

PANEL PACKET

April 2024



Employment Training Panel



PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, April 26, 2024 at 9:30 a.m.
CalEPA, 1001 I Street
Sierra Room
Sacramento, CA 95814
Phone: (916) 737-4200

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.

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Webinar ID: 881 8996 4478

One tap mobile: 888 278 0296 US Toll-free

Conference code: 1185529

(For assistance, login and raise hand or contact ETP-ESCU@etp.ca.gov)

Call to Order by Chair	Rebecca Bettencourt
<ul style="list-style-type: none">• Roll Call• Action to Approve April Panel Meeting Agenda• Action to Approve February Panel Meeting Minutes	

Executive Report	Jessica Grimes
<ul style="list-style-type: none">• Apprenticeship Funding• Legislative• Budget Update and Action on Allocations	Peter Cooper Michael Cable Jaime Gutierrez

Presentation: Allocations/Caps/Reimbursement Rates	Jaime Gutierrez
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Presentation: NAICS Industries/Economic Highlights	Brandon Hooker
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Panel Date: April 26, 2024

Presentation and Action Item:

ETP Priority Industry Recommendations

Geri Giron

Presentation: Annual Report and Strategic Plan

Nancy Tran

Review, *Public Comment and Action on Proposals

Kellen Hernandez
Diana Torres
Chris Hoover
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, April 22, 2024, 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

AAA Plating & Inspection, Inc. -----	\$98,532
College Hospital, Inc. -----	\$432,768
Falck Mobile Health Corp. -----	\$299,736
Pioneer Circuits, Inc.(WITHDRAWN)-----	\$88,366
Professionals in Human Resources Association -----	\$743,400
Quinn Group, Inc.-----	\$498,180
SonRay Solar, Inc. -----	\$223,215
The Chamber of the Chino Valley -----	\$528,780
The Permanente Medical Group, Inc. dba Southern California Permanente Medical Group -----	\$499,560
Wonderful Pistachios & Almonds LLC (Agriculture) -----	\$298,701

San Diego Regional Office

Foundation for Grossmont and Cuyamaca Colleges (WITHDRAWN) -----	\$127,240
Fullerton Chamber of Commerce dba North Orange County Chamber -----	\$531,114
LPL Financial LLC-----	\$115,000
Murrietta Circuits-----	\$92,920
Schilling Paradise Corp. -----	\$388,125
Walter Anderson Plumbing, Inc. -----	\$402,500

San Francisco Regional Office

American Medical Response West -----	\$393,300
International Business Machines Corporation dba IBM-----	\$499,560
J.G. Boswell Company (Agriculture)-----	\$587,972
QuantumScape Battery, Inc.-----	\$499,100

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The Sygma Network, Inc.----- \$126,753

Sacramento Regional Office

Asher Biotherapeutics, Inc.(Amendment) -----\$0

CytomX Therapeutics, Inc. (Amendment)-----\$0

Marques General Engineering, Inc., A California Corporation

 dba Marques General Engineering ----- \$272,895

Porterville Adult School (Amendment) -----\$0

S. Martinelli & Company ----- \$240,534

Shasta-Tehama-Trinity Joint Community

 College District----- \$211,560

Timberworks Construction, LLC ----- \$495,650

Vino Farms, Inc. (Agriculture) ----- \$230,000

Program Projects Unit

Reiter Brothers, Inc. (Agriculture) ----- \$322,230

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 02/13/24 – 04/15/24

≤ \$75,000	Approved Date	Approved Amount
<u>North Hollywood Regional Office</u>		
DMM Packaging, Inc.	03/15/24	\$74,750
<u>San Diego Regional Office</u>		
Gradelink Corporation	03/27/24	\$39,330
Heartland Meat Company, Inc.	03/13/24	\$35,742
Lester Lithograph, Inc.	03/13/24	\$12,420
<u>Sacramento Regional Office</u>		
Dumont Printing	04/04/24	\$44,712
<u>Program Projects Unit</u>		
Apparel Graphics, Inc.	02/27/24	\$19,320



Employment Training Panel

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- PowerPoint on Action Item and Presentation on ETP Priority Industry Recommendations
- PowerPoint Presentation on Annual Report and Strategic Plan

REVIEW AND ACTION ON PROPOSALS

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Lester Lithograph, Inc.



M e m o r a n d u m

To: Panel Members

Date April 26, 2024

From: Jessica Grimes
Executive Director

Subject: **Directions Meeting Sites**

The Employment Training Panel will meet on **Friday, April 26th, 2024 at 9:30 a.m.**

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

Telephone (916) 737-4200 (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 April 26, 2024

From: Jessica Grimes
Executive Director

Subject: **Future Meeting Sites**

<i>April Panel</i> <i>April 26th, 2024</i>	<i>In Person – CalEPA Coastal Room</i> <i>1001 I St, Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i>
<i>May Panel</i> <i>May 31st, 2024</i>	<i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i>
<i>July Panel</i> <i>July 26th, 2024</i>	<i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i>
<i>August Panel</i> <i>August 30th, 2024</i>	<i>In Person – CalEPA Coastal Room</i> <i>1001 I St. Sacramento, CA 95814</i> <i>Friday 9:30 AM – 3:30 PM</i>



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
Friday, February 23, 2024**

Panel Members

Rebecca Bettencourt
Chair

Dee Dee Myers
Ex-Officio Member

Rick Smiles
Member

Gretchen Newsom
Member

Douglas Tracy
Member

Madison Hull
Member

Michael Hill
Member

Executive Staff

Jessica Grimes
Executive Director

Peter Cooper
Assistant Director

Jaime Gutierrez
Chief Deputy Director

Tara Armstrong
Deputy Director of Technical Branch

Laura Campbell
Chief of Program Operations

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street, Coastal Room, Second Floor
Sacramento, California 95814
Friday, February 23, 2024**

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
Douglas Tracy
Mike Hill
Gretchen Newsom (remote location)
Madison Hull
Chris Dombrowski

Not in attendance

Rick Smiles

Executive Staff

Jessica Grimes, Executive Director
Peter Cooper, Assistant Director
Jaime Gutierrez, Chief Deputy Director
Tara Armstrong, Deputy Director of Technical Branch
Laura Campbell, Chief of Program Operations

III. AGENDA

The February Agenda was reviewed.

ACTION: Member Hull moved and Member Tracy seconded approval of the February Agenda with no changes. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye
Douglas Tracy - aye
Mike Hill - aye
Gretchen Newsom - aye
Madison Hull - aye
Chris Dombrowski - aye

IV. MINUTES

The January Meeting Minutes were reviewed.

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

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

V. REPORT FROM THE EXECUTIVE DIRECTOR

If all the proposals are funded today, the panel will be approving 10 projects in support of 2,845 trainees in the amount of \$2.6 million.

Today's meeting presents 15 projects to support 3,087 trainees for approximately \$2.8 million.

VI. UPDATE ON CAL-E-FORCE

A large enhancement for contract revision to our system was made from a collaboration in order to make the revision process more effective.

Under Cal-E-Grants the Paid Family Leave-Small business grant system has opened and closed (PFL-SB). An internal document functionality was added so staff can export grant documents for processing.

ETP completed an Independent Security Assessment in February conducted by the military for every State agency. The assessment is to identify controls designed to measure our cyber security maturity.

VII. LEGISLATIVE AND LEGAL UPDATE

This past Friday was the last day for bills to be introduced by the Legislature for this 2023-2024 session. At first glance there are about 3,300 bills in the assembly, and about 1,500 bills in the Senate, more than half of which were introduced last year in 2023.

VIII. REPORT OF THE CHIEF DEPUTY DIRECTOR

Regarding Funding:

On March 11, 2024 at 11 a.m., ETP will be hosting an Information Session to provide technical assistance for potential MEC applicants under the Agriculture Initiative. The session will be

recorded and posted on the Agriculture Initiative Page on the ETP website. A second Information Session will be posted. Stakeholder notification will be out in the coming days.

Today's Panel meeting for approximately \$2.6 million, includes two Delegation Orders for a total of \$149,615. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Executive Director on a continuous flow basis. ETP has approved a total of 29 delegation orders for this State Fiscal Year. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 9 projects.

Regarding Demand and Allocations:

There are 111 applications currently in demand and 58 applications are with the Regional Offices in development. 21 applications are under review with the applications and assessment unit and 32 submitted applications pending review. The estimated value of the 111 applications is \$20.3 million (\$14 million for single employers, \$3.7 million for multiple employer contracts, \$110,537 for small business, \$2.4 for apprenticeships, and zero in demand for Critical Proposals. We are currently within our total allocations for this fiscal year 2023-24. We do not have a Consent Calendar for this Panel meeting.

IX. PAID FAMILY LEAVE ACT

Tab 1 (Greater San Fernando Valley Chamber of Commerce out of Los Angeles) and Tab 2 (Santa Maria Valley Chamber of Commerce out of Santa Barbara)

ACTION: Member Hull moved and Member Hill seconded approval of the proposal submitted by Tab 1 (Greater San Fernando Valley Chamber of Commerce out of Los Angeles) and Tab 2 (Santa Maria Valley Chamber of Commerce out of Santa Barbara). All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

X. REPEAT CONTRACTOR AMENDMENT presented by Laura Campbell, Chief of Program Operations

Policy Committee addressed this topic at their December 2023 meeting and decided to recommend an amendment to the repeat contractor rule. If approved, all contractors must reach 75% actual earned amount on all active core funded contracts. Additionally ETP Staff is requesting a slight change in the motion that is currently presented in your Panel memo, instead of becoming effective immediately. Staff is requesting to make these changes effective July 1, 2024. To give Staff time to operationalize this change and to give customers time to prepare. This means that any application received prior to July 1, 2024 will follow the current active contractor rule and all application received on July 1, 2024 and after will follow the amended repeat contractor rule.

Question regarding the timing, does the 18 months start after the retention period or after the retention period?

Clarification was give that in the old or current repeat contractor rule there is an 18 month limit as well as the potential earned limit, in the new rule there is no time limit involved but they are using the actual earned amount instead.

Public comment was made by Jon Fox stated he felt that the rules were different from what was discussed in the Policy Committee Meeting and would impact MEC's. That the memo seems unclear and there should be either some additional clarity or this should be sent back to Policy Committee for more robust public comment.

Public comment was made by Phillip Herrera clarified that the earned funding was when someone completed training plus 90 days of employment. So you ae looking at the full enchilada that ETP require not training hours and CEF. He feels this is a good change in policy.

ACTION: Member Hull moved and Member Newsom seconded approval of the motion to approve the repeat contractor amendment with a July 1, 2024 effective date. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

XI. ACTION ON PROPOSALS

SINGLE EMPLOYER CONTRACTS

Tab No. 3: Hollywood Park Management Company LLC dba Los Angeles Stadium and Entertainment District

First-time contractor. Funding requested \$386,883 to train 325 incumbent trainees and 36 job creation. Correction Specialists should be \$29.88 per hour not \$20.66 per hour. Training will take place in Inglewood. All proposed trainees are full time permanent employees with a year round structure this includes the 26 new workers.

Question regarding the productive lab component and the type of work they are doing.

Janice gave on example of VIP golf cart driving training and the infinity screen or scoreboard training both of which are 1:1.

Comment was made that productive lab is typically used for something of value that is produced. It is used more in manufacturing. What is the specialist occupation title and what are they doing?

Janice stated that a specialist could be anything from cybersecurity or even day security specialist.

Request was made for the post retention wage for Job number 2 (job creation) to match that of Job number 1. Moving it from \$20.66 to \$23.15 per hour.

Janice agreed that was reasonable. Bill Saks asked if it would be possible to use health benefits in order to do so.

ETP Staff Attorney reminded Panel that Section 4400(y) in ETP's regulations regarding productive lab, it is can be accepted on a case by case basis for good cause shown. It does not talk about requiring specialized equipment or facilities. Staff Attorney asked what the cap is on the health benefits.

Yes they could use the health benefits and the cap is \$2.50

Request was made that the productive lab aspect focus more around the technical equipment example the Jumbo Tron side versus the golf cart training.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Hollywood Park Management Company LLC dba Los Angeles Stadium and Entertainment District in the amount of \$386,883, with the caveat that the post retention wage listed in Job number 2 be increased to match that listed in Job number 1, moving from \$20.66 per hour to \$23.15 per hour with the addition that they can use the health benefits to meet that. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Tab No. 4: Pioneer Circuits, Inc.

Repeat contractor. Funding requested \$176,180 to train 101 incumbent workers and 20 job creation retrainees. Training will take place in Santa Ana. Most recent contract which ended January 30, 2024 at the time of this proposal they had potential earning of about 82% (\$128,090), however in completing the final invoice there were some ineligible trainees which resulted in only 61% (\$95,808). Which means that per Panel policy this would be right sized accordingly to no more than earned.

Question regarding what caused the ineligible reimbursements in your prior contract? What is driving the management of this contract so that you will have 100% next time? What is causing the ineligibility?

Cindy Lee stated that she believed that they were training to train everybody in the company and didn't take into consideration who was eligible for reimbursement. The ineligibility was caused by the wages, the majority of the operators are under the wages. They will be focusing more on training those that are eligible in Job number 1, for Job number 2 we are pushing for the minimum wage instead of the \$20.

Comment was made that we want everyone to be successful and to insure that our resources are being used for high road jobs that pay good wages and that have wage progression. What we are hearing is that they are paying lower wages than what we had intended for these to be going to. Before the testimony request would have been that the post retention wage and Job number 2 (job creation) to be increased to match that of Job number 1. And it sounds like it is going to be highly unlikely that they are going to be successful and not a good fit for providing and creating good high paying jobs which should be at the higher amount.

Comment was that it has already been right sized. Agreement on the wage component was given but concern was expressed regarding a possible internal management issue, internally or as a result of the subcontractor.

Keith Brama stated that they did have some challenges getting the current project up and running. The Director of HR came in halfway through the existing contract and ramped it up. In catching up there was a lost focus on wages. We scrubbed the entire project prior to this to give a baseline number. There is belief that this time they can achieve it.

Staff clarified that the numbers and jobs number because they are two different things. If Panel chooses to eliminate Job number 2 that would have to be part of the motion.

Comment was made that the contract in 2018 did not perform at 100% but at 84%, I know COVID came in but that is not a lot in a 2 year period. This current project was projected at 80% but came in at 61% which is a big difference in performance. Request is that there be a focused needs analysis done. It seems that none of the systems have been addressed to actually change the culture so that is a concern.

Keith Brama stated that perhaps they could put together and present to Panel to show how they have tightened things up.

Comment was that it would be best to Table.

ACTION: Member Hull moved and Member Tracy seconded tabling the proposal submitted by Pioneer Circuits, Inc. All Panel Members present voted in the affirmative to approve tabling the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Tab No. 5: Traffic Management, Inc.

Repeat contractor. Funding requested \$360,000 to train 1,000 incumbent workers which include 3 occupations (administration staff manager, supervisor and traffic controller. Training will take place at 25 locations statewide. Staff has reviewed and approved the use of the LMS record keeping system. They do have trainees located in high unemployment areas, however they are not requesting a wage modification.

ACTION: Member Hill moved and Member Hull seconded approval of the proposal submitted by Traffic Management, Inc. in the amount of \$360,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Tab No. 6: Murrietta Circuits

Withdrawn.

Tab No. 7: Walter Anderson Plumbing

Repeat contractor. Funding requested \$402,500 to train 250 retrainees training will take place at their locations in El Cajon, San Marcos and San Diego.

Comment was made that the industry sector is listed under construction yet the wages are significantly lower than what is typically approved for construction. They are asking \$25.98 per hour when the post retention wage has been moved up to \$30.90 per hour.

Jill Meeuwsen explained that the lower wage was being sought because everyone was moved to Job number one based on what was seen at Panel a couple months ago. It was also because that way they have the ability to train incoming unskilled workers, who in 18 to 20 months would be at \$33.70 per hour job progression (minimum hourly wage plus a commission structure on top of that). Without that they would not be able to train those workers. The company is focused on veterans and women. The local apprenticeship program has \$20 per hour wages and was approved 4 months ago at \$25.98 per hour, with \$4.92 an hour in benefits. Therefore, we feel that we have a strong program with wage progression and nobody else in California has the focus on women and veterans that this one does.

Comment was made that it sounds like it is a reflection on how we calculate the post retention wage. In the term of the contract they are actually hitting that wage but not 90 days post training. At about the 18 month mark they are making \$33.90 per hour.

Jill Meeuwsen stated yes and that she came prepared to agree to the \$30.90 per hour but did not feel it was fair because there is an apprenticeship program at \$21 per hour that was

approved. But if someone comes into the program 12 months in they will not make that wage. So they need some flexibility. And without the job creation it makes it so we won't be able to train the unskilled workers.

Question was asked how many are new hires versus incumbent? Having just come out of a contract it looks like we are training nearly everyone when you look at the numbers (250 estimated trainees). There are 297 employees here in California. Are components of this contract including new hires? Is that what's pulling down the post retention wage?

Jill Meeuwsen responded that there are actually 320 employees. But yes that is what is pulling down the post retention wage. In the last 7 months training stopped for the last contract. There are about 41 new hires. Probably about 100 in this contract are unskilled.

Comment was made that some good learning could come from this as to how we write panel packets. Maybe some adjustment to the post retention wage (new hires versus incumbent). It sounds like a lot of turnover about 1/3 of the base. The proposal does not include who it is affecting, it's great to hear about the hiring of veterans, women and diversity we should see this within the proposal when we are looking at the pieces.

Request was made to increase the post retention wage for the occupation titles of installer and technicians that are doing the construction work up the post retention wage with benefits to \$30.90 per hour to be consistent.

Jill Meeuwsen stated that there was an apprenticeship program that pays \$21 per hour.

Comment was made that without having the documentation that Jill is looking at in front of them. It is assumed that it was a 4 to 5 year apprenticeship program where the wages would move up every semester. Assuming that the health care of \$4.90 is added to their check instead of being reduced from their wage as is proposed here. That they have guaranteed wage progression. I can look at the last time you were awarded a contract the post retention wage was \$25 an hour so this is the next time and the post retention wage is 98 cents an hour. So that's 90 cent increase over 4 years.

Jill Meeuwsen stated that she has the documents of three different proposals approved 5 months ago that were not (one of which is \$17). She stated that she did not feel that either she or her client should be bullied into the wage increase because there were inconsistencies and they did not ask for health benefits the \$25.98 is the wage.

Question was asked is the compromise to utilize the health care benefits? Staff calculated that (\$2.50) from \$25.98 to \$28.48 which would be about \$2.42 under the \$30.90 requested and from the contractors perspective the wage would go up to \$28.48 with the health benefits for the contractual wage of \$30.90.

Staff Attorney questioned when we're saying health benefits, the CBA's are getting the full amount of health benefits, whereas the private contractors are limited at \$2.50. The argument is that the dollar wages actually pays the rent and bills, whereas the benefits do not.

Jill Meeuwsen stated that to allow an apprenticeship program to do something different and to have a single employer do something above is discriminatory on its face.

Recommendation was made that the entire panel should have a chance to look at what is being talked about, just not right now, because everyone on the Panel needs to see it. So we should table this until next month. If it's actual and true, that we have approved past contracts, then we can go forward at that time after the information is reviewed. Approval for tabling was expressed and that being able to review the projects in their entirety.

Jill Meeuwsen stated it was not fair to have them return because it was an expense to fly to Sacramento and rent a hotel room, which places an undue burden on the employers.

Staff Attorney stated that this deliberation and the deliberative process need to be open and transparent. The public needs to have access. Staff Attorney stated that he thinks the Panel needs to be clear on what direction they are looking for in regard to tabling this and bringing it back. What are they wanting to see in the Panel Packet because he's anticipating Jill is going to show up again with another stack of documents and wanting to do this again, showing her exhibits and bringing them into the record, but if the panel is just going to close it down again next time, then he thinks we will have another issue here.

Question was whether staff could look at this and come back with the analysis of what they are seeing across this trade, both in apprenticeship contracts on wages and in any others? So it would be coming from staff and the data versus Panel Packets and perspectives?

Staff Attorney stated that what he is hearing is that panel may want to include specific direction for staff and operations to include when preparing this particular item for coming up next time, and if so then the panel should make that known.

Jill Meeuwsen stated that she came expecting this argument and was prepared. With the elimination of Job 2 and wages. She questioned why do I have to be more than the apprenticeships around me? If someone comes into this program at 12 months they won't make that wage. The current contract was far over and had about \$55,000 worth that didn't make the wage because they came in, trained quickly, and the retention started quickly so they just didn't make that wage. This company is a DOL approved apprenticeship so they do have noted wage progression and California doesn't want to look at that but in other states there is reciprocity.

Comment was that the installers and technicians, construction specifically, we want to see the wage progression and if they can't meet the post retention wage of \$30.90 after a 2 year program and you are saying that they train quickly, tell us where they are at. Elsewhere \$30.90 in construction is like a high road job, there is wage progress, they are moving in that regard. What we're seeing from this contract, the previous contract and the previous contract is a lack of wage progression on the post retention wage effort. Include this for when you come back.

Jill Meeuwsen responded that this is a big issue. Both of her brand new contractors she prepared for Job 2 coming in and asked them to accept the increased wage because I knew they wouldn't be able to do it.

Question what is the risk of approving this project then doing the homework later? There is a bigger question. When we compare salaries to construction that is a big thing. This organization happens to be non-union are we comparing them to union shops? Also, that there are multiple phrases being used. Post retention wage is one of them. We keep hearing post retention at the end of 2 years that is not post retention from an ETP perspective, the post retention wage is that

90 day wage post training, not at the end of the contract. Is this something that we should look at for this contract? Do we need to go back and look at the wage table, occupations and hours of training? Placing everyone in Job one and bulking everyone at one hourly wage and then averaging is it the right thing to do? We should clarify in the wage table trainees and the hours and what they are coming in at post retention (post training)?

Staff Attorney stated that we also have to delineate between not only union and non-union, but also between commercial vs. residential wages because when we lean into the prevailing wage rate, as stated at the top of them it says commercial rates, so there is a distinction here. Accordingly, since we are digging in, I think we should add that to the mix too.

Comment was made this proposal should be put together into one clear (clear definitions, clear wage progressions, which ones are truly at that post retention of \$30 vs. \$24 or \$25) proposal.

Jill Meeuwsen stated that this is why Job 1 is critical.

Comment that it's been a learning curve since that change, and this is an example of how to identify this in future Panel packets because of the complexity of new hires vs non new hires. How do we address that and where we have unskilled and skilled workers? To really see the thought behind the job categories is going to help to address this. What needs to be shown is the categories (role by role) that show the wages and wage progression?

Motion was made to approve. This is our issue and we need to do a little more homework on it.

ACTION: Member Hill moved and Mr. Dombrowski seconded approval of the proposal submitted by Walter Anderson Plumbing in the amount of \$402,500. All Panel Members present voted for the motion as follows:

Roll call vote, 3 to 3.
Rebecca Bettencourt - aye
Douglas Tracy - no
Mike Hill - aye
Gretchen Newsom - no
Madison Hull - no
Chris Dombrowski - aye

Questions were raised about what to do in the event of a tie vote here, and whether there is any procedural alternative for someone such as the Executive Director to be a deciding vote. A short break was taken to allow Staff Attorney an opportunity to review pertinent resources.

Following the break, consistent with previous practice, Member Hill asked that his motion to approve Walter Anderson Plumbing be withdrawn, and made a motion to withdraw his previous motion to approve Walter Anderson Plumbing.

ACTION: Member Hill moved and Mr. Dombrowski seconded a motion to withdraw Member Hill's motion to approve the proposal submitted by Walter Anderson Plumbing. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Returning back to the proposal submitted by Walter Anderson Plumbing, Member Hill moved to table the proposal submitted by Walter Anderson Plumbing.

ACTION: Member Hill moved and Member Tracy seconded tabling the proposal submitted by Walter Anderson Plumbing. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Tab No. 8: Advanced Integrated Pest Management

Repeat contractor. Funding requested \$316,560 to train 243 workers, including 39 new employees. Training will take place at locations statewide.

ACTION: Member Hull moved and Member Hill seconded approval of the proposal submitted by Advanced Integrated Pest Management in the amount of \$316,560. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

MULTIPLE EMPLOYER CONTRACTS (MEC)

Tab No. 9: Butte County Office of Education

First-time contractor. Funding requested \$374,940 to train 116 trainees. Training will take place statewide.

