive while still actively training and cross training employees. In anticipation for a training contract with ETP, the Company has taken steps to ensure that the training model is aligned with ETP's regulations for reimbursable hours. GMBI has created a simulated training environment to provide more training to employees.

Training delivery methods include Class, Lab, E-Learning and Productive Lab. Most of the Productive Lab field training will be done on the job site. For logistics, trainees will need to learn both at the warehouse and at the job site. For Computer training, most will be done at the GMBI locations.

Business Skills: This training will be offered to all trainees and will include course topics such as Business Administration, Product Knowledge, Project Management, Leadership Skills, and Presentation Skills.

Manufacturing Skills: This training will be offered to all occupations and will include course topics such as Field Training, Inventory Management, Design Process, and Lean Process.

Computer Skills: This training will be offered to all occupations and will include course topics such as AutoCAD, E-Portfolio, Elevate Software, and CRM Software.

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.

During the initial phases of the manufacturing process, the design team must work with customers to create functional and aesthetically pleasing custom systems that meet the customer's individual needs. This requires AutoCAD, Revit, E-Portfolio, MyWindows/E-assets, Adobe PDF/Publisher, and Blue Beam. The software used by the design team is vital to product development and kicks off the manufacturing process that eventually reaches the warehouse employees. There is a wide range of tools and equipment used by Warehouse Assistants, Installer Techs, Installer Leads, Foremen, Warehouse Managers, and Drivers. This equipment includes heavy machinery, delivery trucks, forklifts, hand tools, hand trucks, four wheel dollies, gondolas, and panel carts. These tools are primarily used in the warehouse distribution center to load and unload, inspect, store, and transport furniture to customers where field employees assemble complex systems. In the field, Installers must be able to identify and use the correct tools to assemble each type of system. Different tools are used depending on the type of system being assembled and their electrical components, overheads, work surfaces, and types of screws and bolts. Most of these tools are used in the final stages of the manufacturing process, as the Installers measure, stage, assemble, or reconfigure systems and modules. They use the same tools when a repair is required, or when an addition or move must be made.

The amount of requested productive lab training hours is needed as the process is much slower than the work itself, and takes away an expert from their actual work to train employees in a small setting. As a result, more errors arise and must be corrected, and there is more analysis during the work process. For Installers and Designers, most training is done with a supervisor to learn how to install and design offices systems in a field setting. Based on current training, 25 hours

are needed, particularly for new employees, to learn these job skills. The trainer to trainee ratio will be 1:1.

Production is affected by hands-on training, as the Foreman and Leads must shift their focus from completing their job tasks quickly to training less experienced Installers valuable skills. However, while it takes longer to complete a project and the employees may work more hours than usual, lower production in the immediate future is an investment that will pay off in dividends once the workforce is fully equipped to handle an influx of complex full-service projects.

Productive Lab training will be offered to Installers and Service Technicians identified as the following:

- Mac Installation Team- 14 trainees
- Installation Technicians - 56 trainees
- Punch List Associates – 2 trainees
- Service Technicians – 2 trainees
- New Hire Operations - 20 trainees

Alternate Recordkeeping

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

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. GMBI has an annual training budget of \$100,000 and will provide training in Business Skills, Manufacturing Skills and Computer Skills. The Company has a detailed training schedule and is ready to begin training.

➤ Training Infrastructure

GMBI will contract with a vendor to assist with ETP project administration. The Company has designated its Director of Human Resources (HR) to coordinate ETP training at all locations and oversee the project. To further assist with administration will be the HR Manager and Location Managers for Irvine, San Diego and Riverside. Each facility will provide additional administrative support including scheduling and tracking training, as well as collecting and submitting training rosters to the Director of HR, who will provide them to the administrative subcontractor for data entry into ETP Systems. Training will be provided by in-house experts of management level at each location.

Impact/Outcome

GMBI's primary objective is for to have well-rounded employees with the skills and expertise required for the business to remain a trusted leader in our industry. Training will provide employees with an array of skills that surpass their primary job functions. The installation employees will be provided with the advanced manufacturing skills the company expects and requires, as well as the business skills essential to building and strengthening customer relationships. The non-installation/non-warehouse employees will possess a deeper understanding of products and manufacturing processes in addition to the essential business skills that will help them meet new and growing customer demands, while providing employees with advancement opportunities within the company.

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 \$ %
ET18-0100	Riverside, San Diego	7/1/2017 – 6/30/2019	\$324,000	242,487 (75%)

For the ET18-0100 contract, GMBI had some trainees that did not qualify, but they were close to 100% in processing the final invoice. If these hours were included, the Company believes they would have reached the 100% completion. GMBI also had a change in the representative near the end of the contract which contributed to the lower completion rate as well.

DEVELOPMENT SERVICES

GMBI retained Welsh Advisors, Inc. (Welsh Advisors) in Anaheim to assist with development of this proposal for a flat fee of \$15,070.

ADMINISTRATIVE SERVICES

Welsh Advisors 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: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Administration
- Business/Report Writing
- Product Knowledge
- Project Management
- Communication Skills
- Customer Service Skills
- Research/Resources
- Leadership Skills
- Organization Skills
- Presentation Skills

Manufacturing Skills

- Manufacturing Skills
- Field Training
- Tools and Equipment
- Warehouse Skills
- Inventory Management
- Design Process
- Lean Process
- Codes/Clearances

Computer Skills

- Office 365 Advanced
- Sketchup
- Bluebeam
- Elevate Software - Design Software
- CRM Software - Sales Database Software
- Z-Axis - Space Planning Design tool
- CAP- Inventory Management and Point of Service Management Software
- AutoCAD - Design Software
- Revit - Architecture Design Software
- E-Portfolio - Client presentation Software

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

Trainees may receive any of the following:

PL-Manufacturing Skills

- Logistics
- Field Training
- Cleaning Process

- Field Customer Service
- Installation
- Design

PL-Computer Skills

- Z-Axis- Space Planning Design tool
- CAP- Inventory Management and Point of Service Management Software
- AutoCAD- Design Software
- Revit- Architecture Design Software
- E-Portfolio- Client presentation Software



Retrainee-Job Creation

Training Proposal for:

Pharmavite LLC

Contract Number: ET24-0285

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,079	U.S.: 1,699	Worldwide: 1,699
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

FUNDING DETAIL

In-Kind Contribution
\$812,164

Total ETP Funding
\$410,435

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Continuous Impr, Computer Skills Manufacturing Skills	487	8-200	0-40	\$805	\$22.66
				Weighted Avg: 35			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Continuous Impr, Computer Skills Manufacturing Skills	20	8-200	0-40	\$920	\$18.78
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour for Los Angeles County; Job Number 2 (Job Creation): \$18.78 per hour for Los Angeles County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Operator	\$20.16 - \$25.00	30
	\$25.01 - \$26.20	300
Maintenance	\$32.79 - \$49.23	53
Quality	\$25.58 - \$38.32	56
Manager/Supervisor	\$45.96 - \$68.95	48
Job Number 2:		
Operator	\$18.78 - \$20.00	5
	\$20.01 - \$25.00	5
Maintenance	\$19.23 - \$20.00	3
	\$20.01 - \$32.00	3
Quality	\$22.00 - \$25.00	2
Manager/Supervisor	\$35.00 - \$40.00	2

INTRODUCTION

Pharmavite LLC (www.pharmavite.com) (Pharmavite) is a manufacturer of vitamins, herbal supplements and nutritional bars with the purpose to improve health and wellness focusing on complete nutrition through essential nutrients and minerals.

Pharmavite was founded in 1971 and launched its Nature Made vitamin brand in 1972. The Company was purchased in 1989 and is now a wholly-owned subsidiary of Otsuka Holdings Co., Ltd. in Tokyo, Japan. The Company was built on the premise of producing the highest quality nutritional products in the country and operates one of the most sophisticated, state-of-the-art research and development facilities in the industry. Headquartered in West Hills, Pharmavite operates two manufacturing and distribution facilities in California located in San Fernando and

Valencia and two out-of-state facilities in Alabama and Ohio. Pharmavite products include: NatureMade Vitamin, Mineral and Supplement (VMS), MegaFood premium supplements; Equelle, a non-prescription daily supplement that helps alleviate symptoms associated with menopause; Nurish by Nature Made, which is a vitamin subscription pack; and Uqora supplements that addresses urinary health issues.

The Company's production facilities in California include more than 600,000 square feet of manufacturing, packaging, distribution, and research and development space. The Company's manufacturing team produces 11.5 billion tablets, capsules, and softgels annually, and the Quality team runs more than 300 tests each day. The packaging facility produces more than 120 million bottles and cartons per year, while the distribution center handles over 35,000 domestic and international shipments per year to customers such as Costco, CVS, Walgreens, Amazon, Walmart, Target and Kroger. For the purpose of this ETP proposal, only employees in the California locations will participate in this training plan. This is Pharmavite's third ETP project and its first in the last five years.

Veterans Program

Although there is no separate Veterans component in this project, Pharmavite employs Veterans through its normal hiring practices.

PROJECT DETAILS

In the past year, Pharmavite performed several curriculum training evaluations which revealed five major training needs within the organization: (1) the newly acquired and installed Technophar machine that requires training for employees to effectively operate the machine; (2) the need to bridge the learning gap for employee skills on various computer-based training modules and certifications; (3) the launch of a standardized training, assessment and evaluation of employee skills across all sites; (4) the need for continuous training and development of employee skillset in the production/operations/quality departments; and (5) leveraging and upgrading employees' technical knowledge to vendor-specific training. Training in this ETP proposal will provide structure for the Company's employees to grow in their roles and cross-train within their departments. This engagement will help Pharmavite retain employees and provide a clear path to company growth.

For this ETP proposal, training will focus on Business Skills, Manufacturing Skills and Continuous Improvement with emphasis on various equipment training that will provide employees technical and hands-on training on assembling, disassembling, cleaning, operating, preventative maintenance, minor repairs, and troubleshooting of machines that include Technophar machine, Vitamin Encapsulation (Softgel) and compressing machine (Tableting), Product Vision system (Inspection) and Mixing Unit. Training will provide the workforce with a deeper level of expertise for those who are familiar with the equipment and cross-train on other machines in the production line.

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 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. Pharmavite is expanding its operations by adding a new production line to bring currently manufactured products by third-party vendors to in-house production. This expansion results in the creation of new positions within the company to respond to the increase in product demand and fill in the positions needed to operate the additional production line.

Training Plan

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

Business Skills: This training will be offered to Manager/Supervisor occupations and will focus on how each employee contributes to company growth and improving business processes within the organization. Enhanced leadership skills will build managers/supervisors' self-confidence and wisdom in motivating staff in their work processes and empower them to succeed and promote.

Continuous Improvement: This training will be offered to all occupations. The training will improve efficiency in manufacturing and manufacturing support, reduce errors, and increase product quality. Waste will be removed from as many processes as possible, and training will help employees make better decisions, work effectively in teams, and solve problems in ways that promote a high performance workplace.

Computer Skills: This training will be provided to all occupations. Trainees will receive training in various computer software used by Pharmavite which will enhance their technical capabilities in accessing information more quickly and ease in their job performance to meet customer demands and resolve issues, resulting in quality products, improved service and increased product demand.

Manufacturing Skills: This training will be offered to all occupations. Training will ensure that equipment is being used and maintained correctly and meets industry standards. Trainees will be cross-trained on the proper use and operation of machinery and equipment and will learn how to keep errors to a minimum. Training will improve overall productivity of the manufacturing plants.

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 40 hours of CBT.

Commitment to Training

Pharmavite spends approximately \$50,000 annually for training per facility. The Company will continue to fund training on OSHA-mandated safety regulations, sexual harassment prevention, new-hire orientations, basic computer skills training, and on-the-job production skills training after the proposed project ends. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

For this ETP contract, the Training and Development Supervisor and the Training and Development Coordinator will oversee the training and administration of this contract, assisted by the Operations Managers of Valencia and San Fernando facilities and Department Leaders in each facility who meets weekly to coordinate training, develop training sessions, deliver training and collect rosters. Rosters will be transmitted to the Training and Development Coordinator to upload training data in the ETP Cal-E-Force System.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Front Line Leader Skills Training
- Leadership Training Course
- Coaching and Improvement
- Motivating Team Members
- Leadership Strategies
- Change Management
- Team Vision
- Decision Making and Problem Solving
- Setting Effective Team Objectives

Continuous Improvement Skills

- Kaizen Events
- Six Sigma
- Problem Solving Training
- White Belt
- Green Belt Training
- Process Improvement
- Pharmavite Quality Systems
- Value Stream Mapping
- Supply Chain Processes and Optimization
- Change Management
- Defect Elimination
- Value Stream Mapping

Computer Skills

- Microsoft Office Applications (Intermediate and Advanced)
- Data Warehouse Software
- Distribution Management and Reporting Software
- Production Management and Reporting Software
- Planning and Forecasting Software
- Design Tools & Utilities Training
- Network Developer Tools and Utilities

Manufacturing Skills

- Standard Operation Practice
- Job Instruction Training
- Pharmavite Standard Testing Method
- Technophar –Vitamin Maker Equipment
- Equipment Troubleshooting Skills
- CNC Performance and Testing
- Operating Test Equipment
- Good Manufacturing Procedures

- Data Acquisition Equipment Training
- Packaging Equipment Operation
- Production Equipment Certification
- Lab Testing
- Computerized Testing (Quality Control)
- Equipment Preventive Maintenance

Computer-Based Training

Trainees may receive any of the following:

Manufacturing Skills

- Skill and Knowledge training for Mechanic on TPC System
 - Introductory - Industrial Hydraulics (4 hours)
 - Introductory - Pneumatic (4 hours)
 - Introductory - Mechanical (4 hours)
 - Introductory to Electricity (4 hours)
 - Reading Blueprints (4 hours)
 - Reading Schematics and Symbols (4 hours)
 - Making Measurements (4 hours)
 - Troubleshooting Skills (4 hours)
 - Portable Power Tools (4 hours)
 - Basic Electricity and Electronics (4 hours)
 - Single-Phase Motors (4 hours)
 - Electrical Troubleshooting (4 hours)
 - Working with Controller (3 hours)



**Training Proposal for:
Automatic Data Processing, Inc.**

Contract Number: ET24-0283

Panel Meeting of: December 15, 2023

ETP Regional Office: San Diego

Analyst: P. Duarte

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Professional, Scientific Technology Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, San Diego, Orange, Fresno, Alameda, San Bernardino, Sacramento, Santa Clara, San Francisco	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 3,067	U.S.: 33,434	Worldwide: 60,068
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

FUNDING DETAIL

In-Kind Contribution
\$760,200

Total ETP Funding
\$456,120

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee	Business Skills Computer Skills Cont. Imp. Skills	543	8-200	0	\$840	\$23.00
				Weighted Avg: 42			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour for Los Angeles, San Diego, Orange, Fresno, San Bernardino and Sacramento Counties and \$24.72 per hour for Alameda, Santa Clara and San Francisco Counties.

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

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

Up to \$1.72 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Account Representative	\$23.00 – \$25.00	50
	\$25.01 – \$80.00	212
Customer Support Staff	\$23.00 – \$25.00	10
	\$25.01 – \$74.00	80
Information Technology/Engineering Staff	\$36.00 – \$88.00	118
Product Development/Implementation Specialist	\$28.00 – \$69.00	28
Supervisor/Manager	\$42.00 – \$90.00	20
Support Staff	\$25.00 – \$84.00	25

INTRODUCTION

Founded in 1949 and based in Roseland, New Jersey, Automatic Data Processing, Inc. (ADP) (www.adp.com) is a comprehensive global provider of cloud-based human capital management (HCM) solutions that unite human resources, payroll, talent recruitment, time and attendance, payroll tax and benefits administration from a single source. ADP's areas of expertise include outsourcing services, analytics and compliance. ADP also provides integrated computing solutions to auto and truck dealers throughout the world. ADP operates the following business segments: Employer Services; Professional Employer Organization Services; and Dealer Services.

ADP's and the Company's two affiliates with multiple locations across the state will participate in this project. The affiliates include, ADP Technology Services, Inc. and ADP Tax Services, Inc. and both have been reviewed and approved by ETP staff. The customer base includes employers ranging from start-up businesses to large national and multi-national organizations with thousands of employees. This will be the third ETP Contract; none within the last 5 years. ADP's last contract with ETP was in 2013.

Veterans Program

ADP actively recruits Veterans and has developed a strategic 4-pronged approach for its Veteran's Initiative program. ADP partners with 50Strong, a third-party vendor that helps the Company attract and hire both Veterans and transitioning active-duty service members through the Department of Defense Skill Bridge program. Additionally, ADP has an internal Veteran Resource Group called Military Strong BRG that participates at local military installations' transition assistance programs to recruit military members as they transition out of the armed forces.

PROJECT DETAILS

Training will be held at ADP's facilities and at participating affiliate's multiple locations across the state. Training will be needed at the company due to specific payroll, financial, accounting, and data processing systems. In addition, knowledge management, learning management systems, and information technology are critical domains for training in areas like content management, security threats, compliance enhancements, system enhancements / releases, and industry certifications pertinent to the Company's goods and services.

Furthermore, the Company's core tax system with multiple mainframe applications will be re-engineered and will require specialized training. The new system will be designed as a cloud-based solution in efforts to streamline the Company's platform and ensure enhancements are not only more seamless but easier to engineer regardless of geographic location.

The Company also hopes to expand its customer base with a new market-penetration strategy that would require additional training for its Service and Implementation associates to address the new paradigm. This process would create more self-serve solutions for ADP's expanded client base and allow for more 24/7 options that would allow customers to work at their pace.

Additionally, ADP has three main Human Capital Management platforms geared to serve different markets and help support the Company's technology focus. The platforms include ADP RUN (a cloud-based payroll solution designed for small businesses under 50 employees), Workforce Manager HCM (designed for small to mid-size organizations) and Vantage HCM (designed for large and complex organizations). These technologies are both internal and client-facing platforms that require extensive training in the following systems, applications, and service tools to ensure employees are kept current: Client Engagement Hub (CEH), Salesforce enterprise resource planning system platforms.

Training Plan

Training will be conducted via Class/Lab and E-Learning delivery methods in the following:

Business Skills: Training will be offered to all occupations on courses that include Business Procedures, Communication Skills, Client Service Skills, New Upgraded Product Knowledge and Presentation Skills.

Computer Skills: Training will be offered to all occupations on ADP Launch Pad, ADP Proprietary System Skills, Client Engagement Hub (CEH), Financialforce Enterprise Resource Planning System, Human Capital Management System and Salesforce System.

Continuous Improvement: Training will be offered to all occupations on Business Analysis/Goal Setting, Change Management Skills, Conflict Management Skills, Leadership/Coaching Skills, Problem Solving Tools and Techniques, Process Reengineering Skills, Project/Program Management Skills, Strategic Thinking Skills and Team Building Skills.

High Unemployment Area

Some trainees (Job Number 1) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno County are in an HUA. However, the Company is not requesting a wage and/or retention modification.

Commitment to Training

ADP's annual training budget is approximately two million dollars for all California ADP locations and its ongoing training includes orientation, anti-harassment, internet navigation and basic computer skills. The Company represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

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

➤ Training Infrastructure

ADP's Sr. Director of Field Learning will oversee all aspects of the project. The Company has designated 20 subject-matter experts dedicated to training development, delivery, scheduling, registration, tracking, and reporting. ADP uses a Learning Management System (LMS) to perform scheduling and registration functions, as well as capturing attendance/completion information. The Company has also retained the services of a third party administrator to assist with the administration of this project.

Electronic Recordkeeping/LMS

ADP requests the use of a LMS, Litmos, developed by SAP as a form of Electronic Training Recordkeeping system to document all ETP training. ADP has been using Litmos for five years and documents the hours and dates of training both automatically and manually based on self-paced or instructor-led training. These recordings are dependent on training attendance documents completed by the trainer. The records are maintained and accessible by ETP for up to 7 years. ETP staff has reviewed and approved this LMS.

Impact/Outcome

At the completion of training, trainees will be equipped with the necessary industry knowledge and overall comprehensive training to adequately respond to the increased customer demand and the latest innovative technological industry changes. Training will also provide increased wages, employee advancement, and long term career paths.

DEVELOPMENT SERVICES

ADP retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of \$24,978.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Business Processes/Procedures
- Communication Skills
- Client Service Skills
- Marketing/Sales Skills
- New Product Design/Development
- New/Upgraded Product Knowledge and Services
- Presentation Skills

Computer Skills

- ADP Launch Pad
- ADP Proprietary System Skills
- Client Engagement Hub (CEH)
- Financialforce Enterprise Resource Planning System
- Human Capital Management (HCM) System
- Salesforce System Platforms
- ADP RUN HCM Platform
- Workforce Manager HCM Platform
- Vantage HCM Platform
- Salesforce Enterprise Resource Planning System Platforms

Continuous Improvement Skills

- Business Analysis/Goal Setting
- Change Management Skills
- Conflict Management Skills
- Leadership/Coaching Skills
- Problem Solving Tools and Techniques
- Process Reengineering Skills
- Project/Program Management Skills
- Strategic Thinking Skills
- Team Building Skills



Retrainee-Job Creation

Training Proposal for:

Axelgaard Manufacturing Co., Ltd

Contract Number: ET24-0262

Panel Meeting of: December 15, 2023

ETP Regional Office: San Diego

Analyst: L. Hughes

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing 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: 120	U.S.: 120	Worldwide: 128
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution
\$170,523

Total ETP Funding
\$140,300

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comp. Skills, Cont. Impr., MFG Skills, , PL - MFG Skills	110	8-200	0	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Comp. Skills, Cont. Impr., MFG Skills, , PL - MFG Skills	10	8-200	0	\$1,380	\$20.01
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$22.66 per hour; Job Number 2 (Job Creation): \$18.54 per hour in San Diego County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage For Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Supervisor/Manager	\$20.16 - \$25.00	1
	\$25.01 - \$40.00	14
Administration	\$20.16 - \$25.00	2
	\$25.01 - \$26.00	18
Quality Control	\$20.16 - \$25.00	1
	\$25.01 - \$30.00	4
Manufacturing Staff	\$20.16 - \$25.00	4
	\$25.01 - \$26.00	66
Job Number 2 (Job Creation)		
Manufacturing Staff	\$20.01 - \$25.00	2
	\$25.01 - \$26.00	8

INTRODUCTION

Founded in 1985 and headquartered in Fallbrook, Axelgaard Manufacturing Co., Ltd (AMC) (<https://www.axelgaard.com/>), specializes in designing, developing, and manufacturing patented electrodes, hydrogels, as well as custom and specialty products. The Company's product range encompasses iontophoretic buffered return electrodes with varying levels of performance and

value, aimed at controlling and optimizing electrical current. Additionally, AMC offers a diverse array of medical and therapeutic products, including multi-purpose adhesives and custom items.

All AMC products are manufactured in the United States and sold globally, serving a broad customer base that includes both commercial and private clients in the health care, medical, and clinical sectors. Training will take place at its four locations in Fallbrook. This will be the Company's first ETP project.

Veterans Program

While the Company does not have a formal targeted Veteran program, the Company encourages Veterans to apply for open positions. Veterans are given special consideration when they apply for jobs with the Company.

PROJECT DETAILS

To remain competitive in the manufacturing industry, AMC has identified three key business needs. First, they must enhance workforce skills to meet the demands of automation. This involves upskilling Manufacturing Staff from "unskilled" to "semi-skilled" or "technician" levels to operate, maintain, and troubleshoot automated equipment. Second, AMC plans to increase automation in manufacturing and business processes through investments in facility upgrades, hardware, and software enhancements. This will improve efficiency and reduce costs, enabling them to compete with lower-cost overseas manufacturers. Lastly, AMC aims to introduce new product lines in the electrode pad and hydrogel areas, accompanied by enhanced communication about the advancements of these products to maximize customer satisfaction.

To address the skill gap and support automation initiatives, AMC's training program will encompass both computer and manufacturing skills. Manufacturing Staff will receive training in process improvement, computerized inventory, assembly skills, and work instructions. Additionally, newly hired Manufacturing Staff will learn mixing, casting, printing, knitting, coating techniques, and equipment maintenance.

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 expects to hire 10 new Manufacturing Staff (Job Number 2) to meet the following business needs:

- Increased customer demand for lead wires that are assembled manually. As this trend increases, additional manufacturing staff will be needed.
- Expansion to a third gel line.

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

Training Plan

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

Business Skills: Training will be offered to all occupations and will include: Business Reports, Organizational Skills, Process Improvement, and Planning & Time Management.

Computer Skills: Training will be offered to all occupations and will include: Computer Aided Design, Computerized Inventory, Electronic Medical Records Application Skills, Invoice Software, and Report Generating Software.

Continuous Improvement: Training will be offered to all occupations and will include: Documentation Control, Client Education, Risk Analysis, Leadership Skills, and Total Quality Management.

Manufacturing Skills: Training will be offered to all occupations and will include: Advanced Failure Analysis Procedures, Work Instructions, Assembly Skills, Component Fabrication, Design Standards & Processes, UltraStim® Electrodes, PALS® Neurostimulation Electrodes and MultiStick® Hydrogel.

Productive Laboratory

Trainees may produce goods for profit as part of the PL training in the courses identified in the Curriculum. The instructor must be dedicated to training delivery during all hours of training. Trainees will be under direct trainer supervision at all times. The trainer will impart knowledge, observe, verify comprehension, and submit appropriate training documentation.

As an effective training method, AMC is requesting ETP funds to train approximately 80 Manufacturing Staff. Proposed PL hours are 0-12 PL hours for Job Number 1 (Retrainees) and 0-15 PL hours for Job Number 2 (Job Creation) for the following equipment: Mixing equipment, casting equipment, Dusenbury, extruCder, knitting machine, printing and coating machines, ELAM, ROTO, material handling equipment, bagging/packaging machines, and inspection equipment. Training will be conducted on the shop floor with a trainer-to-trainee ratio of 1:1.

Commitment to Training

AMC has an annual training budget of \$100,000. Current training includes Laboratory Applications, Risk Analysis, and Work Instructions. With the assistance of ETP funds, AMC will continue its expansion plans and invest in upskilling its workforce. This will ensure that the Company can continue to meet customer demands and industry standards.

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

➤ Training Infrastructure

This project has support from the Regulatory Affairs Manager of the Company, who will oversee the project with the assistance of the HR Manager. The Company will meet monthly to strategize and ensure it is in compliance with ETP rules and regulations. The Vice President, HR Manager, along with 10 to 15 department leads will coordinate and supervise the delivery of training. Training instructors include a combination of subject matter experts, managers, and department leads. The facility and operations manager at each location will coordinate training together. AMC has a detailed training plan in place to ensure training is delivered consistently. The Company has also retained an administrative third party to assist with project administration.

Impact/Outcome

ETP funding will assist AMC in its ability to expand on basic skills for new employees. ETP funding will also allow the Company to add specific and targeted training for retrainee staff, necessary for upskilling and upward mobility within the Company. This will allow AMC to meet the demand of new and existing customers while expanding employees' skills and earning potential.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach, assisted with development of this proposal for a flat fee of \$1,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Reports
- Coaching and Mentoring
- Communication Skills
- Customer Service Skills
- Organizational Skills
- Performance Management Skills
- Planning & Time Management
- Problem Solving
- Process Improvement
- Product Knowledge
- Project Management
- Strategic Business Operations
- System Demonstration Procedures
- Teambuilding Skills
- Technical Writing
- Technological Knowledge

Computer Skills

- Computer Aided Design
- Computer Security
- Computer-Assisted Engineering
- Computerized Inventory
- Imaging Applications
- Invoice Software
- Laboratory Applications
- Microsoft Office (Intermediate/Advanced)
- Report Generating Software

Continuous Improvement Skills

- Documentation Control
- Change Management Skills
- Client Education
- Conflict Management
- Decision-Making Skills
- Leadership Skills
- Leading Teams
- Risk Analysis
- Work Instructions
- Total Quality Management

Manufacturing Skills

- Advanced Failure Analysis Procedures
- Assembly Skills
- Component Fabrication
- Design Standards & Processes
- Device Identification Procedures
- Equipment Maintenance
- Facility Standards
- Image-guided Navigation
- Product Inspection Techniques
- Inventory Management
- Laboratory Operations
- Product Installation
- Quality Control
- Work Instructions
- UltraStim® Electrodes
- PALS® Neurostimulation Electrodes
- MultiStick® Hydrogel

Safety Training:

- Lock Out Tag Out
- Hazardous Waste
- Chemical Handling
- Material Handling
- Respiratory Training
- First Aid/CPR

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

Trainees may receive any of the following:

Manufacturing Skills

- Failure Analysis Procedures
- Assembly Skills
- Component Fabrication
- Design Standards & Processes
- Device Identification Procedures
- Equipment Maintenance
- Quality Control Inspection Techniques
- Laboratory Operations
- Work Instructions



Retrainee-Job Creation

Training Proposal for:

Kana Subsurface Engineering

Contract Number: ET24-0281

Panel Meeting of: December 15, 2023

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	SB <100 Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Services Professional, Scientific Technology 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No Liuna! Local No. 1184		
Number of Employees in:	CA: 66	U.S.: 66	Worldwide: 66
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$81,900

Total ETP Funding
\$146,372

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Comm'l Skills OSHA 10/30, PL-Comm'l. Skills	64	8-200	0	\$1,978	\$22.66
				Weighted Avg: 86			
2	Retrainee SB <100 Priority Rate Job Creation Initiative	Comm'l Skills OSHA 10/30, PL-Comm'l. Skills	10	8-200	0	\$1,978	\$22.66
				Weighted Avg: 86			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$22.66/hour for Riverside County; Job Number 2 (Job Creation): \$18.54/hour for Riverside County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Estimator	\$31.25-\$76.92	2
Labor Equipment Operator – Foreman	\$35.13-\$64.50	10
Labor Equipment Operator	\$33.13-\$46.00	10
Locator	\$28.43-\$42.00	3
Pipe Laborer - Foreman	\$30.18-\$43.00	1
Pipe Laborer I	\$20.16-\$22.66	5
Pipe Laborer II	\$28.43-\$42.00	24
Vac Truck Tech	\$31.25-\$76.92	3
Project Coordinator	\$22.66-\$25.00	1
	\$25.01-\$33.00	1
Project Engineer	\$31.25-\$40.87	1
Project Manager	\$43.27-\$79.33	2
Purchasing Agent	\$25.00-\$35.00	1

Job Number 2 (Job Creation)		
Labor Equipment Operator - Foreman	\$35.13-\$64.50	2
Labor Equipment Operator	\$33.13-\$46.00	2
Pipe Laborer II	\$28.43-\$42.00	4
Estimator	\$31.25-\$76.92	1
Project Coordinator	\$22.66-\$25.00	1

INTRODUCTION

Founded in 2014, Kana Subsurface Engineering, (KSE) (www.kse.construction), provides underground utility installation, air vacuum potholing, and utility locating services. Full service includes capabilities of water, sewer, storm drain & conduit installation, air vacuum potholing including asphalt repairs, trenching, confined space vault inspections, including permitting, traffic control and final reports to provide complete projects for customers. The Company works primarily with Agencies, Designers, Developers, and General Contractors.

KSE services residential developers, general contractors, and other private and public institutions. Customers include Cal State Fullerton, the City of Riverside, Norco Community College, UCLA, and Navy Base Building 32.

This will be the Company's first ETP project. Training will take place at its sole location in Riverside.

Veterans Program

KSE is a disabled-Veteran owned company. The Company website is therefore designed to attract Veterans to fill open positions. KSE is not seeking a separate Veteran Job Number at this time.

Union Support

Labor Equipment Operators & Operator Foremen, Locators, Pipe Laborers & Foremen, and Vac Truck Techs are represented by Liuna! Local No. 1184. The union has submitted a letter of support for this training project.

PROJECT DETAILS

The wet/utility construction industry has an ongoing labor shortage due to the current seasoned workforce aging out. This workforce shortage has exacerbated competition for the remaining skilled workforce necessary to compete for jobs within the industry. As a result, it is imperative that KSE be able to hire, train and retain its workforce to continue to provide its unique offerings and remain competitive.

KSE is integrating and implementing new technology and equipment necessary to keep up with competitors in the industry. New technology includes Drivers Alert Training Software, EcoDocs, and Safety Mojo. This will assist in the Company's ability to attract hire, and retain employees, while providing unique customer solutions in an efficient manner.

KSE also offers training necessary to receive certifications in an employee's field of work. These certifications lead to opportunities to promote up within the Company. Certifications include LPG/Forklift Certifications.

To that end, in order to prioritize training to meet demand in an industry with limited resources, KSE has developed an internal training plan which will launch in the next few months. The goal of the internal training is to streamline training and ensure that the Company has enough skilled workers to continue to meet customer demand. KSE will also implement new technology which will streamline internal training as well as make it easier for headquarters to communicate with staff in the field.

Employees will also receive training hours enough to gain certifications which lead to promotional opportunities, high skills and higher wages.

Retrainee - Job Creation

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

Due to increased demand, KSE has hired 24 new employees. Therefore, the Company will hire 10 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Commercial Skills: This training will be offered to all trainees. Training will include Leadership Skills, Traffic Control/Flagging, City Plan Specifications, Scheduling, New Products Supplier Training, Pneumatic Tools, Exposing Utilities, Visqueen Wrap, Beveling, and Thrust Blocks. A complete list of topics can be found on the Menu Curriculum attached to this proposal.

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.

KSE currently requires up to 480 hours of training to certify the competency an employee fit for the field due to the danger, costly effect of inefficiency while on a job, and poor quality. Further, Construction, Locating, and Pipelaying requires an extensive skillset and many hours of training followed by "time in the seat" in order to produce efficient, good quality services. There is no room for error or extra labor once a bid is accepted. Therefore, KSE has found this delivery method to be most efficient to certify that an employee is fit for the job in the field. As such, KSE is requesting 20 hours of productive lab. The training ratio will be 1:1.

Occupations to receive productive lab training are Pipe Laborers I/II, and Laborer Equipment Operators.

Trainers for productive lab will be foremen or experienced leads certified in the skill to be trained on. Certifications are rewarded once a consecutive score of 3 is awarded 3 weeks in a row. This verifies competency.

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.

Commitment to Training

KSE has an annual training budget of \$50,000. Training includes safety and continuous improvement 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 has support from the Company president. The Training and Development Manager will oversee the implementation of training and assist with project administration. The manager will also oversee training document quality control and upload training hours into ETP's online system.

Impact/Outcome

Training takes place during regular working hours impeding contractual obligations, reducing production efficiencies and adding substantial cost to jobs. The proposed funds will assist KSE in delivering training to employees while maintaining efficiencies on jobs.

Electronic Recordkeeping/LMS

KSE will utilize a Learning Management System, DocuSign, to document training. KSE has generated an electronic form of the state's training roster and the system can complete the necessary fields for eligibility. The system has been in use for the last five years. Training records can be kept permanently and the system is overseen by the Training & Development Manager as well as the IT Manager. A sample has been submitted, reviewed and approved by ETP.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Commercial Skills

- Leadership
- Competent Person
- General Construction Safety
- Trench Safety
- Shoring
- Traffic Control
- Traffic Flagging
- Driver Training
- Stake Reading
- Plan Reading
- City Plan Specifications
- Scheduling
- Purchasing
- New Products Supplier Training
- Bedding and Shading
- Exposing Utilities
- Rigging
- Water Truck Operation
- Dump Truck Operation
- Grade Checking
- Banding RCP
- Visqueen Wrap
- Bitumastic Application
- Flowliner Operation
- Beveling
- Thrust Blocks
- Manhole/Valve Blow Off Measurements
- Ball Sewer
- Manhole Shaft Stacking
- Water Fire Line Flush
- Manhole Bottoms
- Laser Set Up/User
- Pressure Test Water Mains
- Set String Line
- Shields
- Flare Fitting
- Compression Fittings
- Laterals Pipeline Installation
- Angle Meter Stops/RPs to Grade
- Tying Steel for Js
- Setting Hi Line

- Setting Fire Hydrants
- Positive Flow Verification
- Pipe on Grade Verification
- Hot Taps
- Setting Detector Checks
- Silver Soldering
- Main Line Installation
- Equipment Maintenance
- Equipment Operation Loader
- Equipment Operation Backhoe
- Equipment Operation Excavator
- Equipment Operation Skid Steer
- Equipment Operation Vac Truck
- Operate Electric Magnetic Locator
- Calculate Slopes
- BMP Storm Water Pollution Prevention
- Boring Pits
- Dewatering/Sewer Bypass Requirements
- Excavation Competent Person
- Forklift Certification Training
- HRIS System
- AccuBuild Software
- Eco Docs Software

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Bedding and Shading
- Exposing Utilities
- Rigging
- Water Truck Operation
- Dump Truck Operation
- Grade Checking
- Banding RCP
- Shoring
- Shields
- Visqueen Wrap
- Bitumastic Application
- Flowliner Operation
- Beveling

- Thrust Blocks
- Manhole/Valve Blow Off Measurements
- Ball Sewer
- Manhole Shaft Stacking
- Water Fire Line Flush
- Manhole Bottoms
- Laser Set Up
- Pressure Test Water Mains
- Set String Line
- Flare Fitting
- Compression Fittings
- Laterals Pipeline Installation
- Angle Meter Stops / RPs to Grade
- Tying Steel for Js
- Setting Hi Line
- Setting Fire Hydrants
- Positive Flow Verification
- Pipe on Grade Verification
- Hot Taps
- Setting Detector Checks
- Silver Soldering
- Main Line Installation
- Equipment Operation Skid Steer
- Equipment Operation Loader
- Equipment Operation Backhoe
- Equipment Operation Excavator
- Calculate Slopes
- BMP Storm Water Pollution Prevention
- Boring Pits
- Dewatering/Sewer Bypass
- Forklift Certification Training



Laborers'
International
Union of
North America

LIUNA!
Local No.1184

October 2, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand the Kana Subsurface Engineering is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:

Exhibit E

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

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

Sincerely,

Michael S. Dea
Business Manager
Secretary-Treasurer

Local No.1184

*Serving
Southern California
and Arizona*

MICHAEL S. DEA
BUSINESS MANAGER
SECRETARY-TREASURER

William G. Smith
PRESIDENT

MAIN OFFICE
1128 E. La Cadena Drive
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THOUSAND PALMS OFFICE
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(800) 203-3111

EL CENTRO OFFICE
690 Broadway St., Suite. #5
El Centro, CA 92243
(760) 337-3909
Fax (760) 337-3911

Feel the Power

number of employees	Position
3	Apprentice
7	Labor Equipment Op Foreman
10	Labor Equipment Operator
3	Locator
1	Pipe Laborer Foreman
5	Pipe Laborer I
24	Pipe Laborer II
3	Vac Truck Tech

56

Planned Job Creation	Position
2	Labor Equipment Op Foreman
2	Labor Equipment Operator
4	Pipe Laborer II
1	Estimator
1	Project Coordinator

10



Retrainee-Job Creation

Training Proposal for:

Taylor-Listug, Inc. dba Taylor Guitars

Contract Number: ET24-0284

Panel Meeting of: December 15, 2023

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 476	U.S.: 483	Worldwide: 1,058
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution
\$1,745,700

Total ETP Funding
\$488,060

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	Mfg. Skills, HazMat, Cont. Impr., Business Skills, Computer Skills Literacy Skills, Mgmt. Skills	450	8-200	0	\$460	\$22.66
				Weighted Avg: 20			
2	Retrainee Priority Rate Job Creation Initiative	Mfg. Skills, HazMat, Cont. Impr., Business Skills, Computer Skills Literacy Skills, Mgmt. Skills	94	8-200	0	\$2,990	\$19.07
				Weighted Avg: 130			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$22.66 per hour in San Diego County; Job Number 2 (Job Creation): \$18.54 per hour in San Diego County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Administrative/HR Staff	\$25.01 - \$75.00	9
Finance/Legal Staff	\$25.01 - \$75.00	13
IT/Logistics/Supply Chain Staff	\$22.66 - \$25.00	25
	\$25.01 - \$75.00	26
Maintenance/Machine Repair	\$25.01 - \$75.00	10
Production Staff	\$22.66 - \$25.00	114
	\$25.01 - \$75.00	153
R&D Staff	\$22.66 - \$25.00	23
	\$25.01 - \$75.00	23
Sales & Marketing Staff	\$22.66 - \$25.00	49
	\$25.01 - \$75.00	5
Job Number 2 (Job Creation)		
Administrative/HR Staff	\$19.07 - \$20.00	3

Finance/Legal Staff	\$19.07 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$75.00	2
IT/Logistics/Supply Chain Staff	\$19.07 - \$20.00	9
Maintenance/Machine Repair	\$19.07 - \$20.00	6
Production Staff	\$19.07 - \$20.00	62
R&D Staff	\$19.07 - \$20.00	5
Sales & Marketing Staff	\$19.07 - \$20.00	1
	\$20.01 - \$25.00	2
	\$25.01 - \$75.00	2

INTRODUCTION

Founded in 1974 and headquartered in El Cajon, Taylor-Listug, Inc. dba Taylor Guitars (Taylor Guitars) (www.taylorguitars.com), manufactures high-quality acoustic and electric guitars. The Company currently produces over 928 guitars per day in its state-of-the-art factory complexes in El Cajon, California and Tecate, Mexico. With the assistance of previous ETP funds, the Company has continued to expand its product offerings with the addition of a Kitchen Woodcrafts line, amplifiers and Taylorware accessories. Taylor Guitars also operates facilities in the Netherlands (sales and distribution warehouse), and Cameroon (Ebony mill).

Customers include a dealership network, with 1,200 retail locations in North America and an international distribution network in 67 countries. Since January 2021, ownership of the Company has been transferred from the original founders to current employees. The investment in staff has furthered employee engagement and innovation, as well as increased productivity and creativity. This will be the Company's fourth ETP Contract and fourth in the last five years and training will take place at its location in El Cajon.

Veterans Program

Taylor Guitars maintains partnerships with Veteran organizations including Workshop for Warriors, the Skilled Workforce Partnership of San Diego, and MilitaryRecruitment.com. The goal is to engage transitioning experienced military veterans and help them secure jobs in the local community. Taylor Guitars is not seeking a separate Veteran Job Number at this time.

PROJECT DETAILS

In its previous project, Taylor Guitars focused on onboarding newly hired staff, as well as continuous improvement training for incumbent staff. This project will focus on training to maintain and improve skills necessary for cross training to keep pace with the introduction of new product lines moving forward. Taylor Guitars recently introduced a new line of electric guitars and amplifiers, both products of which are being exclusively manufactured at the facility in El Cajon. Therefore, the Company has updated its training curriculum to ensure that staff can keep up with evolving technology and expanding product lines. The goal is for employees to gain the skills needed to integrate electric guitars in production.

With continued Company growth, there is also a need to streamline operations, improve quality, and comply with industry regulations while maintaining productivity. To that end, Taylor Guitars will offer access to employee professional development workshops, which will aid in employee

development leading to increased skills in leadership and management, opportunities for promotion, and the potential for higher wages while streamlining internal processes and increasing efficiency. This cross-training will also enable staff to adapt and be flexible across departments, perform job duties more effectively, and meet customer demand more efficiently. As noted above, in 2021, Company ownership transitioned from private to employee ownership. As a result of this transition, Taylor Guitars is now offering employees leadership skills training, business skills training and access to certifications in CNC Operation, Final Inspection, and Machine Operation. The goal is to upskill employees, creating more opportunities for upward mobility within the employee-owned Company.

Through its offerings, Taylor Guitars is invested in its employees with an emphasis on increased skills necessary for innovation, opportunities for growth, and higher wages.

Retrainee - Job Creation

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

With the introduction of electric guitars and other product offerings, Taylor Guitars is experiencing rapid growth. Therefore, the Company will hire 94 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Business Skills: Training will be offered to all occupations and will include Sales Skills, Business Writing, Business Acumen, Basic Finance, ESOP (Employee Stock Ownership Plan) Finance, Goal Setting, Negotiation Skills, and Global Business and Exporting.

Computer Skills: Training will be offered to all occupations and will include MS Office Suite (Intermediate/Advance), Project Management Software and Taylor Guitar Specific Software.

Continuous Improvement: Training will be offered to all occupations and will include Leadership Skills, Communication Skills, Lean Manufacturing, Supply Chain Optimization, Leading Change and Strategic Planning & Policy Deployment.

Literacy Skills: Training will be offered to IT/Logistics/Supply Chain Staff, Maintenance/Machine Repair, and Production Staff & R&D Staff. Trainees will receive training in Vocational English as a Second Language.

Management Skills: Training will be offered all staff of each department with the goal of furthering promotional opportunities for all staff. Training will include Leading People, Conflict Management, Performance Management, Strategic Planning & Management, and First Time Manager.

Manufacturing Skills: This training will be offered to Maintenance/Machine Repair, Production Staff & R&D Staff. Training will include Body Bracing, Side Bending, Sanding, Radio Frequency Identification Scanners, Miters, Haloing, Wood Types, Model Identification, Laser Machine, and Wire & Assembly Testers.

Certified Safety Training

Hazardous Materials (HAZMAT): This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with

an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Production Staff, IT/Logistics/Supply Chain Staff, and R&D Staff will receive up to 10 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

Taylor Guitars El Cajon location has an annual training budget of \$890,000. Current Training includes a 90 day training program that begins at the date of hire. Incumbent staff receive Continuous Improvement training focused on Leadership Skills, Lean Manufacturing and Supply Chain Optimization. Taylor Guitars also offers certifications for manufacturing equipment, which include CNC Operator, Paint Operator, Engineering, and Machine Maintenance.

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

➤ Training Infrastructure

The Director of Training and Development will oversee the implementation of the training program, coordinating, scheduling and monitoring training. Training is scheduled to begin upon Panel approval and will be delivered on-site by Taylor Guitar in-house experts and training vendors as needed. In addition, the Company has retained an administrative subcontractor to assist with project administration.

Impact/Outcome

With the assistance of ETP funding, Taylor Guitars has invested in state of the art equipment, training materials, software and technologies, enhancing the learning experience for all staff. Taylor Guitars has also been able to and will continue to expand training programs, increasing offerings allowing for cross-training needed to upskill workers. The expanded offerings include luthier craftsmanship, technical skills, customer service and business development. Taylor Guitars will continue to improve training facilities, creating dedicated training spaces and continue to expand and upgrade its internal training programs.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0245	\$299,920	01/31/22 - 01/20/24	392	25	\$299,920 (100%)

Based on ETP Systems, 20,558 reimbursable hours have been tracked for potential earnings of \$299,920 (100% of approved amount). The Contractor projects final earnings of 100% based on training in progress through January 2024.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0205	El Cajon	12/23/19 - 12/22/21	\$605,360	\$605,360 (100%)
18CS-0053	El Cajon	08/28/17 - 08/27/19	\$408,044	\$406,282 (99%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

The Company retained Webber Growth Resources in La Jolla to perform administrative services in connection with this proposal for a fee of not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Sales Skills
- Business Writing
- Business Acumen
- Resolving Conflict
- Effective Meeting Skills
- Accounting
- Financial Analysis Skills
- Basic Finance
- ESOP Finance
- Personal Finance
- Goal Setting
- Negotiation Skills
- Presentation Skills
- Providing Quality Customer Service
- Global Business and Exporting
- New Product Development
- Customs & Shipping Compliance

Computer Skills

- MS Office Suite Intermediate/ Advance
- Project Management Software
- Taylor Specific Software

Continuous Improvement Skills

- 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

Hazardous Materials Skills

- Hazardous Material Handling
- Hazardous Material Types

Literacy Skills

- Vocational English as a Second Language (VESL)

Management Skills (Managers/Supervisors/Leads Only)

- Leading people
- Conflict Management
- Performance Management
- Strategic Planning & Management
- First Time Manager

Manufacturing Skills

- Body Bracing
- Body Assembly
- Side Bending
- Body Finishing
- Neck Finishing
- Sanding
- Fitting
- Gluing
- Proper Tool Usage
- Proper Equipment Usage
- Bind & Sand 2
- Body Bracing 2
- Body Assembly 2
- Side Bending 2
- Body Finishing 2
- Neck Finishing 2
- RFID Scanners
- Miters
- CNC Operation
- Final Inspection
- Machine Operation
- Round Over on Binding
- Using Jigs – Inspect Correct Alignment
- Wire & Assembly Testers
- Identifying Glue Excess
- Identifying Gaps/Scratches/Malformations
- Identifying Misshapen Soundhole
- Wood Types
- Repair
- Spec Sheet
- Model Identification
- Laser Machine
- Access Panel Assembly
- Battery Cable Test
- Haloing
- Using Jigs to Inspect Correct Alignment
- Fadal Operator Certification
- Production Skills
- Manufacturing Safety

Walter Anderson Plumbing, Inc.

WITHDRAWN



Retrainee-Job Creation

Training Proposal for:

Abbott Cardiovascular System Inc. dba. Abbott Vascular, Inc.

Contract Number: ET24-0263

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara, San Mateo, Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 5,000	U.S.: 50,000	Worldwide: 99,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution
\$1,360,000

Total ETP Funding
\$499,905

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Comm'l. Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills, PL-Mfg. Skills	270	8-200	0-57	\$1,449	\$25.50
				Weighted Avg: 63			
2	Job Creation Initiative Retrainee Priority Rate	Comm'l. Skills, Computer Skills, Cont. Impr., HazMat, Mfg. Skills, PL-Mfg. Skills	75	8-200	0-57	\$1,449	\$25.00
				Weighted Avg: 63			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$24.72 per hour for Santa Clara and San Mateo counties; and \$22.66 per hour for Riverside County

Job Number 2 (Job Creation): \$20.60 per hour for Santa Clara and San Mateo counties; and \$18.54 per hour for 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

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

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrator	\$25.86 - \$48.95	50
Engineer	\$40.31 - \$59.35	50
Production Worker	\$25.50 - \$56.40	125
Manager/Supervisor	\$33.87 - \$53.52	45
Job Number 2: Job Creation		
Administrator	\$25.00 - \$48.22	5
Engineer	\$37.00 - \$59.00	10
Production Worker	\$25.00 - \$39.56	55
Manager/Supervisor	\$30.00 - \$50.00	5

INTRODUCTION

Founded in 2006 and headquartered in Santa Clara, Abbott Cardiovascular System Inc. dba Abbott Vascular, Inc. (AV) (www.abbottvascular.com) is a subsidiary of Abbott Laboratories, a 120-year old Illinois-based corporation. AV designs, manufactures, and markets medical devices including vessel closures and structural heart products for the treatment of cardiovascular diseases and management of chronic pain and movement disorders. AV also produces various diagnostics systems including COVID-19 testing solutions that are manufactured, marketed and sold worldwide. Some of its customers include hospitals, surgical-centers, long-term care facilities, imaging centers, and drug manufactures. Its headquarters' facility in Santa Clara house executive, marketing, human resources, information technology, and research operations. Manufacturing and support operations are in Temecula and Menlo Park. ETP training will be conducted at the Company's Santa Clara, Temecula, and Menlo Park facilities.

This will be AV's eighth ETP Contract, and its fourth within the last five years. Previous training focused on cutting-edge manufacturing training techniques using Lean Manufacturing processes, White Belt/Green Belt programs, and Engineering Excellence programs designed mostly for its manufacturing workforce to assist AV in expanding its markets, growing its manufacturing workforce in California, and remaining competitive globally. In this proposal, training will focus on meeting manufacturing requirements to develop its next generation (Gen 5 and 6) products. Some of the new products include MitraClip® (a transcatheter mitral valve repair system), Trifecta® Valve with Glide™ Technology (surgical tissue heart valve), Portico® and Navitor™ (transcatheter aortic heart valves), and Regent™ (mechanical heart valve).

Veterans Program

Even though AV does not plan to include a separate Veteran's Job Number, the Company uses recruitment firms that specialize in hiring veterans and maintains a web portal for veterans to show how experiences in the military translate into careers at AV.

PROJECT DETAILS

ETP funds will assist with the development, design, and manufacture of AV's new (Gen 5 and 6) products, which are complex and require an elevated degree of technical knowledge from its staff. The Manufacturing Skills' training proposed will expand trainee skills enabling them to work in an advanced manufacturing setting (i.e. - clean room), while allowing the Company to adapt to changing business requirements to meet regulatory and customer needs.

Retrainee - Job Creation

In this proposal, the Company will hire 50 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. 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-capability growth, AV must hire additional staff to help with manufacturing of its new Gen 5 and 6 products. The Company has over 100 job openings posted on its website; however, AV is only requesting 50 new employees for this proposal to be conservative.

Training Plan

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

Commercial Skills: Training will be offered to Engineer, Production Worker and Manager/ Supervisor and include Cell Growth and Productivity, Drug Product Development Component, Good Manufacturing Practices, and Protocols for Preclinical Studies and Data to develop and deliver high-quality products and services faster and with less waste.

Computer Skills: Training will be offered to all occupations and include Advanced eBusiness Applications, Advanced Manufacturing Control Systems, Materials and Logistics Software Development, and Project Management Software Tools. AV's business requires the operation of sophisticated information technology systems and network infrastructure; therefore, this training will allow staff to understand each element of the software.

Continuous Improvement: Training will be offered to all occupations and include Blueprint Reading, Communicating for Results, Efficiency Workflow, and GxP Compliance Training to implement significant improvements in productivity enhancements, decision-making, corrective and preventative actions, management controls, process validation and biotechnology compliance.

Manufacturing Skills: Training will be offered to Production Workers and include Food and Drug Administration (FDA) Manufacturing Procedures and Protocols, Production and Equipment Operation, and Safety Training to train workers to use special medical device tools and equipment in a highly technical assembly process with significant quality requirements set by regulators.

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, Production Workers will receive up to 16 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity is ISO 9001; 12485; 14001; and ISO27001.

Computer-Based Training

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–57 hours of CBT.

Productive Laboratory (PL- Manufacturing Skills)

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

The proposed PL training will offer cross-training opportunities on production lines and procedures used throughout the manufacturing facility. A total of 180 Production Workers who directly interface with new and/or improved manufacturing processes in the clean room will attend PL- Manufacturing Skills' training.

PL training will ensure that Production Workers acquire the critical skills needed to perform their jobs at a quality standard acceptable by the FDA and other regulatory bodies. It will also offer cross-training opportunities on production lines and procedures used throughout the manufacturing facility. PL training at AV is an interactive training event directly supervised by a

qualified trainer. The trainer's time is dedicated to the delivery of PL. The PL trainer-to-trainee ratio will be 1:1. Production Workers are certified as competent only after completing all PL assignments and passing a skills-competency test. Upon certification of their competency, the trainee can independently produce goods that are for sale. AV will deliver up to 15 hours of PL per trainee, which is within the Panel's preferred 25% of the Weighted Average per Job Number.

Commitment to Training

AV's annual statewide training expenditure per facility in California is \$1,500,000. The proposed ETP curriculum will build on, but not overlap, basic instruction and orientation training already provided by the Company. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The HR Manager (dedicated administrator) will oversee the project with administrative assistance from several full-time administration training staff and two management employees. Training will be administered under its training and HR department, which oversees the workforce training across the organization and operates under the direction of its Divisional Vice President. Training will be coordinated by the facility training supervisor with at least one training coordinator at each facility. Training will be delivered by in-house experts and vendors on a case-by-case basis, if needed. Additionally, the Company retained a third-party subcontractor to assist with ETP administration.

Impact/Outcome

As trainees progress through the manufacturing skills curriculum, they attain documented certification of competency for each significant manufacturing tool and/or procedure they learn. Some of the equipment / technology certifications includes: Torque Test Certification, Flaring and Bonding Certification, Fillet Lap Point Certification, Plasma Treatment Centrist Certification, and Hydrophilic Coating Machine Operations Certification. The proposed Manufacturing Skills training, will expand trainee skills enabling them to operate biotech machines in an advanced biotech manufacturing setting and to adapt to changing business requirements for regulatory and customer needs in an improved manner. Therefore, training will provide transferable employment skills to other life sciences companies in California.

Electronic Recordkeeping/LMS

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

Prior COVID Performance

According to the system, Abbott's prior COVID Pilot project (ET21-0169) with a term date of 10/5/2020-10/4/2022 has tracked 396 hours with a final earning of \$198,000 (99% of the \$200,000 approved amount).