ACTION: Member Hill moved and Member Hull seconded approval of the proposal submitted by Butte County Office of Education in the amount of \$374,940. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

AGRICULTURE

Tab No. 10: College of the Sequoias

Repeat contractor. Funding requested \$462,448 to train 480 trainees, included in the requested amount is \$72,718 for the ETP agricultural initiative serving Job numbers 4 through 9.

Request was made to staff to include this in the applications how the contractor was encouraging worker voice.

ACTION: Member Hull moved and Member Tracy seconded approval of the proposal submitted by College of the Sequoias in the amount of \$462,448. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

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

No comments were made.

XIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

No public comments.

XIV. MEETING ADJOURNMENT

Acting Chair Bettencourt asked for motion to adjourn the panel meeting.

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

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt - aye

Douglas Tracy - aye

Mike Hill - aye

Gretchen Newsom - aye

Madison Hull - aye

Chris Dombrowski - aye

Chair Bettencourt Adjourned the meeting at 10:45 a.m.

Single Employer Contractor

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

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

These features apply to core program funding.

Multiple Employer Contractor

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

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

Retraining

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

New Hire Training

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

These features apply to core program funding.

Delegation Order Process

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

Employment Training Panel (ETP) Presentation & Action Item on SFY 24/25 Funding Strategies:

**Funding Caps,
Reimbursement Rates,
Moratoriums, and
Funding Allocations**



Background

- Each year in mid to late spring, ETP reviews our funding strategies for the coming State Fiscal Year(SFY), including project caps, reimbursement rates, moratoriums, and allocations.
- This presentation does not include information regarding any Alternative Funds ETP may receive.



Reimbursement Rates

Category	2019	2023	Inflation Rate Variance	Proposed SFY 24/25
Computer Based Training (CBT)	\$ 9.00	\$ 9.00	\$ 1.95	\$ 11.00
Apprenticeship	\$ 18.00	\$ 16.00	\$ 3.90	\$ 22.00
Non Priority Industry	\$ 20.00	\$ 20.00	\$ 4.33	\$ 24.00
Retraining	\$ 23.00	\$ 23.00	\$ 4.98	\$ 28.00

Note: A five (5) year total inflation rate of 21.67% was used as the basis for the proposed SFY 24/25 reimbursement rate increase.



Project Caps

Category	SFY 23/24	Proposed SFY 24/25
Single Employers Contracts (SEC) (including Small Business)	\$500K	\$600K
Critical Proposals	\$750K	\$850K
Multiple Employer Contracts (MEC)	\$750K	\$850K
Apprenticeship Proposals	\$500K	\$600K

Funding Allocations

- ETP Staff is recommending the following allocations, based on an estimated \$94.9M in contracting capacity for SFY 24/25.

Category	%	SFY 23/24	%	Proposed SFY 24/25
Single Employer	37.50%	\$ 34,179,355.63	40.00%	\$ 37,999,016.52
Small Business	6.25%	\$ 5,696,559.27	5.00%	\$ 4,749,877.07
Critical Proposals	6.25%	\$ 5,696,559.27	5.00%	\$ 4,749,877.07
Multiple Employer Contracts (MEC)	25.00%	\$ 22,786,237.08	25.00%	\$ 23,749,385.33
Apprenticeship (including non-traditional)	25.00%	\$ 22,786,237.08	25.00%	\$ 23,749,385.33
	100%	\$ 91,144,948.33	100%	\$ 94,997,541.30

- Also requesting approval for up to a maximum of \$5.5 million in SET funding in SFY 24/25 in support of the LWDA Agriculture Initiative. This is to complete the balance of the \$10 million total funding that was approved in SFY 23/24.



Moratoriums

- ETP Staff is recommending a continuation of the moratorium on the following types of projects:
 - Adult Entertainment
 - Commission on Retail Trades
 - Gambling
 - Mortgage Banking
 - Multi-Level Marketing
 - Training for Employees of Training Agencies
 - Partners & Principles in Professional Firms
 - Car Dealerships
 - Revision Requests to Increase Funding

Action Item

- ETP Staff is requesting Panel approval for the following items, as described for SFY 24/25:
 - Reimbursement Rates
 - Project Caps
 - Funding Allocations
 - With up to a maximum of \$5.5 million in SET funding to continue support for LWDA Agriculture Initiative.
 - With allowance for staff to rebalance allocations toward the end of the SFY 24/25 based on demand.
 - Moratoriums

Thank you!



Employment Training Panel (ETP)

Priority Industry Designation Analysis 2024

Brandon T. Hooker
Senior Research Program Specialist
EDD-Labor Market Information Division

Overview of the 2024 Research

- The California industry sector and subsector research conducted by the EDD-LMID was in response to a request from California's Employment Training Panel (ETP) to provide labor market information and recommendations on which industries the ETP should consider designating as priority industries.
- The Labor Market Information Division (LMID) is the prime source of high quality and timely workforce and labor market information for the State of California. Our mission is to help our customers and stakeholders with informed decision making by providing accurate labor market data and information. We collect, analyze, and publish statistical data and reports on California's labor force, industries, occupations, employment projections, wages and other important labor market and economic data.

Agriculture, Forestry, Fishing, and Hunting I

- The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

Farm Jobs

Industry	March 2018	March 2023	Net Change
Agri., For., Fish., and Hunt. Sector	343,500	368,200	24,700
Crop Production	141,800	148,800	7,000
Animal Production and Aquaculture	28,600	29,900	1,300
Forestry and Logging	400	300	-100
Fishing, Hunting and Trapping	500	500	0
Support Activities for Agriculture and Forestry	172,200	188,700	16,500

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Agr., Forestry, Fishing & Hunting Sector	\$825
Crop Production	\$872
Animal Production	\$1,028
Forestry and Logging	\$1,240
Fishing, Hunting and Trapping	\$1,170
Support Activities for Agr. and Forestry	\$764

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Total Farm	1.9%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Total Farm	4.4%

Agriculture, Forestry, Fishing, and Hunting II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector and average weekly wages earned by its respective workforce, the EDD-LMID would recommend that the ETP take into consideration adding the following industry to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (March 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Crop Production (NAICS: 111)	40.4%	\$872	n/a

- Crop Production (NAICS: 111):** Industries in the crop production subsector grow crops mainly for food and fiber. The subsector comprises establishments, such as farms, orchards, groves, greenhouses, and nurseries, primarily engaged in growing crops, plants, vines, or trees and their seeds.

Mining and Logging I

The Mining, Quarrying, and Oil and Gas Extraction sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Mining and Logging Sector	22,700	19,800	-2,900
Mining	20,800	17,600	-3,200
Logging	1,900	2,200	300
Oil & Gas Extraction	4,600	3,700	-900
Mining, except Oil & Gas	5,900	5,900	0
Support Activities for Mining	10,300	8,000	-2,300

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Mining	\$2,330
Logging	\$1,397
Oil and Gas Extraction	\$4,230
Mining (except Oil and Gas)	\$1,938
Support Activities for Mining	\$1,811

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Mining and Logging Sector	1.6%
Oil and Gas Extraction	-5.4%
Mining (except Oil and Gas)	4.8%
Support Activities for Mining	2.9%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Mining and Logging Sector	-18.0%
Oil and Gas Extraction	-44.2%
Mining (except Oil and Gas)	6.7%
Support Activities for Mining	-28.2%

Mining and Logging II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industry to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Mining (except Oil and Gas) (NAICS: 212)	29.8%	\$1,938	4.8%

- Mining (except Oil and Gas) (NAICS: 212):** Industries in the mining (except oil and gas) subsector primarily engage in mining, mine site development, and beneficiating (e.g., preparing) metallic minerals and nonmetallic minerals, including coal.

Construction

- The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems).

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Construction Sector	869,900	941,500	71,600
Construction of Buildings	199,600	216,800	17,200
Heavy & Civil Eng. Construction	89,500	99,300	9,800
Specialty Trade Contractors	580,800	625,400	44,600

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Construction Sector	\$1,598
Construction of Buildings	\$1,647
Heavy and Civil Engineering Construction	\$2,154
Specialty Trade Contractors	\$1,490

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Construction Sector	2.6%
Construction of Buildings	2.1%
Heavy and Civil Engineering Construction	2.4%
Specialty Trade Contractors	2.8%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Construction Sector	13.2%
Construction of Buildings	13.3%
Heavy and Civil Engineering Construction	13.5%
Specialty Trade Contractors	13.1%

Construction II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Construction of Buildings (NAICS: 236)	23.0%	\$1,647	2.1%
Heavy and Civil Engineering Construction (NAICS: 237)	10.5%	\$2,154	2.4%
Specialty Trade Contractors (NAICS: 238)	66.4%	\$1,490	2.8%

- Construction of Buildings (NAICS: 236):** The construction of buildings subsector comprises establishments primarily responsible for the construction of buildings.

Construction III

- **Heavy and Civil Engineering Construction (NAICS: 237):** The Heavy and Civil Engineering Construction subsector comprises establishments whose primary activity is the construction of entire engineering projects (e.g., highways and dams), and specialty trade contractors, whose primary activity is the production of a specific component for such projects.
- **Specialty Trade Contractors (NAICS: 238):** The specialty trade contractors subsector comprises establishments whose primary activity is performing specific activities (e.g., pouring concrete, site preparation, plumbing, painting, and electrical work) involved in building construction or other activities that are similar for all types of construction, but that are not responsible for the entire project.

Manufacturing I

- The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Manufacturing Sector	1,327,500	1,334,600	7,100
Durable Goods	853,100	867,400	14,300
Nondurable Goods	474,400	467,200	-7,200

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Manufacturing Sector	\$2,343

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Manufacturing Sector	1.5%
Durable Goods Manufacturing	1.8%
Nondurable Goods Manufacturing	0.9%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Manufacturing Sector	3.3%
Durable Goods Manufacturing	3.6%
Nondurable Goods Manufacturing	2.6%

Manufacturing II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Food Manufacturing (NAICS: 311)	12.8%	\$1,133	2.2%
Beverage and Tobacco Manufacturing (NAICS: 312)	4.8%	\$1,270	5.5%
Chemical Manufacturing (NAICS: 325)	6.2%	\$2,221	1.7%
Transportation Equipment Manufacturing (NAICS: 336)	11.5%	\$2,172	4.9%

- Food Manufacturing (NAICS: 311):** Industries in the Food Manufacturing subsector transform livestock and agricultural products into products for intermediate or final consumption.

Manufacturing III

- **Beverage and Tobacco Manufacturing (NAICS: 312):** Industries in the beverage and tobacco product manufacturing subsector manufacture beverages and tobacco products.
- **Chemical Manufacturing (NAICS: 325):** The chemical manufacturing subsector is based on the transformation of organic and inorganic raw materials by a chemical process and the formulation of products.
- **Computer and Electronic Product Manufacturing (NAICS: 334):** Industries in the computer and electronic product manufacturing subsector group are establishments that manufacture computers, computer peripherals, communications equipment, and similar electronic products, and establishments that manufacture components for such products.

Trade, Transportation, and Utilities (TTU) I

- The trade, transportation, and utilities sector is comprised of the wholesale trade, retail trade, transportation and warehousing; and utilities industries.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Trade, Transp., and Utilities Sector	3,147,100	3,236,700	89,600
Wholesale Trade	704,500	654,700	-49,800
Retail Trade	1,735,100	1,689,100	-46,000
Transp., Ware. & Utilities	707,500	892,900	185,400

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Wholesale Trade	\$1,868
Retail Trade	\$908
Transp. and Ware.	\$1,353
Utilities	\$2,706

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Trade, Transp., and Utilities Sector	1.9%
Wholesale Trade	1.7%
Retail Trade	0.9%
Transp., Ware., and Utilities	4.1%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Trade, Transp., and Utilities Sector	14.1%
Wholesale Trade	13.6%
Retail Trade	6.1%
Transp., Ware., and Utilities	31.2%

Trade, Transportation, and Utilities (TTU) II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Utilities (NAICS: 221)	2.0%	\$2,706	1.7%
Food and Beverage Retailers (NAICS: 445)	11.9%	\$746	0.9%
Truck Transportation (NAICS: 484)	4.6%	\$1,229	2.5%
Warehousing and Storage (NAICS: 493)	8.3%	\$1,135	7.2%

- Utilities (NAICS: 221):** Industries in the Utilities subsector provide electric power, natural gas, steam supply, water supply, and sewage treatment and disposal through a permanent infrastructure of lines, mains, and pipes.

Trade, Transportation, and Utilities (TTU) III

- **Food and Beverage Retailers (NAICS: 445):** Industries in the Food and Beverage Retailers subsector primarily retail general or specialized lines of food and beverage products.
- **Support Activities for Transportation (NAICS: 484):** Industries in the Support Activities for Transportation subsector provide services which support transportation. These services may be provided to transportation carrier establishments or to the general public.
- **Warehousing and Storage (NAICS: 493):** Industries in the warehousing and storage subsector are primarily engaged in operating warehousing and storage facilities for general merchandise, refrigerated goods, and other warehouse products.

Information

- The Information sector comprises establishments engaged in the following processes: producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or communications, and processing data.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Information Sector	558,000	574,800	16,800
Motion Picture and Sound Record. Ind.	163,500	147,100	-16,400
Publishing Industries	124,400	138,000	13,600
Broadcasting and Content Providers	84,200	91,000	6,800
Telecommunications	69,500	55,700	-13,800
Computing Infra. Providers, Data Proc.	49,800	72,600	22,800
Web Search Portals, Lib., Arch., and Other	66,600	70,400	3,800

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Information Sector	\$4,362
Motion Picture and Sound Record. Ind.	\$2,227
Publishing Industries	\$4,615
Broadcasting and Content Providers	\$5,478
Telecommunications	\$2,548
Computing Infra. Providers, Data Proc.	\$5,029
Web Search Portals, Lib., Arch., and Other	\$7,629

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Information Sector	1.5%
Publishing Industries (except Internet)	2.3%
Motion Picture and Sound Recording Industries	2.5%
Broadcasting and Content Providers	-1.4%
Telecommunications	0.2%
Computing Infrastructure Providers, Data Proc.	-2.8%
Other Information Services	2.5%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Information Sector	29.8%
Publishing Industries (except Internet)	25.0%
Motion Picture and Sound Recording Industries	24.4%
Broadcasting and Content Providers	11.2%
Telecommunications	-7.1%
Computing Infrastructure Providers, Data Proc.	47.0%
Other Information Services	55.7%

Information II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Broadcasting and Content Providers (NAICS: 516)	15.8%	\$5,478	-1.4%
Computing Infrastructure Providers, Data Processing (NAICS: 518)	12.6%	\$5,029	-2.8%

- Broadcasting and Content Providers (NAICS: 516):** Industries in the Broadcasting and Content Providers subsector include establishments that create content or acquire the right to distribute content and subsequently broadcast or distribute that content.
- Computing Infrastructure Providers, Data Processing (NAICS: 518):** This industry comprises establishments primarily engaged in providing computing infrastructure, data processing services, Web hosting services (except software publishing), and related services, including streaming support services (except streaming distribution services).

Financial Activities I

- The financial activities sector is comprised of the finance and insurance; and real estate and rental and leasing sectors.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Financial Activities Sector	841,600	846,300	4,700
Finance & Insurance	541,200	530,500	-10,700
Real Estate & Rental & Leasing	300,400	315,800	15,400

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Finance and Insurance	\$2,894
Real Estate and Rental and Leasing	\$1,482

Industry Employment Projections

2022-2024

2020-2030

Industry	2022-2024 Industry Forecast (Percent Change)	Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	2.8%	Total, All Industries	16.0%
Financial Activities Sector	1.0%	Financial Activities Sector	9.3%
Finance and Insurance	0.4%	Finance and Insurance	8.2%
Real Estate and Rental and Leasing	2.1%	Real Estate and Rental and Leasing	11.4%
Credit Intermediation and Related Activities	-0.7%	Credit Intermediation and Related Activities	6.2%
Securities, Comm. Contracts, and Other Fin.Invest.	3.7%	Securities, Comm. Contracts, and Other Fin.Invest.	16.2%

Financial Activities II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industry to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Credit Intermediation and Related Activities (NAICS: 522)	27.0%	\$2,860	-0.7%
Securities, Comm. Contracts, and Other Fin. Invest. and Related Activities (NAICS: 523)	11.9%	\$4,633	3.7%

- Credit Intermediation and Related Activities (NAICS: 522):** Industries in the Credit Intermediation and Related Activities subsector group establishments that (1) lend funds raised from depositors; (2) lend funds raised from credit market borrowing; or (3) facilitate the lending of funds or issuance of credit by engaging in such activities as mortgage and loan brokerage, clearinghouse and reserve services, and check cashing services.
- Securities, Commodity Contracts, and Other Financial Investments and Related Activities (NAICS: 523):** Industries in the securities, commodity contracts, and other financial investments and related activities subsector group include establishments that are primarily engaged in specialized financial activities.

Professional and Business Services I

- The professional and business services sector is comprised of the professional, scientific, and technical services; management of companies; and administrative and support and waste management industries.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Professional and Business Services Sector	2,742,000	2,902,200	160,200
Professional, Scientific and Technical Services	1,316,500	1,475,600	159,100
Mgmt. of Companies and Enterprises	259,600	252,200	-7,400
Admin. and Support and Waste Services	1,165,900	1,174,400	8,500

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Professional, Scientific, and Technical Services	\$2,860
Management of Companies and Enterprises	\$2,911
Admin. and Support and Waste Mgmt. and Rem.	\$1,248

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Prof. and Business Services Sector	2.7%
Prof., Scientific, and Technical Services	3.1%
Mgmt. of Companies and Enterprises	0.7%
Admin. and Support and Waste Mgmt. Serv.	2.7%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Prof. and Business Services Sector	21.7%
Prof., Scientific, and Technical Services	22.2%
Mgmt. of Companies and Enterprises	10.6%
Admin. and Support and Waste Mgmt. Serv.	23.7%

Professional and Business Services II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Accounting, Tax Preparation, Bookkeeping (NAICS: 5412)	5.6%	\$1,854	2.6%
Architectural, Engineering, and Related Services (NAICS: 5413)	7.0%	\$2,353	3.4%
Computer Systems Design and Related Services (NAICS: 5415)	12.1%	\$3,971	4.0%
Scientific Research and Development Services (NAICS: 5417)	6.7%	\$3,675	3.8%

- Accounting, Tax Preparation, Bookkeeping (NAICS: 5412):** This industry comprises establishments primarily engaged in providing services, such as auditing of accounting records, designing accounting systems, preparing financial statements, developing budgets, preparing tax returns, processing payrolls, bookkeeping, and billing.

Professional and Business Services III

Potential Priority Industry (cont.)

- **Architectural, Engineering, and Related Services (NAICS: 5413):** This industry group comprises establishments primarily engaged in architectural, engineering, and related services, such as drafting services, building inspection services, geophysical surveying and mapping services, surveying and mapping (except geophysical) services, and testing services.
- **Computer Systems Design and Related Services (NAICS: 5415):** This industry comprises establishments primarily engaged in providing expertise in the field of information technologies.
- **Scientific Research and Development Services (NAICS: 5417):** This industry group comprises establishments engaged in conducting original investigation undertaken on a systematic basis to gain new knowledge.

Private Education and Health Services I

- The educational and health services sector is comprised of the educational services; and health care and social assistance industries.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Private Education & Health Services Sector	2,777,400	3,181,800	404,400
Private Educational Services	385,000	417,100	32,100
Health Care & Social Assistance	2,392,400	2,764,700	372,300

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Private Educational Services	\$1,240
Health Care and Social Assistance	\$1,222

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Educ. Serv., Heal. Care, and Social Assist. Sector	4.3%
Private Educational Services	2.7%
Health Care and Social Assistance	4.5%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Educ. Serv., Heal. Care, and Social Assist. Sector	19.0%
Private Educational Services	18.4%
Health Care and Social Assistance	19.1%

Private Education and Health Services II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industry to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Ambulatory Health Care Services (NAICS: 621)	31.1%	\$1,619	4.8%
Nursing and Residential Care Facilities (NAICS: 623)	10.2%	\$969	4.8%

- Ambulatory Health Care Services (NAICS: 621):** Industries in the ambulatory health care services subsector provide health care services directly or indirectly to ambulatory patients and do not usually provide inpatient services.
- Nursing and Residential Care Facilities (NAICS: 623):** Industries in the Nursing and Residential Care Facilities subsector provide residential care combined with either nursing, supervisory, or other types of care as required by the residents.

Leisure and Hospitality I

- The leisure and hospitality sector is comprised of the arts, entertainment, and recreation; and accommodation and food services industries.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Leisure & Hospitality Sector	2,004,000	2,080,700	76,700
Arts, Entertainment & Recreation	323,200	348,400	25,200
Accommodation & Food Services	1,680,800	1,732,300	51,500

Average Weekly Wages

Industry	2023: Quarter 2
Total, All Industries	\$1,595
Arts, Entertainment, and Recreation	\$1,131
Accommodation and Food Services	\$638

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Leisure and Hospitality Sector	7.3%
Arts, Entertainment, and Recreation	11.3%
Accom. and Food Services	6.6%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Leisure and Hospitality Sector	44.8%
Arts, Entertainment, and Recreation	64.3%
Accom. and Food Services	41.7%

Leisure and Hospitality II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Performing Arts, Spectator Sports, and Related Industries (NAICS: 711)	4.97%	\$2,313	10.4%
Accommodation (NAICS: 721)	10.5%	\$908	6.2%
Food Services and Drinking Places (NAICS: 722)	72.7%	\$599	6.7%

- Performing Arts, Spectator Sports, and Related Industries (NAICS: 711):** Industries in the performing arts, spectator sports, and related industries subsector group establishments that produce or organize and promote live presentations.

Leisure and Hospitality III

Potential Priority Industry (cont.)

- **Accommodation (NAICS: 721):** Industries in the Accommodation subsector provide lodging or short-term accommodations for travelers, vacationers, and others. There is a wide range of establishments in these industries. Some provide lodging only, while others provide meals, laundry services, and recreational facilities, as well as lodging.
- **Food Services and Drinking Places (NAICS: 722):** Industries in the food services and drinking places subsector prepare meals, snacks, and beverages to customer order for immediate on-premises and off-premises consumption.

Other Services I

- The establishments in this sector are primarily engaged in activities including, but not limited to: equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and pet care (except veterinary).

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Other Services Sector	571,800	593,000	21,200
Repair & Maint.	157,200	162,800	5,600
Personal & Laundry Services	183,900	198,200	14,300
Relig., Grants, Civic, Prof. and Like Org	230,700	232,000	1,300

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Other Services Sector	\$1,009
Repair and Maint.	\$1,127
Personal and Laundry Services	\$746
Member. Org. & Assoc.	\$1,208

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Other Services Sector	3.6%
Repair and Maintenance	1.0%
Personal and Laundry Services	3.8%
Relig., Grant., Civic, Prof., and Similar Org.	5.4%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Other Services Sector	22.5%
Repair and Maintenance	10.3%
Personal and Laundry Services	50.3%
Relig., Grant., Civic, Prof., and Similar Org.	13.9%

Other Services III

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
Personal and Laundry Services (NAICS: 812)	33.4%	\$746	3.8%
Social Advocacy Organizations (NAICS: 8133)	5.8%	\$1,406	9.4%

- Personal Care and Laundry Services (NAICS: 812):** This industry group comprises establishments, such as barber and beauty shops, that provide appearance care services to individual consumers.
- Social Advocacy Organizations (NAICS: 8133):** This industry comprises establishments primarily engaged in promoting a particular cause or working for the realization of a specific social or political goal to benefit a broad or specific constituency.

Public Administration I

- The public administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area.