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0310	\$499,100	5/30/22 – 5/29/24	345	0	\$499,100 (100%)

Based on ETP's Cal-E-Force system, 57,363 reimbursable hours have been tracked for potential earnings of \$499,100 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through February 2024. Since the Contract Amount has been met, Contractor may close-out Contract early.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0412	Santa Clara	2/1/19 – 1/31/21	\$603,200	\$603,200 (100%)

DEVELOPMENT SERVICES

Herrera & Company in Stockton assisted with development of this proposal for a flat fee of \$8,750.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

COMMERCIAL SKILLS

- Advanced Cell Data Modeling and Architecture
- Cell Growth and Productivity
- Clinical Research Organizations, Trial Monitoring and Audits
- Downstream Processing Steps for High Yield, Potency and Purity
- Drug Product Development Components
- Good Clinical Practice
- Good Manufacturing Practices
- New Manufacturing Technologies
- Processes for Production of Gene Therapy Vectors
- Producing Research Drug Products for Clinical Studies
- Production of Research Drug Products
- Protocols for Preclinical Studies and Data
- Regulatory Requirements Challenges
- Site Qualification Visit to Assess Clinical Trial Sites

COMPUTER SKILLS

- Advanced eBusiness Applications
- Advanced Desktop Productivity Applications
- Advanced Manufacturing Control Systems
- Advanced Manufacturing Lab Applications
- Business System Processing
- Management and Manufacturing Control Software Systems
- Materials and Logistics Software Development
- Programming Languages
- Project Management Software Tools
- Software and Informatics

CONTINUOUS IMPROVEMENT

- Blueprint Reading
- Communicating for Results
- Communicating is a Contact Sport
- Efficiency Workflow
- Facilitation Skills and Mentorship
- Good Laboratory Practices
- GxP Compliance Training
- Individual Transition in Organizations
- Innovation and Influence
- Lean Manufacturing
- Managing for Performance
- Managing Organizational Transition
- Presentation Skills
- Problem Solving

- Process Modeling and Analysis
- Quality Fundamentals/Core Skills
- Statistical Process Control
- Six Sigma

HAZARDOUS MATERIALS (HazMat Ratio 1:40)

- Chemical Hazards Communication Standards
- Dangerous Goods General Awareness
- Material Waste Handling
- Packing and Utilization
- Restricting of Hazardous Substances
- Risk Management and Waste Management
- Shipment and Storage
- Safe Laboratory Methods

MANUFACTURING SKILLS

- Clean Room Operations (HAZMAT, Gowning, Protocol)
- FDA Manufacturing Procedures and Protocols
- Manufacturing Process Cross Training
- Machine Operations, Calibration, and Maintenance
- Manufacturing Assembly Standards and Procedures
- Production and Equipment Operations
- Product Transfer/Workflow
- Safety Training
- Technical Qualifications and Certifications
- Testing and Troubleshooting Skills

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

MANUFACTURING SKILLS

- Assembly Guide Accessory Pack
- Automated Proximal Marking Machine Process
- Automated Proximal Obturator Assembly
- Balloon Milling
- Bond Tip Ring Steerable Sleeve
- Bonded Coil Inspection
- Bonded Shaft Inspection
- Balloon Press
- Calibration Pro for Bar Sealer
- Calibration for Propanol Dripping Rig
- Calibration for Component Drying Oven
- Calibration for Lloyd Tensile Tester
- Calibration Procedure for Extruder
- Calibration Procedure for the Guidewire
- Calibration Procedure for Thermal Bonder
- Calibration Procedure for VP Coil Winder
- Clip Weldment Subassembly Washing
- Coil and Cable Assembly

- Covered Clip Sub-Assembly Cleaning
- Delivery Catheter Tray Preparation
- DES Fundamentals
- DES Line Clearance Procedure
- DES Coated Stent Inspection
- Final Steerable Guide Assy. Inspection
- Formulation of Blue Dichloromethane
- Handle Body sub Assembly
- Laser Gauging System
- Laser Operations
- Measure and Inspect Balloon
- Packaging of Final Pack (RX Product)
- Proximal Adaption
- Quality Inspection Medical Surveillance
- Sheath Crimping Certification
- Sleeve Toggle Sub-Assembly
- Snared Knot Pusher Assembly Certification
- Split Mold Stent Security Machine
- Strength of Union of GW Core Wire and Coil
- Support Coil Production
- Suture Assembly Certification
- Support Plate Packaging

Computer-Based Training

COMMERCIAL SKILLS

- Advanced Negotiation (3 hrs.)
- Building Constructive Communications (4 hrs.)
- Communicating for Results (4 hrs.)
- Communicating is a Contact Sport (1 hr.)
- Efficiency Workflow (1 hr.)
- Individual Transition in Organizations (2 hrs.)
- Innovation and Influence (1 hr.)
- Managing for Performance (1 hr.)
- Managing Organization Transition (1 hr.)
- Strategic Planning (2 hrs.)

COMPUTER SKILLS

- Advanced Project Management Software (2.5 hrs.)
- Advanced Computer Assisted Design/Computer Assisted Mfg (4 hrs.)
- Computer Assisted Design (1.5 hrs.)
- Database Design (2 hrs.)
- Electronic Record Management (.5 hrs.)
- Manufacturing Resources Planning (2.5 hrs.)
- SAP Management and Manufacturing Control Systems (4 hrs.)

CONTINUOUS IMPROVEMENT

- Advanced Customer Communications and Awareness (2 hrs.)
- Effective Teams (1 hr.)
- Leadership / Coaching Skills (4 hrs.)
- Manufacturing Process Instructions (.5 hrs.)
- Marketing Promotion and Strategy (1 hr.)
- Process Improvement Training (3 hrs.)
- Problem Solving Tools and Techniques (2 hrs.)
- Process Improvement Training (1.5 hrs.)
- Product Marketing for Engineers (1 hr.)
- Technical Presentation Skills (4 hrs.)



Retrainee-Job Creation

Training Proposal for:

Dompe U.S. Inc.

Contract Number: ET24-0288

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Services Professional, Scientific Technology Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 37	U.S.: 96	Worldwide: 96
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

In-Kind Contribution
\$119,700

Total ETP Funding
\$97,060

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills Comm. Skills Cont. Impr. Mgmt Skills.	37	8-200	0	\$1,380	\$30.00
				Weighted Avg: 60			
2	Retrainee Priority Rate Job Creation Initiative SB<100	Business Skills Comm. Skills Cont. Impr.	20	8-200	0	\$2,300	\$30.00
				Weighted Avg: 100			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County:

Job Number 1 (Retrainee): \$24.72 per hour for San Mateo County.

Job Number 2 (Job Creation): \$20.60 per hour for San Mateo County.

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

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

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

Current Wage Range by Occupation

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Professional Staff	\$30.00 - \$110.00	17
Sales and Marketing Staff	\$30.00 - \$110.00	15
Managers	\$30.00 - \$120.00	5
Job Number 2: Job Creation		
Professional Staff	\$30.00 - \$110.00	15
Sales and Marketing Staff	\$30.00 - \$110.00	5

INTRODUCTION

Founded in 2013 and headquartered in San Mateo, Dompe U.S. Inc. (Dompe) (<https://www.dompe.com/>), is a subsidiary of Dompe Farmaceutici S.p.A. located in Italy. Dompe opened its California location in 2018 specializing in developing and marketing therapeutic products for medicinal treatments in ophthalmology, respiratory, and other diseases with an emphasis on meeting unmet patient needs. Currently, business in the United States (U.S.) is largely commercial with Research and Development (R&D) being handled internationally. Some of Dompe's clinical pipeline products includes Ophtha-NGF to treat corneal disease, NETosis – Reparixin to treat pneumonia, NETosis – Ladarixin to treat early onset of Type 1 Diabetes, and Primary Care – KLS-Gaba to treat lower back pain. Training will be delivered at the Company's

headquarters in San Mateo. This will be Dompe's first ETP proposal. Dompe's customer-base includes medical centers, researchers, and hospitals throughout the world.

Veterans Program

Although Dompe does not plan to include a separate Veteran's Job Number, the Company actively recruits and encourages veterans to apply for its employment opportunities.

PROJECT DETAILS

ETP-funded training will focus on training staff on more advanced business, commercial, and technical life science skills to support the growing organization. Despite the Company's life science expertise, many staff members lack the experience required for spearheading business expansion. Consequently, the training will focus on developing advanced capabilities, including strategic planning, financial analysis and planning, budget and resource planning, project management, and leadership skills. In the absence of these skills, Dompe would be compelled to seek external expertise to ensure effective short- and long-range business planning and development.

Retrainee - Job Creation

In this proposal, the Company will hire 20 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Per the Company Representative, Dompe's sales and organization has grown by 50% in the past 12 months and is expecting to grow another 20% within the next year. Due to this growth, Dompe will need more staff to be able to meet customer demands in the next two years and beyond.

Training Plan

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

Business Skills: Training will be offered to all occupations in courses such as Business Acumen, Decision Making, Effective Communication Skills, Marketing 101, and Presentation Skills.

Commercial Skills: Training will be offered to all occupations in courses such as Clinical Data Science, Preparing for Commercialization, and Clinical Operations.

Continuous Improvement: Training will be offered to all occupations in courses such as Good Pharmaceutical Practices, Quality Management, and Risk Management.

Management Skills: Training will be offered to Managers in courses such as Managing Others, Delegation & Prioritization, and Leading Projects.

Alternate Recordkeeping

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

Commitment to Training

The Company's annual training budget in California is \$50,000. This training includes rudimentary job skills, new-hire orientation, and Business 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

Dompe's Associate Director, Senior HR Business Partner (dedicated administrator) will oversee the project with two Administrative Assistants to assist in the scheduling of training, collecting training records, and other internal administrative duties. Training will be delivered by a combination of in-house experts and vendors as needed.

Professional Employer Organization

Dompe represents that it uses the services of Insperity, Inc., a Professional Employer Organization (PEO). However, please note that funding eligibility is based on the Contractor's qualifications, and Dompe will be held solely responsible for performance under the ETP Contract. This Proposal has been reviewed by ETP staff to ensure compliance with all applicable guidelines, and Dompe has been informed about the duty to make certain PEO representations in the ETP Contract; including, without limitation, that its PEO Agreement with Insperity, Inc. clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that Dompe retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.

Impact/Outcome

As a result of ETP funds, Dompe's training plan includes Business Acumen which staff will receive certification upon completion of training.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Hands On, LLC in San Francisco has been retained to provide Business Skills, Commercial Skills, Continuous Improvement, and Management Skills training for a fee of \$65,000. Other trainers will be identified as they are retained.

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

Trainees may receive any of the following:

Business Skills

- Budget & Resource Management
- Business Acumen
- Change Management
- Decision Making
- Effective Communication Skills
- Effective Meetings
- Finance for Non-Finance Managers
- Healthcare Economics
- Ideation & Innovation
- Increasing Resiliency
- Marketing 101
- Marketing 201
- Negotiation Skills
- Presentation Skills
- Project Management
- Strategic Planning
- Team Optimization
- Values-based Healthcare & Market Access

Commercial Skills

- Clinical Data Science
- Clinical Development
- Clinical Operations
- Drug Discovery & Development 101
- Drug Discovery & Development 201
- Preparing for Commercialization
- Preparing for Phase 3

Continuous Improvement Skills

- Good Pharmaceutical Practices
- Quality Management
- Risk Management
- Root Cause Analysis & Problem Solving
- Business Process & Continuous Improvement

Management Skills (Managers/Supervisors Only)

- Managing Others
- Delegation & Prioritization
- Leading High-Performing Teams
- Leading Projects
- Leading vs. Managing
- Leading Change
- Leading Large Teams & Leading through Others



Retrainee-Job Creation
Training Proposal for:
FreshPoint California, Inc.
Contract Number: ET24-0277

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: N. Shafqat

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee HUA SET	Industry Sector(s):	Wholesale Trade/Distribution Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Stanislaus	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: 350	U.S.: 350	Worldwide: 69,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$436,100

Total ETP Funding
\$367,200

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee HUA SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	325	8-200	0	\$960	\$17.35
				Weighted Avg: 48			
2	Job Creation Initiative SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	50	8-200	0	\$1,104	\$18.54
				Weighted Avg: 48			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/HUA): \$17.00 per hour in Stanislaus County
 Job Number 2 (SET/Job Creation): \$18.54 per hour for Stanislaus County

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

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

Up to \$1.29 per hour may be used to meet the Post-Retention for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$17.35 – \$20.00	10
	\$20.01 – \$22.63	10
Frontline Manager/Supervisor	\$22.05 – \$25.00	5
	\$25.01 – \$42.86	5
Support Staff	\$17.60 – \$19.35	25
Technical Staff	\$24.10 – \$25.00	5
	\$25.01 – \$31.67	5
Transportation Staff	\$25.19 – \$31.09	100
Warehouse Staff	\$18.75 – \$20.00	30
	\$20.01 – \$25.00	80
	\$25.01 – \$28.15	50
Job Number 2		
Administrative Staff	\$17.25 – \$20.00	2
	\$20.01 – \$21.62	3
Frontline Manager/Supervisor	\$22.00 – \$25.00	2

	\$25.01 – \$42.07	3
Support Staff	\$17.59 – \$19.23	5
Technical Staff	\$24.08 – \$25.00	2
	\$25.01 – \$31.05	3
Transportation Staff	\$25.09 – \$30.75	10
Warehouse Staff	\$18.63 – \$20.00	5
	\$20.01 – \$25.00	5
	\$25.01 – \$27.91	10

INTRODUCTION

Founded 2000 and headquartered in Turlock, FreshPoint California, Inc. (FreshPoint) (<https://www.freshpoint.com/>) is one of the largest foodservice distributor of fresh fruits and vegetables in North America. Additionally, the Company offers fresh dairy items, value-added produce, and fancy foods to a wide variety of customers. The Company has two other California locations in Union City and City of Industry. Some of the Company's other locations include Alaska, Colorado, Hawai'i, Illinois, Maryland, Minnesota, North Carolina, Oklahoma, Pennsylvania, Tennessee, Virginia and Texas. The Company has also expanded its business globally with locations in Puerto Rico, and Canada. Training in this proposal will be provided at the Turlock facility only.

This will be FreshPoint's first ETP Contract. In this proposal, training will focus on changes in the evolving food industry and best practices developed in response to COVID-19. Additionally, the Company is facing an increase in demand for fresh produce and dairy products which requires the upskilling of workforce through training on various job functions for efficiency and remaining competitive in the food industry.

Veterans Program

Although there is no separate training plan or component for the veterans in the proposed training, veterans are encouraged to be included in the training population. The Company provides special consideration for the veterans for available jobs and regularly posts open positions on employment websites to make these positions accessible to potential veteran candidates.

PROJECT DETAILS

FreshPoint has created a large customer base throughout the years which includes local, regional, and national chains, hotels, resorts, country clubs, fine dining quick service, healthcare centers, schools and universities, theme parks, cruise lines, and wholesalers. During the COVID pandemic, a vast majority of resorts, restaurants, and other food businesses closed which significantly slowed down the demand from the foodservice distributors. However, as the businesses have reopened in addition to the opening of new businesses in the area, there is a sudden and greater demand of fresh produce and dairy products. The Company faces a need to train its workers to maintain pace with these growing demands and prepare them to meet new industry standards.

Retrainee - Job Creation

In this proposal, the Company plans to hire approximately 50 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or

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

To meet the increase in business capacity and customer base, FreshPoint is now hiring staff. As new food related businesses open, FreshPoint will have the opportunity to further expand business nationally and globally.

Training Plan

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

Business Skills: Training will be offered to all occupations and includes Client Management, Financial Analysis and Leadership Skills. Training will improve quality and efficiency in performance of job duties.

Commercial Skills: Training will be offered to all occupations and includes Assembly Procedures, Equipment Operation, and Refrigeration Operation. Training will help workers gain better understanding of work procedures.

Computer Skills: Training will be offered to all occupations and includes Customer Order Systems, FreshPoint Dispatch Software, and Logistics Software. Training will allow workers to complete tasks more efficiently.

Continuous Improvement: Training will be offered to all occupations and includes FreshPoint Food Safety, Product Knowledge and Sanitization Planning. Training will increase awareness, maximize safety and maintain compliance by developing and practicing workplace safety skills by implementing best practices.

Productive Laboratory

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor will be dedicated 100% of the time to training delivery during all hours of PL training.

FreshPoint has assessed the need of PL-Commercial Skills training for hands-on instruction while using jobsite-specific heavy equipment and working in location-specific environment. Some of the important functions the workers need to use and perform are Assembly Procedures, Docking Gate Operations, Heavy Equipment Operation, Labeling Equipment, Machine Operation, Refrigeration Operation, Sanitizing Work Spaces and Selecting Methods; prompting the need for PL training. PL training will be provided to 75 workers from Technical, Transportation and Warehouse Staff-at the warehouse and production floor. The PL trainer-to-trainee ratio is 1:1. Trainees will be trained on approximately 40 hours of PL during which they will observe the training and operate the equipment as part of the work assignments.

There will be approximately 40 trainers selected from the current FreshPoint Central California workforce who have three or more years of experience. Additionally, Managers/Supervisors will observe and evaluate the trainee performance to confirm the trainees are completely learning policies and procedures.

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.

High Unemployment Area

Trainees in 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 location in Turlock (Stanislaus County) is in a HUA.

➤ Wage and Retention Modifications

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

Approximately 325 employees from Job Number 1 will need the wage modification. The Company is requesting this wage modification from \$41.20 per hour to \$17.35 per hour for Job Number 1 (Retrainee). They are not requesting a wage modification for trainees in Job Number 2 (Job Creation).

FreshPoint is also requesting alternate retention for trainees in Job Numbers 1 and 2 of 90 days out of 120 consecutive days with up to three employers.

Impact/Outcome

The proposed training aims to help produce the following results:

- ETP funds will enable FreshPoint to design a comprehensive curriculum and training that has been identified as critical to keeping current employees up-to-date on industry standards as well as keeping up with client demand.
- Funds will also assist the staff in adapting to a changing environment in food industry fields and enhanced safety practices in response to previous COVID-19 pandemic.
- Lastly, the training will ensure workers gain essential job related skills and give them the ability to move to higher-level jobs that require advanced knowledge and more experience.

Commitment to Training

FreshPoint invests \$378,700 annually on training for its Turlock facility. This includes basic commercial skills, a new-hire orientation, first aid, safety training, and sexual harassment prevention training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Training Coordinator (dedicated administrator) will manage the training program, rosters, and oversee the project with the assistance of one Human Resources Coordinator. Additionally, each Department Manager will assist in developing and managing staff training and ensuring the training is completed on time. Training will be delivered by 30 in-house experts. The Company has also hired a third-party subcontractor for assistance with ETP administration.

DEVELOPMENT SERVICES

National Training Company, Inc. (NTC) in Irvine assisted with proposal development for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Business Processes
- Client Management
- Communication Skills
- Financial Analysis
- Fresh Produce Program
- Industry Standards
- Inventory Management
- Leadership Skills
- Problem-Solving
- Product Development
- Production Efficiency
- Relationship Building
- Retaining Customers
- Sales Skills
- Successful Selling
- Supply Chain Management
- Team Dynamics

Commercial Skills

- Assembly Procedures
- Cleaning Methods
- Docking Gate Operations
- Equipment Operation
- Equipment Troubleshooting
- Exception Orders Protocols
- Food Safety
- Heavy Equipment Operation
- Labeling Equipment
- Line Changeover Procedures
- Loading and Receiving
- Logistics
- Machine Operation
- Measuring Tools
- Organic Produce Handling
- Pallet Loading Operation
- Palletizer Operation
- Preventative Maintenance
- Produce Preparation Skills
- Product Labeling
- Product Quality Assurance
- Production Operations

- Quality Protocol
- Raw Material Management
- Recycling Procedures
- Refrigeration Operation
- Sanitizing Work Spaces
- Selecting Methods
- Selecting Techniques
- Shipping Protocols
- Standard Operating Procedures
- Trucking Systems
- Unloading Best Practices
- Warehouse Processes

Computer Skills

- Customer Order Systems
- FreshPoint Dispatch Software
- FreshPoint Scheduling Software
- HR Software
- Inventory Integration System
- Logistics Software
- Materials Management Software
- Microsoft Office (Intermediate/Advanced)
- Online Ordering System
- Product Ordering Applications
- Product Tracking Software
- Production Scheduling Software
- Staff Scheduling Software
- Vendor Organization Online System

Continuous Improvement Skills

- Accountability Procedures
- Creating a Quality Organization
- Creating Continuous Flow
- Customer Dispute Resolution
- Food Safety Modernization Act
- FreshPoint Food Safety
- FreshPoint Quality Standards
- Lean Procedures Practices
- Operations Management
- Process Improvement
- Product Knowledge
- Product Package Design
- Product Testing
- Production Waste Reduction
- Recall Protocols
- Sanitation Planning
- Teamwork Development Skills
- Understanding Waste

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

Trainees may receive any of the following:

Commercial Skills

- Assembly Procedures
- Docking Gate Operations
- Heavy Equipment Operation
- Labeling Equipment
- Machine Operation
- Refrigeration Operation
- Sanitizing Work Spaces
- Selecting Methods



Retrainee-Job Creation
Training Proposal for:
Mammoth Biosciences, Inc.
Contract Number: ET24-0269

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative HUA	Industry Sector(s):	Other Professional, Scientific Technology Biotechnology/Life Sciences Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 144	U.S.: 153	Worldwide: 153
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

FUNDING DETAIL

In-Kind Contribution
\$555,000

Total ETP Funding
\$256,450

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, Commerical Skills, Continuous Impr, Management Skills	100	8-200	0	\$1,840	\$26.00
				Weighted Avg: 80			
2	Retrainee Priority Rate Job Creation	Business Skills, Commercial Skills, Continuous Impr, Management Skills	35	8-200	0	\$2,070	\$26.00
				Weighted Avg: 90			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$24.72 per hour for San Mateo County;

Job Number 2 (Job Creation): \$20.60 per hour for San Mateo County

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Engineers	\$26.00 - \$135.00	25
Scientists	\$45.00 - \$150.00	25
Operations Staff	\$26.00 - \$135.00	25
Managers	\$45.00 - \$165.00	25
Job Number 2: Job Creation		
Engineers	\$26.00 - \$135.00	10
Scientists	\$45.00 - \$150.00	15
Operations Staff	\$26.00 - \$135.00	10

INTRODUCTION

Founded in 2017 and headquartered in Brisbane, Mammoth Biosciences, Inc. (Mammoth) (<https://www.mammoth.bio>) is a biomedical research company specializing in the next generation of CRISPR (clustered regularly interspaced short palindromic repeats) products. Mammoth is addressing challenges across healthcare, agriculture, environmental monitoring, biodefense, and more. The Company specializes in therapeutic areas such as oncology, hematology, and immunology and targets drug development for specific disease areas such as autoimmune, neuromuscular, and liver-targeted diseases. Although not presently marketing FDA drugs directly themselves, it is something the Company is pursuing. Mammoth's customers include drug developers and manufacturers like Bayer and Vertex, patients, and other life science researcher companies.

ETP training will occur at its sole site in Brisbane. This will be Mammoth's first ETP Contract.

Veterans and Equity/ Diversity Programs

Although mammoth does not have a formal veterans' program in place for recruitment, the Company does hire and employ veterans through its normal hiring practices.

Mammoth uses the Handshake platform and partners with LifeScience Cares (non-profit) and CollegeTrack to source candidates from underserved communities.

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 35 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. Due to business-capacity growth, Mammoth is expanding its product line (drug research services) and anticipates business to grow by 25% in the next 48 months. Consequently, hiring new staff and upgrading skills is needed to meet new industry standards such as sequencing methods and drug development rules due to this expansion (from one phase of the process to another) inside the four stages of the drug-development process. Mammoth also states that the Company has ample room in its existing facility to accommodate the newly hired staff.

PROJECT DETAILS

The Company aims to deliver customized training to share best practices, boost competencies, and reinforce the high-performance workplace business model currently in place. Mammoth represents that training is needed to fully prepare for the further commercialization of the Company, because an emphasis is placed on building solid business foundations with research and communication skills being paramount in the early stages of development. Overall, it is working to expand partnerships with larger drug development companies and move into advanced stages of drug development.

Mammoth represents that meeting increased service demands from customers caused in part by an aging U.S. population and rising medical needs are requiring new methods, increased use of technology, and a need to upgrade the skills of staff to keep pace with industry changes.

Mammoth performed an internal assessment conducted by its Human Resources department and Executive Staff to pinpoint training objectives. In summary, training is needed to meet the Company's objectives that include the following: boost productivity by an estimated 25%, train staff to use new drug research and development strategies and, improve efficiency in service delivery to remain competitive. It was found during the internal assessments that business development and clinical operations skills training are needed in order to manage growth.

Training Plan

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

Business Skills: Training will be offered to Operations Staff and Managers on course topics that include Influencing & Stakeholder Management, Strategic Planning and other topics identified in assessments to help manage rapid growth and attain business development goals.

Management Skills: Training will be offered to select Managers only on course topics such as Managing Others and Coaching for Development to address a discovered gap in leadership experience and skills among its management via a needs analysis recently conducted.

Commercial Skills: Training will be offered to all occupations on topics such as Leading Projects and Portfolio Management. The Company is advancing along a four stage plan to develop and make drugs. Each stage reportedly requires skill upgrades as job duties expand and new staff are brought onboard due to expansions.

Continuous Improvement: Training will be offered to all occupations on topics such as Good Pharmaceutical Practices and Quality Management. These courses are designed to help the Company become more efficient, reduce waste, and become more competitive as a biomedical research and drug maker.

High Unemployment Area

All trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in San Mateo County (Brisbane) is in an HUA.

➤ Wage Modification

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

Alternate Recordkeeping

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

Commitment to Training

Mammoth invests an estimated \$75,000 in training annually. The training includes non-mandatory training, orientations, violence in the workplace, OSHA-required training, legal training, first aid, training related to continuing education or training leading to degrees, and training delivered/included in the purchase price of new equipment. 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

Mammoth's Human Resources Director (dedicated administrator) will oversee the project. Training will be delivered by four in-house subject-matter experts who are either managers or directors within the Company, and it will also use outside vendors when and if needed on a case-by-case basis.

Impact/Outcome

The proposed training plan intends to support the growth objectives of Mammoth in the following ways:

- Advancing leadership, business and team oriented skills of employees in order to better serve clients, generate increased revenues, and remain competitive;
- Formalizing the mandatory training program; and
- Awarding about 135 certificates (from Hands-On vendor). The certifications are developed to help upgrade skills of workers and achieve desired industry standards that often exceed regulatory requirements.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Hands On, LLC in San Francisco has been retained to provide training in Business Skills and Management Skills for a fee of \$150,000.

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

8-200

Trainees may receive any of the following:

Business Skills

- Decision-Making
- Strategic Planning
- Budget & Resource Management
- Ideation & Innovation
- Finance for Non-Finance Managers
- Effective Communications
- Influencing & Stakeholder Management
- Presentation Skills
- Giving & Receiving Feedback

Commercial Skills

- Business Acumen
- Market Access
- Marketing
- Health Economics
- Leading Projects
- Portfolio Management
- Product Lifecycle Management

Continuous Improvement Skills

- Business Process & Continuous Improvement
- Good Pharmaceutical Practices
- Quality Management

Management Skills (Managers/Supervisors Leads Only)

- Managing Others
- Coaching for Development
- Delegating & Empowering
- Communicating as a Leader
- Setting Goals & Direction



Retrainee-Job Creation

Training Proposal for:

**North Bay Heating, Air Conditioning and Sheet Metal, Inc.
dba Henry Mechanical**

Contract Number: ET24-0266

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	SET Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Services Construction 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: 65	U.S.: 65	Worldwide: 65
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$273,850

Total ETP Funding
\$173,075

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	SET Priority Rate SB <100	Business Skills, Commercial Skills, Computer Skills, OSHA 10	65	8-200	0	\$1,610	\$30.90
				Weighted Avg: 70			
2	Job Creation Initiative SET Priority Rate SB<100	Business Skills, Commercial Skills, Computer Skills, OSHA 10	35	8-200	0	\$1,955	\$25.01
				Weighted Avg: 85			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Modified Statewide Average): \$30.90 per hour statewide. **Job Number 2 (Job Creation):** \$18.54 per hour for 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
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Customer Service	\$28.40 - \$40.00	6
Design Technician	\$28.40 - \$40.00	11
Support Staff	\$28.40 - \$35.00	9
Installer	\$28.40 - \$40.00	26
Maintenance Technician	\$30.00 - \$45.00	11
Team Lead	\$30.00 - \$45.00	2
Job Number 2: Job Creation		
Customer Service	\$25.01- \$40.00	1
Design Technician	\$25.01 - \$40.00	7
Maintenance Technician	\$25.01 - \$45.00	9
Installer	\$25.01 - \$40.00	16
Team Lead	\$30.00 - \$45.00	1
Support Staff	\$25.01- \$35.00	1

INTRODUCTION

Founded 1986 and headquartered in Windsor, North Bay Heating, Air Conditioning and Sheet Metal, Inc. dba Henry Mechanical (North Bay Heating, Air Conditioning and Sheet Metal, Inc.) (www.henrymechanical.com) is a small business providing 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 single Windsor facility.