Nonfarm Jobs

Industry	December 2018	December 2023	Net Change
Government Sector	2,627,500	2,622,100	-5,400
Federal Government	247,500	251,000	3,500
State Government	546,400	550,200	3,800
Local Government	1,833,600	1,820,900	-12,700

Average Weekly Wages

Industry	2023: Quarter 2
Total All Industries	\$1,595
Federal Govt.	\$2,001
State Govt.	\$2,003
Local Govt.	\$1,606

Industry Employment Projections

2022-2024

Industry	2022-2024 Industry Forecast (Percent Change)
Total, All Industries	2.8%
Government	1.8%
Federal Government	0.8%
State Government	2.1%
Local Government	1.9%

2020-2030

Industry	2020-2030 Industry Forecast (Percent Change)
Total, All Industries	16.0%
Government	4.4%
Federal Government	-0.1%
State Government	4.2%
Local Government	5.1%

Public Administration II

Potential Priority Industry

- Based upon a review of the following industry's concentration within the sector, average weekly wages earned by its respective workforce, and employment outlook over the next few years, the EDD-LMID would recommend that the ETP take into consideration adding the following industries to its priority industry designation list:

Potential Priority Industry	Share of Major Industry Sector (December 2023)	Average Weekly Wage (Statewide Avg: \$1,595)	Industry Forecast: Percent Change (Statewide: 2.8%)
State Government (NAICS: 92)	21.0%	\$2,003	2.1%
Local Government (NAICS: 93)	69.4%	\$1,606	1.9%

ETP Priority Industry Review & Recommendations

Fiscal Year 2024-2025

**April 26, 2024
Panel Meeting**



ETP Legislation and Regulation Statutes

Under the Unemployment Insurance Code, the Legislature finds and declares that the panel **must identify priority industries** to promote a healthy labor market in a growing, competitive economy.

ETP Legislation

- ❖ 10205(b)(2)
- ❖ 10205(d)
- ❖ 10214.5(b)

ETP Regulations

- § 4405(a)(4) Funding Limitations
- § 4409(a)(3) Special Employment Training Projects
- § 4409(a)(6)(A) Special Employment Training Projects
- § 4451(f) Alternative Funding Source



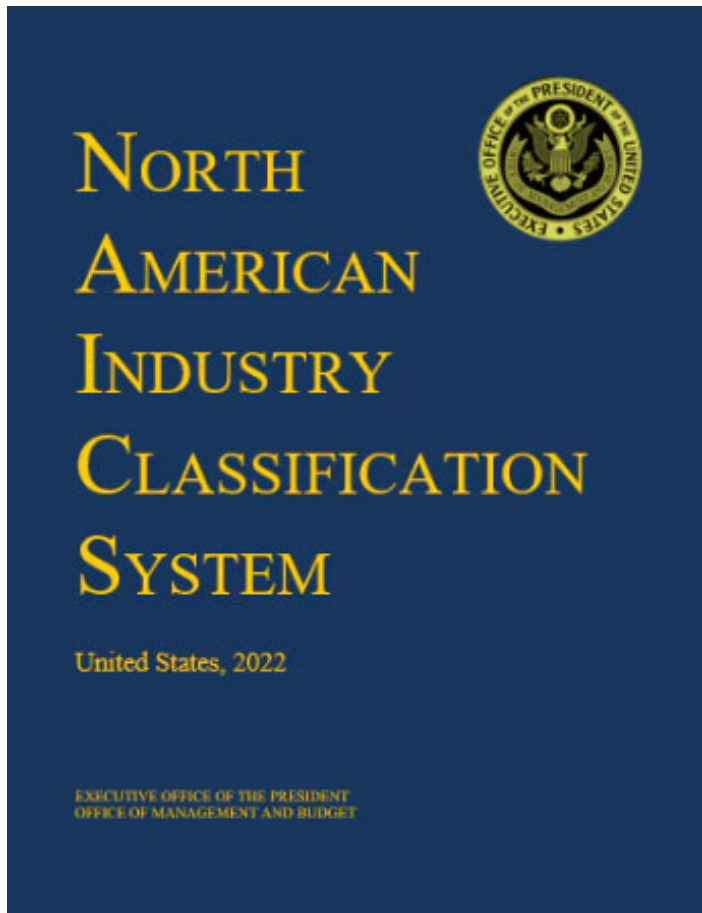
<https://etp.ca.gov/legislation-regulations/>

What is North American Industry Classification System (NAICS)?

- Developed as the standard for use by Federal statistical agencies
- It's a numerical coding system that designates economic industry sectors.
 - Essentially groups business establishments into industries according to similarity in the processes used to produce goods or services.

Level	NAICS Code	Title
Sector	44-45	Retail Trade
Subsector	441	Motor Vehicle and Parts Dealer
Industry Group	4412	Other Motor Vehicle Dealers
NAICS Industry	44122	Motorcycle, Boat, and Other Motor Vehicle Dealers
National Industry	441222	Boat Dealers

NAICS and ETP Priority Industries



- Every 5 years, the Office of Management (OMB) and Budget and Bureau of Labor Statistics (BLS) reviews NAICS establishments for potential revisions to keep pace with the changing economy.
- ETP (staff) will then reviews those revisions for any changes
- Update Panel with findings



Background

The Panel establishes priorities for the fiscal year and **identifies key industries** that contribute to a healthy labor market, designating them as a Priority Industry.

- ETP reviews applicants' NAICS codes to determine:
 - If the NAICS code is designated as an industry being threatened by out-of-state competition
 - If an Employers' NAICS code is identified as a Priority Industry (PI) code:
 - May be provided a higher reimbursement rate than the standard rate
 - May be provided a lower required wage for SET projects
 - Companies who **are not** designated a PI can still be funded, they may just not receive those higher reimbursement rates or lower wage requirement opportunities



Collaboration Efforts

ETP partnered with EDD's Labor Market Information Division (LMID)

- Enhance ETP's ability to categorize industry sectors throughout the State
- Gain insight on labor market information and trends

Analyses included:

- NAICS major 3-4 digit subsectors, economic summaries

EDD-LMID Presentation Brandon Hooker



ETP Factors to Consider

- ETP Legislation and Regulation statutes
 - Manufacturing
- LMID qualitative and quantitative analyses and insight of NAICS industries and codes
 - Industry Employment Trends - job growth patterns
 - Business establishments and wage trends
- California Governor/Administration Initiatives
 - Climate Commitment, Film Production, Workforce Development



Recommendation

Based on our analyses, LMID made some industry suggestions that we agreed with, and some that we chose not to recommend based on our considered factors

What you see here is a comparison table of ETP's current Priority Industries and NAICS codes compared to the recommended NAICS codes. From left to right:

1. 2-Digit Code
2. NAICS Industry Names
3. ETP's current Priority Industry Codes
4. The Recommended Code Changes
 - A. **Green** Font indicates (45) codes that are recommended to be added to ETP priority industries
 - B. **Red** font indicates (87) existing Priority Industry designations that are recommended to be removed from ETP priority industries



ETP Current Priority Industry NAICS codes compared to recommended NAICS Codes

2 Digit	NAICS Industry Name	ETP Current PI Codes	Recommended Changes	Industry Business Establishment Types	Number of code changes
11	Agriculture, Forestry, Fishing and Hunting	111110-111998		Crop Production	0
21	Mining, Quarrying, and Oil and Gas Extraction	212210-212390		Mining including Oil and Gas	0
22	Utilities	All		Utilities	0
23	Construction	236115-236220		Oil and Gas Pipeline and Related Structures Construction	0
		238111-238992			
31-33	Manufacturing	311111-332991		Manufacturing	0
		332996-339999			
42	Wholesale Trade	423110-423510 423610-423990	423110-425120	Merchant Wholesalers, Durable Goods	-36
44-45	Retail Trade	None	445110-445320	Food and Beverage Retailers	10
48-49	Transportation and Warehousing	481112 481212 482111-482112 483111 483113 483211 484110-484230 486210 486990 488111-488999	481112-481212 482111-482112 483111-483113 483211 486210-486990 488111-488119 488190 488210 488310-488390 488410-488490 488510 488991-488999 492110	Air, Rail, Water, Vehicle, and Goods Transportation and Warehousing	-23
51	Information	512110-513210 516210-518210 519290	516110-516120	Broadcasting and Content Providers	2
			512230-512290 513110-513210 517111-517810 519290	Sound Recording, Publishing, Telecommunications, Computing Infrastructure, and other Information Services	-17
52	Finance and Insurance	523150-523999	522110-522390	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	11
53	Real Estate and Rental and Leasing	None	None		0
54	Professional, Scientific, and Technical Services	541310-541380 541511-541519 541614 541620-541720	541211-541219	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	4
			541614 541620-641690	Management, Scientific, and Technical Consulting Services	-3
55	Management of Companies and Enterprises	None	None		0
56	Administrative and Support and Waste Management and Remediation Services	562910-562920	562910-562920	Remediation and Other Waste Management Services	-2
61	Educational Services	None	None		0
62	Health Care and Social Assistance	621111-624190	622110-622310 624110-624190	Hospital and Social Assistance	-6
71	Arts, Entertainment, and Recreation	711110-711510		Performing Arts, Spectator Sports, and Related Industries	0
72	Accommodation and Food Services	722310-722515	721110-721310	Accommodation, Food Services and Drinking Places	7
81	Other Services (except Public Administration)	812111-812199 813311-813319	812210-812990	Personal Care Services, Drycleaning and Laundry Services, Other Personal Services	11
92	Public Administration	None	None		0

Count of Current Priority Industry Codes	630
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Recommended NAICS codes to add	45
Recommended NAICS codes to remove from PI	-87
Count of overall code changes	-42

Summary

1. ETP is in partnership with EDD's Labor Market Information Division as Subject Matter Experts since they already collect and analyze CA's labor force, wages, employment projection and other key data to produce statistical analysis.
2. Recommended to keep ETP's current Priority Industries, and adopt LMIDs recommendations, minus some codes that don't align with ETP legislation or Governor Office Initiatives
 - Add 45 to Priority Industries
 - Remove 87 existing Priority Industry designations
3. Keep this process each year and refine to continue to target key industries in CA.



Action Item – Panel Approval of NAICS changes

Staff would like to know if the Panel or stakeholders have any questions or desire for more discussion on these items. Staff also requests approval to adopt NAICS code recommendations.





THE EMPLOYMENT TRAINING PANEL

**2022-23 ANNUAL REPORT
&
2021-24 STRATEGIC PLAN
2023 UPDATE**

RESEARCH AND ANALYTICS DIVISION | FEBRUARY 2024

**FY 2022-23
BY THE
NUMBERS**

98K
BUSINESSES
FUNDED

1.5M
WORKERS TRAINED
& RETAINED FOR
EMPLOYMENT

\$1.9B
TRAINING
FUNDED

HIGHLIGHTS

DATA COLLECTION AND ANALYSIS

PRIORITY INDUSTRY RECOMMENDATIONS

ALTERNATE AND GRANT FUNDING OPPORTUNITIES

INFORMATIONAL VIDEOS

PERFORMANCE HIGHLIGHTS

APPROVED

CONTRACTS APPROVED BY PANEL



77,806
TOTAL TRAINEES



\$888M
TOTAL AMOUNT



329
CONTRACTS



\$349K
AVERAGE CONTRACT
AMOUNT

PERFORMANCE HIGHLIGHTS

ONGOING

CONTRACTS ACTIVE AND ONGOING AT THE END OF THE FISCAL YEAR



82,415

TOTAL TRAINEES



\$96M

TOTAL AMOUNT



282

CONTRACTS



\$339K

AVERAGE CONTRACT AMOUNT

PERFORMANCE HIGHLIGHTS

COMPLETED

CLOSED CONTRACTS WHICH SUCCESSFULLY TRAINED AND RETAINED EMPLOYEES



43,490

TOTAL TRAINEES



\$554.7M

TOTAL AMOUNT



267

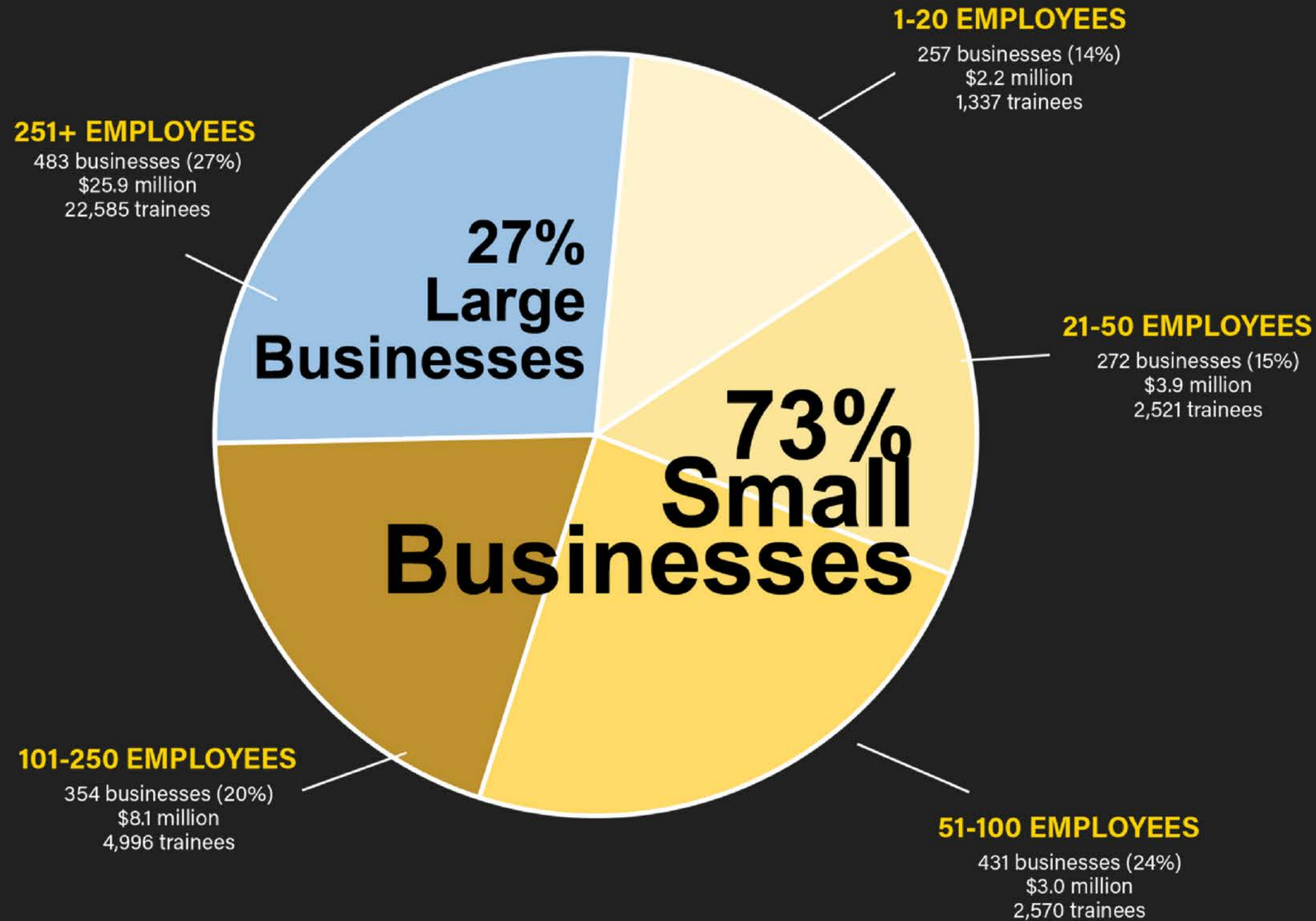
CONTRACTS



\$205K

AVERAGE CONTRACT AMOUNT

SMALL BUSINESS



1.3K

**TOTAL SMALL
BUSINESSES**



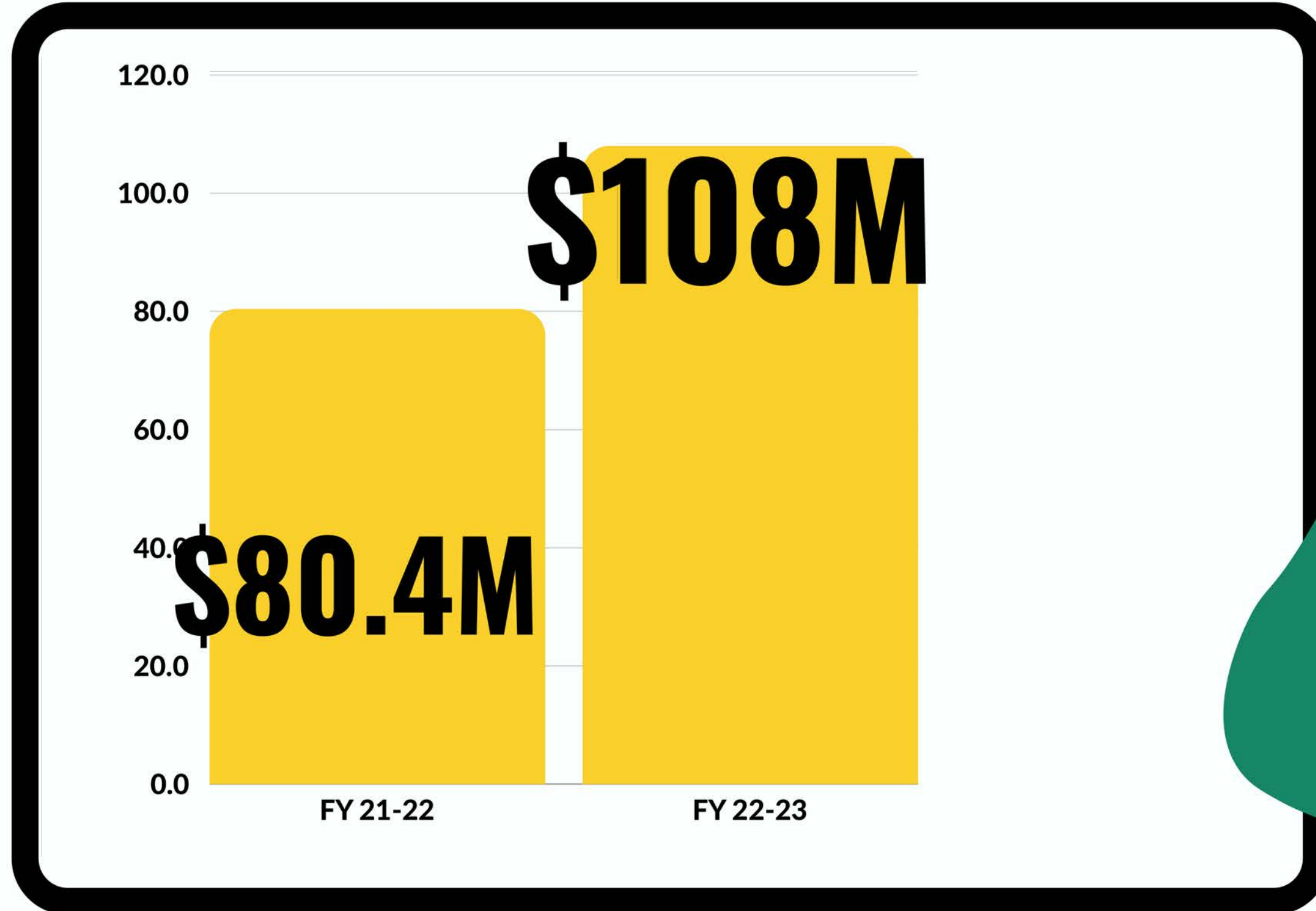
11.6K

**TOTAL SMALL
BUSINESS TRAINEES**

FIGURES ABOVE ARE BASED ON COMPLETED DATA FOR
CORE FUNDED CONTRACTS

FUNDING AMOUNTS

YEAR OVER YEAR COMPARISON

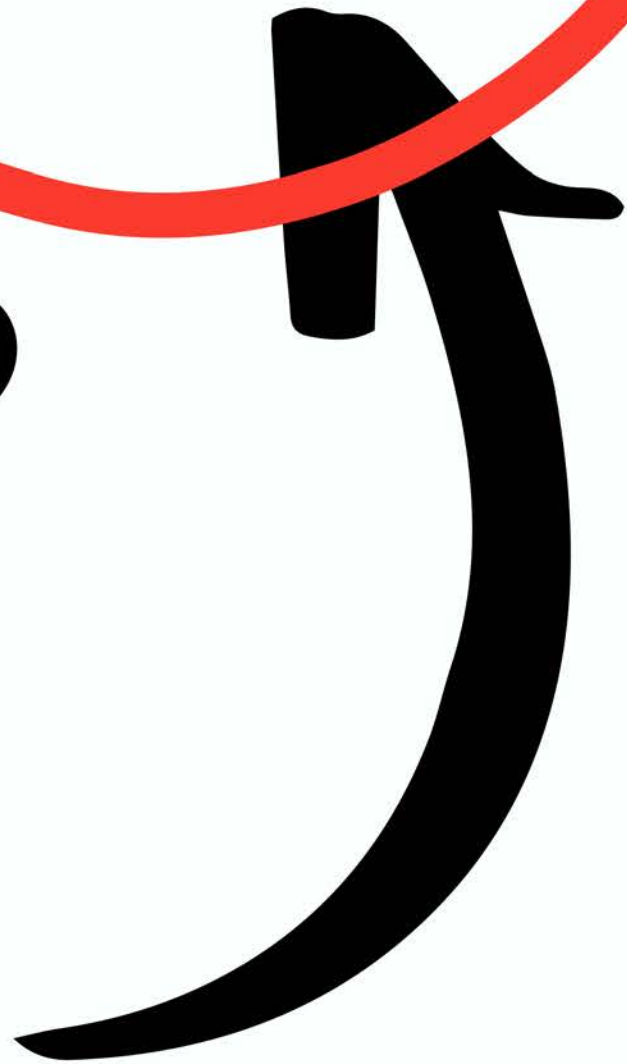


\$28M
INCREASE
FROM PREVIOUS FY



**CONTRACTS
FUNDED**

**31
CONTRACTS**



FY 22-23

**329
CONTRACTS**



FY 21-22

**298
CONTRACTS**

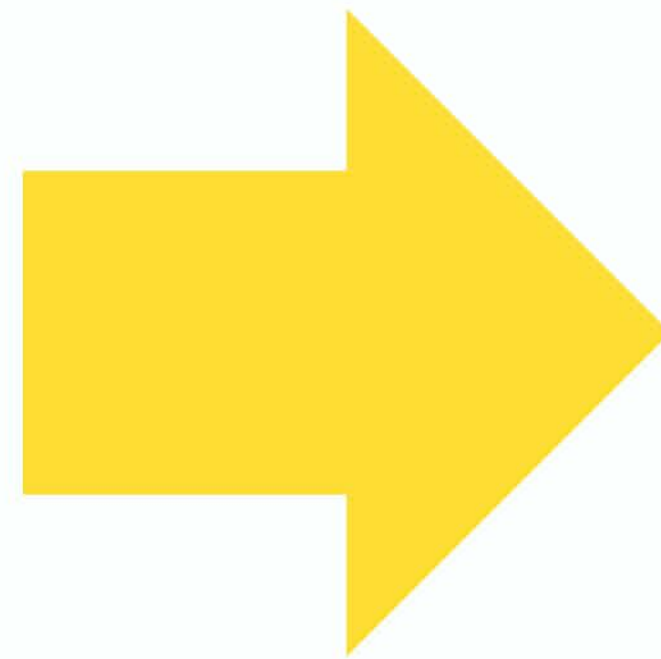


WAGE PROGRESSION



\$26.79/hr

**MEDIAN WAGE AT
ENROLLMENT**



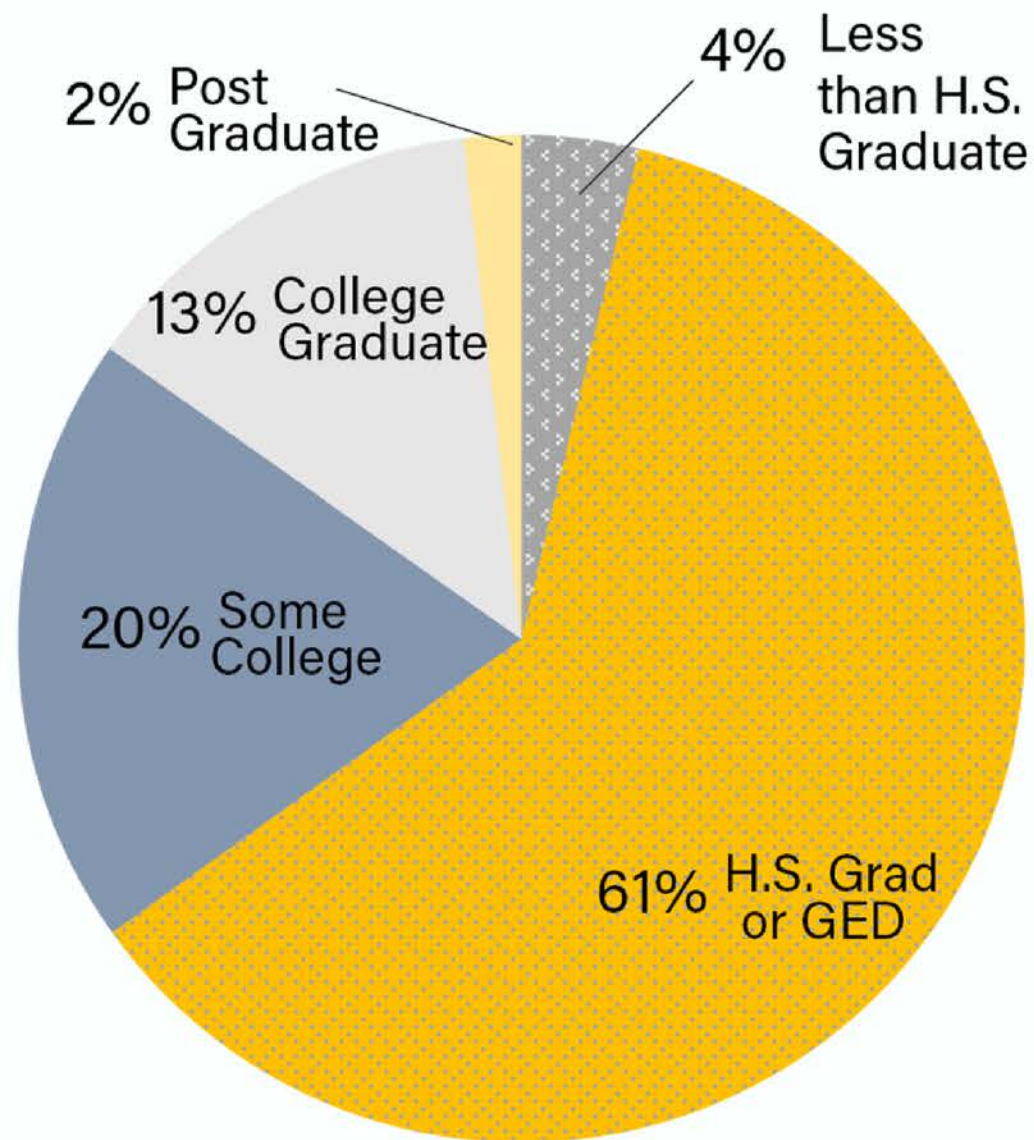
\$31.07/hr

**MEDIAN POST
RETENTION WAGE**

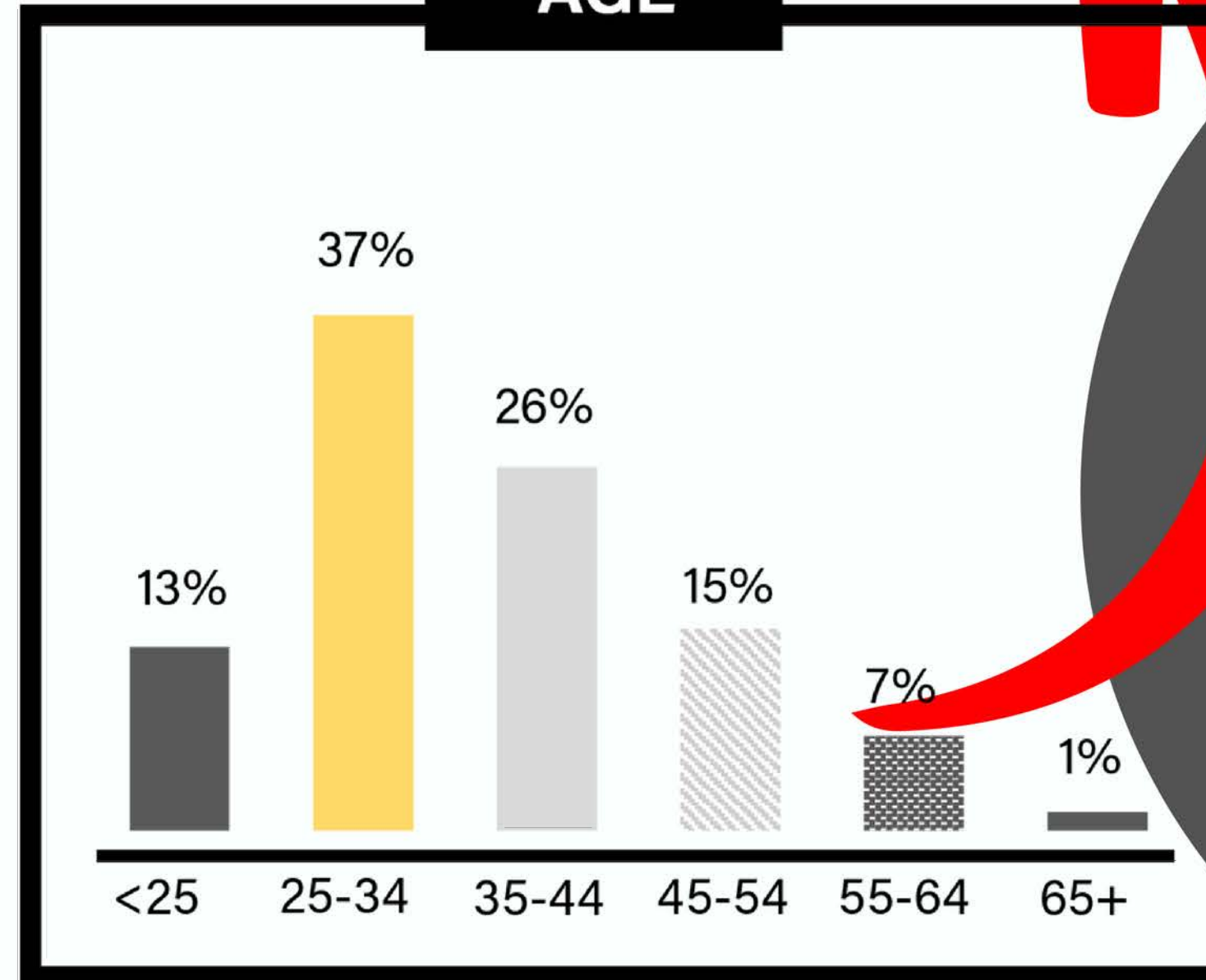
TRAINEE DEMOGRAPHICS

COMPARED TO
LAST FY

EDUCATION



AGE



11%

INCREASE IN
TRAINEES IN HIGH SCHOOL
GRADUATES

12%

INCREASE IN
TRAINEES 45 AND OLDER

NOTE: ETP ECONOMIC DATA- FOR PLACED TRAINEES FROM CORE AND ALTERNATIVE FUNDING SOURCES

TRAINEE DEMOGRAPHICS

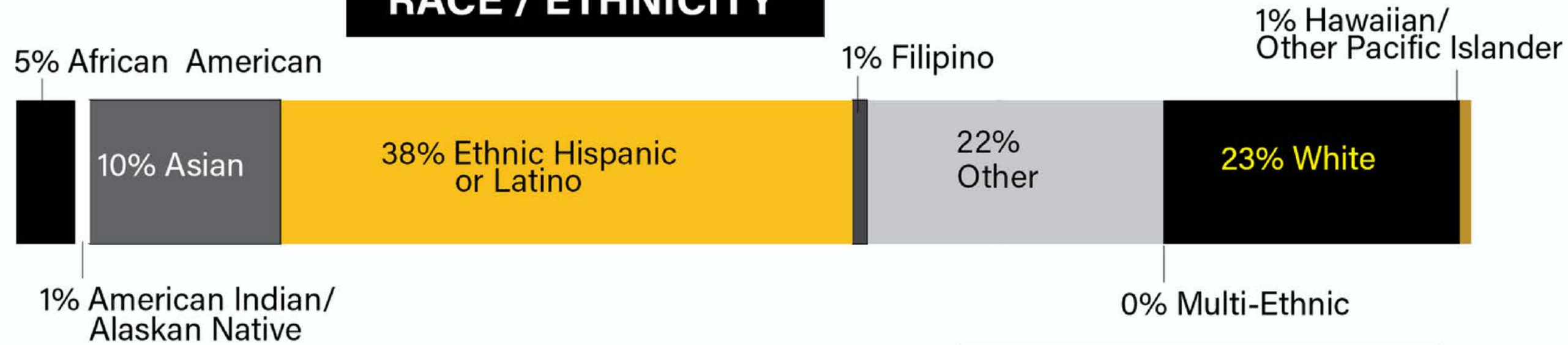
9%
INCREASE IN FUNDING
FEMALE TRAINEES

1%
INCREASE IN FUNDING
AFRICAN AMERICANS

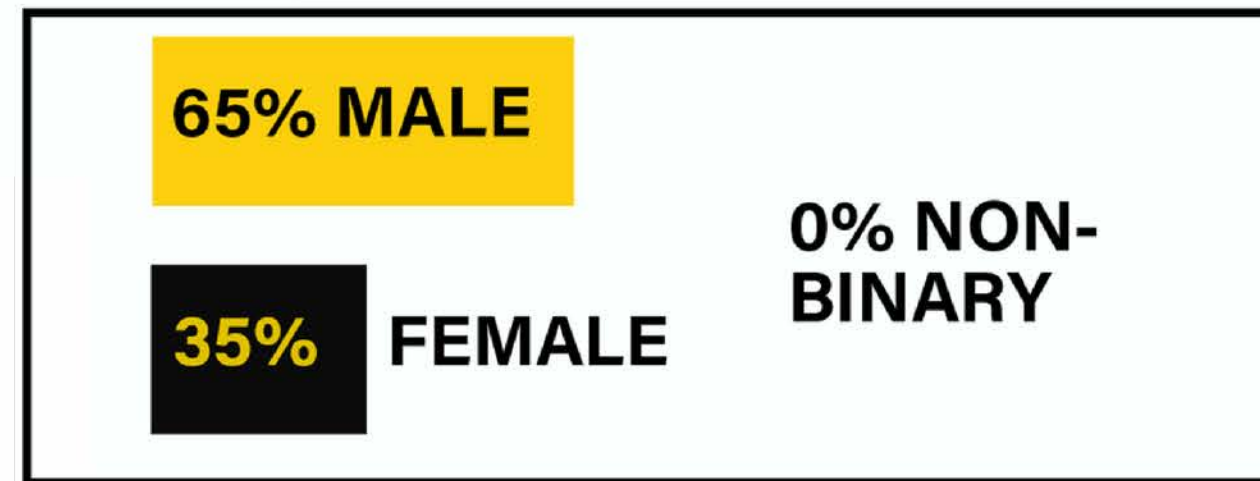
13%
INCREASE IN FUNDING
IN 'OTHER' ETHNICITY



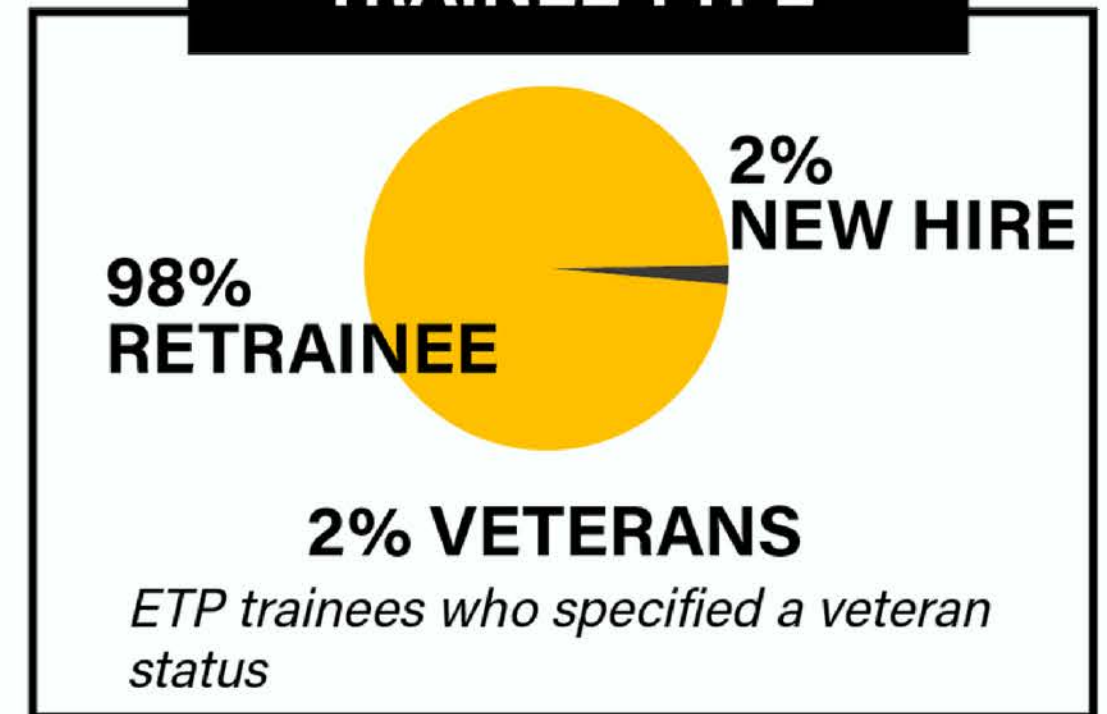
RACE / ETHNICITY



GENDER



TRAINEE TYPE



NOTE: ETP ECONOMIC DATA- FOR PLACED TRAINEES FROM CORE AND ALTERNATIVE FUNDING SOURCES

INITIATIVES & SPECIAL PROGRAMS

RETRAINEE-JOB CREATION

\$8.4M
FUNDED

FOR THE CREATION
OF OVER

6,046
JOBS



INITIATIVES & SPECIAL PROGRAMS

APPRENTICESHIP

\$17M

FUNDED

TO TRAIN OVER

12K

**TRAINEES IN
APPRENTICESHIPS**



GENERAL FUND DOLLARS ALLOCATED

WORKFORCE LITERACY PILOT PROGRAM



1.5K

TOTAL TRAINEES



5

CONTRACTS



\$1.3M

APPROVED



\$10M
ALLOCATED

GENERAL FUND DOLLARS ALLOCATED

HEALTHCARE WORKFORCE
ADVANCEMENT FUNDING (HWAF)



3.2K
TOTAL TRAINEES



10
CONTRACTS



\$5.2M
APPROVED

\$25M
ALLOCATED

SPOTLIGHT ON SUCCESS

Hall Ambulance Service, Inc.

COVID PILOT PROGRAM
SPECIAL EMPLOYMENT TRAINING

\$196K

IN FUNDING
TRAINED

98 HEALTHCARE
JOBS

"With the help of ETP funding, Hall was able to build a dedicated training center aptly named the Harvey L. Hall EMS Academy that encompasses three classrooms, two offices with two dedicated paramedic instructors, and an administrative assistant."

Myron Smith, VP-Operations

ICON Community Development Corporation

SPOTLIGHT ON SUCCESS

Social Entrepreneurs for Economic Development (SEED 2) Grant



Small business, Tamales Clarita, was able to acquire a Health Department-approved tamale cart, established a legal sidewalk vending business in Los Angeles and received technical assistance for licenses, permits, and Health Department approvals.

Small business: *Tamales Clarita*, sidewalk vending tamale cart supported by Calif. SEED initiative. (Photo Courtesy of: ICON Community Development Corporation)



**2021-2024
STRATEGIC PLAN**

GENERAL FUND DOLLARS ALLOCATED



\$10M
ALLOCATED

AGRICULTURE
INITIATIVE

GENERAL FUND DOLLARS ALLOCATED

HEALTHCARE WORKFORCE
ADVANCE FUND

\$10M

TO EXPAND
PROGRAMS IN
**WORKPLACE
LITERACY**

WORKFORCE LITERACY
PILOT PROGRAM

\$25M

TO TRAIN
**HEALTHCARE
AND SOCIAL
WORKERS**

ALTERNATIVE FUND DOLLARS ALLOCATED

EXPANSION FUNDS
(EXP)

\$50M

TO EXPAND
PROGRAMS IN
**HIGH
DEMAND**
SECTORS

CALIFORNIA COMMUNITY
COLLEGE FUNDS (CCCCF)

\$15M

TO ALIGN AND
OPERATE WITH
**COMMUNITY
COLLEGE
SYSTEMS**

PAID FAMILY LEAVE



\$1M
AWARDED

PAID FAMILY LEAVE
(PFL 2)

SOCIAL ENTREPRENEURS FOR ECONOMIC DEVELOPMENT (SEED)

\$20M

AWARDED

TO

14

PARTICIPANTS

- PROVIDES MICRO-GRANTS,
- ENTREPRENEURIAL TRAINING
- TECHNICAL ASSISTANCE

TO IMMIGRANTS AND LIMITED ENGLISH PROFICIENT (LEP) INDIVIDUALS

seed

THE CIVIC MAKERS

- 1. Implementation of application process improvements**
- 2. Capacity-building and training for managers and staff**
- 3. Facilitate Apprenticeship Workgroup**

CONTRACTOR ON BOARDING

**Implementation of Contractor Cohort
Communication (CCC) project**

**Create consistency and support for all contractors
throughout the contract term**

PROGRAM EFFECTIVENESS WORKGROUP

Implementation of satisfaction survey to gain feedback and insights from Contractors

Thank you
for your time

Questions?





**Training Proposal for:
AAA Plating & Inspection, Inc.**

Contract Number: ET24-0339

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee 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: 102	U.S.: 102	Worldwide: 102
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	16%		

FUNDING DETAIL

In-Kind Contribution
\$180,000

Total ETP Funding
\$98,532

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills Continious Improvement Skills	102	8-200	0	\$966	\$23.15
				Weighted Avg: 42			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County:
 Job Number 1: \$23.15 per hour in Los Angeles County.

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

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

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

Incentive Bonus: Up to \$2.65 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Maintenance Staff	\$20.01 - \$25.00	1
	\$25.01 - \$50.00	5
Office Personnel	\$17.00 - \$20.00	5
	\$20.01 - \$21.00	10
Production Staff	\$16.00 - \$20.00	10
	\$20.01 - \$25.00	25
	\$25.01 - \$30.00	36
Managers	\$20.00 - \$25.00	4
	\$25.01 - \$59.00	6

INTRODUCTION

Founded in 1958 and based in Compton, AAA Plating & Inspection, Inc. (AAA Plating) (www.aaaplating.com) provides surface plating of aircraft parts for protection against corrosion for the aerospace industry. The Company also offers non-destructive testing, Ion Vapor Deposition of Aluminum, and Vacuum Cadmium. The Company has a production space of 50,000 square feet, the largest vacuum facility in the world. This will be AAA Plating’s seventh ETP contract and the second within the last five years. AAA Plating first came to ETP as a small business and has since grown to over 100 employees. Training will take place in-house at the Company’s sole facility in Compton.

Veterans Program

AAA plating works with employment agency, Work Force for Warriors, and other veteran entities to recruit and hire veterans. AAA Plating currently has Veterans on staff and they will be included in the trainee population.

PROJECT DETAILS

This proposed training differs from training delivered in prior contracts. The last contract focused on changes in company processes, and operation of its new Ion Vapor Deposition (IVD) Chamber.

Since AAA Plating's previous contract, the Company has implemented new computer equipment and software, which will be a focus of this training. The new computer equipment and software will begin tracking how long it takes employees to do the specific job for a given manufacturing production part. The Company's goal is to obtain more accurate data on the cost per job section to avoid quoting an incorrect amount. As the new department equipment contains a coding application, it is complex and worker skills are needed to enter necessary data. The Company must keep up with modern technology and purchase any new equipment as necessary.

The other focus of this training is to enhance customer satisfaction. All major customers, including Boeing, Lockheed, and Northrop Grumman, along with governing agencies, conduct annual audits. As the specifications from each customer are different, all employees will receive training in their respective departments with emphasis on the customer requirements.

A formal needs assessment was conducted.

Training Plan

Computer Skills: This training will be offered to all occupations and will include course topics such as New Computer Techniques, Major Manufacturing Upgrades, and Major Customer New and/or Revised Specifications.

Continuous Improvement: This training will be offered to all occupations and will include course topics such as Product Review, Departmental Skills, and Decision Making.

Commitment to Train

AAA Plating has an annual training budget of \$150,000 at its sole Compton location. This budget provides for new employee orientation, government-mandated training, safety, and on-the-job training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company's Quality Director and Senior Inspector will oversee the implementation and administration of this project with one staff member who will be assisting in the scheduling of trainees and collection of training records. Training will begin upon ETP approval and will be delivered by in-house subject matter experts.

Bonus Wage

AAA Plating gives every employee, regardless of title and current wage, a monthly bonus based on profit and sales. If net profit exceeds 10%, then each department is allocated a bonus up to 3.5% of each department's sales. The total monthly bonus and each department's bonus is

computed by the President. The employees in each production department receive a portion of their department's bonus dollars as determined by their department supervisor. At the end of the retention period, with the increased minimum wage in combination with the health benefits and aforementioned bonuses, the Company will be able to meet the post retention wage requirements. This bonus aligns with the ETP wage criteria bonus policy.

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 \$ %
ET22-0224	Compton	1/31/2022– 1/30/2024	\$121,900	\$121,900 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- New Computer Techniques
- Major Manufacturing Upgrades
- Major Customer New and/or Revised Specifications
- Employee Adaption to AAA's New Coding System

Continuous Improvement Skills

- Each Customer Audit Review, Post Audit Training
- Customer Procedures, In-House Procedures, Customer Satisfaction
- Product Review
- Departmental Skills
- Decision-Making



**Retrainee-Job Creation
Training Proposal for:
College Hospital, Inc.**

Contract Number: ET24-0324

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Priority Rate Job Creation Initiative Medical Skills Training Retrainee SET	Industry Sector(s):	Services Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 573	U.S.:573	Worldwide: 2,507
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$625,800

Total ETP Funding
\$432,768

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	338	8-200	0	\$1,104	\$30.75
				Weighted Avg: 48			
2	Retrainee Priority Rate SET Job Creation Initiative	Business Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	54	8-200	0	\$1,104	\$19.38
				Weighted Avg: 48			

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

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.75/hr
 Job Number 2 (SET/Job Creation): \$19.30/hr in Los Angeles County; and \$18.76/hr in Orange counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$28.41 - \$35.79	5
Case Manager	\$28.56 - \$40.79	30
Licensed Vocational Nurse	\$31.75 - \$36.85	20
Mental Health Workers	\$28.35 - \$31.21	55
Registered Nurse	\$42.62 - \$57.49	95
Social Worker	\$29.47 - \$37.56	50
Technician	\$28.53 - \$38.89	43
Therapist	\$29.18 - \$39.54	40
Job Number 2		
Administrative Staff	\$19.38 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$34.87	1
Case Manager	\$27.41 - \$38.76	3
Licensed Vocational Nurse	\$31.23 - \$35.94	2
Mental Health Workers	\$27.75 - \$30.88	21

Nursing Students	\$20.01 - \$25.00	7
Social Worker	\$28.97 - \$37.01	3
Technician	\$20.25 - \$25.00	5
	\$25.01 - \$37.55	5
Therapist	\$28.98 - \$38.73	5

INTRODUCTION

Founded in 1973 and headquartered in Cerritos, College Hospital, Inc. (College Hospital) (<https://chc.la/ch-cerritos/>) is a psychiatric facility and part of the College Hospital network which operates several psychiatric hospitals throughout Southern California. College Hospital provides a range of mental health services, including inpatient and outpatient treatment programs for individuals dealing with various psychiatric disorders, substance abuse issues, and behavioral health challenges. Training will take place at headquarters in Cerritos and five CA locations, Santa Fe Springs, Alhambra, Anaheim, Santa Ana and Signal Hill. This will be College Hospital's second ETP Contract, and second within the last five years.

The Hospital offers a multidisciplinary approach to mental health care, with a team of psychiatrists, psychologists, therapists, nurses, and other healthcare professionals working together to assess, diagnose, and treat patients. College Hospital provides compassionate and effective care in a supportive environment, helping patients to stabilize their mental health, develop healthy coping skills, and work towards recovery and wellness. It also offers educational and outreach programs to raise awareness about mental health issues and promote mental wellness within the community.