This is the Company's first request for an ETP Contract. North Bay Heating, Air Conditioning and Sheet Metal, Inc. is proposing to upgrade trainee skills to help homeowners comply with Title 24 to meet energy efficiency goals in California. The Company also expanded into new markets in Sonoma County.

Veterans and Equity/Diversity Programs

Although this proposal doesn't include a Veteran's Job Number, North Bay Heating, Air Conditioning and Sheet Metal, Inc. continues to serve veterans and participates in veteran-outreach activities (internally) to recruit applicants. The Company actively works with a local organization, Hire a Vet, that helps match veterans with its employment opportunities.

North Bay Heating, Air Conditioning and Sheet Metal Inc. actively works with local cultural centers, LGBTQ+ centers, high schools, and community colleges to recruit underserved populations, minorities and women into the building trades by participating in job fairs and career days.

Retrainee - Job Creation

In this proposal, the Company will hire 35 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

North Bay Heating, Air Conditioning and Sheet Metal Inc. is offering new Solar Power, HVAC and Plumbing services, responding to customer needs and is reportedly expanding existing business capacity by adding newly-hired employees to an existing function. Additionally, North Bay Heating, Air Conditioning and Sheet Metal, Inc. recently expanded the Windsor facility by 2250 square feet to accommodate these new employees.

PROJECT DETAILS

In this proposal, the Company represents it continues to grow the workforce and upgrade the skills of its employees to remain competitive and keep pace with growing contracts. It has made significant investments (estimated \$156,400) in new equipment including heat pump water heaters, heat pump furnaces, Service Titan, Metering Devices/ Energy Audit Equipment. Staff 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 workforce.

This project is driven by new contracts for services in residential markets following a market boom. The business market expansion is fueled by Title 20 and Title 24 requirements and efforts to move away from fossil fuels to adopt more green technology to meet California's wildfire and fire reduction goals and improved energy efficiency standards to reduce carbon emissions.

Training Plan

Training will be conducted Class/Lab and E-Learning delivery methods in the following:

Business Skills: Training will be delivered to all occupations on topics such as Communication Skills and Team Building to improve skills due to changes resulting from new products and service

roll-outs related to Title 24, updates in company procedures that impact customer service, and informing consumers of their product options.

Commercial Skills: Training will be delivered to Maintenance Technicians, Installers, Team Leads, and Support Staff on topics such as Nest Thermostats and metering Devices. Changes caused by Title 24 provisions and customer demands prompted the Company's investment in new equipment and requires staff be familiar with safely installing and maintaining new equipment to meet code requirements and advising its customers.

Computer Skills: Training will be delivered to all occupations and includes Tablet Applications and Service Titan Software. These skills were found to be needed in training assessment to help the Company remain competitive in California by upskilling Technicians' and Team Leads' skills using the latest software and equipment as the industry converts to using more efficient/ green technology. Support staff need training on Intermediate / Advanced Microsoft Office products as updates are periodically rolled out by those software companies.

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

Apprentice Program

Contractor represents this training is not Department of Apprenticeship Standards (DAS) curriculum, nor duplicative of DAS curriculum required by the occupations in this program. All training is represented to be supplemental and goes beyond regulatory or is otherwise customized training tailored to meet employer needs specifically to remain competitive in California.

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 \$41.20 to \$30.90 for Job Number 1). The Company requests this modification.

Green/Clean Operations

North Bay Heating, Air Conditioning and Sheet Metal, Inc. 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.

Commitment to Training

Annually, the Company invests approximately \$137,000 on training and includes mandatory safety, company orientations, and on-the-job training (Productive Lab). ETP funds will not

displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Office Site Manager (dedicated administrator) will manage the project upon approval. North Bay Heating, Air Conditioning and Sheet Metal, Inc. has eight in-house trainers to deliver training. Some training will be delivered by vendors as needed. The Company has also retained a third-party subcontractor, Synergy Management Consultants, to assist with ETP-administrative duties.

Impact/Outcome

As a result of ETP funding, many vocational certifications (estimated 95) will be earned as a part of the training plan proposed. These certifications maintain upward mobility in higher wage and higher skilled jobs for staff while also providing North Bay Heating, Air Conditioning and Sheet Metal, Inc. the opportunity to demonstrate desired certifications contractors request as part of service requests.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

The Company retained Synergy Management Consultants in Grass Valley to assist with development for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Lennox of Sacramento has been retained to provide Commercial Skills training for a fee of \$10,000.

JohnStone of Santa Rosa has been retained to provide Commercial Skills training for a fee of \$10,000.

Other trainers will be identified as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Developing SMART Goals
- External Environment Analysis
- Planning and Execution
- Effective Customer Service
- Team Building
- Building Strong Relationships
- Innovation Tools and Processes
- Communication Skills
- Customer Needs Assessment
- Presentation Skills
- Understanding and Managing Expectations

COMMERCIAL SKILLS

- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Fundamentals of Air Conditioning Systems
- Advanced A/C Systems
- Advanced Diagnosis
- Metering Devices
- Nest System Controls / Smart System
- Advanced Wiring and Schematics
- Nest Thermostats
- Maintenance Tune Up Procedures
- Field Tools/Gauges
- Air Quality Diagnostics
- Inverter Technology
- Ventilation Systems Certifications- Blower Door / Weatherization
- Certification-Duct Testing
- Certification-Air Filtration
- Certification-NGAT (Natural Gas Application Testing)
- Certification- Home Energy Auditing
- Identifying Waste Products
- Waste Removal Solutions
- Lennox Product Knowledge
- Mitsubishi Product Knowledge
- Thermal Dynamics
- Switches and Electrical Components
- Heat Pump Systems
- Air Conditioning Systems
- Metering Devices

- System Controls / STS
- Motors
- Whole Home Fans
- Inverter Type Systems
- Digital Tools
- Wiring
- Thermostats
- Tune-up Procedures
- Air Quality Diagnostics and Methodologies
- Ventilation Systems
- Barriers Methodologies
- Diagnostics
- HVAC Maintenance Service
- Drawings / Plans
- Pipes and Supply Lines
- Gas and Fuel Systems
- Back Flow Systems
- Driver Safety
- Attic Insulation Safety
- Electrical Hazards Safety
- COVID-19 Protocols

COMPUTER SKILLS

- Service Titan (The Henry Tech proprietary software)
- Microsoft Office and Google Suites- Excel, Word, Power Point, Database Systems (Intermediate / Advanced)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



Retrainee-Job Creation
Training Proposal for:
Peter Levi Plumbing, LLC
Contract Number: ET24-0265

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	SET Retrainee Priority Rate Job Creation Initiative SB <100	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Marin, Solano	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 71	U.S.: 71	Worldwide: 71
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$217,950

Total ETP Funding
\$137,080

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 SET Priority Rate SB <100	Business Skills, Commercial Skills, Computer Skills, OSHA 10	40	8-200	0	\$1,656	\$30.90
				Weighted Avg: 72			
2	Job Creation Initiative Retrainee SET Priority Rate SB<100	Business Skills, Commercial Skills, Computer Skills, OSHA 10	35	8-200	0	\$2,024	\$23.00
				Weighted Avg: 88			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.90 per hour
 Job Number 2 (SET/Job Creation): \$18.54 per hour for Solano County; \$20.60 per hour for Marin County

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
HVAC Technician	\$28.40 - \$40.00	2
Plumbing Technician	\$28.40 - \$40.00	2
Customer Support	\$28.40 - \$35.00	3
Installer	\$28.40 - \$40.00	28
Team Leads	\$30.00 - \$45.00	3
Support Staff	\$28.40 - \$35.00	2
Job Number 2		
HVAC Technician	\$23.00 - \$25.00	7
	\$25.01 - \$40.00	2
Plumbing Technician	\$23.00 - \$25.00	9
	\$25.01 - \$40.00	2
Customer Support	\$23.00 - \$25.00	2
Installers	\$23.00 - \$25.00	6
	\$25.01 - \$40.00	3

Team Leads	\$30.00 - \$45.00	2
Support Staff	\$23.00 - \$25.00	2

INTRODUCTION

Founded 1986 and headquartered in Novato, Peter Levi Plumbing, LLC (Peter Levi) (www.peterleviplumbinginc.com) provides residential plumbing, heating ventilation, air conditioning (HVAC), and electrical services including installation of new equipment, diagnosis, and repair of existing equipment. The parent company is Bonney Plumbing, Inc., which is not participating in this project. Peter Levi has two locations, Novato and Vacaville, where training will take place.

This is Peter Levi's first ETP Contract. ETP Training will help the Company upgrade staff's skills in order to remain competitive and to help homeowners comply with Title 24 to meet energy efficiency goals in California. The Company also expanded into new markets in Marin and Solano counties.

Veterans and Diversity Programs

Although this proposal does not include a Veteran's Job Number, Peter Levi continues to serve veterans and participates in veteran-outreach activities (internally) to recruit applicants. The Company actively works with a local organization, Hire a Vet, which seek to match veterans with its employment opportunities.

Additionally, Peter Levi actively works with local cultural centers, LGBTQ+ centers, high schools, and community colleges to recruit underserved populations, minorities, and women into the building trades by participating in job fairs and career days.

PROJECT DETAILS

In this proposal, Peter Levi plans to deliver training to support significant investments (estimated \$192K) in new equipment including heat pump water heaters, heat pump furnaces, and trenching equipment. Staff must be trained on specialized-installation equipment. 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 workforce.

Retrainee - Job Creation

In this proposal, the Company will hire 35 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Peter Levi is offering new HVAC and Plumbing services to respond to customer needs and is expanding existing business capacity by adding newly-hired employees to an existing function as it continues to grow the workforce and upgrade worker skills to remain competitive and keep pace with growing contracts. Additionally, Peter Levi recently expanded its 11,199 square foot facility by 599 square feet to accommodate these new employees.

Training Plan

Training will be conducted via Class/Lab and E-Learning delivery methods in the following:

Business Skills: Training will be offered to all occupations. Training includes Effective Customer Service and Team Building to improve skills due to changes resulting from new products, service roll-outs related to Title 24, and updates in company procedures that impact customer service, estimating job costs, and product options that meet compliance with new rules.

Commercial Skills: Training will be offered to HVAC Technicians, Installers, Team Leads and Support Staff and include Connected Home Technology, Heat Pump Systems and System Sizing. Changes caused by Title 24 provisions and customer demands prompted Peter Levi's investment in new equipment that requires staff to be familiar with safely installing and maintaining new equipment to meet code requirements and advise its customers.

Computer Skills: Training will be offered to all occupations and include Water Leak Video Inspection Tools, and Service Titan Software. These skills were found needed in training assessment to help the Company remain competitive in California by upskilling Technicians and Team Leads' skills using the latest software and equipment as the industry converts to using more efficient or green technology.

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

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 \$41.20 to \$30.90). The Company requests this modification for Job Number 1.

Commitment to Training

Annually, the Company invests approximately \$185,100 between all facilities on training that includes mandatory safety, company orientations, and on-the-job training (Productive Lab). 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 H.R. Manager (dedicated administrator) will oversee the project. Two internal-support staff will help with administration (one on-site Manager per facility). Training will be delivered by six in-house trainers who are subject-matter experts and vendors on a case-by-case basis as needed. The Company has also retained a third-party subcontractor, Synergy Management Consultants, to assist with ETP administrative duties.

Impact/Outcome

As a result of ETP funds, many vocational certifications (estimated 42) will be earned as a part of the training plan proposed. These certifications maintain upward mobility in higher wage and higher skilled jobs for staff while also providing Peter Levi the opportunity to demonstrate desired certifications contractors request as part of service requests.

Green/Clean Operations

Peter Levi 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.

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

Synergy Management Consultants in Grass Valley assisted with development of this proposal for a flat fee of \$8,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Ultimate Tech Academy of Los Angeles will provide Commercial Skills training for a fee of \$10,500.

Nextstar of San Francisco will provide Commercial Skills training for a fee of \$10,000. Other trainers will be identified as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Effective Customer Service
- Team Building
- Building Strong Relationships
- Innovation Tools and Processes
- Communication Skills
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills
- Active Listening Skills
- Understanding and Managing Expectations

COMMERCIAL SKILLS

- Connected Home Technology
- Trane Heat Pump Systems
- System Sizing/Design
- Advanced A/C Systems
- Advanced Diagnosis
- Metering Devices
- Nest System Controls/Smart System
- Trane Maintenance Tune Up Procedures
- Air Quality Diagnostics/Hers Rating
- Inverter Technology
- Ventilation Systems Certifications- Blower Door/Weatherization
- Certification-Duct Testing
- Certification-Air Filtration
- Certification-Natural Gas Application Testing
- Certification-Home Energy Auditing
- Heat Pump Water Heaters
- Mitsubishi Mini Split Systems
- Trane Heat Pump Systems Install
- Trane Air Conditioning Systems/Diagnosis
- Nest System Controls/STS
- Intermediate Diagnostics
- Installing Heat Pump Water Heaters
- On Demand Hot Water Systems
- Wi-Fi Smart Water Meter
- Driver Safety
- Ladder Safety
- Work Site Safety
- Equipment Safety

- Attic Insulation Safety
- Electrical Hazards Safety

COMPUTER SKILLS

- Service Titan (Peter Levi Proprietary Software)
- Microsoft Office and Google Suites- Excel, Word, PowerPoint, Database Systems (Intermediate and Advanced)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications
- Water Leak Video Inspection Tools

SAFETY SKILLS - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



Retrainee-Job Creation

Training Proposal for:

R. Torre & Company, Inc. dba Torani

Contract Number: ET24-0279

Panel Meeting of: December 15, 2023

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing 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: 280	U.S.: 280	Worldwide: 280
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$415,800

Total ETP Funding
\$371,450

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	275	8-200	0	\$1,150	\$24.72
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	40	8-200	0	\$1,380	\$21.00
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$24.72 per hour for Alameda County; **Job Number 2:** \$20.60 per hour for Alameda County

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 - Retrainee		
Administrator	\$22.22 - \$25.00	5
	\$25.01 - \$27.00	35
Production Staff	\$22.22 - \$25.00	20
	\$25.01 - \$30.00	203
Manager/Supervisor	\$22.00 - \$40.00	12
Job Number 2 – Job Creation / Temp to Perm		
Production Staff	\$21.00 - \$25.00	40

INTRODUCTION

Founded in 1925 and headquartered in San Leandro, R. Torre & Company, Inc. dba Torani (Torani) (<https://www.torani.com/>) manufactures flavoring syrups, sauces, and blended drink bases. Some of the Company's popular flavors are vanilla, caramel, chocolate ship, and hazelnut which are known for making coffee and other blended beverages. Some of Torani's customer base includes coffee shops and retail stores such as Starbucks, Costco, Safeway, and Walmart nationwide. This will be Torani's first ETP-funded project. Training will be provided to trainees at its sole location in San Leandro.

Veterans Program

Even though Torani does not plan to include a separate Veteran's Job Number, the Company actively recruits and encourages Veterans to apply for employment opportunities.

PROJECT DETAILS

ETP-funded training will focus on two major changes: a new sauce production line and new automated technologies.

Currently at Torani, the syrups are cold filled, meaning the product is mixed, processed, and then bottled without heating and pasteurizing first. By 2026, in the new sauce production plant, staff will be required to learn and undergo new manufacturing procedures by first cooking the ingredients in 180 degree kettles. Staff will be required to accurately measure and process the ingredients to be able to deliver out to market.

As part of the facility expansion, Torani has invested \$5M in new automated equipment/technology. The two main equipment/technology are:

- Automated bottling line: Includes new bottling fillers, labelers, capsular, case packers, and palletizers to allow for faster and more efficient processing of the products.
- Warehouse Management System (WMS): Includes hand held scanners. Extensive training will be required for current and future staff to manage the products and procedures in the warehouse.

Training Plan

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

Business Skills: This training will be offered to all occupations in courses such as Coaching and Counseling, Leadership, Project Management, and Sales.

Computer Skills: This training will be offered to all occupations in courses such as Warehouse Management System, Oracle, Automation Software, and Salesforce.

Continuous Improvement: This training will be offered to all occupations in courses such as HACCP (Hazard Analysis and Critical Control Points), Process Improvement, Quality Improvement, and Lean Manufacturing.

Manufacturing Skills: This training will be offered to all occupations in courses such as Driving and Delivery Techniques, Equipment Operations, Forklift, and Water Recycling/Efficiency.

Productive Laboratory – Manufacturing Skills

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

At Torani, production procedures are constantly changing as new equipment is being installed. In this proposal, trainees will need hands-on knowledge on how to operate the new automated bottling line from start to finish. Approximately 263 Production Staff will receive PL training to learn each stage of the automated bottling line on the production floor.

Certified Lead Production Staff and Supervisors with extensive experience in the processes and equipment will be delivering PL training. Trainers will observe the trainee as they demonstrate their capability in each step of the Standard Operating Procedure to determine if the trainee has

obtained the skills required. Production Staff will receive up to 20 hours of training. The Company is requesting a trainer-to-trainee ratio of 1:1.

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.

Prior to 2020, Torani was a 430,000 square foot facility. Since then, the Company has built a new 200,000 square foot facility at its current location for its new sauce production plant and warehouse to produce its new product line. Due to this increase in business capability and facility, the Company will hire 40 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Temporary to Permanent Hiring

The Company will train 22 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.

Alternate Recordkeeping

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

Commitment to Training

Torani’s annual training budget in CA is approximately \$100,000. The proposed ETP curriculum will build on, but not overlap, basic instruction and orientation training already provided by the Company. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Torani’s Chief Financial Officer (dedicated administrator) will oversee the project along with a Human Resources staff to assist in the scheduling of training, collecting training records, and other internal administrative duties. Additionally, the Company retained a third-party subcontractor to assist with ETP administration. ETP-funded training will be delivered by a combination of internal experts and training vendors as needed.

Impact/Outcome

Upon completion of each stage in the new automated bottling line, Production Staff will receive certification that will allow for an increase in pay.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Coaching and Counseling
- Leadership
- Meeting Facilitation
- Project Management
- Sales
- Time Management

Computer Skills

- Warehouse Management System
- MS Office (Intermediate/Advanced)
- Oracle
- Automation Software
- Salesforce

Continuous Improvement Skills

- HACCP (Hazard Analysis and Critical Control Points)
- Process Improvement
- Quality Improvement
- Lean Manufacturing

Manufacturing Skills

- Driving and Delivery Techniques
- Equipment Operations
- Forklift
- Inventory Control
- Irrigation Systems
- Order Fulfillment
- Planting
- Product Availability
- Water Recycling / Efficiency
- Heat Exchange
- Mixing System
- Cooling Tunnels
- Infection/Dairy Processing
- Hot Fill Bottling Operations
- Pasteurization Techniques

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

Trainees may receive any of the following:

PL-Manufacturing Skills

- Driving and Delivery Techniques
- Equipment Operations
- Forklift
- Irrigation Systems



Retrainee-Job Creation

Training Proposal for:

**Bell Brother's Heating and Air, Inc. dba Bell Brothers
Plumbing, Heating and Air**

Contract Number: ET24-0291

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 252	U.S.: 252	Worldwide: 252
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution
\$764,800

Total ETP Funding
\$486,082

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 Skill, Computer Skills, Continous Impr, OSHA 10	227	8-200	0	\$966	\$22.66
				Weighted Avg: 42			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skill, Computer Skills, Continous Impr, OSHA 10	145	8-200	0	\$1,840	\$18.54
				Weighted Avg: 80			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour in Sacramento County and San Joaquin County. Job Number 2 (Job Creation): \$18.54 in San Joaquin and Sacramento Counties.

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

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

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

\$1.54 per hour may be used to meet the Post-Retention Wage in Job Number 2.

There will be approximately 231 Comfort Advisors, HVAC Techs, Plumbing Techs, Tech Installers, and Team Leads who earn a supplemental wage (commission) in addition to their base wages. Commission income from \$9.30-\$30.60 per hour for Team Leads, HVAC Techs, Plumbing Techs, and Tech Installers; \$9.30-\$26.80 per hour for Comfort Advisors. \$4.66 per hour may be used to meet the Post-Retention Wage of \$22.66 in Sacramento County (Job Number 1).

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Comfort Advisor	\$18.00-\$20.00	7
	\$20.01-\$25.00	7
	\$25.01-\$45.00	7
HVAC Tech	\$18.00-\$20.00	21
	\$20.01-\$25.00	27
	\$25.01-\$40.00	11
Plumbing Tech	\$18.00-\$20.00	9
	\$20.01-\$25.00	11
	\$25.01-\$40.00	9
Team Lead	\$21.00-\$25.00	12
	\$25.01-\$45.00	10
Tech Installer	\$18.00-\$20.00	27
	\$20.01-\$25.00	30
	\$25.01-\$40.00	17

Support Staff	\$20.16-\$25.00	15
	\$25.01-\$32.00	7
Job Number 2		
Comfort Advisor	\$17.00-\$20.00	2
	\$20.01-\$25.00	2
	\$25.01-\$35.00	1
HVAC Tech	\$17.00-\$20.00	40
	\$20.01-\$25.00	20
	\$25.01-\$35.00	15
Plumbing Tech	\$17.00-\$20.00	10
	\$20.01-\$25.00	10
	\$25.01-\$30.00	10
Team Lead	\$30.00-\$45.00	5
Tech Installer	\$17.00-\$20.00	10
	\$20.01-\$25.00	10
	\$25.01-\$35.00	8
Support Staff	\$17.00-\$20.00	1
	\$20.01-\$25.00	1

INTRODUCTION

Founded in 1991 and headquartered in Mather, Bell Brother's Heating and Air, Inc. dba Bell Brothers Plumbing, Heating and Air (Bell Brother's) (www.bellbroshvac.com) provides heating, ventilation, air conditioning (HVAC) and plumbing installation, repair, and diagnostic services to residential homeowners or tenants. Training under this proposal will be delivered at the Company's three locations in Mather, Elk Grove and Manteca. This is Bell Brother's fourth ETP Contract, and the second in the last five years.

Veterans Program

Although there is no Veteran Job Number, Bell Brother's partners with organizations including "Hire a Vet" and "Troops for Trades" in order to recruit the Veteran workforce. Veterans will be trained as a part of Job Number 1 under this proposal.

PROJECT DETAILS

In Bell Brother's prior contract, the training plan was focused on 2019 CA Title 24 mandated changes and expanding services to include glass and solar systems. Training under this proposal will revolve around initiatives that replace old fossil fuel burning systems with new, more efficient systems and implement water saving Wi-Fi water metering and high efficiency HVAC systems.

As California continues to struggle with devastating wildfires due to climate change, both national and state governments have been enacting legislation to reduce the carbon footprint and creating new programs to upgrade inefficient or fossil burning products to a more efficient and carbonless footprint. Bell Brother's is in the business of upgrading these inefficient fossil fuel products for low-income households. Additionally, the Company has new contracts with Sacramento water district to implement water saving products. With California's current dire water shortage, Bell has been tasked with installing Wi-Fi water metering and Wi-Fi enabled irrigation controllers to mitigate water losses. In the last year alone, the mandates have created a demand and focus to support

these programs. To bring these programs to fruition, training on both programs, equipment and tooling are required. Further, these programs require certifications on equipment, processes and diagnostics.

Additionally, the Company recently installed a new management system, Interplay, in April 2023 that is used throughout: scheduling, operations, and documentation in the field via tablets. The entire company requires job specific training on this new software.

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 business capacity by expanding its service area. The Company will hire 145 new employees (Job Number 2) that will work on Central Valley operations focused on fossil fuel retrofits for heat pumps and water heaters. The Company plans to add 100 employees to just the Manteca location to service a geographic footprint encompassing the Central Valley, from Manteca thru Fresno. The remaining 45 trainees will be added to the Mather and Elk Grove locations. Bell Brother's has expanded product and service offerings that include partnerships with state and local programs offering green energy efficient upgrades and water mitigation to consumers. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training will focus on improving customer satisfaction. Training topics include Communication Skills, Customer Needs Assessment, and Active Listening Skills.

Commercial Skills: Training will be offered to all occupations with exception to Support Staff. Training will focus on installing and maintaining new efficient systems. Training topics include Maintenance of Fixtures, Drains and Water Heaters, Pipes and Fittings Including Install, Water Heaters, and Nest Thermostats.

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 Trenchless Video X-Ray, Interplay (Proprietary HVAC Management Software) Skills, and Water Leak Video Inspection Tools.

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.

Certified Safety Training

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

Commitment to Training

The Company invests \$476,500 per facility annually 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

The Company's HR Manager will oversee administration of this project with the assistance of a site leader at each of the three locations who will coordinate training. 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. Bell Brother's has identified three training subcontractors who will be provide specialized training. The Company will also use internal subject-matter experts to provide training.

Post-Retention Wage

Supplemental wage (commission) of up to \$4.66 per hour may be used to meet the Post-Retention Wage of \$22.66 in Sacramento County (Job Number 1).

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	
				\$	%
ET18-0211	Mather, Manteca, Elk Grove	6/1/2018- 5/31/2020	\$654,180	\$651,827	(99%)

DEVELOPMENT SERVICES

Synergy Management Consultants, LLC in Grass Valley assisted with the development for a flat fee of \$18,900.

ADMINISTRATIVE SERVICES

Synergy Management Consultants, LLC will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

Heat Exchanger in Sacramento has been retained to provide training in heat exchanger repair for a fee of \$10,575.

Mitsubishi in Los Angeles has been retained to provide training on Mitsubishi brand mini-split units for a fee of \$7,800.

Lennox in Walnut Creek has been retained to provide training on Lennox heat pumps for a fee of \$7,500.

Other trainers will be identified as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Persuasion Strategies
- Intra-Company Communication/ Advanced Communication
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills in the Field
- Active Listening Skills
- Communication Skills
- Understanding and Managing Expectations

Commercial Skills

- Thermal Dynamics
- Switches and Electrical Components
- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Advanced A/C Systems
- Advanced Diagnosis
- Metering Devices
- System Controls/Smart System Controllers
- Motors
- Inverter Type Motors
- Digital Tools
- Advanced Wiring and Schematics
- Thermostats
- Maintenance Tune Up Procedures
- Digital Tools Gauges
- Air Quality Diagnostics and Methodologies
- Inverter Technology
- Ventilation Systems
- Barriers Methodologies
- Fundamentals of Solar Technology
- Insulating Products
- 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- Roof/Floor and Area
- 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 Booster and Recirculation Systems
- Water Supply Treatment Systems
- Plumbing for Mobile Homes
- Diagnostics
- Septic Systems Maintenance
- Video Inspection
- Trenchless Systems and Tooling
- Plumbing Code
- Nest Thermostats
- Mitsubishi Mini Splits
- Heat Pump Water Heaters
- Glass Materials
- Diagnostics, Measuring
- Cutting Tools
- Cutting and Handling Glass
- Metal Sash
- Mirrors, Shower Doors, Tub Enclosures
- Safety Glass Procedures
- Sealants
- Residential Glass Code
- Remodel Replacement
- Encapsulated Glass Procedures
- Glass Layout
- Building Design
- Title 24 Standards
- Roof Tie Off Procedures
- Wi-Fi Water Metering
- Wi-Fi Irrigation Controls

Computer Skills

- Interplay (Proprietary HVAC Management Software) Skills
- Regulatory Code Research Techniques
- Tablet Applications for Field Sales/ Invoicing
- Trenchless Video X-Ray
- Water Leak Video Inspection Tools

Continuous Improvement Skills

- Leadership Skills
- Team Building
- Root Cause Analysis
- Quality Control/Systems
- Logistics Efficiency
- Lean Production

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



Retrainee-Job Creation

Training Proposal for:

North State Electrical Contractors, Inc.