Veterans Program

College Hospital does not have a specific veteran's outreach program however, veterans are encouraged to apply and are given special consideration in the recruiting process.

PROJECT DETAILS

The previous proposal focused on skill development in response to an increase of patients seeking psychiatric care during the COVID 19 pandemic. The pandemic prompted immediate changes in how workers addressed and interacted with patients to prevent the spread of the disease. In a post COVID 19 pandemic environment, organizations in the healthcare industry have adapted to a rapidly changing workplace. College Hospital recognizes the importance of continuous training and professional development of its staff. Therefore, this proposal outlines a comprehensive training program designed to enhance the skills and knowledge of team members.

The goal of this training proposal is to build upon the previous training proposal and improve clinical skills and competencies among staff members, to enhance understanding and implementation of evidence-based best practices in mental healthcare, to promote a culture of continuous learning and professional growth within the organization, and to ensure compliance with regulatory requirements and industry best practices in the field of mental health. The Hospital has also invested in new technology platforms that allow for telehealth, remote care sessions and interactions with patients. With constantly changing regulations and evolving needs unique to each patient, its staff must be properly and thoroughly trained in all areas of the business to provide the highest level of patient care and services.

This proposal will also focus heavily on contemporary detoxification methods and ensuring all employees are skilled in using telehealth as a normal part of day-to-day hospital operations.

Workers with competent detoxification techniques as well as workers knowledgeable in telehealth technology will help the hospital's organization transition smoothly from a pandemic to post pandemic environment and will have the necessary skillsets to provide exceptional patient care both in person and remotely.

Finally, in late 2022, College Hospital launched an initiative to begin hiring nursing students who are at or nearing graduation. This business practice aims to bring on students and prepare them to enter the nursing and healthcare profession. This program is intended to strengthen retention of new employees and graduates and provides them with career advancement opportunities once they graduate, pass their nursing exams, and receive their certification. This initiative will allow College Hospital to hire seven new nursing students, provide early career exposure, training and skills development that will help them accelerate their careers to provide strong employee retention and longevity in career development and upward mobility.

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.

College Hospital is committed to hiring 54 new employees as part of this training proposal. The date-of-hire for trainees will be within the three-month period before contract approval or within the term of the contract.

Due to the COVID 19 Pandemic, The healthcare industry experienced significant turnover and many workers in the industry changed careers altogether. This has shaken up the healthcare industry and has resulted in shortages of skilled healthcare professionals across the industry. College Hospital understands the challenges facing the industry and is therefore committed to continued development and training to minimize turnover and maximize employee retention.

Training Plan

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

Business Skills: Training will be provided to all Administrative Staff, Case Managers, and Social Workers. Trainees will receive training on Accounting Processes and Strategic Planning. These skills will improve patient satisfaction and improve operating efficiency.

Computer Skills: Training will be provided to all Administrative Staff, Case Managers, Mental Health Workers, Social Workers, Technicians, and Therapists. Topics include Computerized Reports and Applications, Cyber Security Tools, Electronic Medical Records and Patient Billing. This will result in faster access to medical records and services, improved security of sensitive patient information and reduced costs.

Continuous Improvement: Training will be provided to all occupations to improve organizational performance. Training will encourage independent thinking with topics such as quality control, standard operating procedures and team building. Training will reduce patient costs, improve efficiency, care and patient outcomes.

Medical Skills-Didactic: Training will be offered to all Licensed Vocational Nurses, Mental Health Workers, Registered Nurses, Therapists, Nursing Students and Social Workers. Training will cover a broad range of topics including Assaultive Patient Care, Behavioral Care, Infection Control Practices, Pain Management and Universal Protocols.

Medical Skills-Preceptor: Training will be offered to all Licensed Vocational Nurses, Mental Health Workers, Registered Nurses, Therapists, Nursing Students, and Social Workers. Training topics will include equipment operation, case management, and critical care nursing skills.

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 \$41.00 to \$30.75). The Company requests this modification.

Alternate Recordkeeping

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

Commitment to Training

College Hospital spends approximately \$710,000 annually on training across all its CA facilities. The Hospital provides on-boarding training and occupation specific training along with other OSHA and federally mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

In-house subject matter experts whom are head nurses, and nurse practitioners who have over seven years of experience in the field will deliver training. The Director of Human Resources along with fifteen designated senior staff members will be responsible for overseeing this training proposal. They will be responsible for the coordination of training, collection and verification of rosters. The rosters will then be sent to a third party administrator who is assisting with the administration of this training project.

Impact/Outcome

Training will provide enhanced training to further develop the skills of all staff. The goal is that every occupation will be more knowledgeable on how to handle a variety of situations and patients. The dynamics and interactions within a mental healthcare facility can change drastically and suddenly and staff needs to be well trained and prepared to handle whatever may arise. Along with the industry changes, methods, and procedures being incorporated between patients and staff, this training will ensure that staff are adequately prepared for whatever changes may come in the future.

ETP-funded training will also help College Hospital keep pace with changing clinical protocols. With enhanced training, the hospital will ultimately improve patients' outcomes. The organization will reduce errors by standardizing patient care and increase time spent delivering direct patient care. The overall results will be better mental health care at a reduced cost.

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 \$ %
ET22-0106	Cerritos	11/01/21 – 10/31/23	\$397,440	\$294,904 (74%)

As of 03/05/24, the contractor has tracked a total of 17,756 eligible hours. This equates to 97% or \$386,704 of expected potential earnings.

To date, ETP has approved \$294,904 (74%) earned of the projected \$397,440. The Contractor has a final invoice in the amount of \$19,567.30 that is waiting to be processed in order to submit the remaining final progress payments and closeout invoice.

DEVELOPMENT SERVICES

National Training Company in Irvine assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting Processes
- Business Processes
- Goal Setting
- Operating Procedures
- Patient Service Skills
- Regulatory Compliance
- Strategic Planning
- Time Management

Computer Skills

- Accounting Software
- Care Planning
- Computerized Reports/Applications
- Cyber Security Tools
- Database Management
- Electronic Medical Records
- File Management and Scanning Skills
- Microsoft Office (Advanced)
- Microsoft Office (Intermediate)
- Patient Billing
- Physician Order Entry
- Scheduling Software

Continuous Improvement Skills

- Case Management/Reporting
- Communication Skills
- Conflict Resolution Skills
- Documentation
- Hospital Emergency Management for Patients
- Infection Control/Practices and Procedures
- Inspection Procedures
- Leadership Skills
- Quality Control
- Standard Operating Procedures
- Teambuilding

Medical Skills (Didactic)

- Anesthesia Protocols
- Assault Patient Care
- Behavioral Care
- Care of Trauma Patient
- Code Blue Responses and Procedures

- Educating Patient and Family
- Emergency Room Nursing Skills
- Infection Control Practices
- Laboratory Skills
- Managing Difficult Patients
- Medication Administration and Management
- Operating Room Nursing Skills
- Pain Management
- Patient and Family-Centered Care Skills
- Patient Assessment and Care
- Patient Billing/Charting
- Patient Safety
- Pre-Op Nursing Skills
- Radiology Skills
- Respiratory Care
- Standard Operating Procedures
- Sterilization Process and Protocols
- Telemetry Nursing Skills
- Universal Protocols
- Medical Terminology
- Interdisciplinary Team Processes

Medical Skills (Preceptor)

- Acute Psychiatric Care
- Advanced Cardiac Life Support
- Assessing and Managing Suicide Prevention
- Basic Life Support
- Behavioral Health Nursing Skills
- Case Management
- Charge Nursing Training
- Critical Care Nursing Skills
- Decontamination Procedures
- Discharge Planning
- Emergency Medical Care
- Equipment Operation
- Hazardous Materials/Protection
- Infection Prevention
- Labor, Delivery, and Postpartum Nursing Skills
- Medical Administration
- Medical Transport
- Mental Health Management
- New Graduate Nursing Skills
- Nurse Orientation Training
- Nursing Diagnosis Skills
- Orthopedic Care
- Patient-Centered Care
- Pediatrics
- Pharmacology

- Pre and Post-Operative Care
- Psychiatric Patient Care
- Rapid Response Skills
- Standards of Care
- Substance Abuse Treatment
- Surgical Patient
- Triage Nursing Skills
- Vital Signs and Monitoring Devices



Retrainee-Job Creation
Training Proposal for:
Falck Mobile Health Corp.
Contract Number: ET24-0228

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	SET Retrainee 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, Orange, San Diego, Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No San Diego Association of Prehospital Professionals		
Number of Employees in:	CA: 1,800	U.S.: 2,600	Worldwide: 27,000
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$508,700

Total ETP Funding
\$299,736

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	487	8-200	0	\$552	\$30.75**
				Weighted Avg: 24			
2	Retrainee SET Priority Rate Job Creation Initiative	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., MS-Didactic, MS-Preceptor	56	8-200	0	\$552	\$18.76
				Weighted Avg: 24			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.75/hr.
 Job Number 2 (SET/Job Creation): \$20.50/hr for Alameda County; \$19.30/hr for Los Angeles County; \$18.94/hr for San Diego County; and \$18.76/hr for Orange County
 **Collective Bargaining Agreement Minimum Wages: Paramedics- \$27.86; EMT- \$20.47; Techs- \$22.78. Falack has agreed to a higher contractual minimum wage for occupations covered by a CBA.
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 \$2.34 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$2.50 for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Emergency Medical Technician, Medical Technician	\$28.45 - \$37.93	228
Operations Staff	\$28.41 - \$37.65	39
Paramedic	\$32.75 - \$38.16	188
Service Staff	\$28.68 - \$34.72	32
Job Number 2		
Administrative Staff	\$17.50 - \$20.00	2
	\$20.01 - \$25.00	2
	\$25.01 - \$37.00	2
Emergency Medical Technician, Medical Technician	\$28.45 - \$37.93	32
Operations Staff	\$28.01 - \$35.93	3

Support Staff	\$18.25 - \$24.87	5
Paramedic	\$32.75 - \$38.16	10

INTRODUCTION

Founded in 1988 and headquartered in Orange, Falck Mobile Health Corp. (Falck) (<https://www.falck.us/>) is an ambulance operating company that provides emergency response and healthcare services. The Company offers advanced life support services, basic life support services and critical care transportation services. Falck is a division of its parent company Lundeckfonde, Demark. Lundeckfonde owns more than 650 companies worldwide. Falck has additional sites in Alabama, Massachusetts, Colorado, New York, Washington, Oregon and California. The Company acquired Ambulance Care in 2010 and has four locations throughout California that will participate in this project (Los Angeles, Orange, and San Diego and one affiliate in Hayward, Falck Northern California. This will be Falck's first ETP contract.

Veterans Program

Falck does not have a formal veteran's outreach program at this time but encourages Veterans to apply for jobs by working with local job placement agencies.

Union Support

Emergency Medical Technicians (EMT), Medical Technicians and Paramedic are represented by San Diego Association of Prehospital Professionals. The union has submitted a letter of support for this training project.

PROJECT DETAILS

Falck recently expanded its service contracts, resulting in an increased service area and a growing demand for services. In order to meet this demand and maintain a high standard of care, Falck is undertaking a strategic hiring initiative. Additionally, Falck is invested in additional training for both incumbent and new workers to ensure industry and company standards are met. Training will ensure all employees are sufficiently knowledgeable in company policies and standards as well as updated procedures put into place due to the Pandemic.

Falck is committed to staff development and the proposed training encompasses various critical aspects including the following:

- **Vehicle Operation:** Ensuring all employees are proficient in operating our vehicles safely and efficiently.
- **Pandemic Safety Procedures:** Prioritizing training in stringent safety measures to protect both employees and the patients.
- **Emergency Medical Treatment:** Equipping staff with the necessary skills to provide prompt and effective emergency medical treatment.
- **Patient Care Skills:** Focusing on the compassionate and high-quality patient care.

The proposed ETP-funded training is pivotal in achieving Falck's expansion goals. With a well-trained and dedicated staff, the Company can continue to grow while upholding high standards of patient care and safety.

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 at least 56 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. Falck is committed to hiring new employees to support the increase in the Company's demand for services due to new ambulance services contracts within San Diego, Alameda, Orange and Los Angeles Counties. Falck has hired 100 new employees between 2022 and 2023 and anticipates hiring an additional 100 employees in the next two years.

Training Plan

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

Business Skills: Training will be offered to all occupations and focus on improving internal processes, work performance and patient care. Training topics include Communication Skills, Critical Thinking Skills, Patient Care Skills and Time Management Skills.

Commercial Skills: Training will be offered to Emergency Medical Technicians, Medical Technicians, Operations Staff and Paramedics and focus on equipment operations and knowledge. Training topics include Ambulance Operations Skills, Routine Fleet Maintenance, Service Area Knowledge and Vehicle Inspection Procedures.

Computer Skills: Training will be offered to all occupations and focus on internal software efficiency. Training will include Dispatch Software, Electronic Medical Records and Patient Billing.

Continuous Improvement: Training will be offered to all occupations to sharpen performance and enhance quality improvement. Training topics include Conflict Resolution, Leadership Skills and Standard Operating Procedures.

Medical Skills (Preceptor & Didactic): This training will be offered to 458 EMTs and Paramedics and include training in the Didactic or Clinical Preceptor areas based on needs and job functions. Training topics include Advanced Cardiac Life Support, Stroke Response, Trauma Response, Blunt Trauma Response and Musculoskeletal Trauma.

Special Employment Training

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

➤ Wage Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.00 to \$30.75). The Company requests this modification for Job Number 1.

Commitment to Training

Falck spends approximately \$610,000 annually in training among its four locations in California and includes general onboarding training, basic skills-related training, and federally or legally mandated training.

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

➤ Training Infrastructure

The Training Coordinator will administer and oversee this project with the assistance of an Assistant Training Coordinator at each training location. The Company also retained the services of a third party administrator who will assist with the administration of this training project

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

National Training Company Inc. in Irvine assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communications Skills
- Business Policy, Protocols, Procedures and Documentation
- Critical Thinking Skills
- Dispatch Communication
- Health Care Administration
- Patient Care Skills
- Patient Privacy Laws Compliance
- Time Management Skills

Commercial Skills

- Ambulance Operation
- Highway Safety
- Incident Reporting
- Medical Equipment Inspection Procedures
- Routine Fleet Maintenance
- Service Area Knowledge
- Vehicle Inspection Procedures

Computer Skills

- Accessing Prescriptions
- Dispatch Software
- Electronic Medical Records
- Evidence-Based Practice
- Microsoft Office (Intermediate/Advanced)
- Paperwork Digitization
- Patient Billing
- Staff Scheduling

Continuous Improvement Skills

- Conflict Resolution
- COVID-19 Protocols/Procedures
- Inspection Procedures
- Leadership Skills
- Standard Operating Procedures
- Workplace Organization Skills

Medical Skills (Didactic)

- Anatomy & Physiology
- Assessments
- Bleeding and Shock
- Blood Loss Management
- Blunt Trauma Response

- Burn Assessment & Treatments
- Cardiology Procedures
- Chest and Abdominal Trauma
- Disease Transmission Reduction
- EMS Protocols
- Environmental Management
- Geriatric Patient Response
- HIPPA Requirements
- Medical Conditions
- Medical Service Operations
- Medical Standard Operating Procedures
- Medical Terminology
- Musculoskeletal Trauma
- Neonatal Response Protocols
- Obstetrics
- PA Protocols
- Patient Assessment & Treatment
- Patient Care Models
- Patient Education
- Patient Management
- Pediatric Advanced Life Support
- Pharmacology
- Poisoning and Overdose Emergencies
- Psychological Trauma Procedures
- Soft-Tissue Trauma

Medical Skills (Preceptor)

- Advanced Cardiac Life Support
- Airway Management
- Allergic Reactions
- Cardiac Emergencies
- CPR BLS
- Defibrillator Operations
- Emergency Medical Services
- Field Ambulance Training
- Head, Neck, and Spine Trauma
- Monitoring Vital Signs
- Opioid Harm Reduction
- Scene Evaluation
- Stroke Response
- Toxicology and Substance Abuse
- Trauma Response



May 17, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Re: Falck Mobile Health Corp. ETP Reference Number 24-0059
Labor Organization Concurrence with Contractor's Proposal

Dear Panel Members,

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

There will be 260 Emergency Medical Technicians/Medical Technicians
and 198 Paramedics participating in this ETP project.

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

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

Sincerely,

Anthony J. Sorci, President
San Diego Association of Prehospital Professionals
FAL11D- San Diego Union Support Letter -092023

Pioneer Circuits, Inc.

ET24-0286

Withdrawn



**Training Proposal for:
Quinn Group, Inc.**

Contract Number: ET24-0315

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET HUA	Industry Sector(s):	Construction Services Trade/Wholesale Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kern, Kings, Los Angeles, Monterey, Orange, Santa Barbara, Tulare, Ventura	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: 1,585	U.S.: 1,585	Worldwide: 1,585
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$605,300

Total ETP Funding
\$498,180

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Computer Skills, Continuous Impr., Commercial Skills	51	8-200	0-59	\$874	\$30.75
				Weighted Avg: 38			
2	Retrainee Priority Rate SET HUA	Business Skills, Computer Skills, Continuous Impr., Commercial Skills	519	8-200	0-59	\$874	\$20.14
				Weighted Avg: 38			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County:
 Job Number 1 (SET Priority Modified Statewide Average Wage): \$30.75 per hour; and
 Job Number 2 (SET/HUA): \$17.37 per hour for Los Angeles and \$16.91 per hour for Fresno, Kern, Kings and Tulare Counties
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.24 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		
Mechanics	\$28.56 - \$34.86	16
Operational Staff	\$30.92 - \$33.73	15
Sales Staff	\$30.95 - \$42.22	5
Technician	\$28.51 - \$38.69	10
Frontline Manager/Supervisor	\$30.99 - \$50.79	5
Job Number 2 (HUA)		
Administrative Staff	\$20.14 - \$25.00	30
	\$25.01 - \$31.34	15
Coordinator	\$21.45 - \$25.00	20
	\$25.01 - \$35.04	15
Mechanics	\$28.56 - \$34.86	161
Operational Staff	\$30.92 - \$33.73	80
Sales Staff	\$30.95 - \$42.22	35
Technician	\$28.51 - \$38.69	94
Frontline Manager/Supervisor	\$30.99 - \$50.79	69

INTRODUCTION

Founded in 1919, Quinn Group, Inc. (Quinn) (www.quinncompany.com) is a fourth generation family-owned business. It sells new and used equipment, machinery and parts, as well as provides service and rentals on CAT (Caterpillar) brand machines for heavy construction equipment. Its inventory includes asphalt, paving and concrete equipment; compaction equipment; crawler loaders; dozers; excavators; motor graders; pipe layers; scrapers; and wheel loaders. Quinn services electrical power generators, irrigation pumps, truck engines, agricultural tractors, recreational vehicles, lift trucks, and air handling equipment. Quinn is now an authorized facility for Caterpillar and Kent products, and Stanley LaBounty hydraulic attachments.

Headquartered in Whittier (City of Industry), Quinn operates in 15 counties throughout central and southern California including Arizona. Quinn now has 18 locations from Salinas to Foothill Ranch. Customers include Calportland, Vulcan, Athens, Sukut, SA Recycling, Mattivi, Security Paving, LA DWP, construction and agriculture businesses, mining and landscaping, material and warehousing handling, aerospace and defense, transportation, logistics, forestry, logging, and waste management companies.

Veterans Program

Although the Company does not have a separate Veterans Job Number, Quinn encourages and actively recruits Veterans into its workforce, with special consideration through its application/hiring processes.

PROJECT DETAILS

In this proposal, Quinn requests ETP funding to train 570 full-time employees at its 18 locations throughout California where all training will take place.

This will be Quinn's second ETP Contract, and the second in the last five years. Previous training focused on purchased Johnson Machinery and training new employees to help familiarize them with Quinn's business operations, products, procedures and services. Training under this proposal will concentrate on establishing new business practices, recovering from the COVID-19 pandemic, adapting to industry and customer changes. In addition, Quinn is also rolling out its groundbreaking training initiative, Technical Training Program, which will equip trainees with the latest knowledge and skills in heavy equipment, build an exceptional leadership program, and embark on an ambitious journey to increase anticipated 10% in business growth each year.

The Company's goal is to become a value-focused, customer-driven organization, and a high performance workplace. To support this shift in business, Quinn has implemented a formalized and company-wide training plan that will introduce improved standard operating procedures, process improvement, customer service, and business operation and keep up with technologies and systems. Workers will receive in-depth training in all aspects of the business including internal systems, company products and services, customer specifications, process improvements and new technological advances. ETP funding will assist Quinn to upgrade worker skills, increase production efficiencies, meet industry standards, provide quality products and services, and effectively manage overall business growth. Workers will gain the skills and experience needed for optimal job performance, which will increase retention, attract new customers, and promote and support continued growth.

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: This training will be offered to all occupations to help them be proactive and develop effective communication skills with internal staff and external customers, improve problem solving, promote best business practices, and achieve higher customer satisfaction.

Commercial Skills: This training will be offered to Mechanics, Operational Staff, Sales Staff, Technicians and Frontline Managers/Supervisors with emphasis on heavy equipment operation, engine test procedures, equipment maintenance, parts and products specifications, and standard operating procedures.

Computer Skills: This training will be offered to all occupations to help workers become more proficient in the Company's various software applications necessary to provide efficient and effective customer services and tools to allow them to effectively perform their job functions. All employees will be provided training in multiple applications and software such as Microsoft Office (Intermediate and Advanced), CAT Electronic Communication, Computerized Inventory, Electronic Invoicing, and Parts and Work Order software.

Continuous Improvement: This training will be offered to all occupations with emphasis on Goal Setting, Critical Thinking, Decision Making, Operational Efficiencies, and Teambuilding Skills. Training is designed to help the Company establish and maintain immaculate services and quality assurance measures.

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 0-59 hours of CBT.

Electronic Recordkeeping/LMS

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

Frontline Worker

Quinn will be training frontline Managers and Supervisors. These employees communicate and interact with customers and are available to provide services. These individuals spend 100% of their time performing frontline work and do not hire, fire or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

Commitment to Training

Quinn has a current annual training budget of approximately \$620,400 for all 18 locations in California. The Company provides new-hire orientation, diversity training, sexual harassment prevention, first aid, OSHA mandated training, job skills training, and on-the-job training program in production skills. In addition, Microsoft Office (basic level) and Standard Work Process Skills are provided as needed. All training is mandatory and all workers receive some training. Class/Lab, on-the-job and computer-based training methods are utilized.

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

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. Quinn has designated a team that includes a Training & Development Manager, a team of Managers/Supervisors and a Training Coordinator/Administer, a LMS Analyst, and a Technical Instructor to oversee ETP training and administrative responsibilities. A team of 40 Managers/Supervisors and trainers will travel to each location to provide training, secure rosters and ensure ETP compliance. The Company has also retained a third party subcontractor to support project administration duties including enrollment, data tracking, invoicing, participation in ETP monitoring, and compliance with ETP requirements.

Impact/Outcome

Upon completion of training, trainees will have the opportunity to earn Technical Training Program, Quality Service and Certified Leadership Program certification, which will increase opportunities for wage increases and career advancement.

Special Employment Training

Under Special Employment Training (SET), employers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

➤ Wage Modifications

Trainees in Job Number 1 are employed in a Priority Industry; the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.00 to \$30.75). The Company requests this wage modification of \$30.75 for trainees in Job Number 1. All trainees in Job Number 1 qualify as SET Frontline workers.

➤ High Unemployment Area (HUA) Wage Modification

Trainees in Job Number 2 work in Fresno, Kern, Kings, Los Angeles and Tulare Counties, High Unemployment Areas (HUA) with unemployment exceeding the state average by at least 25%. Trainees in an HUA qualify with the ETP Standard Minimum Wage.

Additionally, the Panel may further modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Quinn is requesting a wage modification, reducing the Minimum Wage by 11% from \$22.55 to \$20.14 per hour for trainees. Job Number 2 post-retention wages must be higher than the start-of-training wages. Some trainees will start at a minimum of \$20.14 with a wage progression of 3% or a \$0.61 increase after one year. Trainees are evaluated annually for wage increases. Based on performance, trainees who show ability and initiative to do a job may advance to higher levels of responsibilities and wages. Trainees with better than average performance may receive an increase prior to their one year review.

Approximately 50 Administrative Staff and Coordinators will need the wage modification.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0056	Statewide	09/05/17 – 09/04/19	\$390,560	\$353,077 (90%)

DEVELOPMENT SERVICES

National Training Company, Inc. (NTC) in Irvine assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Basics of Leadership
- Business Best Practices
- Customer Service Excellence in Field Service
- Developing Your Customer Focus
- Driver Hours of Service Rules - How to Fill Out Paper Logs
- Effective Communication
- Efficient Work Processes
- Equipment Knowledge
- Negotiation Skills
- Operating Processes
- Presentation Skills
- Pricing Strategies
- Problem-Solving
- Product Support
- Resolving Complaints
- Sales Skills Best Practices
- Service Report Writing
- Supply Chain Optimization
- The Cat Brand Experience
- Time Management

Commercial Skills

- Assembly Operations
- Avoiding Rear-End Collisions Large Vehicles
- Basics of Electricity for Electric Power
- BDP1000 Bi-directional Power Inverter
- Caterpillar Product Link
- Drive Power Transmittal
- Dynamometer Operation
- Electrical Diagnostic Exercise
- Engine Performance Test Procedures
- Engine Systems
- Environmental Management
- Equipment Maintenance
- Equipment Reconditioning
- Fall Protection
- Forklift Training
- Fundamentals of AGCO
- Gaseous Fuel Contaminants
- Hydraulic Equipment Operation
- Instrument Calibration

- Inventory Control Best Practices
- Microgrid Energy Storage System
- Operating Heavy Equipment
- Operator Interface Warnings and Inducements
- Parts and Product Specifications
- Production Equipment
- Quality Control
- Reading Technical Specifications
- Rigging and Lifting
- Creating a Better Industrial Workplace
- Overhead Crane- Blocking and Cribbing
- Recognizing Electrical Hazards
- Spill Prevention, Control and Countermeasure
- Selective Catalytic Operations
- Solar Radiation and Sunlight
- Standard Operating Procedures
- Tool Operation
- Transmission Operation
- Warehouse Best Practices

Computer Skills

- Cat Electronic Communication
- Computerized Inventory
- Customer Applications
- Cyber Security
- Dealer Business System
- E-Commerce Utilization
- Electronic Invoicing
- Inventory Management Software
- Microsoft Office (Intermediate & Advanced)
- Part Ordering Software
- Project Management Software
- Protecting Customer Identification
- Sales Software
- Work Order Software

Continuous Improvement Skills

- Being an Effective Mentor
- CAT Product Knowledge
- Creating Continuous Flow
- Critical Thinking
- Dealer Relationship Development
- Decision Making
- Delivery Processes
- Goal Setting
- Interpersonal Communication
- Learning about Energy Storage Systems
- Operational Efficiencies

- Product Specifications
- Productivity and Quality
- Purchasing and Inventory
- Service Report Writing
- Standard Operating Functions
- Supply Chain Elements and Management
- Teambuilding Skills
- Work Order Management

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Hydraulic Excavator Family (1.5 hours)
- Wheel Loader Family (1.5 hours)
- Wheel Tractor-Scraper (1.5 hours)
- Portable Loading Ramps (.5 hour)
- Generator, Container, and Tank Requirements (.75 hours)
- 5S Methodology (.5 hour)
- Conflict Management (.5 hour)
- Chemical Unloading (.5 Hour)
- Heating and Air Conditioning (.5 hour)
- Lubricants and Oils (.5 hour)
- Temperature and Light Sensors (.5 hour)
- Warehouse Dock Safety (.5 hour)
- Load Securement (.5 hour)
- Equipment Hazard (.5 hour)
- Hydraulic System Basics (.5 hour)
- Motor Control Circuits (.5 hour)
- AC Motor Operation (.5 hour)
- Flow, Level, and Pressure Sensors (.5 hour)
- Welding Safety (.5 hour)
- Blocking and Cribbing (.5 hour)
- Chain Drive Systems (.5 hour)
- Wrenches and Hammers (.5 hour)
- Commercial Explosives (.5 hour) 15
- Crane Hand Signals (.5 hour)
- Electric Shock (.5 hour)
- Electrical Maintenance (4 hours)
- Heat Exchangers (4 hours)
- Instrumentation (4 hours)
- Heating and Cooling Systems (4 hours)
- Hydraulics and Pneumatics (4 hours)
- Maintenance and Reliability (4 hours)
- Measurement and Sensors (3 hours)
- Mechanical Maintenance (3 hours)

- Pipes and Valves (3 hours)
- Programmable Logic Controllers (4 hours)
- Pumps (3 hours)
- Quality Tools (3 hours)
- Vibration (3 hours)
- Welding (4 hours)
- Blueprint Basics (3 hours)
- Clamps, Blades, Saws, and Bits (4 hours)
- Wrenches and Hammers (3 hours)
- Plastic and Rubber Basics (3 hours)
- Painting and Coating Basics (3 hours)
- Rigging-Basic (3 hours)
- Heat Transfer (3 hours)



Retrainee-Job Creation
Training Proposal for:
SonRay Solar, Inc.

Contract Number: ET24-0311

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SET Priority Rate	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 295	U.S.: 340	Worldwide: 340
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$600,000

Total ETP Funding
\$223,215

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate	Computer Skills Business Skills Commercial Skills	155	8-200	0	\$1,035	\$28.40
				Weighted Avg: 45			
2	Retrainee Job Creation Initiative SET Priority Rate	Computer Skills Business Skills Commercial Skills	42	8-200	0	\$1,495	\$20.00
				Weighted Avg: 65			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County:
 Job Number 1: (Modified Priority Industry) \$30.75 per hour in Placer County.
 Job Number 2 (Job Creation): \$18.45 per hour in Placer 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 \$2.35 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		
Administration Staff	\$28.40 - \$35.00	28
HVAC Service Technicians	\$28.40 - \$32.00	8
HVAC Warehouse Staff	\$28.40 - \$32.00	10
Solar Installers	\$28.40 - \$32.00	32
Door Shop Staff	\$28.40 - \$32.00	10
Door Installers	\$28.40 - \$35.00	10
Roofers	\$28.40 - \$32.00	37
HVAC Installers	\$28.40 - \$33.00	20
Job Number 2		
Administration	\$20.00 - \$25.00	7
HVAC Service Technicians	\$20.00 - \$25.00	2
HVAC Warehouse Staff	\$20.00 - \$25.00	5
Solar Installers	\$20.00 - \$25.00	6
Door Shop Staff	\$20.00 - \$25.00	5
Door Installers	\$20.00 - \$25.00	5
Roofers	\$20.00 - \$25.00	8
HVAC Installers	\$20.00 - \$25.00	4

INTRODUCTION

Based in Rocklin and founded in 2000, SonRay Solar, Inc. (SonRay) (<https://sonrayserviceteam.com/>) provides new home construction services to national home builders. These services include new door production and installation, design and installation of solar system, and HVAC design and installation. Its new home builders are primarily tract housing builders for new developments.

This will be SonRay's second ETP contract and the second contract in the last five years. Employees from its affiliate, SonRay Door & Trim will also participate in this training project.

PROJECT DETAILS

As SonRay has grown rapidly over recent years, the Company is analyzing the efficiency of each department and each worker. With a tight labor market and workers new to the industry, the Company must re-tool employee skillsets to continue to deliver a quality work product while still adding more projects.

SonRay is also working to become leaner during slower periods, with the intent to manage resources more effectively. This will require topics such as LEAN construction and efficient use of materials and time. Focus will be on training each position to work more efficiently so they can level the efficiencies into more projects to remain competitive. To this end, the company has begun developing the Project Workforce App, a custom time keeping app for field employees, and is in the process of training all employees and implementing it for each division. Another new software, Smart Sheets, was introduced into the roofing division. This will be ongoing training to improve efficiency of processing and will be implemented into other divisions/areas of the company for process improvements.

In addition, there are continuous code updates that must be complied with. Training correct installation procedures is crucial to ensure quality of work in the field. Ongoing training will be needed for current employees as well as any new hires

Training will allow the company to meet the demand of the customers' home building at record pace. Proper training will provide trainees skills with a foundation for future promotion or employment, working safely on the job, and providing quality services to major national builders. Inability to meet customer and workforce demands will likely result in job loss. ETP funding will also help SonRay continue to develop its more extensive training program. The Company aims to have a topline training program so it can meet the owner's goals for double digit growth.

Retrainee - Job Creation

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

The Company expects to hire at least 42 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.

With the expected 20% increase in business, additional field installers will need to be hired including Supervisors and office staff.

The Company recently purchased a new software product, Smartsheets, which was partially launched in the Roofing division. There is additional work that will need to be completed before it is fully launched, requiring additional administrative staff to provide development, training, and

maintenance of the software once fully launched. Once completed, focus will be on the other divisions (HVAC, Solar, and SonRay Door and Trim).

The new codes and requirements also requires additional staff. For example, SonRay will now be handling battery storage for the solar division which was never part of their scope of work. SonRay promoted a Manager to oversee the process and will need additional installers to assist as more builders and jobs add this to their scope.

The hiring of new workers will also provide SonRay with the ability to promote from within into management positions. SonRay's has hired 88 employees in the last six months, therefore, is on pace to hire and train newly hired workers.

Training Plan

Training will be provided via Classroom/Laboratory and E-Learning, in the following:

Business Skills: This training will be offered to all occupations and will include course topics such as Contract Administration, Financial Reporting, Inventory Controls, Leadership Training, Project Management, and Purchasing Procedures.

Commercial Skills: This training will be offered to all occupations with the exception of Administration Staff and will include course topics such as job related Fall Protection, Metal Installation, Personal Protective Equipment, Solar Installation, and Tile Installation.

Computer Skills: This training will be offered to all occupations and will include course topics such as Project Workforce, Smartsheets, and Vista Viewpoint.

Commitment to Training

SonRay spends approximately \$400,000 annually for training in California. The initial ETP project helped make management aware of inconsistencies in the training program and encouraged them to develop a more structured program with topics, tracking, and reporting. While the previous Contract focused on basic skills needed to get the job done as the workloads were overwhelming, this training will be more in depth, as the Company would like to build on those basic skill sets to add more advanced techniques, resulting in better efficiency. This will be a companywide initiative.

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

➤ Training Infrastructure

The HR Manager will oversee project administration and report overall status to the Owners to ensure all training is up-to-date. The Human Resources Coordinator will assist with gathering rosters, ensuring accuracy and proper documentation on the rosters, and provide the data to the administrative consultant. Additional support will be provided by the CFO, Controller, Field Managers, and Supervisors. Training will be delivered by in-house experts, including Managers and Supervisors, and vendors as needed.

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 \$41.00 to \$30.75) for Job Number 1. Approximately 155 for all occupations in Job Number 1 will need the wage modification. The Company requests this modification.

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 \$ %
ET22-0234	Rocklin	1/31/2022 – 1/30/2024	\$330,510	\$0

As of the development of this proposal, SonRay has tracked 13,258 eligible hours, equivalent to 92% (percent of Agreement amount). SonRay has yet to submit a Closeout or final invoices for earned payments, therefore, there is no payment earned for retentions to date and all earnings are projected.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Accounts payable
- Accounts receivable
- Communication
- Contract administration
- Customer service
- Estimating
- Financial reporting
- Inventory controls
- Leadership training
- Payroll processing
- Problem solving & decision making
- Project management
- Purchasing procedures
- Scheduling

Commercial Skills

- AC startup & troubleshooting
- Composition
- Door Assembly
- Fall Protection
- Felt and batt
- Flashing
- Forklift Certification training
- Gutter Install
- Heat illness
- HVAC installations procedures
- Ladder safety
- Metal Installation
- Personal Protective Equipment
- Power Tool operating procedures
- Roof Installations procedures
- Rough/duct install
- Safe lifting procedures
- Solar installation
- Tile Installation

Computer Skills

- Google docs
- MS Office (Intermediate/Advanced)
- Project Workforce
- Smartsheets
- Tablets/mobile devices
- Vista viewpoint



Training Proposal for:

**The Permanente Medical Group, Inc. dba Southern California
Permanente Medical Group**

Contract Number: ET24-0314

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate Medical Skills Training	Industry Sector(s):	Services Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Riverside, San Bernardino, Orange, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Service Employees International Union-United Healthcare Workers West		
Number of Employees in:	CA: 178,907	U.S.:229,745	Worldwide: 229,715
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$1,400,000

Total ETP Funding
\$499,560

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	Commercial Skills, Computer Skills, Continuous Impr, Medical Skills (Didactic)	543	8-200	0-0	\$920	\$30.75
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

<p>Minimum Wage by County: <u>Job Number 1</u> (SET Modified Priority Industry): \$30.75 per hour statewide Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision. Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe Up to \$1.75 per hour may be used to meet the Post-Retention Wage for Job Number 1.</p>

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Technicians and Technologists	\$30.00 - \$70.00	123
Patient Care Aides and Assistants	\$29.00 - \$35.00	100
Computer Support Workers	\$30.00 - \$55.00	25
Administrative Support Workers	\$30.00 - \$50.00	80
Licensed Vocational Nurses	\$30.00 - \$40.00	60
Patient Care Support Workers	\$29.00 - \$35.00	80
Registered Nurses	\$55.00 - \$79.00	75

INTRODUCTION

The Permanente Medical Group, Inc. dba Southern California Permanente Medical Group (SCPMG) (www.kp.org), is a partnership and professional corporation of physicians responsible for providing and arranging medical care. SCPMG is the for-profit arm of Kaiser Permanente, which was established in 1945 and began open enrollment to the public in 1945. Kaiser serves members in eight states and the District of Columbia: California, Colorado, Georgia, Hawaii, Maryland, Oregon, Virginia and Washington. The Southern California region currently serves more than 4.9 million members. Care is provided by more than 8,000 physicians at 16 hospitals and 197 medical offices, as well as patient homes.

Kaiser Permanente operates under three corporate umbrellas: Kaiser Foundation Health Plans (Nonprofit), Kaiser Foundation Hospitals (Nonprofit), and Permanente Medical Groups (For-Profit). The training outlined in this proposal will be limited to employees of Permanente Medical Group. In California, the Medical Group generally employs non-hospital personnel in the Kaiser system, with the exception of emergency room personnel, who are employees of Permanente Medical.

This will be SCPMG’s thirteenth ETP Contract, and the third in the last five years.

Veterans Program

SCPMG does not currently have a formal outreach program to hire Veterans. However, all qualified Veterans are encouraged to apply for positions through the Medical Group's normal hiring process.

Union Support

All occupations are represented by Service Employees International Union-United Healthcare Workers West. The union has submitted a letter of support for this training project.

PROJECT DETAILS

During the COVID-19 pandemic, it became evident that medical centers could be overwhelmed with patients while skilled SCPMG employees in medical offices were idled. SCPMG began a program to assess and cross-train RNs, LVNs, Physical Therapists, Occupational Therapists, Speech Pathologists, Social Workers, Medical Assistants, Technicians, and others to take on hospital jobs in case of a surge. Training includes the use of personal protective equipment, IV starts, medication administration, nasopharyngeal swab specimens, restrains, urinary catheter insertion, blood draws, nasogastric tube insertion, high alert medical practices, oxygen setup and administration, management of medical emergencies, emergency codes, emergency department procedures, and waste handling. This training was supported in part with funds from the previous ETP Contract. The chances of another surge in cases are reducing, but they have not completely ceased, and SCPMG will continue to provide this training to be ready for any future pandemic.

The pandemic resulted in changes to talent and technology in SCPMG's healthcare system and increased demand for mental health services. After surges of COVID-19, the workforce had to also respond to a high volume of patients with respiratory syncytial virus (RSV). The continued demands on an aging workforce that has been comprised of a shortage of occupations has resulted in a high number of staff retiring early or leaving healthcare. SCPMG finds itself relying on limited skilled new graduates to fill talent gaps. This will require a significant amount of training on the part of the employer to help new graduates transition to practice and be prepared to work independently in specialized areas of practice. At the same time, the organization must be prepared to respond to continued surges in COVID-19 and RSV cases, which requires a workforce that can quickly pivot to support the medical centers.

Another change brought on by the pandemic is the increase in tele-medicine, medical appointments and care through telephone and video links rather than in-person appointments. SCPMG is expecting as many as half of all routine appointments will move to telephone and video systems with improvements in technology making it easier and more convenient for the consumer. This change will require training for all those who support doctors on these calls and video appointments. Medical assistants and nurses will be trained in technical and communication skills to set up and prepare for these virtual visits. Topics include preparing for a tele-medicine appointment, documentation, hand-offs to other departments and personnel, remote patient assessment, and follow-up. Communication skills for tele-medicine will be emphasized. The expanded use of technology created a need for quality outreach to members and patients. Staff is being assigned and trained to reach out and help members make virtual and in-person appointments for routine care, follow-up care, and services like immunizations.

Another change has been a sharp increase in the demand for mental health services since the pandemic. The stress of the pandemic coupled with financial stresses of inflations and economic uncertainty has left members with a greater need to address mental wellbeing and addiction issues. This requires a workforce that can assess the need for whole person care and make appropriate referrals to clinicians that can provide the needed mental and behavioral healthcare.

Finally, because SCPMG operates as an integrated healthcare delivery system, it has the challenge and opportunity to incorporate broad improvements in the way healthcare is developed now and in the future. This involves continuing to improve the quality and integration of care, ensuring that there are sufficient staff and facilities in place to provide the care members need at a price the country can afford. Managing these changes throughout the Company's system requires thousands of employees to take thousands of small steps every day. Training included in this application will provide support for some of those steps, including strengthening the skills and competencies of clinical employees so they follow evidence-based protocols, eliminating errors, and improving care; improving the skills and abilities of administrative employees to plan and support patient care; and increasing the effectiveness of unit-based teams and the Company's Labor-Management Partnership program.

Training Plan

Training will be delivered via Class/Lab and E-Learning at SCPMG's locations across Southern California.

Commercial Skills: Training will be offered to all occupations and will include course topics such as Documentation Standards and Procedures, Transition Planning, and Community Care Processes.

Computer Skills: Training will be offered to all occupations and will include course topics such as Applications Software for Healthcare, Electronic Medical Records System Operation and Optimization, and Emergency Department Records.

Continuous Improvement: Training will be offered to all occupations and include course topics such as Quality Improvement Programs, Coaching Fundamentals, Critical Event Team Training, and Team Building Skills.

Medical Skills-Didactic: Training will be offered to 135 nurses, including Registered Nurses and Licensed Vocational Nurses, and will include course topics such as Aerosol Transmissible Diseases Training, Annual Competency Validation, Infection Prevention, and Spotting Mental Health Problems.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. SCPMG spends approximately \$2,000,000 annually on training at facilities throughout the Southern California region. Training will be aligned with healthcare career pathways that will focus on commercial skills, computer skills, continuous improvement skills, and medical skills (didactic) and include new and changing technology, equipment for safe patient handling, electronic medical record documentation, workflow enhancements, survey readiness, enhancing member experience, and management of medical emergencies. There will be opportunities to train incumbent staff on skills that will allow them to advance in their career such as catheter, phlebotomy and cash handling. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Regional Director of the SCPMG will oversee the program, with assistance from the Data Analytics Reporting & Consultant, the Senior Director of Human Resources Design, Workforce Planning and Analytics, and the Project Manager. Training administration, including scheduling and providing of training, will be handled on a decentralized basis by departments throughout the Permanente Medical system. Training will be provided by internal subject matter experts. SCPMG is an experienced ETP Contractor with an established training plan and is prepared to begin training upon contract approval.

Alternate Recordkeeping

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

Special Employment Training

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

➤ **Wage 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 \$41.00 to \$30.75) for Job Number 1. The Company requests this modification.

Approximately 488 trainees in all occupations, with the exception of Registered Nurses, will need the wage modification.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0129	Multiple Cities	9/8/2020 – 9/7/2022	\$499,560	\$499,560 (100%)
ET18-0163	Multiple Cities	03/05/18 – 03/04/20	\$749,520	\$749,520 (100%)
ET17-0255	Multiple Cities	10/30/16 – 10/29/18	\$599,616	\$599,616 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

- Business Literacy
- Community Care Processes
- Crucial Conversation
- Documentation Standards And Procedures
- Kaiser Permanente Systems And Processes
- Maintaining A Safe Work Environment
- Patient Safety Procedures
- Transition Planning

Computer Skills

- Applications Software For Healthcare
- ASAP Records Management
- Electronic Medical Records System Operation And Optimization
- Emergency Department Records

Continuous Improvement Skills

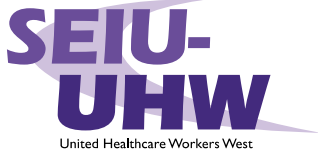
- Budgeting, Staffing And Scheduling
- Co-Lead Workshop
- Coaching Fundamentals
- Communications Skills
- Conflict Resolution Skills
- Consensus Decision-Making
- Critical Event Team Training
- Human Resources Management
- Identifying and Resolving Problems
- Labor Management Partnership
- Leading Teams
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preparing for Leadership Roles
- Proactive Office Encounter
- Quality Improvement Programs
- Rapid Improvement Model
- Reviewing And Evaluating Team Performance
- Service Excellence
- Team Building Skills
- Unit Based Team

Medical Skills (Didactic)

- Advanced Cardiovascular Life Support
- Advanced Stroke Education
- Automated External Defibrillator Training

- Aerosol Transmissible Diseases Training
- Alaris Pump Review
- Ambulatory Competencies
- Ambulatory Nursing Orientation
- Annual Competency Validation
- Basic Life Support Skill Testing
- Blood & Blood Components
- Bloodborne Pathogen
- Blood Draw
- Blood Pressure Competency
- Blood Transfusion
- Call Center Orientation
- Care Experience Training
- Central Line Access Ports
- Central Venous Access Device
- Charge Nurse Training
- Chest Tube Drainage And Monitoring Care
- CNA Nursing Orientation
- Code Blue Simulation
- Code Stroke Training
- Communication for Tele-Medicine
- Community Health Assessment and Treatment
- Comprehensive Workplace Safety System
- COVID-19 Orientation
- Education Day Modules
- Electrocardiogram
- Emergency Area Orientation
- Emergency Codes
- Equipment Function And Use
- ER Tech Orientation and Competency
- Essential of Successful Communication
- Evidence-Based Protocols
- Falls Prevention
- Fetal Heart Monitoring
- Flu Competency
- Hand-offs
- Hand-offs in Tele-Medicine
- Handling Sharps
- Hazardous Waste Stream
- High Alert Medical Practices
- Homeless Training
- Identifying Acute Change In Patient Status And Activating Critical Response
- Implanted Ports
- Infection Prevention
- Insulin Initiation & Titration
- Intravenous Medication Administration
- IV starts
- Laboratory Employee Skills/Competency Assessment Orientation

- Lifting and Body Mechanics
- LVN Orientation
- Management of Medical Emergencies
- Medication Administration and Barcoding, including IV, injections, inhaled and rectal
- Mental health Assessment And Treatment
- Mental Health First Aid TM
- Nasogastric Tube Insertion
- Nasopharyngeal Swab Specimen
- Nurse Advice
- Nursing Assistant Ward Clerk Update
- Nursing Update
- On Call RN Telephone Triage
- Oxygen Set-Up and Administration (Nasal Cannula, Face Mask, Non-Rebreather Mask)
- Patient Assessment
- Patient Management
- Patient Safety
- Pediatric Advanced Life Support
- Personal Protective Equipment
- Point Of Care Testing, Including Glucose, Pregnancy, Urinalysis, Rapid Strep, Rapid Flu
- Policy And Procedure Review
- Preparing for a Tele-Medicine Appointment
- Pyxis Access
- Radiation Safety
- Restraints
- RN Orientation Competency And Skill Validation
- Safe Patient Handling
- Specimen Handling
- Spotting Mental Health Problems
- Sputum Collection
- Supporting a Tele-Medicine Appointment
- Technology for Tele-Medicine
- Unusual Occurrence Reporting
- Urinary Catheter Insertion
- Vital Signs
- Wound Care
- Wound Care Management



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www.SEIU-UHW.org

March 6, 2024

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand that Kaiser Permanente Southern California Medical Group is requesting ETP funding. On behalf of the Service Employees International Union-United Healthcare Workers West (SEIU-UHW), The proposed training plan has our support.