Contract Number: ET24-0271

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 175	U.S.: 175	Worldwide: 175
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$437,117

Total ETP Funding
\$296,240

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 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Impr., OSHA 10/30	155	8-200	0-40	\$1,150	\$22.66
				Weighted Avg: 50			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Cont. Impr., OSHA 10/30	57	8-200	0-40	\$2,070	\$21.00
				Weighted Avg: 90			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour for Sacramento County and Job Number 2: \$18.54 per hour for Sacramento County.

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

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

Up to \$1.66 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Staff	\$21.00 - \$25.00	2
	\$25.01 - \$45.00	7
Electricians	\$21.00 - \$25.00	30
	\$25.01 - \$55.00	87
Estimators/Project Managers	\$34.00 - \$65.00	20
Project Oversight Staff	\$46.00 - \$60.09	6
Shop Staff	\$23.00 - \$25.00	2
	\$25.01 - \$27.00	1
Job Number 2:		
Administrative Staff	\$21.00 - \$25.00	1
	\$25.01 - \$45.00	1
Electricians	\$21.00 - \$25.00	20
	\$25.01 - \$55.00	30
Estimators/Project Managers	\$34.00 - \$65.00	3
Project Oversight Staff	\$46.00 - \$60.00	1
Shop Staff	\$23.00 - \$25.00	1

INTRODUCTION

Founded in 2006 and headquartered in Rancho Cordova, North State Electrical Contractors, Inc. (North State) (www.northstate-eci.com) provides electrical, telecommunications, and audio/visual contracting services to general contractors and property management developers. Training under this proposal will be for the Company's location in Rancho Cordova. This is North State's third ETP Contract and the third in the last five years.

Veterans Program

Although North State hires Veterans, they do not actively track the number of Veterans in the Company.

PROJECT DETAILS

In the prior Contract, North State's training focused on installing fire alarms and building access control systems. For this project, Project Oversight Staff and Estimators/Project Managers will receive majority of the training. Training will focus on smart building installs, building efficiency upgrades and new services including solar installation, solar construction, electric vehicle charging stations, and new software, ProCore.

Project Oversight Staff, Estimators/Project Managers, and Electricians will receive extensive solar training. Project Oversight Staff and Estimators/Project Managers training includes designing, constructing, installation procedures, and maintaining solar and solar equipment. Electricians will receive training on requirements for proper electrical installation according to each manufacturer's specifications. In addition, new regulations took effect at the beginning of 2023 requiring parking lots to increase the number of EV spaces and EV-ready spaces. This service is new to North State so the Company will provide in-depth training on regulations, installing, and maintaining Electric Vehicle (EV) Charging Stations. All Electricians who work on the EV electrical installation are state certified. Electricians are in the process of receiving the required certifications from manufacturers to install the systems. The certification process will continue throughout this project for the newly hired electricians. North State's EV contracts will be with privately owned property management companies and recently received a contract with a large property manager to install EVs at their Northern California property locations. Project Oversight Staff and Estimators/Project Managers will also receive in depth training on designing, installing, and maintaining smart building systems and building efficiency upgrades. Trainees must distinguish the different products on market and know how to properly install, program, and fix issues of each product they will work with.

All occupations will receive training on the new software, ProCore. ProCore is a construction project management system that helps staff with designing, estimating, and budgeting projects from beginning to closeout. The amount of training will depend on the trainee's job description and will comprise of basic use to proficiency use of the software.

By expanding the services North State offers, it provides growth, sustainability, and opportunities for trainees to be cross-trained, receive additional licensing and certifications, obtain higher wages, and promote within the Company.

Alternate Recordkeeping

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

Training Plan

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

Business Skills: Training will be offered to all occupations. Training will focus on time management and customer service. Training topics include Business Writing and Product Knowledge.

Commercial Skills: Training will be offered to all occupations except Administrative Staff. Training will improve upon employees' knowledge of proper techniques for working with equipment and environmental situations. Training topics include Excavation, Drilling, and Shoring.

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include Bluebeam and ProCore.

Continuous Improvement: Training will be offered to all occupations. Training will focus on improving Company processes. Training topics include Change Management, Production Scheduling, and Visual Controls.

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-40 hours of CBT.

Retrainee - Job Creation

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

To keep up with customer demand and expanding into new markets, North State will hire 57 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.

Commitment to Training

North State invests \$250,000 annually on training including new hire orientation and safety training at the Company's sole location in Rancho Cordova. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company's CFO and HR Manager will oversee all aspects of the training project including enrolling trainees and tracking hours. Training will be provided by in-house subject matter experts.

Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0122	Rancho Cordova	10/4/2021– 10/3/2023	\$188,600	\$188,600 (100%)
ET19-0167	Rancho Cordova	8/6/2018 – 8/5/2020	\$153,400	\$153,400 (100%)

DEVELOPMENT SERVICES

Sierra Consulting Services in Cameron Park assisted with development of this proposal for a flat fee of \$19,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Administration
- Business Communication
- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Customer Service
- Communication styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Financial Forecasting & Budgeting
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

Commercial Skills

- Building Systems
- Charging Station Requirements
- Connectivity and Troubleshooting
- Construction
- Drilling
- Electric Vehicle (EV) Installation Procedures

- Energy & Environmental Design for Green Building
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment Operation
- Excavation
- Forklift
- Lock Out/Tag Out
- Manufacturer Specifications
- Rigging
- Shoring
- Solar Construction and Installation
- Trenching
- Work Order Processing

Computer Skills

- Autodesk/AutoCAD
- Bluebeam
- Click Safety
- Customer Relationship Management (CRM)
- Dexter+Chaney/Viewpoint
- Estimating software
- Intermediate/Advanced Microsoft Office
- LaborChart
- McCormick
- PlanGrid
- Procore

Continuous Improvement Skills

- Cross Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Kaizen
- Meeting Management
- Motivation
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Systems Failure Analysis
- Supervisor Skills
- Team Building

- Time Management
- Visual Controls

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Caught In or Between – 30 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocution – 1 hour
- Excavations – 30 minutes
- Falls – 1.5 hours
- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 1 hour
- Materials Handling, Storage, Use and Disposal – 30 minutes
- Personal Protective and Lifesaving Equipment – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 1 hour
- Tools – Hand and Power – 30 minutes

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Asbestos Awareness: 30 minutes
- Asbestos for Supervisors: 2 hours
- Caught-in or Between – 1.5 hours
- Confined Spaces – 30 minutes
- Cranes, Derricks, Hoists, Elevators and Conveyors – 30 minutes
- Electrical Safety – 2 hours
- Ergonomics – 30 minutes
- Excavations – 30 minutes
- Fall Prevention 1.5 hours
- Fire Protection and Prevention – 30 minutes
- Foundations for Safety Leadership – 2.5 hours
- Hand and Power Tool Safety 1 Hour
- Hazard Communication – 30 minutes
- Hazardous Materials – 30 minutes
- Health Hazards in Construction – 2 hours
- Introduction to OSHA – 1 hour
- Lead Awareness: 30 minutes
- Lead Exposure – 30 minutes
- Managing Safety and Health – 2 hours

- Materials Handling, Use and Disposal – 30 minutes
- Motor Vehicles – 30 minutes
- Personal Protective Equipment – 2 hours
- Rollover Protective Structures, Signs, Signals and Barricades – 30 minutes
- Safety and Health Programs – 30 minutes
- Scaffolds – 30 minutes
- Silica Exposure – 30 minutes
- Stairways and Ladders – 1 hour
- Steel Erection – 30 minutes
- Struck-by 1 hour



Retrainee-Job Creation

Training Proposal for:

POM Wonderful LLC

Contract Number: ET24-0290

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: M. Sladewski

PROJECT PROFILE

Contract Attributes:	Retrainee HUA Job Creation Initiative	Industry Sector(s):	Wholesale Trade/Distribution Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Fresno	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: 296	U.S.: 5,553	Worldwide: 8,561
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

FUNDING DETAIL

In-Kind Contribution
\$344,900

Total ETP Funding
\$295,780

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee HUA	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	276	8-200	0-50	\$920	\$17.00
				Weighted Avg: 46			
2	Retrainee HUA Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills, PL-Mfg. Skills	35	8-200	0-50	\$1,196	\$17.00
				Weighted Avg: 52			

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

Minimum Wage by County: Job Number 1 (HUA): \$17.00 per hour for Fresno County
 Job Number 2 (Job Creation/HUA): \$17.00 per hour for Fresno County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$0.19 per hour may be used to meet the Post-Retention Wages for Job Numbers 1 and 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support Staff	\$16.81 - \$20.00	5
	\$20.01 - \$25.00	15
	\$25.01 - \$25.98	5
Customer Service Staff	\$17.36 - \$20.00	5
	\$20.01 - \$25.00	10
	\$25.01 - \$25.18	5
Frontline Managers/Supervisors	\$24.64 - \$25.00	10
	\$25.01 - \$42.63	20
Maintenance Engineer	\$24.83 - \$25.00	10
	\$25.01 - \$27.57	30
Production Worker	\$17.16 - \$20.00	50
	\$20.01 - \$25.00	51
	\$25.01 - \$28.09	30
Support Staff	\$25.35- \$35.86	30

Job Number 2		
Administrative Support Staff	\$16.81 - \$20.00	1
	\$20.01 - \$25.00	1
Customer Service Staff	\$17.36 - \$20.00	1
	\$20.01 - \$25.00	1
Frontline Manager/Supervisor	\$25.01 - \$42.63	1
Maintenance Engineer	\$24.83 - \$25.00	1
	\$25.01 - \$27.57	1
Production Worker	\$17.16 - \$20.00	10
	\$20.01 - \$25.00	15
Support Staff	\$25.01 - \$35.86	3

INTRODUCTION

Founded in 2000 and headquartered in Los Angeles, POM Wonderful LLC (POM) (www.pomwonderful.com) is a fully owned subsidiary of The Wonderful Company LLC. POM is a food and beverage manufacturer (its products are sold worldwide) that produces a line of natural 100% pomegranate juices available packaged in its signature 'double bubble' bottle. Brand names include POMx, LITE POM, and POMx Tea. POM is also a farm that grows pomegranates. POM sells to retailers all around the country, such as grocery stores, Walmart, Target, and Costco. POM has two locations in Los Angeles and Fresno. Only the Fresno facility will participate in this project's training.

This is POM's fourth ETP Contract, and the second in the past five years.

Veterans Program

There is no formal program to recruit Veterans. However, Veterans are encouraged to apply for jobs at the Company.

PROJECT DETAILS

Previous training focused on production functions, improving operating efficiencies, and meeting increased customer demands. Trainees learned how to operate equipment more efficiently, leading to increased manufacturing productivity. This Contract will build on the previous project, providing advanced manufacturing skills and continuous improvement training. The employees will also learn efficient water usage techniques by implementing expanded water conservation procedures. There will be no duplication of training for trainees who participated in the prior Contract.

To meet the growing demand for its products, POM needs to adopt improved manufacturing practices and enhance overall efficiency. This is crucial as inflation and higher fuel costs have increased production and transportation expenses, while the California drought necessitates more efficient water usage strategies. ETP funding will enable POM to train employees on Lean manufacturing practices, new technologies, and water conservation techniques.

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.

POM will hire 35 new employees (Job Number 2) for this project. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. POM has expanded its customer base and must hire new staff to help manage the anticipated growth in sales.

Training Plan

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

Business Skills: Training will be offered to Customer Service Staff and will include Communication Skills, Customer Service Skills, and Product Knowledge. This training will allow trainees to increase customer satisfaction and sales.

Computer Skills: Training will be offered to all occupations and will include Computerized Inventory, Internal Customer Applications, and Inventory Management. This training will help trainees reply more quickly to customer needs and improve efficiency.

Continuous Improvement: Training will be offered to all occupations and will include Lean Manufacturing, Problem Solving and Resolution, and Water Conservation Procedures. This training will assist trainees to conserve water and improve productivity and efficiency in their processes.

Manufacturing Skills: Training will be offered to Maintenance Engineers, Production Workers and Support Staff. Training topics include Compliance Tracking, Equipment Cross-training, Extraction Equipment, and Juice Filling Equipment. This training will teach employees advanced manufacturing skills, efficient work practices, and water conservation.

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 0-50 hours of CBT.

Productive Laboratory

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

PL-Manufacturing Skills Lab training will be offered to Maintenance Engineers and Production Workers for 100 trainees. PL will build upon the training delivered in the classroom with hands-on experience of POM's production process and proper use of the equipment. Trainees will be cross-trained on various equipment, including bottle making equipment, inventory controls, and labeling systems.

Training will be delivered by an experienced in-house trainer, devoted to training during each training session, ensuring trainees meet the Company's core competencies. The trainer will use periodic observations and measurable skill assessments to assess trainees. Production will be slower during PL.

PL- Manufacturing Skills will be delivered for Job Number 1 (11 hours per trainee) and Job Number 2 (13 hours per trainee). The trainer-to-trainee ratio for all PL training will be 1:1.

Commitment to Training

POM's annual training budget per facility is approximately \$323,400 for new-hire orientation, OSHA mandated training, sexual harassment prevention, and first aid 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

National Training Company, Inc. will assist with ETP project administration. POM's team of one Director, ten Trainers, and one Training Coordinator will oversee and provide support for the project. Training will be provided by internal staff. The Training Coordinator at the Fresno site tracks all rosters and sends copies to National Training for data entry, uploads, and billing to the Cal-E-Force system.

LMS

POM will be using the Ultimate Kronos Group Pro Learning software system for this project. The Company has used this system for 1.5 years. ETP staff has reviewed and approved the Company's Learning Management System.

High Unemployment Area

All trainees for this project (Jobs Number 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Fresno County is in a HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. POM is requesting a modification for the trainees in Job Number 1 and Job Number 2 from \$22.66 per hour to \$17.00 per hour.

Approximately 22 Administrative Support Staff, 17 Customer Service Staff, and 126 Production workers will need the wage modification.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0334	Fresno, Los Angeles	12/17/18 - 12/16/20	\$197,730	\$191,286 (97%)

DEVELOPMENT SERVICES

POM retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

National Training Company, Inc. will also perform administrative services for a 12% fee.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting Skills
- Business Development
- Business Processes
- California Consumer Privacy Act
- Communication Foundations
- Communication Skills
- Customer Service Skills
- Goal Setting
- Handling Conflict
- Introduction to Business Analytics
- Presentation Skills
- Product Development
- Product Knowledge
- Time Management

Computer Skills

- Computerized Inventory
- Database Administration
- Email Etiquette
- Financial Forecasting with Big Data
- Internal Customer Applications
- Inventory Management
- Learning Data Science: Understanding
- MS Office (Intermediate and Advanced)
- Project Management Software
- Software Development

Continuous Improvement Skills

- 5S
- Critical Thinking Skills
- Kaizen Events
- Leadership Skills
- Lean Manufacturing
- Measuring for Success
- Measuring Team Performance
- Problem Solving and Resolution
- Safety Leadership
- Six Sigma
- Standard Operating Procedures
- Team Building
- Teamwork Foundations

- Water Conservation Procedures
- WOW 301 eLearning

Manufacturing Skills

- Bottle Making Equipment
- Case Packer
- Compliance Tracking
- Environmental Health and Safety General Safety Training
- Electrical Systems
- Emergency Planning
- Equipment Cross-Training
- Equipment Drive Systems
- Equipment Maintenance/Repair Skills
- Equipment Set-Up and Testing
- Extraction Equipment
- Food Safety
- Forklift Certification
- Good Manufacturing Practices
- Inventory and Raw Materials
- Juice Filling Equipment
- Labeling Systems
- PACE 360 On Road Evaluator Course
- PACE 360 Truck - English
- PACE 360: Sedan - English
- Palletize
- Pick & Capping Systems
- Plastic Injection Molding

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

Trainees may receive any of the following:

Manufacturing Skills

- Beverage Equipment
- Bottle Making Equipment
- Filling Equipment
- Forklift/Yard Goat Trailer
- Fruit Labeling/Handling Equipment
- Inventory Controls
- Juice Extraction Equipment
- Labeling Systems
- Quality Control and Inspection

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- 20 Rules for Visual Communication 1.80
- Agile Foundations 1.59
- Artificial Intelligence for Business Leaders 1.55
- Business Writing Principles 1.53
- Finance Foundations: Business Valuation 1.65
- Growth Hacking Foundations 1.61
- Introducing Robotic Process Automation 1.53
- Leading with Innovation 1.52
- Lean Foundations 1.61
- Make IT Work in Your Business 1.72
- Marketing Communications 1.57
- Marketing to Millennials 1.66
- Master Confident Presentations 1.83
- Modern Project Management in Microsoft 365 1.67
- Operational Excellence Foundations 1.55
- Optimizing Your Work with Microsoft 365 1.75
- Outlook: Efficient Email Management 1.93
- Print Production: Packaging 1.79
- Problem Solving Techniques 1.55
- Project Management Simplified 1.75
- Sales: Closing a Complex Sale 1.56
- Time Management Fundamentals 1.80
- Working with Difficult People 1.78

Computer Skills

- Intermediate/Advanced Microsoft Excel:
- Excel for Accountants 1.53
- Excel for Business Analysts 1.99
- Excel for Marketers 1.70
- Excel: Management Accounting 1.57
- Learn Java Cryptography 1.69
- Learning LinkedIn (2021) 1.70
- Learning SharePoint Online 1.67
- Intermediate/Advanced Microsoft Excel:
- PowerPoint: Designing Better Slides 1.55
- PowerPoint: From Outline to Presentation 1.78



**Training Proposal for:
Sierra Nevada Brewing Co.**

Contract Number: ET24-0272

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Butte	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: 471	U.S.: 902	Worldwide: 903
<u>Turnover Rate:</u>	2%		
<u>Managers/Supervisors:</u> (% of total trainees)	13%		

FUNDING DETAIL

In-Kind Contribution
\$220,000

Total ETP Funding
\$173,420

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 Priority Rate	Business Skills, Cont. Impr., Computer Skills, Mgmt. Skills, Mfg. Skills, PL-Mfg. Skills	377	8-200	0-10	\$460	\$22.66
				Weighted Avg: 20			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.66 per hour in Butte County

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$20.16-\$25.00	3
	\$25.01-\$81.75	20
Brewery Staff	\$20.16-\$25.00	27
	\$25.01-\$66.49	44
Customer Service Staff	\$20.16-\$25.00	11
	\$25.01-\$58.37	11
Managers/Supervisors	\$25.50-\$81.75	50
Marketing Staff	\$20.16-\$25.00	3
	\$25.01-\$81.25	26
Production Staff	\$20.16-\$25.00	49
	\$25.01-\$74.27	65
Sales Staff	\$25.01-\$69.50	68

INTRODUCTION

Founded in 1980 and headquartered in Chico, Sierra Nevada Brewing Co. (Sierra Nevada) (www.sierranevada.com) is a craft brewery manufacturer of ales, lagers, kombucha and non-alcoholic beverages. Sierra Nevada expanded from a Pale Ale home brewing hobby to one of the top breweries in the United States. The Company distributes goods to retailers nationwide. In addition to manufacturing ales and lagers, Sierra Nevada's Chico location has an onsite co-packaging operation, a restaurant, tasting room, gift shop, and event space. The Company has one location in CA (Chico) and one in North Carolina. Training will take place at the Chico location.

This is Sierra Nevada's fifth ETP Contract, and the third in last five years.

Veterans Program

Sierra Nevada plans to train 10 Veterans who have served an active full-time duty in the Armed Forces. They will be included in the retrainee population in Job Number 1.

PROJECT DETAILS

Previous training focused on LEAN manufacturing processes and standardizing operating procedures as it scaled up production. This training project will focus on implementing new equipment and processes for production and brewery employees and is expanding services with opening a co-packaging department.

Sierra Nevada as recently invested approximately 40M dollars on new equipment that includes blending/batching, water purification, in-line pasteurization, can filling, carton packaging, and a palletizing/de-palletizing machine. For new equipment the manufacturer will provide 1-2 weeks of training then the Company will continue equipment training to ensure mastery of the machine. In addition, Sierra Nevada is opening CanDo, its co-packaging department which will bring new services, processes and equipment that will require the company to rely heavily on its training program for a successful implementation.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, Computer-Based Training, and Productive Laboratory by in-house experts and vendors as needed in the following:

Business Skills: Training will be offered to all occupations to provide skills to effectively and efficiently maintain business operations. Training topics include Communication Basics, Purchasing and Sustainability 101.

Computer Skills: Training will be offered to all occupations and focus on software for tracking goods, purchase orders and internal software. Training topics include Sales and Marketing Expense Reports, Purchase Order Tracking, and UKG Pro (Vista Core).

Continuous Improvement: Training will be offered to all occupations and focus on eliminating waste and improving processes. Training topics include LEAN Manufacturing, Six Sigma and Project Management.

Management Skills: Training will be offered to Managers/Supervisors and focus on effective leadership, and promoting a positive work environment. Training topics include Change Management, Performance Management and Goal Setting, and Leadership Skills.

Manufacturing Skills: Training will be offered to Managers/Supervisors, Brewery and Production Staff and focus on beer production and bottling, engineering and plant services. Training topics include Beer Bottling, Beer Filtration, Raw Materials Intake and Handling, Environmental Engineering and Palletizer/De-palletizer.

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. Sierra Nevada will provide up to 10 hours of PL-Manufacturing Skills training. The Company requests a 1:1 trainer-to-trainee ratio to offer more specialized training. Trainees begin learning skills in a class/lab setting then continue learning on the floor with a productive lab model.

This training will be at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. An in-house subject matter expert will conduct training. Occupations

that will receive PL include Brewery Staff, Production Staff, and Managers/Supervisors of the brewing and production departments. Training will be conducting on the following equipment/processes: Blending/batching, Water Purification, Boilers, PHE Chillers, Carbonation, In-Line Pasteurization, Can Filling, Tunnel Pasteurization, Conveyance, Carton Packaging, and Palletizing/De-palletizing. Trainees will first shadow the trainer, then perform the processes/task under supervision from the trainer. Once the trainee exhibits mastery the trainer and manager/supervisor will sign the trainee off as proficient at that particular skill.

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 0-10 hours of CBT. Courses include Adobe Acrobat, Project Management, Lean Six Sigma, and Management Fundamentals.

Alternate Recordkeeping

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

Commitment to Training

Sierra Nevada's annual training budget is approximately \$200,000 annually for its California facility and includes new hire orientation and safety training. The Company has a standing training committee consisting of the training team, company owners and top-level executives to ensure that developed training is in line with its long-term company goals. 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 team consisting of three members will oversee training and administration of the ETP Contract including collecting, submitting, and uploading training rosters to ETP Online Tracking. The New Employee Program Manager will assist with enrolling trainees. Training will take place at its main headquarters in Chico with some virtual options for remote staff (sales and marketing team).

Prior COVID Performance

Sierra Nevada participated in the COVID Pilot program. The Company's ET21-0310 COVID Pilot successfully placed 50 trainees to earn the full contract amount of \$100,000 for 100% performance.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0116	Chico	7/1/2018-9/28/2020	\$129,480	\$95,164 (74%)

Towards the start of the contract term, the Camp Fire devastated parts of Butte County. With the Company focusing on supporting the community and employees affected by the fire, training was limited. In addition, Sierra Nevada halted the majority of its training due to COVID. In an attempt to not lay off employees, the

Company redirected employees to different jobs which provided a limited amount of training verses its planned training schedule for the Spring/Summer of 2020.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Customer Service
- Communication Basics
- Foundational Course – Individual Contributor
- Foundational Course – Manager
- Foundational Course – Sales
- Foundational Course 1 – Direct Workforce Leaders
- Foundational Course 2 – Direct Workforce Leaders
- Introduction to Craft Beer
- Negotiation Skills
- Purchasing
- Roundtable with Charlie Bamforth (Master Beersmith)
- Selling Skills
- Sustainability 101
- Zero Waste 101

Computer Skills

- Concur Training
- KARMA Software System
- Microsoft Office Suite (Intermediate & Advanced)
 - Excel
 - Outlook
 - SharePoint/Controlled Documents
 - Word
 - OneDrive
- Purchase Order Tracking
- Sales & Marketing Expense Reports
- UKG Pro (Vista Core)
- UKG Pro Learning (Vista Learning)
- VIP 101 – Route Accounting for Beverage Distributors

Continuous Improvement Skills

- Six Sigma
- LEAN Manufacturing
- Project Management

Management Skills (Managers/Supervisors/Leads Only)

- Change Management
- Leadership Skills
- Performance Management and Goal Setting

Manufacturing Skills

- Basic Steam Trap Training
- Beer Bottling
- Beer Fermentation
- Beer Filtration
- Beer Kegging
- Brewhouse Operations/Production of Wort
- Brewing Fundamentals
 - Nano Brew Day
 - Brewers Choice
 - Brand Recognition
 - Brewhouse Tour
- Environmental Engineering
- In-Line Pasteurization System
- Kombucha Bottling
- Kombucha Fermentation
- Kombucha Filtration
- Laboratory Methods & Instruments
- Plant Engineering
- Plant Sanitation/Plant Services
- Quality Assurance
 - Good Manufacturing Practices
 - Sensory Discrimination Panel Training
 - Taste Methodology for Sensory Evaluation
- Palletizer/Depalletizer
- Raw Materials Intake & Handling
- Shipping & Receiving
- Utilities & Process control
 - Brewmaxx 101
 - Boiler Attendant Training
- Warehousing
 - Refrigerated Trailer Clean in Place

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

Trainees may receive any of the following:

Manufacturing Skills

- Blending/Batching
- Water Purification
- Clean In Place's
- Boilers
- Plate Heat Exchanger Chillers
- Carbonation
- In-Line (flash or HTST) Pasteurization
- Can Filling
- Tunnel Pasteurization
- Conveyance

- Carton Packaging
- Palletizing and Depalletizing
- Quality Start Up Shift
- Quality Beer Analyzer Shift
- Quality Micro Shift
- Quality Float Shift
- Quality Late Shift

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Basecamp
 - Selling Skills (2 hours, 45 minutes)
 - Negotiations (45 minutes)
 - On Premise & Draught Quality (30 minutes)
 - Quality with Charlie Bamforth & Brief Tutorial on Brewing 2023 (15 minutes)
 - Market (60 minutes)
 - Critical Thinking Skills (30 minutes)
 - VIP & Karma (Software) (3 hours, 5 minutes)
- Foothills
 - Portfolio (15 minutes)
 - Beer Brewing, and Quality Introduction (30 minutes)
 - Systems and Trade (30 minutes)
 - Greenhouse Gas Training (45 minutes)
- Introduction to Guest Experience
 - Sierra Nevada History (15 minutes)
 - Service & Sierra Standards (15 minutes)
 - Chasing Perfection (15 minutes)
 - Sierra Nevada Beer & Non-Beer Brands (15 minutes)
 - Beer, Brewing, and Quality Introductions (30 minutes)
 - Sustainability in the Market (15 minutes)
- Introduction to our Portfolio (15 minutes)
- ProLeit Brewmaxx 101 (60 minutes)
- Quality 101 (15 minutes)
- The Recycling Game (15 minutes)
- Sustainability 101 (15 minutes)
- Zero Waste 101 (15 minutes)

Computer Skills

- Adobe Acrobat (Intermediate & Advanced)
 - Adobe Illustrator CC Advanced (2 hours, 45 minutes)
 - Adobe Photoshop CC Intermediate (2 hours, 40 minutes)
 - Adobe Photoshop CC Advanced (3 hours, 35 minutes)
 - Introduction (3 minutes)
 - Painting and Using Brushes (38 minutes)
 - Using Vector Tools (36 minutes)
 - Using Libraries (16 minutes)