Exhibit E

Kaiser Permanente and SEIU-UHW have a long-standing history of partnering on education and training programs that benefit Kaiser Permanente, SEIU-UHW members, and our patients.

The proposed training plan will be aligned with healthcare career pathways. Training will include adapting to new and changing technology, equipment for safe patient handling, electronic medical record documentation, workflow enhancements, enhancing member experience, and management of medical emergencies. There will be opportunities to train incumbent staff such as Admin Support Workers, Licensed Vocational Nurses, Technicians, Technologists, and Patient Care Support Workers. The new skills gained will allow them to advance in their careers such as catheter, phlebotomy, and cash handling. Previous funding has helped to provide training to SEIU-UHW members to better respond to critical events, Emergency Departments, crises, and new technology.

This funding request will supplement the significant investment from both Kaiser Permanente and SEIU-UHW to ensure that the workforce is prepared.

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. 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,

Terrie Ridgeway-Olmos
Coordinator-Healthcare Opportunities



**Training Proposal for:
LPL Financial LLC**

Contract Number: ET24-0323

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: S .Phillips

PROJECT PROFILE

Contract Attributes:	Priority Rate SET Retrainee	Industry Sector(s):	Services Finance/Insurance 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: 1,893	U.S.:6,410	Worldwide: 6,410
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$279,300

Total ETP Funding
\$115,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Computer Skills, Continuous Impr	250	8-200	0-60	\$460	\$30.75
				Weighted Avg: 20			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee-SET): \$30.75/ hour.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$1.75 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee-SET)		
Frontline Supervisors/ Managers	\$33.00-\$85.00	15
Operations Staff	\$29.00-\$79.00	235

INTRODUCTION

Founded in 1989 and located in San Diego, LPL Financial LLC (LPL) (<https://www.lpl.com>) is headquartered in Boston, Massachusetts, with additional subsidiary offices in Austin, Texas, Fort Mill, South Carolina, and Boston, Massachusetts. LPL was formerly known as LPL Financial Corporation. This project will train workers at the location in San Diego.

LPL is an independent broker-dealer that provides proprietary technology, comprehensive clearing and compliance services, practice management programs and training, and independent research to more than 21,000 financial advisors and over 1,100 financial institutions and 500 registered investment advisors, enabling them to provide a range of financial services including wealth management, retirement planning, financial planning and other investment services to clients. The Company also provides research; advisory program services; sales support; compliance; transition; and technology services; marketing and training; and other related customer services to community and regional banks and credit unions.

Veterans Program

LPL participates in hiring events target at the Veteran population in San Diego. However, the company does not have a specific recruiting program targeted at Veterans. LPL is not seeking a separate Veteran Job Number at this time.

PROJECT DETAILS

This will be the Company's second ETP project and the second in the last five years. The previous project focused on growth and acquisition at the time. This project will focus on new and emerging

technology that will assist in increasing efficiency and effectiveness, while improving customer support.

Now faced with a combination of near-term geopolitical and economic challenges—the war in Ukraine, inflation, supply chain disruptions, and the possibility of regional or global recession—it is imperative that the financial industry adapt to help companies and businesses implement technology necessary to improve efficiencies and lower costs while maintaining competitiveness. Through the implementation of the latest technology, LPL can focus on assisting customers to meet business goals – unifying the customer experience while staying competitive in its offerings. To that end, LPL is introducing several new technological tools to its workforce to increase efficiency and effectiveness whilst delivering cost efficient services to customers. These tools include the introduction and firm-wide adoption of Microsoft Teams; the expansion of usage of Salesforce and Tableau; the full implementation of BETA, an account management software; and the implementation of enhancements to client interfacing Dynamics, which will allow for more efficient communication with customers.

In addition, LPL is also creating new product offerings and account platforms to streamline the customer experience and continue to meet customer's financial/ business needs. This will include working within ClientWorks to tailor offerings based on clients' specific needs. Further, LPL will implement enhancements to ClientWorks such as different account offerings, the ability to generate and run reports on customer demand, and account accessibility for customers, which will require additional training for staff.

The initiatives described above will require LPL to provide supplemental skills training to its frontline staff which will enable them to adopt and support new initiatives while effectively and efficiently managing customer needs and demands ensuring the company's ability to remain competitive in a temperamental marketplace. The goal of the training is to improve the Company's efficiencies and productivity by implementing improved processes throughout the organization.

Training Plan

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

Business Skills: This training will be offered to all staff. Training will include Business Development/ Planning Skills, Conflict Resolution/ Improved Communication Skills, Customer Service Skills, and New/ Updated Product Skills.

Computer Skills: This training will be offered to all staff. Training will include, ClientWorks, Cyber Security Skills, Dynamics System Skills, Microsoft Office (Intermediate/ Advanced), Microsoft Teams, Salesforce, and Tableau System Skills.

Continuous Improvement: This training will be offered to all staff. Training will include Agile/ Project/ Process Management, Change Management, Coaching/ Feedback Skills, Developing Goals/ Objectives, Process Improvement/ Innovation Skills, and Team Building/ Team Management.

Computer-Based Training (CBT)

CBT training allows staff to train at their own pace, which is beneficial in this industry because the industry is fast paced and training will be assessed based on each staff member's offered services and training needs. Staff are also able to review and reference materials as needed, enhancing the ability of staff to supply unique offerings to specific customers on demand. Therefore, LPL will offer CBT in addition to class/lab training, which is an efficient and convenient way to ensure competence after training is delivered. Trainees will receive CBT training in Business Skills, Computer Skills, and Continuous Improvement. LPL will offer up to 60 hours of CBT for this

project. LPL acknowledges that there is a possibility that a small percentage of trainees could receive 100% CBT training for this project.

Commitment to Training

LPL has a training budget of \$2,000,000. Current training includes Continuous Improvement Skills training necessary to improve the Company's efficiencies and productivity through streamlined internal processes throughout the organization.

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

➤ Training Infrastructure

A team of five will oversee training implementation. That team will be responsible for managing, coordinating, scheduling and delivering training. That team will also be responsible for training document quality control. The Company has also retained an administrative third party to assist with project administration.

Impact/Outcome

The previous project focused on growth and acquisition. In addition, the previous project focused on new technology implemented during the term of the last contract. This project will focus on new and emerging technology utilized by staff to increase efficiency, effectiveness, and improved customer support. The proposed ETP funding will also allow LPL to implement new curriculum, related to the new product offerings and process improvements described herein. The result is increased skill and efficiency while tailoring offerings to customer demand. The curriculum will enhance the skills and knowledge of LPL's employees, making them more competent in their roles, leading to increased efficiency in executing tasks, which will positively impact both productivity and client satisfaction.

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 \$39.21 to \$30.75). The Company requests this modification.

Electronic Recordkeeping/LMS

LPL will utilize a Learning Management System, Cornerstone. It documents daily class attendance and has been in use at the company for seven years. Training records can be kept indefinitely and the system will be overseen by the Senior Human Resource Consultant and Administrator. ETP has received and reviewed a training document sample.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
18CS-0250	San Diego	4/02/2018- 4/01/2020	\$216,000	\$114,876.76 (53%)

The push to complete the 8 hour training goal coincided with increased year-end call and processing volume which impacted the level of employees who qualified for the program. Additionally, training occurred within a business unit that was not recorded in the LMS.

To address LPL's prior poor performance, the Company has hired more staff to support the improved internal training program proposed in this proposal. The company has also worked to ensure all ETP eligible training is documented in the LMS. Further, noting the previous funding request was ambitious under the circumstances, the company self-adjusted its funding request for this project to ensure it can earn all funding. With the additional staff to support the training program proposed and the funding adjustments, the company is confident it can earn 100% of the requested funding.

DEVELOPMENT SERVICES

The Company retained Training Funding Partners in Huntington Beach to assist with development of this proposal for a flat fee of \$6,000.

ADMINISTRATIVE SERVICES

The Company retained Training Funding Partners in Huntington Beach 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 Development/Planning Skills
- Conflict Resolution/Improved Communication Skills
- Customer Service Skills
- New/Updated Product Skills

Computer Skills

- ClientWorks System Skills
- Cyber Security Skills
- Dynamics System Skills
- Microsoft Office (Intermediate/ Advanced)
- Microsoft Teams
- Salesforce
- Tableau System Skills

Continuous Improvement Skills

- Agile/Project/Process Management
- Change Management
- Coaching/Feedback Skills
- Developing Goals/Objectives
- Process Improvement/Innovation Skills
- Product Development/Innovation Skills
- Team Building/Team Management

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Better Understand and Answer Questions on LPL Account Commission and Revenue Billing (0.5 hours)
- Business Etiquette: Professionalism and Personal Accountability (1 hours)
- Customer Service (1 hours)
- Customer Support (0.5 hours)
- Delivering Outstanding Customer Service (0.75 hours)
- Institution Services at LPL Financial - Part One (0.5 hours)
- Institution Services at LPL Financial - Part Two (0.5 hours)
- Quality Service Experience Module 1 Practice (0.5 hours)
- Quality Service Experience Module 2 Practice (0.5 hours)
- Quality Service Experience Module 3 Practice (0.5 hours)
- Quality Service Experience Module 4 Practice (0.5 hours)
- Quality Service Experience Module 6 Practice (0.5 hours)

- Quality Service Experience Module 7 Practice (0.5 hours)
- Quality Service Experience Module 8 Practice (0.5 hours)
- Quality Service Experience Module 9 Practice (0.5 hours)
- Quality Service Experience: The Gold Standard Module 7 (0.5 hours)
- Retirement Accounts (0.5 hours)
- ServiceWorks Overview (0.5 hours)
- Why Convert One Type of Account to a Different Type of Account and How to Process the Account Conversion (0.5 hours)

Computer Skills

- Account Maintenance - ClientWorks Navigation (0.5 hours)
- Account Maintenance - Opening, Modifying, and Converting Accounts (0.5 hours)
- Account Maintenance Fundamentals - Part 2 (0.5 hours)
- Account Registrations and Platforms (0.5 hours)
- Account Registrations and Platforms (1.5 hours)
- Account Registrations Overview (0.5 hours)
- Account Transfers - Gifting (0.5 hours)
- Account Transfers - Position Transfer Fund (PTF) (0.5 hours)
- Advisory Accounts Opening and Maintenance (0.5 hours)
- Cashiering in ClientWorks: How to distribute cash and transfer funds in and out of LPL Accounts using ClientWork's Move Money Tool (0.5 hours)
- ClientWorks Client Management Overview (0.5 hours)
- ClientWorks UX Standards (0.5 hours)
- ClientWorks: Account Transfers (0.5 hours)
- ClientWorks: Annuity Activation (0.5 hours)
- ClientWorks: Branch Trade Report (0.5 hours)
- Funding Accounts (1 hours)
- How to Update Account Information After the Account is Opened (0.5 hours)
- Incoming Account Transfers (1 hours)
- New Account Application: Review and Verification (0.5 hours)
- New Accounts - Account Conversion Tool Simulation (0.5 hours)
- New Accounts - Account Registration Changes (0.5 hours)
- Non-ACAT Account Transfers (0.5 hours)
- What is an Account Transfer and How To Complete an Account Transfer for both ACAT and Non-ACAT Transactions (0.5 hours)

Continuous Improvement Skills

- Data-driven Decision Making (0.5 hours)
- Design Thinking & Disruptive Innovation (1.5 hours)
- Emotional Intelligence (0.5 hours)
- Executive Admin Functions - Meeting Management (0.5 hours)
- People First Leadership (0.5 hours)
- Self-Leadership (1 hours)
- Growth Mindset (0.75 hours)



**Training Proposal for:
Murrietta Circuits**

Contract Number: ET24-0306

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: S. Phillips

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	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: 107	U.S.: 110	Worldwide: 110
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	15%		

FUNDING DETAIL

In-Kind Contribution
\$175,000

Total ETP Funding
\$92,920

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Mfg. Skills, Mgmt. Skills, Cont. Impr., HAZMAT	101	8-200	0	\$920	\$22.55
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$22.55 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 for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Administration Staff	\$20.05-\$25.00	4
	\$25.01-\$33.66	4
Engineers	\$30.00-\$52.89	11
HR Staff	\$23.00-\$25.00	2
Managers/Supervisors	\$36.06-\$72.12	14
Operators	\$20.05-\$25.00	30
	\$25.01-\$35.00	23
Program Managers	\$26.00-\$50.00	6
Stock Room Clerks	\$20.05-\$24.00	7

INTRODUCTION

Founded in 1980, and located in Anaheim, Murrietta Circuits (Murrietta) (www.murrietta.com), manufactures custom printed circuit boards and circuit card assemblies. The Company also provides other electrical services including electrical testing, PCB Design, cable assemblies, component tin coating and box building. Customers include Defense Companies such as Raytheon, Northrop and Honeywell.

This will be Murrietta's second contract in the last five years. Training will take place at its headquarters in Anaheim.

Veterans Program

Murrietta is not seeking a separate Veteran job number at this time. However, Veterans are welcomed and encourage to apply for open positions within the Company.

PROJECT DETAILS

In its previous Contract, Murrietta focused on automation and streamlining internal processes such as shipping and receiving. This Contract will focus on employee development as well as the introductions of new skills necessitated by the addition of new internal software.

The current inventory method is inefficient, leading to difficulties meeting and filling customer orders. To that end, the company purchased new equipment and software to aid in keeping track of components and materials internally. This will allow the company to continue to streamline its internal processes to meet customer demand while maintaining industry standards.

There is a need to cross train employees to ensure that the production line operates smoothly and efficiently while filling customer orders. Therefore, staff will be trained on new equipment such as Printed Circuit Board Lamination Press, Copper Plating Line, Printed Circuit Board Layer Printer, Lab Equipment, Air Vacuum Tools for Assembly, Inventory Towers, and X-Ray Counter.

Murrietta will also offer the following certifications: IPC-A-610 (The Standard for Acceptability of Electronic Assemblies), J-Standard (Soldered Electrical Assemblies) 001, and IPC-A-600 Certifications.

Finally, the company previously implemented a manager skills training program in an effort to build up leadership skills for new and existing managers and supervisors. In an effort to become more organized and efficient, the company will offer management skills development training via continuous improvement for all staff who wish to seek advancement opportunities, which will lead to an increase in skills and opportunities for upward mobility within the company.

Training Plan

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

Continuous Improvement: This training will be delivered to Administration Staff, HR Staff, and Program Managers. Training will include Program Management, Team Building, Leadership Skills, Problem Solving and Communication Skills.

Management Skills: This training will be offered to all Managers/ Supervisors or Leads. Training will include Leadership Skills, Managing Employees, Writing Effective Performance Appraisals, Documenting Incidents & Warnings, Creating a Corrective Action Plan, and Communicating with others.

Manufacturing Skills: This training will be delivered to Stock Room Clerks, Engineers, Program Managers, and Managers/Supervisors and Operators. Training topics include Equipment Operations & Processes, 3D & Regular Automated Optical Inspection, 3D X-Ray Machine, Inventory Control Towers, Solder Mount Technology Machine, Laser Imaging, Drill Machine, Test Machine, Solder Machines, Hand Soldering Small Tools, Plasma Etching Machine, Dimension Measuring Machine, Lamination Machine and Solder Paste Application Machine.

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, Operators, Engineers and Managers/Supervisors will receive up to 8 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 CalTRANS.

Commitment to Training

Murrietta’s annual training budget is \$175,000. With the assistance of ETP Funds, Murrietta will continue to develop its workforce’s skills. Further, the company will continue to streamline internal processes and improve technique and skills through cross 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 Human Resources Department will coordinate the training plan as well as maintain organized training records. Murrietta will also utilize the “train the trainer” method, where staff will be trained who would then train staff. Training subcontractors will be hired as needed.

Impact/Outcome

Through the use of ETP funds, Murrietta has been able to implement Lean Manufacturing to assist with streamlining internal procedures. Further, Murrietta also improved operating efficiencies and manufacturing capacities by increasing skills through the use of cross-training staff. Finally, the company has been able to focus on certifications necessary for maintaining government contracts.

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 \$ %
ET19-0415	Anaheim	01/15/2019-01/14/2021	\$74,620	\$74,620 (100%)

DEVELOPMENT SERVICES

N/A.

ADMINISTRATIVE SERVICES

N/A.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Continuous Improvement Skills

- Program Management
- Teams & Team Building
- Leadership skills
- Problem Solving
- Communication Skills

Hazardous Materials Skills

- Handling Hazardous Materials

Management Skills (Managers/Supervisors/Leads Only)

- Leadership Skills
- Leading people
- Conflict Management
- Performance Management
- Strategic Planning & Management
- First Time Manager
- Communicating with others

Manufacturing Skills

- Equipment Operation & Processes
- 3D & Regular Automated Optical Inspection
- 3D X-Ray Machine (for Printed Circuit Boards)
- Inventory Control Towers (used for Electronic Components)
- Solder Mount Technology Machine (Pick & Place Equipment used for placing electronic components on circuit boards.
- Laser Imaging for Printed Circuit Boards (Used for Inner & Outer layers)
- Drill Machine
- Test Machine
- Solder Machines
- Hand Soldering Small Tools
- Plasma Etching Machine
- Dimension Measuring Machine
- Lamination Machine
- Solder Paste Application Machine



**Training Proposal for:
Schilling Paradise Corp.**

Contract Number: ET24-0329

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: P. Duarte

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative	Industry Sector(s):	Construction 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: 375	U.S.:375	Worldwide: 375
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

FUNDING DETAIL

In-Kind Contribution
\$421,700

Total ETP Funding
\$388,125

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills Commercial Skills Computer Skills Continous Imp. PL - Commercial Skills	326	8-200	0	\$1,035	\$30.75
				Weighted Avg: 45			
2	Retrainee Priority Rate Job Creation Incentive SET	Business Skills Commercial Skills Computer Skills Continuous Imp. PL – Commercial Skills	49	8-200	0	\$1,035	\$18.94
				Weighted Avg: 45			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.75 per hour; Job Number 2 (SET/Job Creation): \$18.94 for San Diego County.

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

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

Up to \$2.34 per hour for Job Number 1 and up to \$2.50 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$28.42 - \$37.81	20
Customer Service Staff	\$28.48 - \$37.81	30
Engineering Staff	\$38.25 - \$62.52	40
Frontline Managers/Supervisors	\$30.95 - \$40.42	20
General Laborer	\$28.41 - \$38.25	106
Operations Staff (Crane Operator, Air Compressor Operator, Pumping Equipment Operator, Electricians)	\$28.45 - \$34.69	50
Project Management Staff	\$30.15 - \$40.50	40
Support Staff	\$28.42 - \$37.81	20
Job Number 2		
Administrative Staff	\$16.44 - \$20.00	1
	\$25.01 - \$37.81	1
Customer Service Staff	\$25.37 - \$37.50	2
Engineering Staff	\$34.47 - \$62.52	5
Frontline Managers/Supervisors	\$27.02 - \$40.42	1
General Laborer	\$25.38 - \$38.25	20

Operations Staff (Crane Operator, Air Compressor Operator, Pumping Equipment Operator, Electricians)	\$25.30 - \$34.69	9
Project Management Staff	\$26.85 - \$40.50	5
Support Staff	\$16.44 - \$20.00	1
	\$20.01 - \$25.00	1
	\$25.01 - \$37.81	3

INTRODUCTION

Founded in 2009 and headquartered in El Cajon, Schilling Paradise Corp. (Schilling) (www.schillingcorp.com) is a private independent company that provides general engineering services for both wet and dry underground utilities. Services include pipe for sewer, storm drain and water systems, electric, natural gas, cable, telephone and street lighting systems. Schilling operates as both Prime contractor and Subcontractor and offers services for public works as well as private projects and manufactures concrete structures. The Company provides service for customers located in San Diego, Orange, Riverside, Imperial and San Bernardino Counties. Schilling is requesting to include its closely related affiliate: JAAM Builders, Inc. dba JAAM Electric (JAAM Electric) which has been reviewed and approved by ETP staff. JAAM Electric provides residential electrical contracting services for regional and nationwide home builders. This will be Schilling's second ETP Contract; the second in the last five years. Training will take place at the El Cajon facility and customers' sites in California.

Veterans Program

Although the Company does not have a separate Veteran Job Number, Schilling encourages and actively recruits Veteran applicants to join the Company.

PROJECT DETAILS

Schilling's demand for training is driven by its expanded customer base, the adoption of newer technologies, and the Company's initiatives to stay up-to-date with the evolving construction industry standards. To remain competitive and support current and future business needs, Schilling must cross-train and develop the skill sets of its workforce in order to adapt to the new business environment. Schilling must constantly improve its technology and quality of service while keeping its employees safe and healthy. Personal safety and health of each employee of the organization is of primary importance.

The prior contract placed strong emphasis on cost and time reduction, customer growth initiatives, and staying current with technology and industry standards. This training project will bring continuation of best practices in line with technology and industry standards and will also focus on upskilling workers, improving customer service and customer retention in order to address its increasing customer demand. Existing workers and job creation trainees will receive in-depth training in all aspects of the business including internal systems, company products and services, sales, new product knowledge (underground infrastructure and natural gas pipelines), customer specifications, process improvements and new technological advances. ETP funding will assist Schilling to successfully upgrade worker skills, increase production efficiencies, meet industry standards, exceed customer expectations and effectively manage overall business growth. Workers will gain skills to optimize job performance, better serve customers and improve efficiencies. Training is essential to the Company's business operations and success.

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 49 new employees (Job Number 2) due to an expanded customer base within the next two years. The date of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be provided by in-house subject matter experts, and outside vendors if needed. Training will be provided via Classroom/Laboratory, E-Learning and Productive Laboratory in the following:

Business Skills: This training will be offered to all occupations. Training will focus on project Bids and Estimates, Customer Service Skills, Project Management, and Interpersonal Communications. Trainees will learn to provide improved and consistent customer service throughout all business activities.

Commercial Skills: This training will be offered to Engineering Staff, General Laborers, Operation Staff, Project Managers and Support Staff. Trainees will learn the Company's products and services to better serve customers, which include Engineering Techniques, Equipment Cross-Training, Infrastructure Inspection and Installation Processes. This will result in reduced costs and increased productivity.

Computer Skills: This training will be offered to all occupations. Training will assist workers to develop proper tools to reduce costs and errors and become more proficient in the use of the Company's various software applications necessary to provide technical support. Courses include, Advanced Computer Applications, Job Tracking System and Cyber Security.

Continuous Improvement: This training will be offered to all occupations to promote and improve operating processes, reduce costs and maximize efficiency to better serve customers.

Productive Laboratory (PL) – Commercial Skills

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

Certain production skills are best learned through direct observation and hands-on experience. PL training will allow for practical, hands-on instruction that cannot be adequately duplicated in a classroom setting. Since equipment cannot be reproduced in a classroom setting, PL-Commercial Skills training is necessary to ensure safety standards are met. This training will be provided at a much slower pace than regular production with significantly higher defects as trainees gain proficiency. PL training will be provided to approximately 100 General Laborers, Operation Staff and Support Staff. PL training will take place at El Cajon and various customers' facilities in California.

Equipment to be used during the proposed PL training includes excavators, graders, cable, gas and water detectors and trenching equipment. A subject-matter expert with demonstrated knowledge and expertise in the construction industry will conduct training. A department supervisor will certify trainee competency once training is completed. Training will be under constant supervision.

Schilling's training consists of highly technical subject-matter that is generally delivered in small group setting to ensure consistency and optimal skills transfer. This small group setting (typically 1:3) allows the trainer to address critical questions while also achieving valuable knowledge sharing among trainees. Therefore, Schilling is requesting a PL trainer-to-trainee ratio of 1:3 and up to 12 hours per trainee.

Special Employment Training

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

➤ Wage Modifications

For trainees employed in a priority industry, the Panel may modify the SET minimum wage up to 25% below the statewide average hourly wage (from \$41.00 to \$30.75). The Company requests this modification for Job Number 1.

Commitment to Training

Schilling has a current annual training budget of approximately \$408,500 for its El Cajon facility. The Company's training consists of basic job skills training, new employee orientation, OSHA-mandated safety training, on-the-job training program for manufacturing skills and basic computer and commercial skills. Most training is delivered via class/lab, on-the-job and E-Learning.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. After the completion of ETP-funded training, the Company will continue to deliver training to keep pace with business climate and goals, technology upgrades, and continuous improvement efforts.