- Advanced Special Effects (36 minutes)
- Working with RAW Images (16 minutes)
- Retouching Basics (27 minutes)
- Automating Tasks (28 minutes)
- Integration with Other Adobe Software (8 minutes)
- Understanding Color Management (11 minutes)
- Conclusion (1 minute)
- Adobe InDesign CC Advanced (3 hours, 50 minutes)
 - Introduction (4 minutes)
 - Advanced Document Setup (22 minutes)
 - Working with Text Flow (35 minutes)
 - Advanced Text Options (56 minutes)
 - Beyond the basics – Text Styles (22 minutes)
 - Advanced Place Options (45 minutes)
 - Illustration in InDesign (27 minutes)
 - Organizing Swatches (11 minutes)
 - Converting Tables (18 minutes)
 - Working with Long Documents (43 minutes)
 - Creating Interactive Elements (42 minutes)
 - Conclusion (3 minutes)
- Adobe Acrobat DV Pro Advanced (1 hour, 20 minutes)
- Microsoft Office Suite (Intermediate & Advanced)
- Excel 365 Advanced (4 hours, 20 minutes)
 - Introduction (1 minute)
 - Customizing Excel (30 minutes)
 - Analyzing Data with Logical Functions (39 minutes)
 - Working with Lookup Functions (52 minutes)
 - Using Text Functions (19 minutes)
 - Working with Date and Time Functions (9 minutes)
 - Formula Auditing (15 minutes)
 - What-if Analysis (14 minutes)
 - Worksheet and Workbook Protection (15 minutes)
 - Automating with Macros (24 minutes)
 - Working with Form Controls (13 minutes)
 - Ensuring Data Integrity (19 minutes)
 - Collaborating in Excel (20 minutes)
 - Importing and Exporting Data to a Text File (5 minutes)
 - Conclusion (2 minutes)
- Excel 365 Intermediate (4 hours, 30 minutes)
 - Introduction (1 minute)
 - Linking Workbooks and Worksheets (17 minutes)
 - Working with Range Names (13 minutes)
 - Sorting, Filtering, and Subtotaling (23 minutes)
 - Analyzing and Organizing with Tables (40 minutes)
 - Using Conditional Formatting (31 minutes)
 - Displaying Data Graphically (1 hour, 7 minutes)
 - Understanding PivotTables, Pivotcharts, and Slicers (53 minutes)
 - Working with Advanced PivotTables and PowerPivot Features (22 minutes)
 - Conclusion (2 minutes)

- Outlook 365 Advanced (2 hours, 15 minutes)
- Word 365 Advanced (5 hours, 40 minutes)
 - Introduction (2 minutes)
 - Automating Word (1 hour, 3 minutes)
 - Utilizing Reference Tools (1 hour, 14 minutes)
 - Managing Long documents (54 minutes)
 - Working with the outline View (57 minutes)
 - Working with Mail Merge (1 hour, 6 minutes)
 - Creating Forms (22 minutes)
 - Conclusion (1 minute)
- Word 365 Intermediate (6 hours, 25 minutes)
 - Introduction (1 minute)
 - Working with Styles (57 minutes)
 - Working with Lists and Tables (1 hour, 10 minutes)
 - Working with Date in Word (37 minutes)
 - Advanced Document Layout (42 minutes)
 - Collaborating in Word (30 minutes)
 - Working with Pictures, Shapes and Drawing Tools (1 hour, 17 minutes)
 - Inserting Special Characters (35 minutes)
 - Conclusion (1 minute)

Continuous Improvement Skills

- Project Management (1 Hr)
- Lean Six Sigma (1 Hr)

Management Skills (Managers/Supervisors/Leads Only)

- Change Management (60 minutes)
- Management Fundamentals
 - UKG Pro Learning (30 minutes)
 - Performance Management (45 minutes)
 - Payroll & UKG Pro Core (15 minutes)
 - Environmental Health, Safety & Security Guidelines (45 minutes)
- Manager In-Training
 - Developing People (2 hours, 35 minutes)
 - Motivating & Influencing Others (1 hour, 30 minutes)
 - Project Management (40 minutes)
 - Change Management (1 hour, 40 minutes)
- Supervisor In-Training
 - Supervisor to Superworker (1 hour, 10 minutes)
 - Professionalism (1 hour, 15 minutes)
 - Decision Making (1 hour, 25 minutes)



Retrainee-Job Creation
Training Proposal for:
Sunrise Medical (US) LLC
Contract Number: ET24-0236

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Job Creation Initiative	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	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: 197	U.S.: 364	Worldwide: 2,200
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution
\$546,851

Total ETP Funding
\$345,230

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Cont. Impr., Computer Skills, Mfg. Skills, PL-Mfg. Skills	193	8-200	0	\$1,610	\$17.00
				Weighted Avg: 70			
2	Retrainee Job Creation Initiative Temp to Perm HUA	Business Skills, Cont. Impr., Computer Skills, Mfg. Skills, PL-Mfg. Skills	20	8-200	0	\$1,725	\$17.00
				Weighted Avg: 75			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (HUA): \$17.00 per hour in Fresno County
Job Number 2 (Job Creation/HUA): \$17.00 per hour in Fresno County

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

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

Up to \$0.75 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$18.34-\$20.00	2
	\$20.01-\$25.00	6
	\$25.01-\$46.66	16
Customer Service Staff	\$18.00-\$20.00	3
	\$20.01-\$25.00	20
	\$25.01-\$39.54	19
Engineering Staff	\$22.00-\$25.00	1
	\$25.01-\$53.85	21
Logistics Staff	\$16.29-\$20.00	11
	\$20.01-\$25.00	8
	\$25.01-\$44.81	5
Maintenance Staff	\$30.22-\$35.64	3
Manager/Supervisor	\$42.02-\$75.43	17
Manufacturing Staff	\$16.25-\$20.00	18
	\$20.01-\$25.00	15
	\$25.01-\$29.11	17

Quality Control Staff	\$19.00-\$20.00	5
	\$20.01-\$25.00	3
	\$25.01-\$44.22	3
Job Number 2		
Manufacturing Staff	\$16.25-\$20.00	12
	\$20.01-\$25.00	8

INTRODUCTION

Founded in 1982 and headquartered in Fresno, Sunrise Medical (US) LLC (Sunrise Medical) (<https://www.sunrisemedical.com>), a subsidiary of Sunrise Medical Holdings Ltd, designs, manufactures and distributes high-quality mobility products including built-to-custom manual and powered wheel chairs. Products are sold through a network of homecare medical product dealers and medical device vendors in over 130 countries. All training be conducted at its headquarters in Fresno. This is Sunrise Medical's fifth ETP Contract, and third in the last five years.

Veterans Program

Although there is no Veterans Job Number, Sunrise Medical actively recruits and values the Veteran workforce.

PROJECT DETAILS

Previous training focused on cross-training on multiple production lines. For this project, Sunrise Medical will train on new product lines and updates to current models. For example, the RGK model is a sport wheel chair that has seven different versions that are custom fit to the individual. Staff will train on new features and processes of updated wheelchair models. Training will allow staff to build on previous training and continue to educate, train, and enhance skills to compete in the workforce.

Employees who received training in the prior ETP project will not receive duplicate training. Due to the recent restructuring, the Company is experiencing shortages in certain areas. ETP funds will provide ability to cross-train employees in different areas, production will run in a smooth capacity. Sunrise Medical is also always furthering our technology and our products. Weekly trainings are planned to implement changes to day to day operations as well as focus on continuous improvement and new innovations. The power and manual wheelchair engineering department are developing and training on new products that have not been released to the public yet. Once new technology is released, training on the product will be 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.

Due to offering an expanded product line and multiple variations of wheel chairs, the Company will hire 20 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Account Manager Training, Strategic Planning and Purchasing Practices. This training will improve customer service skills.

Computer Skills: Training will be provided to all occupations and include Microsoft Office Suite (Advanced), Computer-Assisted Machinery Software and CAD Programs. This training will allow workers to become proficient in design systems.

Continuous Improvement: Training will be offered to all occupations and include Advanced Quality Control Systems, Teambuilding, and Hazardous Communication Training. This training will allow workers to increase knowledge and efficiency in the workplace.

Manufacturing Skills: Training will be offered to Manufacturing, Logistics, Quality Control, Engineering, and Customer Service Staff. Topics will include RGK Production Knowledge and Manufacturing, R20 Power Add On, and Safe Manufacturing Practices. This training will allow workers to attain the expertise to fully operate equipment and gain knowledge of various models.

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.

Sunrise Medical will train approximately 20 hours of PL-Manufacturing Skills to 100 Manufacturing, Engineering, and Maintenance Staff. Training topics include HURCO CNC Machine, Measuring Machines, Mills and Presses, and Power Assembly Units. PL is needed as Sunrise Medical rolls out new product lines to ensure that production speed can be mastered while maintaining the highest quality standards. The materials, i.e. titanium, are expensive and the high waste of a simulated lab session would be detrimental to the company. Productive Lab training will ensure real time teaching of the equipment and craftsmanship involved in producing these models. The subject matter expert will first demonstrate how to use the equipment, then supervise the trainee using the equipment. This is done at a much slower pace as a result of the training. PL training is typically delivered in teams of three to not duplicate training and ensure the message is consistent. The Company is requesting a trainer to trainee ratio of 1:3 during productive lab training.

Alternate Recordkeeping

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

High Unemployment Area

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

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Sunrise Medical is requesting a wage modification for Job Number 1 from \$22.66 per hour to \$17.00 per hour and for Job Number 2 from \$18.54 per hour to \$17.00 per hour.

Approximately 60 Administrative, Customer Service, Logistics, Manufacturing and Quality Control Staff will need the wage modification.

Commitment to Training

Sunrise Medical’s annual training budget is approximately \$392,000 for onboarding, company specific safety training, and basic job 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 Human Resources team, consisting of Director of Human Resources and the HR & Payroll Specialist will coordinate and track the training while the managers will schedule and provide ETP-funded training. These are the same individuals who oversaw the administration of the prior ETP Contract. Sunrise Medical has a process in place to ensure all administrative duties are handled properly, as well as, all managers and trainers are aware of their responsibilities. Training will be provided by in-house subject matter experts.

Temporary to Permanent Hiring

The Company will train 20 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.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0177	Fresno	10/5/20-10/4/22	\$304,980	\$302,157 (99%)
18CS-0171	Fresno	12/18/17-12/17/19	\$237,181	\$237,181 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Account Manager Training
- Strategic Planning
- Purchasing Practices

Computer Skills

- Microsoft Office Suite (Advanced)
- Computer-Assisted Design Programs
- Computer-Assisted Machinery Software
- Solid Works

Continuous Improvement Skills

- Advanced Quality Controls Systems
- Hazardous Communication Training
- Teambuilding

Manufacturing Skills

- Quickie Wheelchair Product Knowledge and Manufacturing
- Production Cross Training Across Stations
- RGK Production Knowledge and Manufacturing
- JAY Production Knowledge and Manufacturing
- R20 Power Add On
- Power Pro550
- Q200R Power Chair
- Nitrum Manual Chair
- Safe Manufacturing Practices

Productive Lab (Trainer-to-Trainee Ratio 1:3)

Trainees may receive any of the following:

Manufacturing Skills

- New Manual Wheelchair Manufacturing Process
- HURCO CNC Machine
- Mills and Presses
- Manual Assembly Units
- Measuring Machine
- Power Assembly Unit



Retrainee-Job Creation

Training Proposal for:

Vellutini Corporation dba Royal Electric Company

Contract Number: ET24-0287

Panel Meeting of: December 15, 2023

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Job Creation Initiative SET	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers' Training and Retraining Trust Fund for Northern California; Operating Engineers Local 3		
Number of Employees in:	CA: 360	U.S.: 400	Worldwide: 400
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$750,000

Total ETP Funding
\$499,675

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commerical Skills, Computer Skills, OSHA 10/30	325	8-200	0	\$1,012	\$30.90
				Weighted Avg: 44			
2	Retrainee Priority Rate SET Job Creation Initiative	Business Skills, Commerical Skills, Computer Skills, OSHA 10/30	135	8-200	0	\$1,265	\$30.00
				Weighted Avg: 55			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$30.90 per hour for Sacramento County;
Job Number 2 (Job Creation): \$18.54 per hour for Sacramento County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$0.90 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Administrative Staff	\$30.00 - \$50.00	50
Electricians	\$45.00 - \$55.00	113
Estimators	\$40.00 - \$50.00	15
Field Operations	\$50.00 - \$60.00	2
Laborers	\$35.00 - \$45.00	85
Operators	\$35.00 - \$45.00	20
Prefab Staff	\$35.00 - \$50.00	10
Project Managers	\$50.00 - \$60.00	15
Safety Staff	\$50.00 - \$60.00	5
Shop Staff	\$35.00 - \$45.00	10
Job Number 2:		
Administrative Staff	\$30.00 - \$50.00	5
Electricians	\$45.00 - \$55.00	40
Estimators	\$40.00 - \$50.00	5
Field Operations	\$50.00 - \$60.00	15
Laborers	\$35.00 - \$45.00	25
Operators	\$35.00 - \$45.00	15

Prefab Staff	\$35.00 - \$50.00	10
Project Managers	\$50.00 - \$60.00	5
Safety Staff	\$50.00 - \$60.00	5
Shop Staff	\$35.00 - \$45.00	10

INTRODUCTION

Founded in 1977 and located in Sacramento, Vellutini Corporation dba Royal Electric Company (Vellutini) (www.royalelect.com) is an electrical contractor that specializes in Commercial-Industrial, Design and Build Projects, highway technology, private and public facilities, multi-family residential buildings, and Airports and Airfield Lighting projects. Customers include airports, multifamily housing, high schools, gaming casinos and manufacturing facilities. Training will take place at Vellutini's location in Sacramento. This is Vellutini's third ETP Contract, and the third in the last five years.

Veterans Program

Although Vellutini hires Veterans through local Veteran Outreach programs, they do not actively track the amount of Veterans in the Company at this time.

Union Support

Laborers are represented by Laborers' Training and Retraining Trust Fund for Northern California and Operators are represented by Operating Engineers Local 3. The unions have submitted a letter of support for this training project.

PROJECT DETAILS

In the prior Contract, Vellutini focused training staff on process improvement. For this proposal, the Company will train all occupations on new software including a Human Resources Software to manage scheduling needs, the Company's fleet, and inventory. Trainees will learn how to navigate through the system and become proficient in the areas they will use based on their job duties. Job Creation trainees will receive training on the Company's process improvement from the moment a project bid is received to when the project is closed out.

In addition, Vellutini plans to train Estimators on Planning and Scheduling, Electricians and Laborers on Foreman Training, Operators and Project Managers on Mobilization/Site-Prep, Prefab Staff and Shop Staff on Process Improvement, and Safety Staff on Quality Assurance/Compliance. The Company is reviewing and redefining each process from bid to project close out to identify areas of improvement, establish roles and responsibilities, and complete tasks/processes. Once redefined, the occupations will receive training on how to properly complete the Company's updated process. Training will provide the knowledge for trainees to make cognizant decisions based on Company processes and local, State, and Federal requirements.

All occupations, including job creation, will receive cross-training but the Company will focus most of the cross training with Electricians, Laborers, Prefab Staff, Safety Staff, and Shop Staff on equipment so each trainee can be competent in multiple areas which leads to wage progression and new position opportunities as Vellutini's current workforce retires or promotes up into other positions.

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 business capacity by hiring new employees. Vellutini has new projects in the Bay Area and all over California. The Company estimates the growth to be 200 million dollars in the next two years. To keep up with the new and existing customer demand throughout California, the Company will hire 135 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be provided at the Company's Sacramento facility to trainees via Class/Lab and E-Learning.

Business Skills: Training will be offered to all occupations. Training will provide the skills to effectively and efficiently maintain business operations. Training topics include Business Processes, Communication Skills, and Project Documentation.

Commercial Skills: Training will be offered to all occupations except Administrative Staff. Training will focus on building construction and processes. Training topics include Building Code Updates, Mobilization/Site-Prep, and Mechanical Repair.

Computer Skills: Training will be offered to all occupations. Training will focus on the Company's internal software. Training topics include AutoCAD and AccuBid.

Certified Safety Training

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

Commitment to Training

Vellutini's annual-training budget is approximately \$325,000 for the Sacramento location. The Company currently funds all training on government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Training is an ongoing initiative so the Company 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

Vellutini's Human Resources Manager will oversee the ETP-funded training. In addition, a Human Resources Technician will collect and maintain the rosters. Learning Administrators at each location and in-house trainers will help schedule and deliver training and complete and review the rosters for accuracy. Training will be provided by in-house subject-matter experts. The Company also hired an experienced third party subcontractor to help with administering the 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 \$41.20 to \$30.90). The Company requests this modification for Job Number 1.

Alternate Recordkeeping

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

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0248	\$499,560	1/28/2022 – 1/27/2024	543	0	\$465,451 (93%)

Based on ETP Systems, 20,404 reimbursable hours have been tracked for potential earnings of \$465,451 (93% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2024.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET19-0293	Sacramento	11/5/2018– 2/2/2021	\$198,978	\$198,978 (100%)

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

Propel Consulting Group will also perform administrative services in connection with this proposal not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Processes
- Client - Sub Relationship
- Communication Skills
- Contracts/Risk Management
- Financial Management
- Leadership Skills
- Performance Management
- Planning and Scheduling
- Prefabrication
- Problem Solving & Decision Making
- Process Improvement (LEAN)
- Procurement & Mobilization
- Production Management
- Project Documentation
- Quality Assurance/Quality Control (QA/QC)
- Submittals & Request for Information (RFI)
- Team Structure & Responsibilities

Commercial Skills

- Building Code Updates
- Building Projects (Market-Specific Construction Processes/Techniques)
- Code Updates
- Company Specific Electrical Processes/Techniques
- Equipment Operations
- Foreman Training
- Forklift Operation
- LEAN Construction
- Lift Operations
- Lockout/Tagout
- Mechanical Repair
- Mobilization/Site-Prep
- Project Scheduling
- Site Set-up/Clean Up
- Tool Operation
- Traffic Control

Computer Skills

- AccuBid
- AutoCAD
- Building Information Modeling (BIM)
- BlueBeam
- HeavyJob

- Human Resources Software (HRIS)
- Information Technology (IT) Systems/Devices
- Live Count
- Video Conferencing
- MS Office Suite (Intermediate/Advanced)
- PlanGrid
- Scheduling Software
- Spectrum
- Tool and Equipment Software

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

OSHA 30



Laborers' Training and Retraining Trust Fund for Northern California

1001 Westside Drive, San Ramon, CA 94583-4098 • Telephone: (925) 828-2513

October 4, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand the Vellutini Corporation dba Royal Electric Company's (Royal) is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: Royal will train approximately 204 Laborers.

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

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

Sincerely,

Leonard Gonzales
Executive Director



September 27, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand the Vellutini Corporation dba Royal Electric Company's (Royal) is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: Royal will train approximately 53 Operators.

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

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

Sincerely,

John Rector

Operating Engineers Local Union 3
District 80 Representative.



**Training Proposal for:
El Camino Community College District**

Contract Number: ET24-0270

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

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

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$698,360		\$48,562 8%		\$746,922

In-Kind Contribution:	50% of Total ETP Funding Required	\$786,629
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	733	8-200	0	\$984	\$22.66
				Weighted Avg: 40			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Continuous Imp., HazMat, Hazwoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	30	8-200	0	\$855	\$29.00
				Weighted Avg: 40			

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

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

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

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

Participating employers may use up to \$2.50 per hour to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Clerk	\$20.16 - \$25.00	53
	\$25.01 - \$39.68	8
Engineer	\$27.00 - \$73.68	34
Lead	\$24.20 - \$25.00	26
	\$25.01 - \$29.00	11
Maintenance Staff	\$20.16 - \$25.00	10
	\$25.01 - \$52.20	3
Manager	\$31.00 - \$65.00	40

Production Operator	\$20.16 - \$25.00	209
	\$25.01 - \$42.97	54
Quality Staff	\$20.16 - \$25.00	64
	\$25.01 - \$35.00	16
Sales	\$20.16 - \$25.00	42
	\$25.01 - \$50.65	12
Supervisor	\$27.00 - \$55.00	86
Technician	\$20.16 - \$25.00	47
	\$25.01 - \$44.50	18
Job Number 2		
Engineer	\$30.00 - \$52.00	11
Manager	\$43.00 - \$76.00	4
Supervisor	\$29.00 - \$51.00	15

INTRODUCTION

Founded in 1947 and located in Torrance, El Camino Community College District (El Camino CCD) (www.elcamino.edu) is a two-year community college offering academic and vocational education programs. El Camino CCD established its Business Training Center to advance California's economic growth and global competitiveness through education, training and workforce development, technology deployment, and business development. The Business Training Center (www.elcaminoBTC.com) is located in Hawthorne and provides customized training, workshops, and technical assistance.

This is El Camino CCD's 28th ETP Contract, and 8th in the last five years, including COVID and AB 118 funded projects.

Veterans Program

Although there is no separate Veterans component in this project, participating employers regularly employ Veterans through El Camino CCD's normal hiring practices.

PROJECT DETAILS

The manufacturing and aerospace industries are characterized by frequent changes in technology and strong out-of-state competition. To maintain a competitive advantage, companies in these industries must retain highly skilled technical employees by providing skills upgrade training on a consistent basis. The proposed training is designed to help businesses improve profitability by optimizing productivity and reducing costs.

In addition, several manufacturing facilities lost a large number of seasoned frontline workers due to layoffs and retirements during the COVID-19 pandemic. As a result, many businesses have had to hire less qualified, entry-level employees who require extensive training to keep pace with technology and complex work processes. Participating employers expect this trend to continue into the near future, and they indicate that training with an emphasis on the transfer of knowledge to less experienced employees is a key component to El Camino CCD's short and long-term business survival strategies. The core group of participating employers represents at least 80%

of the requested funding and is primarily comprised of large and small manufacturers across multiple industries.

El Camino CCD has developed a comprehensive curriculum that is fully customizable to meet specific employer needs. The Curriculum has been crafted by highly skilled instructors who possess a combination of direct work experience and years of teaching in the manufacturing and aerospace sectors. These content experts work closely with industry leaders to customize curriculum courses based on expressed needs. Instructors can further refine the curriculum for each employer by working directly with management teams and key executives. Some companies may have participated in a previous ETP project, and several topics from the proposed Curriculum are repeated from prior contracts. However, El Camino CCD's course content is continuously updated, and no trainees who participated in prior ETP projects will receive duplicative training in this proposal. All courses are customized to the participating employer's current needs.

Training will be provided to large and small businesses primarily in the manufacturing, aerospace and logistics industries. Most of the training will take place at employer worksites in the Southern California region. However, this proposal is statewide in scope to ensure that El Camino CCD maintains the ability to accommodate the training needs of businesses that may have secondary locations in other parts of the state.

Training Plan

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

Business Skills: Training will be offered to all occupations, with an emphasis on skills to improve communication, customer service, and decision making. Trainees will learn successful techniques to handle customers, projects, and problems more effectively.

Commercial Skills: Training will be offered to Clerks, Leads, Production Operators, Quality Staff, and Supervisors. Training will cover distribution systems, inventory control measures, and related logistics management skills.

Computer Skills: Training will be offered to all occupations to become more proficient in the use of productivity software, inventory and project management tools, and cybersecurity methods.

Continuous Improvement: Training will be offered to all occupations. This training is designed to improve business processes and help workers become more efficient at reducing errors and operating costs.

Literacy Skills: Training will be offered to Clerks and Production Operators. This training will help employees with limited English skills improve their workplace communication, basic math, and comprehension. Literacy training cannot exceed 45% of total training hours per trainee.

Management Skills: Training will be offered to Managers and Supervisors to provide the leadership and supervisory skills necessary to implement changes and become more effective leaders in high performance workplaces.

Manufacturing Skills: Training will be offered to Production Operators, Leads, Engineers, Quality Staff, Technicians, and Maintenance Staff and will provide enhanced skills for manufacturing and assembly, blueprint reading, and industrial maintenance. This training is designed to improve productivity, product quality, and plant efficiencies.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. It may also be delivered to frontline workers if specifically required by the job order. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Production Operators, Leads, and Technicians. OSHA 30 will be provided to Supervisors and Managers to ensure a safe work environment.
2. Hazardous Waste Operations and Emergency Response (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, though not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. This training will be provided to Production Operators, Technicians, Maintenance Staff, Engineers, Supervisors and Managers.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. Technicians, Engineers, Managers, Supervisors, Production Operators, and Maintenance Staff will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

The trainer-to-trainee ratio is 1:40 for OSHA 10/30, HAZWOPER and HazMat training.

Trainer Qualifications

El Camino CCD instructors are qualified professionals (industry credentialed and certified) with many years of industry and teaching experience.

Impact/Outcome

El Camino CCD’s training generates certificates for OSHA 10 & 30, APICS, and HAZWOPER courses. In addition, EL Camino CCD provides each participant with a Certificate of Completion, along with Digital Certifications and Badges for certain courses on the proposed curriculum (Blueprint Reading, GD&T, Cyber Defense, Business Intelligence, MS Word/Excel/PowerPoint, Frontline Leadership, Six Sigma, and more.) Digital badges will be issued based on a participant’s successful completion of a course.

Marketing and Support Costs

El Camino CCD’s marketing and recruitment efforts include networking, maintaining existing customer relationships, exhibiting at conferences, speaking engagements, attending trade shows, working with area Workforce Investment Boards, telemarketing, direct mailing, and in-person visits with employers. El Camino CCD also works with the South Bay WIB, Pacific Gateway WIB, California Manufacturing Technology Consulting, Chambers of Commerce, and various associations connected with the manufacturing and aerospace industries. Staff recommends 8% support costs to fund extensive marketing efforts and the recruitment of additional participating employers.

Alternate Recordkeeping

Staff has reviewed and approved El Camino CCD’s request to use an alternate recordkeeping method.

Tuition Reimbursement

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

Commitment to Training

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

➤ Training Infrastructure

The Director of the Center for Customized Training will oversee administration of this project. El Camino CCD’s Business Training Center has a Coordinator of ETP Programs, an Administrative Assistant, an IT Specialist, and a Recruiter to assist with marketing/recruitment, needs assessments, scheduling, and tracking of training hours. As a repeat contractor, EL Camino CCD staff members are well-versed in ETP’s project administration and recordkeeping requirements.

ACTIVE PROJECTS

The following table summarizes performance by El Camino CCD under active ETP Contracts:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
*ET24-0173	\$490,239	08/28/23 - 08/27/25	271	0	\$0
**ET22-0182	\$1,662,570	12/20/21 - 03/30/24	1,470	0	\$1,557,205 (94%)

*ET24-0173: El Camino CCD has an active ETP Contract under the Literacy Program. This Contract was approved at the August 25, 2023 Panel Meeting. To date, no trainees have been enrolled and no hours have been tracked. The Contractor reports that 16 trainees from one participating employer have completed a 40-hour VESL course and the training data is in the process of being gathered for entry into ETP’s Cal-E-Force System. Trainees from at least four additional participating employers are scheduled to receive training in January 2024.

**ET22-0182: Based on ETP Systems, 63,173 reimbursable hours have been tracked for potential earnings of \$1,548,275 (93% of approved amount). El Camino CCD projects final earnings of 100% based on training currently committed to by employers and in progress through December 2023.

Prior COVID and CTP (AB118) Performance

El Camino CCD had a prior ETP Contract (ET21-0218) under the COVID Pilot program, with a term of 12/31/20 to 12/30/22. The Contractor earned \$198,000 (99% of the approved amount).

El Camino CCD had a prior ETP Contract (ET20-0802) under the CTP (AB118) program, with a term of 02/03/20 to 02/02/21. The Contractor earned \$532,950 (100% of the approved amount).

PRIOR PROJECTS

The following table summarizes performance by El Camino CCD under ETP Contracts that were completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0171	Statewide	11/15/19 - 11/14/21	\$749,196	\$743,154 (99%)
ET19-0101	Statewide	07/01/18 - 06/30/20	\$948,551	\$933,391 (98%)
ET18-0800	Statewide	09/05/17 - 09/04/19	\$533,450	\$439,078 (82%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Etiquette
- Business Grammar and Writing Skills
- Change Management
- Communication Skills
- Conflict Resolution
- Customer Service Excellence
- Marketing and Sales
- Performance Management
- Presentations
- Problem Solving and Decision Making
- Strategic Planning and Management
- Team Building
- Time and Priority Management
- Writing for Powerful and Persuasive Impact

Commercial Skills

- Warehousing Control and Tracking
- Distribution Systems
- Logistics and Shipping
- Quality Control
- Inventory Management
- Forklift Operation

Computer Skills

- Computer Skills for Production & Inventory
- Cybersecurity
- Intermediate/Advanced Excel, Word, Access, PowerPoint
- Power BI for Desktop
- Microsoft Outlook
- Microsoft Project

Continuous Improvement Skills

- AGILE & SCRUM
- 8 Discipline Problem Solving (8D)
- APICS CPIM Part 1 & 2 Training
- APICS Certified Supply Chain Professional (CSCP) Training
- Frontline Leadership
- Kaizen Foundation & Practitioner
- Lean 5S Visual Workplace
- Lean, Kaizen and 7S
- Lean Kanban
- Lean Six Sigma Training (White, Yellow, Green & Black Belt)

- Materials and Inventory Management Using MRP and Lean
- Process Mapping
- Project Leadership and Management
- Quality Management Systems (QMS)
- Risk Analysis using Failure Mode and Effects Analysis (FMEA)
- Root Cause Analysis
- Statistical Process Control (SPC)
- Supply Chain Management
- Theory of Constraints (TOC)
- Value Stream Management
- APICS Certified Logistics, Transportation and Distribution (CLTD)
- Design for Six Sigma (DFSS)

Hazardous Materials Skills

- Hazardous Waste
- Hazardous Materials
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

HazWoper

- Hazardous Waste Operations and Emergency Response (HAZWOPER) - 40, 24, & 8-hour courses

Literacy Skills

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

Management Skills (Managers/Supervisors/Leads Only)

- Human Resources Management for Supervisors
- Leadership/Coaching
- Navigating Change

Manufacturing Skills

- Blueprint Reading
- Electrical Fundamentals
- Food Safety
- Geometric Dimension and Tolerances
- Industrial Maintenance
- Industry 4.0 / Smart Manufacturing
- ISO 9001:2015
- AS9100D
- Manufacturing & Assembly
- Numerical Control Functions
- Pneumatics
- CAD/CAM
- Autodesk
- Computer Numerical Control (CNC)
- Design Software Systems for Manufacturing

- Production Manufacturing & Operating Skills
- Additive Manufacturing/3D Printing
- Programmable Logic Controllers (PLC's)
- Machine Shop Fundamentals
- Sanitation
- Shop Measurements

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: El Camino Community College District
Reference No: 24-0247

CCG No.: ET24-0270
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Ace Air Manufacturing	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1430 W. 135 th Street	
City, State, Zip: Gardena, CA 90501	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 22	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 22	
Total # of full-time company employees in California: 22	
Company: Armtec	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 85901 Avenue 53	
City, State, Zip: Coachella, CA 92236	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 578	
Total # of full-time company employees in California: 238	
Company: Curtiss-Wright Flow Corp.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2950 E. Birch St.	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 91	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 120	
Total # of full-time company employees in California: 120	
Company: Global Communication Semiconductors, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 23155 Kashiwa Ct.	
City, State, Zip: Torrance, CA 90505	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 55	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 170	
Total # of full-time company employees in California: 170	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: El Camino Community College District
Reference No: 24-0247

CCG No.: ET24-0270
Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Hyland's Consumer Health, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13301 S. Main St.	
City, State, Zip: Los Angeles, CA 90061	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 150	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 215	
Total # of full-time company employees in California: 215	
<hr/>	
Company: IPS Corporation DbA Weld-On Adhesives	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 455 W. Victoria Street	
City, State, Zip: Compton, CA 90220	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 400	
Total # of full-time company employees in California: 176	
<hr/>	
Company: Paragon Laboratories	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 20433 Earl Street	
City, State, Zip: Torrance, CA 90503	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 106	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 125	
Total # of full-time company employees in California: 125	
<hr/>	
Company: PolyPeptide Laboratories, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 365 Maple Avenue	
City, State, Zip: Torrance, CA 90503	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 154	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,300	
Total # of full-time company employees in California: 268	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: El Camino Community College District

CCG No.: ET24-0270

Reference No: 24-0247

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Q-Tech Corporation

Priority Industry? Yes No

Address: 6161 Chip Ave.

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 125

Small Business? Yes No

Total # of full-time company employees worldwide: 171

Total # of full-time company employees in California: 171



Training Proposal for:
Mt. San Antonio College
Contract Number: ET24-0267

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SB <100	Industry Sector(s):	MEC Manufacturing Transportation/Warehousing Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Multi-County	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$698,303		\$44,858 8%%		\$743,161

In-Kind Contribution:	50% of Total ETP Funding Required	\$842,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Impr., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	631	8-200	0	\$1,008	\$22.66
				Weighted Avg: 41			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Cont. Impr., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	61	8-200	0	\$983	\$22.66
				Weighted Avg: 46			
3	Job Creation Initiative Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Impr., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	50	8-200	0	\$943	\$20.00
				Weighted Avg: 41			

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

Minimum Wage by County: Job Numbers 1 and 2: \$22.66/Hour for Los Angeles, Riverside, San Bernardino, Orange, and Ventura Counties.

Job Number 3: \$18.78/Hour for Los Angeles County and \$18.54/Hour for Riverside, San Bernardino, Orange, and 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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Manager/Supervisor	\$30.00 - \$80.00	78
Office/Administrative Staff	\$20.00 - \$25.00	132
	\$25.01 - \$30.00	67
Operator	\$20.00 - \$25.00	150
Production/Manufacturing Staff	\$20.00 - \$25.00	150
	\$25.01 - \$30.00	80
Transportation/Warehouse Worker	\$20.00 - \$25.00	85

INTRODUCTION

Located in Walnut, Mt. San Antonio College (Mt. Sac) <https://www.mtsac.edu/sce/cce/> was created in 1945 as a community college district providing more than 200 academic and vocational programs. It is the largest, single campus community college district in California with a combined student enrollment of over 65,000 students. Its district boundaries encompass the communities of Baldwin Park, City of Industry, Irwindale, La Puente, La Verne, Pomona, Rowland Heights, San Dimas, Valinda, Walnut, and West Covina.

This will be Mt. Sac's sixth ETP Contract, and the fourth within the last five years. This proposal will focus on retraining workers from large and small employers in a variety of industries, the majority of which are panel priorities.

Veterans Program

Although there is no veterans training component in this proposal, participating employers actively recruit and hire Veterans, and Veterans will be trained in this project.

PROJECT DETAILS

Mt. Sac continues to collaborate with surrounding community businesses and continues to be an active partner in providing skills training to participating employers. Mt. Sac will collaborate with Cerritos College, Citrus College, and Irvine Valley College to provide training in this proposal. By establishing these partnerships with neighboring colleges, Mt. Sac is able to reach a larger network of participating employers and provide expanded training to regional district and the needs of the local employers and industries.

The proposed training will be provided to a broad spectrum of employers from manufacturing, transportation, logistics, and service-related industries. The majority of participating employers are from priority industries. Workers are continually being challenged to perform at a high level and now in a post COVID environment, the increased use of technology with robotics and automation processes, the need for training is critical to keep employee knowledge and skills up to industry standards to remain competitive.

Training and skill development remains a critical focal point for many of the participating employers, especially for small businesses that have limited resources to provide extensive training to their workforce. Mt. Sac has reached out to employers to determine their training needs and the core group of participating employers makes up over 100% of training demand. This list includes both large and small business, priority and non-priority industries. This training proposal

will allow Mt. Sac to expand its collaborative network to include and provide training to non-traditional ETP participants which provides new engagement and training opportunities for local and regional workforces and employers.

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 Mt. Sac's on-going conversations with partner employers who have expressed interest in workforce development trainings, some have indicated that their intent is to grow within the next couple of years to meet industry needs. These partners are specifically in the manufacturing, transportation, and warehousing industries. The number provided in this proposal for the Job Creation job category is an informed estimate based on the numbers they have shared with the Company and on the current contract with ETP.

Participating employers will hire/rehire 50 new employees (Job Number 3). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Business Skills: Training will be offered to all occupations and will include project management, time management, conflict resolution, and decision making to enhance internal and external customer service and develop time, project, and resource management skills.

Commercial Skills: Training will be offered to all occupations. Training will focus on general industry best practices, forklift operations and safety, and operating procedures.

Computer Skills: Training will be offered to all occupations. Training on new and upgraded software to expedite work, improve accuracy, and connect to company-wide operating systems.

Continuous Improvement: Training will be offered to all occupations and will focus on ISO 9000, Lean Manufacturing, Six Sigma and Supply Chain.

Literacy Skills: Training will be provided to Production and Warehouse Staff to overcome communication problems with their peers and management and better understand written/verbal instructions and workplace documentation. Vocational English as a Second Language courses will enable trainees to communicate effectively, improve job skills, interact in teams, and increase promotional opportunities.

Management Skills: Training will be offered to all Supervisors and Managers. Training will focus on continued development and building skills of management staff. Topics include project management, conflict management, and advanced supervisor development.

Manufacturing Skills: Training will be offered to Production and Warehouse Staff in manufacturing practices, assembly procedures, and equipment operation as well as cross training.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Impact/Outcome

This training project will provide enhanced skill development of the California Workforce and will make companies more competitive and enable them to stay competitive in emerging trends and industry changes.

Tuition Reimbursement

Mt. Sac 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.

Marketing and Support Costs

Mt. Sac continuously markets training programs in a variety of ways including personal contact, telephone calls, and direct mail. Mt. Sac also markets and advertises its training programs through focus group seminars from local businesses that express their needs for training and workforce development.

As a nonprofit entity, Mt. Sac relies heavily on support funding to promote ETP training and facilitate individual employer needs and training requirements. Mt. Sac is requesting 8% support costs, and staff supports this to cover items such as marketing, recruitment, advertising, needs assessments and support to reach out and partner with other colleges and industries not typically trained under ETP funding.

Commitment to Training

The proposed curriculum was developed based on input and feedback from the core group of participating employers. Training remains a top priority for the core group of employers as many have limited resources to provide extensive training to their staff. The participating group of employers are fully committed to this training project.

➤ Training Infrastructure

This training proposal will be administered and overseen by the Director of Community and Contract Education. Three internal staff members will be responsible for the marketing, recruitment, needs assessments, class scheduling, and data entry in the ETP Cal E Force system. As a repeat contractor, Mt. Sac has established a robust system for tracking and effectively administering contracts.

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0192	\$583,950	12/20/21 – 12/19/23	600	0	\$470,351 (80%)

As of 10/23/22, data reflected in the Cal E Force system shows that Mt. Sac has tracked a total of 19,300 valid hours, which equates to approximately \$470,351, or 80% of potential earnings. The contractor expects the contract to finish at 100% of potential earnings.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET20-0151	Multi County	10/01/19 – 09/30/21	\$355,050	\$274,776 (77%)
ET18-0147	Multi County	12/31/17 – 12/30/19	\$274,744	\$274,744 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Becoming a Leader
- Building, Motivating, and Managing Teams
- Business Fundamentals
- Collaboration
- Communication Skills
- Conflict Resolution
- Cost Reduction
- Customer Service
- Decision-Making
- Emerging Leaders Series
- Emotional/Social Intelligence
- Employee/Job Relations
- Finance for the Non-Financial Manager
- Group Effectiveness
- Interpersonal Skills
- Job Instructions
- Leadership
- Leading Change
- Making Meetings Work
- Managing Difficult Behaviors and Conversations
- Managing Emotions
- Multi-tasking for Excellence
- Mutual Gains
- Negotiation
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, Goal Setting
- Product Knowledge
- Safety Protocols/Practices
- Social Media & Marketing
- Time/Priority Management
- Warehouse & Supply Chain Management (Logistics/Inventory)
- Work-Life Balance
- Working Productively with Challenging People

Commercial Skills

- Best Practices
- Commercial Driving
- Computer Controlled Systems
- Crew Leader
- Electrical System
- Forklift

- Ground Operations
- Heavy Equipment Operations
- Operating Procedures
- Order Selection Procedures
- Preferred Work Methods
- Water Systems
- Water Treatment

Computer Skills

- Adobe Applications
- Amazon Web Services (AWS) Cloud Computing
- Artificial Intelligence (AI)
- Business Intelligence (BI)
- Budgeting Software
- Company-Specific Software
- Computer Networking
- Computerized Scheduling
- Customer Relationship Management (CRM)
- Cyber Security
- Database Management
- Document Control
- Enterprise Resource Planning (ERP) Software
- Google Analytics
- Google Suite
- Inventory Control
- Managing E-mail
- Microsoft Office (Intermediate & Advanced)
- MS Project
- Microsoft Visio
- Payroll Software
- Personal/Payroll Processing
- Purchase Order Tracking
- QuickBooks
- Salesforce
- Search Engine Optimization (SEO)
- Shipping Solutions and Related Logistic Software
- Social Media for Business
- Software Applications
- Virtual Collaboration Tools
- World Wide Web
- Web Page Design/Editing
- Windows 10

Continuous Improvement Skills

- Basic Logistics Standard Practices
- Building a Culture of Accountability
- Building Trust
- Coaching/Motivating Employees

- Conflict Management
- Cost and Analysis
- Delegating
- Developing Safety Plans and Procedures
- Employee Relations
- Interviewing
- Inventory Control
- ISO 9000
- Lean/Kaizen
- Leadership Skills for Frontline Workers Lean Manufacturing/Operations Planning
- Marketing, Website Training
- Person-centered Leadership
- Problem Solving
- Process Corrective Action
- Project Management
- Risk Management/Disaster Preparation
- Safety Fundamentals
- Scheduling and Planning
- Six Sigma
- SQF Quality Systems
- Strategic Planning
- Supply Chain Elements
- Teambuilding
- Time Studies & Line Balancing
- Total Quality Management (TQM) Change Management
- Understanding Work Group Dynamics

Literacy Skills

- Basic English
- Basic Math
- Vocational English as a Second Language (VESL)
- Communicating with Co-Workers
- Language Comprehension
- Reading Letters and Reports
- Understanding Numbers
- Understanding Verbal Direction and Instruction
- Writing Letters and Reports

Management Skills (Managers/Supervisors/Leads Only)

- Advanced Supervisor Development
- Assessing Staffing Needs
- Employee Engagement
- Engaging and Retaining Talent
- Essential Interviewing Techniques Leadership for Managers
- Facilitating with Change/Impact
- Leading Organizational Change
- Managing a High Performance Workplace Supervisor/Lead Role

- Performance Management
- Planning and Managing Resources
- Supervisor Series
- Team Leader and Supervisor Readiness

Manufacturing Skills

- 3D Printing
- Automation Systems
- Basic Tool Usage
- Electric Pallet Jacks
- Electrical
- Electronics
- Equipment Operation
- Food Processing
- Forklifts
- Geometric Dimensioning and Tolerancing (GD&T)
- HVAC
- Inventory Control
- Labeling Systems
- Laser Equipment
- Loading
- Machining
- Maintenance
- Manufacturing Practices
- Manufacturing Resource Planning/Material Resource Assembly Procedures
- Materials
- Mechanical Operations
- Order Selection Procedures
- Packaging
- Process Control
- Product Handling
- Production Operation
- Quality Assurance
- Safety Fundamentals
- Scissor Lifts
- Shop Math
- Smart Technologies
- Tractor Trailers
- Warehousing
- Wearable Computer Terminals
- Welding

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College

CCG No.: ET24-0267

Reference No: 24-0239

Page 1 of 6

ALPHABETIZE BY COMPANY NAME

Company: Alger Precision Manufacturing, LLC

Priority Industry? Yes No

Address: 724 S. Bon View Avenue

City, State, Zip: Ontario, CA, 91761

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 125

Company: AMS Fulfillment dba Fort Point Capital Partners LLC

Priority Industry? Yes No

Address: 29010 Commerce Center Drive

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 446

Total # of full-time company employees in California: 446

Company: Arakelian Enterprises Inc. dba Athens Services

Priority Industry? Yes No

Address: 14048 Valley Boulevard

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 1,672

Total # of full-time company employees in California: 1,672

Company: Arktura, LLC

Priority Industry? Yes No

Address: 18225 South Figueroa

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 136

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College

CCG No.: ET24-0267

Reference No: 24-0239

Page 2 of 6

ALPHABETIZE BY COMPANY NAME

Company: Calico Brands

Priority Industry? Yes No

Address: 2055 South Haven Avenue

City, State, Zip: Ontario, CA 91761

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 3,400

Total # of full-time company employees in California: 124

Company: Colbrit Manufacturing, Inc.

Priority Industry? Yes No

Address: 9666 Owensmouth Avenue, Suite K

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 12

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

Company: E and J Wood Finish

Priority Industry? Yes No

Address: 1100 South Vail Avenue

City, State, Zip: Montebello, CA 90640

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 50

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

Company: EW Trading, Inc.

Priority Industry? Yes No

Address: 17510 South Broadway #B

City, State, Zip: Gardena, CA 90248

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 38

Small Business? Yes No

Total # of full-time company employees worldwide: 38

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

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College

CCG No.: ET24-0267

Reference No: 24-0239

Page 3 of 6

ALPHABETIZE BY COMPANY NAME

Company: Hanmar LLC

Priority Industry? Yes No

Address: 11441 Bradley Avenue

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: Los Angeles Centers for Alcohol and Drug Abuse

Priority Industry? Yes No

Address: 12070 Telegraph Road

City, State, Zip: Santa Fe Spring, CA 90670

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 449

Total # of full-time company employees in California: 449

Company: Maks TIPM Rebuilders dba Mak's Enterprises LLC

Priority Industry? Yes No

Address: 9531 Cozycroft Avenue

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 41

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

Company: Mercury Mission Systems

Priority Industry? Yes No

Address: 1845 W. 205th Street

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 2537

Total # of full-time company employees in California: 680

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College

CCG No.: ET24-0267

Reference No: 24-0239

Page 4 of 6

ALPHABETIZE BY COMPANY NAME

Company: Neighborhood E Liquid

Priority Industry? Yes No

Address: 1850 Town and Country Drive

City, State, Zip: Norco, CA 92860

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Ontic Engineering & Manufacturing, Inc.

Priority Industry? Yes No

Address: 20400 Plummer Street

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 850

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

Company: Patrick Industries

Priority Industry? Yes No

Address: 13414 Slover Avenue

City, State, Zip: Fontana, CA, 92337

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 61

Total # of full-time company employees in California: 61

Company: Precision Molded Plastics, Inc.

Priority Industry? Yes No

Address: 880 W. 9th Street

City, State, Zip: Upland, CA 91786

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College		CCG No.: ET24-0267
Reference No: 24-0239		Page 5 of 6
Company: Repairtech International, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16134 Saticoy Street		
City, State, Zip: Van Nuys, CA 91406		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 20		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 38		
Total # of full-time company employees in California: 38		
Company: Shaw Bakers LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 320B Shaw Road		
City, State, Zip: South San Francisco, CA 94080		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 12		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 267		
Total # of full-time company employees in California: 267		
Company: Sorenson Engineering		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 32032 Dunlap Boulevard		
City, State, Zip: Yucaipa, CA 92399		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 20		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 146		
Total # of full-time company employees in California: 146		
Company: Summit Machining, LLC		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2880 East Philadelphia Street		
City, State, Zip: Ontario, CA 91761		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 20		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 46		
Total # of full-time company employees in California: 46		

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Mt. San Antonio College		CCG No.: ET24-0267
Reference No: 24-0239		Page 6 of 6
Company: Sygma Network, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 46905 47 th Street West		
City, State, Zip: Lancaster, CA 93536		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 70		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 3,400		
Total # of full-time company employees in California: 370		
Company: The Black Tux, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14600 South Main Street		
City, State, Zip: Gardena, CA 90248		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 70		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 80		
Total # of full-time company employees in California: 80		
Company: Walker Stamping		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1555 Vintage Avenue		
City, State, Zip: Ontario, CA 91761		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 20		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 118		
Total # of full-time company employees in California: 118		



**Training Proposal for:
San Bernardino Community College District**

Contract Number: ET24-0280

Panel Meeting of: December 15, 2023

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	Industry Sector(s):	MEC Manufacturing Transportation/Warehousing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Butte, Contra Costa, Los Angeles, Marin, Orange, Riverside, San Bernardino, Santa Clara, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$701,076		\$48,602 8%		\$749,678

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,000,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class/ Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	686	8-200	0	\$1,033	\$22.66
				Weighted Avg: 42			
2	Retrainee	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	48	8-200	0	\$855	\$22.66
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1 (Retrainee-Priority): \$22.66/ hr. for Butte, Los Angeles, Orange, Riverside, San Diego, and San Bernardino Counties ; \$23.59/ hr. for Contra Costa County; \$24.72/ hr. for Marin and Santa Clara Counties; Job Number 2 (Retrainee-Non-Priority): \$22.66/ hr. for Butte, Los Angeles, Orange, Riverside, San Diego, and San Bernardino Counties; \$23.59/ hr. for Contra Costa County; \$24.72/ hr. for Marin and Santa Clara Counties..

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

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

\$2.50 per hour may be used to meet the Post-Retention Wage for Job Numbers 1&2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee - Priority)		
Administrative Staff	\$22.66-\$25.00	38
	\$25.01-\$150.00	37
Frontline Staff	\$22.66-\$25.00	150
	\$25.01-\$150.00	56
Maintenance Staff/ Technicians	\$22.66-\$25.00	25
	\$25.01-\$150.00	25
Managers/ Supervisors	\$22.66-\$25.00	25
	\$25.01-\$150.00	20
Manufacturing Staff	\$22.66-\$25.00	50
	\$25.01-\$150.00	100
Warehouse/ Distribution Staff	\$22.66-\$25.00	100
	\$25.01-\$150.00	60

Job Number 2 (Retrainee – Non-priority)		
Administrative Staff	\$22.66-\$25.00	5
	\$25.01-\$150.00	4
Maintenance Staff/ Technicians	\$22.66-\$25.00	4
	\$25.01-\$150.00	4
Managers/ Supervisors	\$22.66-\$25.00	3
	\$25.01-\$150.00	3
Manufacturing Staff	\$22.66-\$25.00	10
	\$25.01-\$150.00	5
Warehouse/ Distribution Staff	\$22.66-\$25.00	5
	\$25.01-\$150.00	5

INTRODUCTION

Founded in 1926, San Bernardino Community College District (SBCCD) (www.sbccd.org) is one of 72 college districts in California. SBCCD consists of two colleges, Crafton Hills College in Yucaipa and San Bernardino Valley College in San Bernardino. The College provides academic instruction leading to a certificate, terminal degree, or transfer to a four-Year College. In addition to the physical campuses, SBCCD also operates and manages the Economic Development & Corporate Training (EDCT). Also located in the City of San Bernardino, EDCT provides customized not-for-credit training to incumbent workers employed by local businesses.

This is SBCCD's eleventh ETP proposal, and it's fifth in the last five years. Previous projects focused on CNA and new hire training as well as workforce literacy training. Training in this project will focus on developing technical skills, leadership skills in frontline workers, and technological advancement needed to alleviate the gaps in the workforce caused by the COVID-19 pandemic, leading to higher skills, higher wages and secure jobs. Training in this proposal extends to companies statewide through partnerships with local businesses in counties such as: Butte, Contra Costa, Los Angeles, Marin, Orange, Santa Clara, San Bernardino and San Diego.

ETP training will be delivered at SBCCD's Del Rosa Campus and at employer's worksites in Yucaipa and San Bernardino depending on the Participating Employers' (PE) workforce needs.

ETP-funded training will further the PE's goals to remain competitive in California as a high-performance workplace and meet several initiatives including: 1) certified training; 2) cross training and Management Skills; and, 3) meeting evolving industry and code standards (OSHA 10/30 and ISO) related to manufacturing, electrification technology, constructions, warehouse and transportation.

Veterans Program

SBCCD currently partners with employers that recruit and hire Veterans and refer these employees for training. Additionally, SBCCD has established a partnership with U.S. Vets and the regional Workforce Development Division to assist with training Veterans in the community seeking to transition into the civilian workforce. SBCCD is not seeking a separate Veteran Job number at this time.

Employer Demand

SBCCD is a member of the community college collective as well as the Inland Empire Manufacturer's Consortium which has over 90 local area manufacturing and logistics companies as members. Of those member companies, an estimated 8 have confirmed interest in participating in this proposed project. SBCCD represents no collateral agreements exist with PEs.

The proposed training targets a trainee population that includes frontline, supervisory, and management staff employed at businesses within both priority and non-priority industries from a combined population of small to large businesses with out-of-state competition.

Over 80% of the requested trainees in this proposal have been verified by ETP staff with approximately 40% of trainees coming from small businesses. The Retrainees are coming from a variety of sectors including Manufacturing, Warehouse and Transportation.

PROJECT DETAILS

After conducting a training needs assessment with local employers in the community, SBCCD gathered feedback which indicates a need for developing technical skills for workers employed in high priority industries. Further, as the economy experiences a paradigm shift, employers are looking for ways to streamline workplace production while developing leadership skills in frontline workers, training employees in new technology and the need to become more energy efficient.

Employers also need to hire, retain and maintain skills of newly hired workers due to the recent retirement of skilled workers post COVID-19 pandemic. Therefore, employers not only need to hire, onboard, and train its current workforce, but there is also a need to continue to train and grow/develop the skills of workers currently on the job (incumbent staff). Moreover, cross training is needed to alleviate skills gaps leading to higher wages and retain full-time workers in the community. Additionally, SBCCD is collaborating with Building Industry Association and California Construction, Industrial Materials Association, Pacifica Gas and Electric Company, Manufacturer's Council of the Inland Empire, San Bernardino County WDD-WIOA, to develop entry-level training programs for newly hired employees.

Training Plan

The following training will be delivered via Class/Lab and E-Learning to the above mentioned occupations in the following:

Business Skills: This training will be provided to all occupations on topics such as Goal Setting, Communication Skills, and Financial Strategies to generate business and financial reports, improve written and verbal communication skills, increase product knowledge, develop leadership skills, and improve customer service.

Commercial Skills: This training will be provided to Frontline Staff, Maintenance Staff, Technicians and Managers/Supervisors on topics like Construction Management Skills, Drone Technology Skills, HVAC, and Traffic Control to adopt new and emerging technologies in construction management and HVAC including applications to meet lower emissions' (energy-efficiency) requirements, traffic control and compliance needs of a business or residence.

Computer Skills: This training will be provided to all occupations on topics like Adobe Applications, Microsoft Office (Intermediate & Advanced), and Computer-Aided Drafting (CAD) due to software upgrades and new technology role outs across industries such as inventory and document control and equipment used in construction and manufacturing.

Continuous Improvement: This training will be provided to all occupations on topics like TQM – Total Quality Management, AGILE, SCRUM Lean/5S, Six Sigma, ISO Standards, and High Performance Workplace to reach production goals, increase efficiency, improve quality, and develop teamwork strategies to enhance performance and business processes.

Literacy Skills: This training will be provided to Frontline Staff, Manufacturing Staff, Maintenance/Technicians Staff, Warehouse/Distribution Staff, and Administrative Staff on topics like Basic Writing & Reading, Vocational English as a Second Language (VESL), and Language Comprehension to improve job skills and communication with internal and external customers.

Management Skills: This training will be provided to Managers/Supervisors on topics like Certified Logistics Manager, Strategic Planning for Managers, Communication and Teambuilding for Managers to support the development and improvement of operation-management skills and leadership skills necessary for opportunities to promote internally.

Manufacturing Skills: This training will be provided to Frontline Staff, Manufacturing Staff, Maintenance/Technicians Staff, Supervisors/Managers, and Warehouse/Distribution Staff on topics like Manufacturing Practices and Procedures, Parts and Products Manufacturing, Equipment Maintenance and Repair to improve productivity, increase efficiency, improve product quality, and reduce waste. These skills will help improve employee skill levels and empower staff to identify and resolve production problems and improve processes.

Certified Safety Training

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

Impact/Outcome

With the assistance of ETP funding, Trainees enrolled in SBCCD’s training programs will receive applicable industry certifications. Examples include Google IT Support Profession Certification, CompTIA A+, National Center for Construction Education and Research (NCCER) certification, Manufacture Skills Standards Council (MSSC), ISO for Continuous Improvement, Occupational Safety and Hazard (OSHA).

Commitment to Training

Training provided through this Contract will not circumvent any existing training ordinarily provided to staff by the participating employer. Employers will continue to deliver state mandated and on-the-job training alongside ETP-funded 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

SBCCD’s Director, EDCT (dedicated administrator) will lead administration for the ETP project, and it will be administered (in-house) by EDCT’s division staff. EDCT has coordinated and implemented ETP Contracts for over 15 years. EDCT’s Division Staff will be responsible for marketing, recruitment, needs assessments, data entry, scheduling of training, and ETP

recordkeeping. Training will be delivered by subject-matter experts from the various colleges, and outside training vendors will be retained to deliver ETP-funded training when needed as identified below.

Trainer Qualifications

Trainers employed by SBCCD are qualified instructors with the education and experience to train in the topics delivered. SBCCD represents any required certifications or licenses needed to deliver any training will be maintained as mandated. For instance, OSHA 10/30 will be delivered by OSHA-certified trainers. Training vendors are qualified instructors and subject-matter experts.

In addition, SBCCD has contracted with the following training subcontractors to deliver a variety of skills, including Commercial skills, Business Skills and Management Skills:

- Developing Leaders, Inc. is a training vendor that provides specialized instruction in Leadership training certification, Lean Six Sigma, and other business and continuous improvement skills;
- Epic Training Solutions is a training vendor that provides specialized instruction in Leadership training and certification, computer software application skills, and other business and continuous improvement skills;
- Macro Development is a training vendor that provides specialized instruction in Leadership training and certification, computer software skills, and other business and continuous improvement skills;
- Michael R. Brady is a training vendor that provides specialized instruction in Leadership training and certification and other business and continuous improvement skills; and
- Modern Clerisy is a training vendor that provides specialized instruction in Leadership training and certification, Lean Six Sigma, and other business and continuous improvement skills.

Marketing and Support Costs

SBCCD provides economic and workforce training to local area employers and has been a member of the Inland Empire Manufacturer's Consortium for over 14 years. SBCCD is also part of a rapid response team coordinated by the San Bernardino Workforce Investment Board (WIB) that was created to respond to the immediate training needs of the local employers experiencing a critical need for skill-upgrade training. SBCCD will continue to market and recruit additional trainees as needed utilizing all recruitment channels including presentations at trade associations and mailings from the colleges' distribution list.

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

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).

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

- Certification by Western Association of Schools and Colleges (WASC)

- Successful past performance with ETP (see Prior Project table)

Additionally, SBCCD represents its curriculum and the curriculum delivered by the following participating colleges are all currently certified: Cerritos Community College District, Napa Valley Community College District, Rancho Santiago Community College District, San Diego Community College District, and Saddleback Community College District.

Curriculum Development

SBCCD's curriculum was developed in consultation with curriculum advisory members of Inland Empire Manufacturer's Consortium. The District also conducts direct meetings with local employers to identify unique training needs. These curriculum development relationships have enabled SBCCD to develop an overall-training model that is customizable by the employer. Students and employers are surveyed following training to confirm that course content and instructors have proven beneficial and relevant to employer and employee needs. Based on this feedback, the training curriculum can be adjusted as necessary.

Tuition Reimbursement

SBCCD 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

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

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0344	\$497,880	6/12/2023-6/11/2025	461	0	0 (0%)
ET22-0187	\$1,510,710	12/20/2021-3/20/2024	1,611	10	\$1,377,671 (91%)

SBCCD workforce literacy pilot program project (ET23-0344) hired a new instructor who will begin delivering Literacy training. Participating Employers are ready, willing and able to send trainees to training under ET23-0344. As such, SBCCD expects to earn all pre-approved funds for this project.

SBCCD California Community College Funds project (ET22-0187) based on ETP Systems, 58,982 reimbursable hours have been tracked for potential earnings of \$1,377,671 (91% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2024.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET20-0356	San Bernardino	6/29/2020-6/08/2022	\$749,005	\$657,312	(87%)
ET19-0225	San Bernardino	10/08/2018-10/07/2020	\$1,799,648	\$1,657,346	(92%)

DEVELOPMENT SERVICES

N/A.

ADMINISTRATIVE SERVICES

N/A.

TRAINING VENDORS

Developing Leaders, Inc. of Fontana has been retained to provide Business Skills training for an estimated fee of \$100,000.

Michael R. Brady of Corona has been retained to provide Continuous Improvement training for an estimated fee of \$15,000.

Modern Clericy of Murietta has been retained to provide Continuous Improvement Skills training for an estimated fee of \$90,000.

Other trainers will be identified for ETP record-keeping purposes, as they become known and costs ascertained.

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

Trainees may receive any of the following:

Business Skills

- Customer Service Skills
- Conflict Management
- Crisis Management
- Interpersonal Skills
- Project Management
- Time Management
- Negotiation Skills
- Budgeting
- Cost Control & Accounting
- Leadership Skills
- Supervisory Skills
- Performance Management
- Presentation Skills
- Sales & Marketing Skills
- Professional & Human Resources Prep Course
- Change Management
- Goal Setting
- Communication Skills
- Understanding Work Group Dynamics
- Accountability
- Business Strategies
- Business Reports
- Financial Strategies
- Contextualized Math
- Standard Office Procedures
- Scheduling & Planning
- Strategic Planning

Commercial Skills

- Construction Management Skills
- Drone Technology Skills
- Photovoltaic & Solar Panel Application
- HVAC (Heating, Ventilation, and Air Conditioning)
- Traffic Control
- Acute Care Nurse Assistant Responsibilities
- Cleaning & Care Task in the Home
- Home Health Care Skills

Computer Skills

- Software Applications
- Adobe Applications
- Microsoft Office Skills for Business (Intermediate/ Advanced)

- Computer-Aided Drafting & CAM
- Database Management
- Solid Works Modeling
- Shipping Solutions & Related Logistics Software Applications
- Computer Networking, Inventory Control
- Purchase Order Tracking
- Cost Tracking & Analysis
- Document Control
- World Wide Web
- Managing Email

Continuous Improvement Skills

- TQM-Total Quality Management
- Decision Making
- AGILE
- Tracking & Monitoring Production
- SCRUM
- Supply Chain Elements & Management
- Problem Solving
- Lean /5S
- Inventory Control
- Innovation
- Risk Management
- Basic Logistics Standard Practices
- Teambuilding
- Root Cause Analysis
- Six Sigma
- Strategic Process Control (SPC)
- ISO & AS Standards
- Just-In-Time Manufacturing (JIT)
- Workflow & Scheduling
- Internal & External GFSI Audits
- Process Improvement
- Coaching & Mentoring
- Human Centered Design (HCD)
- Managing a High-Performance Workplace
- Manufacturing Resource Planning
- Material Resource Planning
- Cyber Security

Literacy Skills

- Basic Writing & Reading
- Language Comprehension
- Vocational English as a Second Language (VESL)

Management Skills (Managers/Supervisors/Leads Only)

- Certified Logistics Manager (CLM)
- Strategic Planning for Managers

- Root Cause Analysis for Managers
- Communicating & Teambuilding for Managers
- Manager Boot Camp

Manufacturing Skills

- Manufacturing Practices & Procedures
- Production Operations
- Production & Machinery
- FSMA Preventive Controls for Human & Animal Foods
- FSPCA for Human Food Compliance
- HACCP for Manufacturing
- SQF Quality Systems for Food Manufacturers
- SQF Advanced Practitioner
- Parts & Products Manufacturing
- Equipment Operation
- Warehousing
- Advanced Mechanical Crafts
- Intermediate Mechanical Crafts
- Manufacturing Skills
- Electrical Skills
- Implementing SQF
- Welding Skills
- PLC (Programmable Logic Controllers)
- CNC (Computer Numerical Controlled Machinery)
- Forklift Training
- Lubrication/Reliability
- Blueprint & Schematic Drawings
- Shop Math
- Equipment Maintenance & Repair
- Production Maintenance Mechanic
- Nanotechnology Technician's Training
- 3D Printing Layouts

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10 Training

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30 Training

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: San Bernardino Community College District

CCG No.: ET24-0280

Reference No: 24-0233

Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Ardent Mills LLC

Priority Industry? Yes No

Address: 19684 Cajon Blvd.

City, State, Zip: San Bernardino, 92407

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 2500

Total # of full-time company employees in California: 125

Company: Blackrock Logistics

Priority Industry? Yes No

Address: 14601 Slover Ave.

City, State, Zip: Fontana, CA 92337

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 305

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

Company: Bob's Discount Furniture

Priority Industry? Yes No

Address: 6772 Cajon Blvd.

City, State, Zip: San Bernardino, CA 92407

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 179

Small Business? Yes No

Total # of full-time company employees worldwide: 245

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

Company: Communications Test Design, Inc. (CTDI)

Priority Industry? Yes No

Address: 14597 Baseline

City, State, Zip: Fontana, CA 92336

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 164

Small Business? Yes No

Total # of full-time company employees worldwide: 50,000

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

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: San Bernardino Community College District		CCG No.: ET24-0280
Reference No: 24-0233		Page 2 of 3
Company: DSV Solutions		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13220 San Bernardino Ave. Ste. B		
City, State, Zip: Fontana, CA 92335		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 100		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 75,000		
Total # of full-time company employees in California: 400		
Company: E.S. Kluff & Company		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11096 Jersey Blvd. Ste. 101		
City, State, Zip: Rancho Cucamong, CA 91730		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 20		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 340		
Total # of full-time company employees in California: 160		
Company: Kyocera Medical Technologies		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12000 California St. Ste 120		
City, State, Zip: Redlands, CA 92374		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 12		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 67		
Total # of full-time company employees in California: 25		
Company: Reliable Source, Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11109 Jasmine St.		
City, State, Zip: Fontana, CA 92337		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 10		Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 18		
Total # of full-time company employees in California: 18		

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: San Bernardino Community College District		CCG No.: ET24-0280
Reference No: 24-0233		Page 3 of 3
Company: States Logistics Services		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5650 Dolly Ave		
City, State, Zip: Buena Park, CA 90621		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 70		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 776		
Total # of full-time company employees in California: 675		
Company: Warehouse Services Inc.		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2535 N. Mike Daley Dr.		
City, State, Zip: San Bernardino, CA 92407		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 40		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 5,000		
Total # of full-time company employees in California: 156		
Company: Williams Furnace Company		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 247 W. Laurel St.		
City, State, Zip: Colton, CA 92324		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 100		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 156		
Total # of full-time company employees in California: 156		



**RETRAINEE-JOB CREATION
Training Proposal for:
DCC Companies Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0233

Approval Date: November 8, 2023

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee SB <100 SET	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, Los Angeles, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 70	U.S.: 82	Worldwide: 82
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution
\$78,956

Total ETP Funding
\$73,140

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Administration, Field Technician, Plumbers, 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 SET SB<100	Business Skills Computer Skills Continuous Impr. Comm Skills HazMat	64	8-200	0	\$1,035	\$30.90
				Weighted Avg: 45			
2	Job Creation Retrainee Priority SET SB<100	Business Skills Computer Skills Continuous Impr. Comm Skills HazMat	5	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.90/Hour. Job Number 2 (SET/Job Creation): \$18.54 Riverside, Los Angeles, and San Diego Counties.

Health Benefits: Used to meet the Post-Retention Wage?: Yes No

Up to \$2.40 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$0.54 per hour for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administration	\$28.50 - \$57.69	16
Field Technicians	\$28.50 - \$62.50	25
Plumbers	\$29.00 - \$66.00	9
Supervisor/Manager	\$33.00 - \$72.00	14
Job Number 2		
Field Technicians	\$18.00 - \$23.00	5

OVERVIEW

Year Company Founded:	2004	Company Headquarters: <input type="checkbox"/> <i>Single location</i> Murrieta
Facility location(s) where training will occur		<ul style="list-style-type: none"> • Murrieta, Riverside County (Headquarters) • Westlake Village, Los Angeles County • San Diego, San Diego County • Corona, Riverside County

Nature of Business:	<ul style="list-style-type: none"> • DCC Companies Inc. (DCC) specializes in general construction for both residential and commercial projects. The company provides services for interior and exterior renovations, plumbing, and disaster relief and repair.
Customer Base:	<ul style="list-style-type: none"> • DCC provides construction services to both residential customers and commercial businesses. • Primarily serves the housing construction sector. • Customers include housing developers, property renovations, and converted housing.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • The Company is focused on construction of new affordable housing and converting existing housing to affordable housing subject to strict building codes and efficiency standards set through regulations such as title 24. • The Company is hiring junior employees directly from apprenticeship programs with baseline skillsets. DCC has identified the need for this workforce to acquire and expand to multiple skillsets, instead of single skill specialization. • New technology is being implemented across the company affecting how the company provides service and engages with clients.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Due to Title 24 building standards constantly changing, DCC will continue to provide training to keep employees up to date on industry building and environmental standards and keeping up with industry certifications for Electrical Efficiency Standards and Mechanical Acceptance Testing (Title 24). • DCC will provide additional and continued training to develop multiple skillsets for new employees so they can be deployed into the field as general field technicians expected to complete multiple project
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	<p>work orders across different trades; for example completing both plumbing and electrical work.</p> <ul style="list-style-type: none"> The Company will provide additional training on newly implemented and deployed technologies such as field tablets and software programs, such as Bluebeam and Deltek, that field technician’s use in the field to complete their work and engage with clients. Training will also focus on virtual and augmented reality where employees can provide customers with a more in-depth experience of final project outcomes.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

Class/lab

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> Trainers: <p>Training will be delivered by in-house subject matter experts who have over 10 years of experience.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HazMat Skills. <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> Administration: <p>This training proposal will be administered and overseen by the company corporate controller. This person has experience working on another ETP proposal from another company. The Company also has three site coordinators who will assist in coordinating training delivery, documenting training and tracking hours in the ETP Cal E Force system. The Company has also retained the services of a third party subcontractor who will assist with the administration of this training project.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> Project Oversight: <p>The training proposal will be administered and overseen by the HR Manager and Corporate Controller who are responsible for scheduling training and managing the collection of rosters.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	Fee not to exceed 13% of funds earned
Training Vendors	N/A	N/A	N/A

Exhibit B: Curriculum

Class/Lab

Trainees may receive any of the following:

Business Skills

- Accounting
- Business Acquisition
- Client Relations
- Critical Conversations
- Frontline Leadership
- Negotiation
- Presentation Skills
- Project Management

Commercial Skills

- Environmental Standards
- Energy Efficiency
- Estimating
- Product Knowledge
- Scheduling
- Zero Harm
- Soldering & Welding
- HAZMAT/ Asbestos & Mold Remediation
- Leak Detection
- Water Heater Diagnostics and Repair
- Blue Print Reading
- Title 24 Regulations and Certification
- Backflow Certification
- Mechanical Acceptance Testing (Title 24) Certification
- Electrical Efficiency Standards (Title 24)

Computer Skills

- Bluebeam
- Customer Relationship Management (CRM)
- Deltek
- Estimating/Preconstruction Software
- Financial Accounting Software
- InDesign
- Job Management System (JMS)
- Smartsheet
- Scheduling Software
- Virtual & Augmented Reality
- Virtual Design & Construction
- Project Management Software Training (Smartsheet's)
- Administrative Software Training (Microsoft Outlook, Word, Excel, Power Point)

Continuous Improvement Skills

- Lean Techniques
- Project Delivery Methods
- Quality Control
- Sustainability
- Supplier Diversity
- Zero Waste

Hazardous Materials Skills

- Hazardous Materials

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Clinical Services Management Systems
- Electronic Medical Records (EMR) Applications
- Hands Off Reporting
- Kinnser Agency Manager
- MS Office Suite (Word, Excel, PowerPoint)
- OASIS Reporting (Medicare)
- Patient Billing & Accounts Receivable (PBAR)

Continuous Improvement Skills

- Adult Abuse
- Communication Skills
- Care Management
- Customer Service
- Documentation
- Interdisciplinary Team Process
- Joint Commission Regulations
- Patient Care Coordination
- Problem Solving
- Quality Improvement
- Readmissions
- Team Building

Medical Skills (Didactic)

- Advanced Cardiac Life Support (ACLS)
- Annual Skills Update
- Arterial Blood Gas (ABG) Interpretation
- Assessing Cardiac Changes
- Assessing Respiratory Function
- Behavior Management
- Body Mechanics
- Cardiac Conditions
- Care of the Pleurx Patient
- Central Venous Access Devices
- Dementia Care
- Diabetic Management
- Disaster & Emergency Preparedness
- Electrolyte Imbalance
- Enteral Feeding Tube Management
- Equipment Skills
- Functional Mobility & Ambulation
- Gastrointestinal Assessment & Management
- Incontinence Management (Colostomy Care, Urinary Catheter)

- Infectious Control
- Intravenous (IV) Therapy
- Medication Administration & Management
- Neurological Conditions
- Orthopedic Conditions
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Transfer Techniques
- Point-of-Care Laboratory Testing
- Respiratory Care
- Tracheotomy Care
- Urinary Management (Foley Catheter, Input/output)
- Wound Management
- Wound Vac Therapy

Medical Skills (Preceptor)

- CHF Management
- Drug Therapy
- Dementia Care
- Diabetic Management
- Enteral Feeding Tube Management
- Equipment Skills
- Infection Control
- Intravenous (IV) Therapy
- Medication Administration & Management
- Nurse Procedures
- Patient Assessment & Care



**RETRAINEE-JOB CREATION
Training Proposal for:**

Green Pine Home Health Care Service, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0260

Approval Date: November 14, 2023

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	SET Priority Rate SB <100 Retrainee Job Creation Initiative	Industry Sector(s):	Services Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 30	U.S.: 30	Worldwide: 30
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$34,523

Total ETP Funding
\$31,050

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Registered Nurse, Licensed Vocation Nurse, 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 Medical Skills Priority SET SB<100	Computer Skills Continuous Impr. MS Didactic MS Preceptor	30	8-200	0	\$1,035	\$30.90
				Weighted Avg: 45			
2	Retrainee Job Creation Medical Skills Priority SET SB<100	Computer Skills Continuous Impr. MS Didactic MS Preceptor	2	8-200	0	\$1,035	\$35.00
				Weighted Avg: 45			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job 1: \$30.90 per hour and Job 2: \$18.78 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 for Job 1 only.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1:		
Registered Nurse	\$50.00 - \$65.00	10
Licensed Vocational Nurse	\$30.00 - \$40.00	10
Administration	\$28.40 - \$35.00	10
Job Number 2:		
Registered Nurse	\$35.00 - \$45.00	2

OVERVIEW

Year Company Founded:	2010	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i>
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • San Gabriel, Los Angeles County 	

Nature of Business:	<p>Green Pine Home Health Care Service, Inc. (www.greenpinehomehealth.com), (Green Pine) is a home-health service provider that offers a wide range of managed in-home clinical care to improve patients physical, social, and mental conditions in the comfort of their home and in accordance with a physician orders. Green Pine staff are skilled medical professionals, and is Medicare Certified and Joint Commission Accredited. Serves most of Los Angeles and San Bernardino counties.</p>
Customer Base:	<ul style="list-style-type: none"> • Hospitals and Step-Down Rehabilitation Facilities • Private individuals or patients discharged to home in need of a range of in-home clinical care recommended by their treating physician. • Medi-Cal, Medicare, and HMO covered patients • Discharged Patients from the hospital or rehab to home referred by social workers.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • As the shift to value-based care evolves, demand for healthcare services will continue to increase for all post-acute care providers. • In the next 10 years, the 65+ population will grow by 36 million people, the medical complexity of the senior population will expand, 65 percent of that population will have at least two chronic conditions; and the supply of professional and paraprofessional caregivers may not meet the demand for these needs. • Long-term care facilities and skilled nursing facilities are facing value-based payment changes, including the Patient-Driven Payment Model's (PDPM), which took effect Oct. 1, 2019. Under the PDGM, agencies will need to examine all operations from intake to care management and coding/billing. This is needed in order to effectively implement the PDGM guidelines for compliance and payment purposes.

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Medical Skills – RN and LVN • Computer Skills – RN, LVN and Administration • Continuous Improvement – RN, LVN and Administration
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT
 Productive Lab
 MS Preceptor
 MS Didactic

Computer Skills	Continuous Improvement	Medical Skills
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift; There are plans to expand some of our departments to meet the growing needs of our patients and referral sources.
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Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Medical Skills (Didactic and Preceptor) <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Continuous Improvement and Computer Skills
<ul style="list-style-type: none"> • Administration: <p>Training Funding Source</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p>Green Pine spends approximately \$50,000 annually for training. The Company has a detailed training plan in place and is ready to begin training upon approval. Green Pine’s Business Director will serve as project administrator and will be responsible for scheduling, coordinating and tracking training and is assisted by 1 administration staff who will collect rosters which will be transmitted to administrative subcontractor. Green Pine has retained Training Funding Source to assist in administration.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13% of payment earned
Training Vendors	To Be Determined	N/A	N/A



RETRAINEE-JOB CREATION
Training Proposal for:
Medtrans, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0225

Approval Date: November 8, 2023

Panel Meeting of: December 15, 2023

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	SET HUA Priority Rate Job Creation Initiative	Industry Sector(s):	Services Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Bernardino	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 112	U.S.: 180	Worldwide: 180
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$83,500

Total ETP Funding
\$69,000

Occupations to be Trained:	Emergency Medical Technician, Biller, Dispatcher, Maintenance Technician, Respiratory Therapist, Registered Nurse ,Licensed Vocational Nurse, Paramedic, Gurney Driver, Frontline Supervisor
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	SET Job Creation Priority	Computer Skills Continuous Impr. MS Didactic MS Preceptor	50	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

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

<p>Minimum Wage by County: Job Number 1 (Job Creation):\$18.78 per hour for Los Angeles County and \$18.54 for San Bernardino County</p> <p>Health Benefits: Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Up to \$1.28 per hour may be used to meet the Post-Retention Wage</p>
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Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Emergency Medical Technician	\$21.00 - \$25.00	21
	\$25.01 - \$27.00	4
Biller	\$21.00 - \$25.00	4
Dispatcher	\$21.00 - \$25.00	4
Maintenance Technician	\$17.50 - \$20.00	2
Respiratory Therapist	\$30.00 - \$45.00	3
Registered Nurse	\$50.00 - \$65.00	2
Licensed Vocational Nurse	\$50.00 - \$65.00	1
Paramedic	\$25.01 - \$35.00	5
Frontline Supervisor	\$21.00 - \$25.00	2
Gurney Driver	\$17.50 - \$20.02	2

OVERVIEW

Year Company Founded:	2008	Company Headquarters: <input type="checkbox"/> Single location Los Angeles, CA (Los Angeles County)
Facility Locations Outside CA	<ul style="list-style-type: none"> Nevada 	

Total Number of Facility locations in California	4
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Los Angeles (Los Angeles County) • Glendale (Los Angeles County) • Lancaster (Los Angeles County) - HUA • Rialto (San Bernardino County)

Nature of Business:	<ul style="list-style-type: none"> • Medtrans, Inc. (Medtrans)(medtrans-inc.com) offers medical transport and ambulatory services
Customer Base:	<ul style="list-style-type: none"> • Hospital Systems such as Kaiser Permanente, Cedar Sinai and UCLA • Local communities

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Medtrans has hired approximately 50 new employees since the start of 2023 due to new equipment and technology. • The Company has invested \$169,000 in new equipment and software in order to remain at the forefront of the medical transportation industry including 18 new vehicle units and 30 units on order in addition to new monitors and ventilators. Training is not included in the purchase price. • Medtrans received a new Kaiser Permanente contract in April 2023 requiring a need to hire at least 50 new employees over the next six months in order to meet customer demand. • Updated web-based customer portals have been implemented.
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Training Plan:

Training for Frontline Managers/Supervisors

The number of Supervisors listed are those individuals who spend the majority (over 51%) of their time providing services. These trainees meet the definition of frontline workers. In this proposal, Medtrans will train Frontline Supervisor occupations. These individuals spend 100% of their time performing frontline work and do not hire, fire or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel’s definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

Need for Training:	<ul style="list-style-type: none"> • Proposed training will upgrade new employees’ skills and equip them with the most updated products and industry knowledge in order to provide the highest quality of medical services and care to current customer-base. • Training will include the usage of new technology for wheelchair lifts, hydraulic powered stretchers, vehicle safety software updates and new automated systems. • EMT’s will receive extensive hands-on training and certification
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	<ul style="list-style-type: none"> • Medical Skills will be provided to EMT’s and nurses via didactic and preceptor training which will occur in emergency vehicles in the following topics: Prehospital Care including pharmacology, medication administration, Patient Assessment, physical exam techniques, clinical decision making, trauma Emergencies and Medical Emergencies. Advanced training topics will be delivered to EMTs to function independently at optimum levels.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 MS Didactic
 MS Preceptor

Computer Skills	Continuous Improvement	Medical Skills
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours
EMT’s will receive 80 hours of training within the first month of being hired. All other occupations will receive an average of 60 hours of training within the 21-month training period on this project, which equals to less than 3 training hours per month on average.	

High Unemployment Area

Some trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s Lancaster locations in Los Angeles County is in an HUA, however the Company is not requesting a wage reduction.

Veterans Program

Number of Veterans	Medtrans does not have a dedicated recruiting program for Veterans and this proposal does not include a specific Veteran component.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Computer Skills, Continuous Improvement, Medical Skills <input checked="" type="checkbox"/> Vendor- Types of Training by vendor– To Be Determined
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor –third party vendor

- Project Oversight:**
 Medtrans' Director of Business Affairs will oversee the administration of this project with the assistance of a Human Resources Administrator and staff at each training location. Training will be conducted by in-house experts and vendors as needed. A training schedule is in place for the proposed training and Medtrans is ready to start training upon contract approval.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	CA Training Administration Inc.	Rocklin	\$2,500
Administrative	CA Training Administration Inc.	Rocklin	13%
Training Vendors	To Be Determined		

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Atlas Software
- Billing and Coding ICD-10 / ICD-11
- Client Online Portals
- Credit Care Portal
- Dispatch Software
- Electronic Medical Records Application
- FirstWatch Software
- Medtrans Specific Applications
- Microsoft Office/Excel (Intermediate & Advanced only)
- Operative IQ Software
- Patient Care record
- Power Bi Software
- Scheduler Software

Continuous Improvement Skills

- Ambulance Operation Procedures
- Billing Techniques
- Call Center & Dispatch Protocols
- Communication Skills
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Customer Service
- Documentation
- Efficiency & Quality Improvements
- Emergency Vehicle Operations
- EMS Communications & Protocol
- FEMA
- HazMat for Patient Care Providers
- HIPPA / Patient Privacy
- Leadership Skill / Coaching
- Leadership/Coaching Essentials
- Managing Multiple Priorities
- Managing Workflow and Schedules
- Performance / Quality Improvements
- Preceptor Skills (Train-the-Trainer)
- Problem Solving/Process Innovation
- Project Management Skills
- Risk Management Skills
- Standard Operating Procedures

Medical Skills (Didactic)

- Advanced Life Support
- Airborne Pathogens
- Basic Life Support (BLS)
- Blood Borne Pathogens
- Body Mechanics
- Cardiac Assessment
- Care of and Treatment of Shock Patients
- Care of Bariatric Patients
- Care of Cardiac Patients
- Care of Geriatric Patients
- Care of the Renal Patient
- Care of the Stroke Patient
- Chronic obstructive Pulmonary disease (COPD)
- Code Blue Response Procedures
- COVID19 Mitigation
- Critical Care
- Decontamination Procedures
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitors
- Emergency Medical Technician (EMT & EMT-1)
- EMT / Paramedic Skills
- Equipment Operation
- Hazardous Materials / Protection
- Medical Transport of High Risk Patients
- Medication Administration & Reconciliation
- Neonatal Intensive Care Unit (NICU Transport)
- Neurological Assessment & Pre-Hospital Care
- Orthopedic Assessment & Pre-Hospital Care
- Orthopedic Stabilization & Traction
- Oxygen Administration
- Pain Management
- Patient Assessment & Pre-Hospital Care
- Pediatric Patient Care
- Pharmacology & Pharmacokinetics
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Respiratory Arrest
- Respiratory Assessment
- Restraints
- Standards of Care
- Ventilator Operations

Medical Skills (Preceptor)

- Advanced Cardiac Life Support
- Ambulatory Patient Care
- Cardiac Patient Care
- Code Blue Response Procedures

- COVID19 Mitigation
- EMT / Paramedic Skills
- Equipment Operation
- Geriatric Patient Care
- Patient Assessment / Pre-Hospital Care
- Patient Transport Techniques
- Pediatric Patient Care
- Pre-Hospital Trauma Life Support
- Respiratory Arrest
- Trauma Patient Care