➤ Training Infrastructure

Training will begin upon Panel approval. Schilling has designated a team that includes a Corporate Controller, a Training Coordinator and ten Managers/Supervisors to oversee ETP training and administrative responsibilities. Additionally, the Company has 10 in-house trainers who will assist with training documentation. The Company has also retained a third party vendor with ETP experience to ensure that all training records adhere to ETP requirements.

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 industry changes. Training will provide employee growth opportunities while ensuring the best business practices and procedures to keep the company competitive.

Alternate Recordkeeping

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

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0152	El Cajon	12/13/2021– 12/12/2023	\$322,575	\$0 (0%)

Based on the ETP Cal-E-Force System, ET22-0152 shows that Schilling Paradise has tracked 15,133 total valid hours of training, with a 105% potential performance. Contract is currently in final invoice processing status. As of staff review of proposal, earnings have not yet been approved and reported. Schilling projects to earn 100% of the total funding amount.

DEVELOPMENT SERVICES

Shilling retained National Training Company, Inc. in Irvine to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

Schilling also retained National Training Company, Inc. to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Best Work Practices
- Bids and Estimates
- Budget Analysis
- Conflict Resolution
- Customer Service Skills
- Decision-Making Skills
- Estimating Skills
- Interpersonal Communications
- Inventory Checklist
- Meeting Customer Needs
- Project Management
- Risk Management
- Teambuilding Skills
- Time Management

Commercial Skills

- Advanced Engineering
- Conduit Specifications
- Dry Underground Utilities Procedures
- Engineering Design
- Engineering Techniques
- Equipment Cross-Training
- Equipment Testing
- Flatwork Procedures
- Infrastructure Inspection
- Installation Processes
- Job Site Management
- Management and Monitoring of Materials
- On-Site Best Practices
- Pre-Planning for Safety
- Preventative Maintenance
- Quality Control
- Reading Technical Specifications
- Reducing Construction Errors
- Safety Data Sheets
- Site Preparation and Maintenance
- Standard Operating Procedures
- Surveying and Layout
- Test Pipe Systems
- Underground Systems
- Wet Underground Utilities Processes
- Workplace Safety

Computer Skills

- Advanced Computer Applications
- Computer-Aided Design
- Cyber Security
- Document Control
- Estimating Software
- Electronic Bids
- Job Tracking System
- Microsoft Office (Intermediate and Advanced)
- Scheduling Software
- Web-Based Computer Applications

Continuous Improvement Skills

- Building Teams
- Material Specifications
- On-Site Organization
- Operations and Workflow
- Process Improvement
- Production Scheduling
- Quality Systems
- Reducing Waste
- Solving Construction Problems
- Standard Operating Procedures
- Supply Chain Optimization

Productive Lab (Trainer-to-Trainee Ratio 1:3)

Trainees may receive any of the following:

Commercial Skills

- Equipment Cross-Training
- Flatwork Procedures
- Infrastructure Inspection
- Installation Processes
- Site Preparation and Maintenance
- Surveying and Layout



**Training Proposal for:
Walter Anderson Plumbing, Inc.**

Contract Number: ET24-0289

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: L. Hughes

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Construction 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: 297	U.S. 297	Worldwide: 297
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$658,150

Total ETP Funding
\$402,500

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial skills, Computer Skills, OSHA 10	250	8-200	0	\$1,610	\$25.98
				Weighted Avg: 70			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: (Retrainee) - \$22.72/ hr. for San Diego County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Installer	\$25.98 - \$40.00	90
Comfort Advisor	\$25.98 - \$40.00	25
Technician	\$25.98 - \$40.00	75
Support Staff	\$25.98 - \$35.00	40
Team Leads	\$30.01 - \$40.00	20

INTRODUCTION

Walter Anderson Plumbing, Inc. (Anderson Plumbing) (www.andersonpha.com), founded in 1978 and headquartered in El Cajon, sells, installs, repairs and services plumbing and HVAC systems to residential homes in San Diego, Imperial, Orange and Riverside counties. Training will take place in the training room at each of the 3 locations: El Cajon, San Marcos, and San Diego. This will be Anderson Plumbing’s fourth ETP Contract, it’s third in the last five years.

Veterans Program

With a strong hiring preference targeted at veterans, coupled with a positive corporate culture and robust processes, the company attracts veterans to join its workforce. Anderson Plumbing reports it was one of the first companies in San Diego to establish a partnership with Skillbridge, a program aimed at guiding transitioning veterans towards training programs and trades offering substantial living wages. Efforts also include airing cable and TV commercials featuring current veteran employees sharing their experiences and highlighting the benefits, strong skills, competencies, and wages that the company provides to veterans. The company also utilizes its current veteran employees as mentors, offers specific medical benefits for counseling, and actively works to support and uplift veterans as well as all employees.

Other partnerships include “Hire a Vet” “Troops to Trades”, participation in job fairs, and recruiting efforts on military bases. The crucial aspect, whether targeting women or veterans, is the employer’s genuine care and leadership in creating an environment that fosters and supports employees from all underserved populations. Anderson Plumbing plans to hire at least 25

Veterans within the next 18 months. However, the Company is not seeking a separate job number for Veterans at this time.

Women in the Trades

Anderson Plumbing, is a longtime proponent of increasing female representation in the trades, aiming to empower women to achieve self-sufficiency and homeownership. Presently, the company employs 41 women, with 32 occupying technical, technician, installer, or field supervisor roles. Two of which have appeared before ETP panel to share their success stories.

The company has a track record of assisting single and abused women with children, to enter the trades. Many of these individuals are now proud homeowners in the greater San Diego Area. The company dedicates a significant portion of their marketing budget to attract women to the trades and has achieved notable success by not only recruiting women but also fostering an organizational culture conducive to their success and growth. To further attract female talent, the company utilizes various strategies such as running cable and TV commercials, hosting job fairs, and assigning current female staff as mentors for newcomers.

PROJECT DETAILS

In its prior projects, Anderson Plumbing focused on training its staff on a program targeted at decreasing the carbon footprint within the community. Training included new technologies, new product lines, and skill upgrades for lower skilled staff. This new project will focus on new technology and brand specific product training that supports Title 24 changes and moving away from fossil fuel appliances. This new technology along with accompanying products is changing every 6-8 months. Trainees previously trained will not receive duplicative training provided in the last ETP project.

Changes to the California Building Standards Code Title 24 (Title 24) is electrifying more of the State's infrastructure. Residential homes are the biggest consumers of fossil fuel power in the state and therefore must be updated to be more efficient. Equipment manufacturers are dynamically improving equipment and methodologies including heat pumps, heat pump water heaters, mini split systems, and whole home efficiency. These new technologies require constant training to keep up with both technological and brand specific requirements, diagnostics and installation procedures. Additionally, with Title 24 demand continuing to require efficiency improvements, the systems used in HVAC and plumbing continue to improve. This has resulted in the need for training on not only the programs, but the equipment and tooling as well. The programs require certifications on equipment, processes, diagnostics, retrofit and installation.

Additionally, the Company has new contracts with San Diego and Imperial Valley water districts to improve water efficiency, necessary to assist with California's water shortage (non-infrastructure). Anderson Plumbing has been tasked with Wi-Fi water metering and Wi-Fi enabled irrigation controllers to mitigate water losses. These initiatives mark new ventures for the company. The training in this program in no way duplicates any apprenticeship training and is primarily aimed at specific equipment, product knowledge, programs and processes.

Training Plan

Anderson Plumbing's current training programs consist of a combination of time-based milestones and skill competency assessments. At 8 weeks, 12 weeks, 26 weeks, 52 weeks, and 78-87 weeks (upon program graduation), employees undergo reviews to verify their attainment of the necessary skill set for each respective period coinciding with various stages of the program. The training

funds ETP provides supports this structured approach to help ensure a gradual acquisition of skills and knowledge. The following training description outlines the incremental wage increases trainees receive as they advance through their training levels at Anderson Plumbing.

During the initial 8 weeks (level 1), trainees dedicate 80% of their time to classroom learning, focusing on HVAC mechanical systems theory, industry overview, computer skills, and customer relations, while also starting practical work on lab models. Upon completion of this training period, the student's wage increases from \$20.00 to \$23.00 per hour.

Between weeks 9-14 (level 2), trainees delve into HVAC maintenance skills, air movement theory, basic diagnostics, and further computer system training relevant to the field. Completing level 2 results in a wage increase from \$23.00 to \$25.00 per hour.

Between weeks 15-25 (level 3), trainees learn about A/C systems, installation processes, diagnostics, and HVAC code. Upon completion of this level, the trainee's wage rises from \$25.00 to \$28.00 per hour.

Between weeks 26-52 (level 4), training covers controls, switches, motors, diagnostics, smart controllers, and comprehensive home system controllers, including air scrubbers, air movement equipment, and retrofit installations. Completion of level 4 results in a wage increase from \$28.00 to \$30.00 per hour.

Between weeks 53-92 (level 5), training includes venting, ducting, insulation, HERS ratings, permitting, high-efficiency systems, heat pump systems and installation, advanced diagnostics, and zone systems. Completion of level 5 leads to a wage increase from \$30.00 to \$33.70 per hour. Upon completion of level 5, trainees are considered trained, with further training resulting in wage increases up to \$40.00 per hour.

Anderson Plumbing also offers a comprehensive benefits package, including 100% employer-paid health insurance (\$2.50 per hour equivalent), employer-paid dental and vision benefits (\$1.00 per hour equivalent), paid vacation (PTO) with increasing hours based on years of service (averaging \$1.50 per hour equivalent), retirement plans with employer match (\$2.40 per hour equivalent), and life insurance coverage (\$0.60 per hour equivalent). In total, the company's benefits amount to \$8.00 per hour equivalent.

Trainees will obtain State certifications from Control and Safety Devices for Natural Gas Appliance Testing, Blower door/weatherization, Air duct testing, and home energy auditing. Each of these certifications is distinct, with a total duration of 100 hours of training. Among them, 70 installers and 60 technicians will be awarded certifications in Blower door/weatherization, Air duct testing (Herz), and home energy auditing. Additionally, another group of 70 installers and 60 technicians will earn National American Technician Excellence certification.

Training will be provided at the Company's El Cajon headquarters and will be delivered via Classroom/Simulated Laboratory/E-Learning Delivery Methods. Training will include the following:

Business Skills: Training will be offered to all occupations and will include Intra-Company Communication/ Advanced Communication, Negotiation Skills, Conflict Resolution, Performing a customer needs assessment, and managing customer expectations.

Commercial Skills: Training will be offered to all occupations except Support Staff, and will include Heat Pump/ Furnace Diagnostics, Daiken brand specific Mini Split systems, HVAC Mechanical systems theory, HVAC Industry Overview, HVAC maintenance Skills, and Air Movement Theory.

Computer Skills: Training will be offered to all occupations and will include Service Titan operations software, Tablet Applications for Field Sales, Technician Scheduling and Installation, Trenchless Video X-Ray, and Water Leak Video Inspection Tools.

Certified Safety Training

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

Green/Clean Operations

Anderson Plumbing is involved in both Green and Clean Operations as it installs green/clean HVAC systems within residential spaces required within Title 24. The Company utilizes nanotechnology in the use of Nano-air which harnesses Nano particles instead of utilizing cooling agents like fluorocarbons, cutting a carbon footprint by 50% and toxic CO2 emissions by 57%. Anderson Plumbing also uses solar-powered operations building and cutting edge products supporting green technology and has replaced its work trucks with electric vehicles.

Commitment to Training

Anderson Plumbing’s annual training budget is \$714,500. The Company employs six full time trainers. In addition, during peak training season, the Company may deploy four additional internal trainers to assist in the delivery of critical training. Training will begin immediately upon project approval.

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

➤ Training Infrastructure

The project will be overseen by the Company’s HR Managers (one site leader in each location) with one HR Director reporting to the Director of Training. Each location will have one Administrator to aid in scheduling and roster management. Anderson Plumbing will schedule training reviews as part of monthly performance audits to ensure performance. Each location will coordinate weekly with the Director of Training and the HR Director to provide rosters and training updates. The Company also retained an administrative subcontractor to assist with administration.

Impact/Outcome

ETP funding will enable Anderson Plumbing to expand basic skills sets training and add specific training allowing the Company to meet the demand of new contracts and expand employees’ skills and earning potential.

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) (\$ %)
ET22-0263	\$404,340	3/28/2022-3/27/2024	280	0	\$404,340 (100%)

*ET22-0263: Based on ETP Systems, Anderson Plumbing reimbursable hours have been tracked for potential earnings of \$404,340 (100% of approved amount). Anderson Plumbing projects 100% performance based on hours delivered. A final invoice has been submitted and the potential earnings on that invoice exceeds the total contract value, with a total of 250 trainees, and a total valid hours value of all trainees submitted of \$546,089. If all trainees qualify, the contract value will be reduced to the earned amount of the contract value of \$404,340. The final invoice is currently in the invoice review process with the Fiscal unit.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET19-0247	San Diego	10/01/2018-9/30/2020	\$627,120	\$610,614 (97%)

DEVELOPMENT SERVICES

Anderson Plumbing retained Synergy Management Consultants in Grass Valley to assist with development of this proposal for a flat fee of \$18,500.

ADMINISTRATIVE SERVICES

Anderson Plumbing also retained Synergy Management Consultants 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

- Wowing Customers
- Communication skills
- Relationship Building
- Intra-Company Communication/ Advanced Communication
- Negotiation Skills
- Conflict Resolution
- Performing a Customer Needs Assessment
- Presentation Skills
- Active Listening Skills
- Managing Customer Expectations

Commercial Skills

- HVAC Mechanical systems theory
- HVAC Industry Overview
- HVAC Maintenance Skills
- Air Movement Theory
- Diagnostics HVAC
- A/C Systems
- HVAC installations
- HVAC residential code
- Switches Motors and Controls for HVAC
- Smart Controllers, Nest, Honeywell
- Venting
- Insulation installations
- HERS ratings
- Zone Systems Applications
- Heat Pump systems.
- Heat Pump installations.
- Furnace installations
- Trane Heat Pump Systems
- Anderson Brand (Amana) Heat Pump/Furnace Systems
- Heat Pump/ Furnace Diagnostics
- Daiken brand Specific Mini Split Systems
- Maintenance Tune Up Procedures
- Air Quality Diagnostics/Air Cleaners
- Residential Plumbing Industry Overview
- Water movement theory for Residential plumbing
- Connectors, Pex, Copper, iron, PVC
- Maintenance of Fixtures Drains
- Clearing Drains

- Residential Plumbing Code
- Residential plumbing Diagnostics
- On Demand Water Heating Systems
- Rheem Heat Pump Water Heaters
- Bradford White Water Heaters
- Fixtures and Faucets Installation
- Pipes and Supply Lines
- Gas and Fuel Systems
- Venting
- Video Inspection
- Trenchless Systems and Tooling
- Wi-Fi Enable Smart Water Meters
- Certifications- Blower Door/ Weatherization
- Certification-Duct Testing
- Certification-Air Filtration
- Certification-NGAT
- (natural gas appl testing)-NATE
- Certification- Home Energy Auditing

Computer Skills

- Service Titan Operations Software
- Microsoft Office and Google Suites (Advanced)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications for Field Sales
- Technician Scheduling and Installation
- Trenchless Video X-Ray
- Water Leak Video Inspection Tools

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



**Training Proposal for:
American Medical Response West**

Contract Number: ET24-0320

Panel Meeting of: April 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET	Industry Sector(s):	Services Healthcare (62) Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Stanislaus, Napa	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Emergency Medical Services Workers (UEMSW) AFSCME Local 4911, AFL-CIO		
Number of Employees in:	CA: 7,617	U.S.: 13,995	Worldwide: 13,995
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$421,344

Total ETP Funding
\$393,300

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 Medical Skills Training SET	MS-Didactic, MS-Preceptor	180	8-200	0	\$2,185	\$25.64
				Weighted Avg: 95			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Modified Statewide Average Wage (SET/Priority Industry):
 \$30.75 per hour; however, the collective bargaining agreement (CBA) wage permits the contractor to satisfy ETP’s required wages.

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

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

Up to \$3.00 per hour may be used to meet the Post-Retention Wage. This amount has been verified in the CBA’s wage tables.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
EMT	\$22.64 - \$25.00	80
	\$25.01 - \$44.43	100

INTRODUCTION

Founded in 1992 and headquartered in Colorado, American Medical Response West (AMR West) (<https://www.amr.net/>) is a subsidiary of Global Medical Response. AMR West is a medical transportation company (ambulance) that provides and manages services in medical emergency, medical and security services, managed transportation, air ambulance services, and disaster response services across the United States. The Company’s customer-base includes the general public, patients, hospitals, fire departments, and municipalities across the United States. Training will be delivered at its facilities located in Concord, Modesto, and Napa.

This will be AMR West’s first ETP-funded proposal. Even though AMR West is listed as an affiliate under American Medical Response of Southern California (ET24-0138), the Company representative states that this proposal’s training is distinct. Trainees of AMR West that are under the Southern California contract will not receive training under this proposal.

Veterans Program

Even though there is not a separate Veterans Job Number, AMR West works with job centers and with the Employment Development Department’s One-Stop Career Centers that features programs to help recruit veterans.

Union Support

EMT's are represented by United Emergency Medical Services Workers (UEMSW) AFSCME Local 4911, AFL-CIO. The union has submitted a letter of support for this training project.

PROJECT DETAILS

ETP-funded training will focus on AMR West's needs to upskill EMTs when responding to medical emergencies. According to the Company representative, there is a shortage of EMTs in the Bay Area where the need for care away from the hospital has increased. Trainees will be required to learn all medical terminologies and care procedures to address medical responses at home, in venue settings, and other public places. By upskilling EMTs, this will also allow opportunities for trainees to advance their careers into Paramedics in the future.

In addition, EMTs must now learn how to administer other medical procedures/equipment that they were previously not allowed. For example, EMTs now must administer epinephrine, learn to administer Naloxone to respond to immediate drug overdose, and learn to measure and interpret blood/glucose level (Glucometer) to address diabetics.

Training Plan

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

Medical Skills-Didactic: Course topics include Abdominal Trauma, Basic Cardiac Life Support, Behavioral/Psychiatric Emergencies and Suicide, Diabetic Emergencies and Altered Mental Status, and Medical Equipment Operations. This training will ensure all EMT will have the proper knowledge when treating patients.

Medical Skills-Preceptor: Course topics include Abdominal Trauma, Basic Cardiac Life Support, Behavioral / Psychiatric Emergencies and Suicide, Diabetic Emergencies and Altered Mental Status, and Medical Equipment Operations. Clinical with Preceptor (using a trainer-to-trainee ratio of 1:1) will help trainees familiarize themselves with patient-acuity level.

Special Employment Training

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

➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.00 to \$30.75). However, since all EMT trainees are under a CBA, the Company requests to modify the post-retention wage to \$25.64 (minimum wage + hourly health benefit).

Approximately, 180 EMTs will need the wage modification.

Commitment to Training

AMR West's annual training budget is approximately \$8,447,420 that includes healthcare training, equipment operation and services, safety, and transport 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**

AMR West's Division Manager (dedicated administrator) will oversee the project. Along with the Division Manager, there will also be a Training Administrator assisting in the scheduling of training, collecting rosters, and performing other internal administrative duties. Training will be delivered by internal subject-matter experts who have more than two years of experience in the medical field. It also retained a third-party subcontractor to assist with ETP administration.

Impact/Outcome

EMTs will receive a course completion certificates, once they complete 1,300 hours of required training. The certificate will allow the trainees to take the National Registry Paramedic examination. After passing the National Registry Paramedic exam, they will have Paramedic licenses formally known as an EMT-P License.

Other Resources

AMR also received approximately \$150,000 of WIOA funds and Strong Workforce funds to help provide support services such as tutoring, life coaching, and childcare assistance to help trainees succeed. WIOA funds will not be used to fund the proposed ETP training.

DEVELOPMENT SERVICES

AMR West retained Redlo Health Solutions, Inc. in Hercules to assist with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Redlo Health Solutions, Inc. will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Medical Skills (Didactic)

- Abdominal Trauma
- Abuse and Assault
- Acute Interventions for the Chronic – Care Patient
- Airborne Pathogens
- Allergies and Anaphylaxis
- Anatomy & Physiology
- Autoclave
- Basic Cardiac Life Support
- Basic Life Support
- Behavioral / Psychiatric Emergencies and Suicide
- Bleeding and Shock
- Bloodborne Pathogens
- Blunt Trauma
- Body Mechanics
- Burns
- Care of the Renal Patients
- Care of the Stroke Patients
- Chronic Obstructive Pulmonary Disease
- Clinical Decision Making
- Code Blue Response and Procedures (Cardiac Arrest)
- Clinical Communications
- Decontamination Procedures
- Diabetic Emergencies and Altered Mental Status
- Clinical Documentation
- Elektrokardigramm & Cardiac Monitors
- Emergency Medical Care
- Environmental Emergencies
- Equipment Operation Skills
- Geriatric Abuse – Special Home
- Geriatric Emergencies
- Hematology
- Hemorrhage and Shock
- HIPPA
- History Taking
- Infant Measurements
- Injections
- Infectious Disease
- Life Span Development
- Lifting and Moving Patients
- Medical Emergencies
- Medical Equipment Operation

- Medical Terminology
- Medical Training
- Medication Administration & Reconciliation
- Musculoskeletal Trauma
- Neonatal
- Neonatology
- Neurology
- Obstetrics & Gynecology
- Oxygen Administration
- Pain Management
- Pediatric Patient Care
- Phlebotomy
- Physical Exam Techniques
- Poisoning and Overdose Emergencies
- Psychiatric Patient Care
- Research Principles and Evidence – Based Practice
- Respiratory Arrest
- Restraints
- Soft – Tissue Trauma
- Special Operations
- Standards of Care
- The Challenged Patient
- Therapeutic Communication
- Toxicology and Substance Abuse
- Transport Physiology
- Urinalysis
- Urology and Nephrology
- Vital Signs and Monitoring Devices
- Wound Cleaning

Medical Skills (Preceptor)

- Abdominal Trauma
- Abuse and Assault
- Acute Interventions for the Chronic – Care Patient
- Basic Cardiac Life Support
- Basic Life Support
- Behavioral/Psychiatric Emergencies and Suicide
- Bleeding and Shock
- Blunt Trauma
- Body Mechanics
- Burns
- Care of the Renal Patients
- Care of the Stroke Patients
- Chronic Obstructive Pulmonary Disease
- Clinical Decision Making
- Code Blue Response and Procedures (Cardiac Arrest)
- Clinical Communications
- Decontamination Procedures

- Diabetic Emergencies and Altered Mental Status
- Clinical Documentation
- Elektrokardigramm & Cardiac Monitors
- Emergency Medical Care
- Environmental Emergencies
- Equipment Operation Skills
- Geriatric Abuse – Special Home
- Geriatric Emergencies
- Hemorrhage and Shock
- History Taking
- Infant Measurements
- Injections
- Lifting and Moving Patients
- Medical Emergencies
- Medical Equipment Operation
- Medical Training
- Medication Administration & Reconciliation
- Musculoskeletal Trauma
- Neonatal
- Neonatology
- Neurology
- Obstetrics & Gynecology
- Oxygen Administration
- Pain Management
- Pediatric Patient Care
- Phlebotomy
- Physical Exam Techniques
- Poisoning and Overdose Emergencies
- Psychiatric Patient Care
- Respiratory Arrest
- Restraints
- Soft – Tissue Trauma
- Special Operations
- Transport Physiology
- Urology and Nephrology
- Vital Signs and Monitoring Devices
- Wound Cleaning



March 17, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand that American Medical Response is requesting ETP funding. The proposed training plan for the specified members has our support. We estimate about 107 EMT and Paramedic Trainees will be participating in this project.

United EMS Workers has received a Notice of Intent to train our collective bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application. By way of this letter of support, the undersigned, as an authorized labor representative of the covered union workers during the period of training described above concurs with the proposal, inclusive of the specified training and the covered members in the training plan reviewed. Any restrictions to the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Brollini".

Jason Brollini, NRP



**Training Proposal for:
International Business Machines Corporation dba IBM**

Contract Number: ET24-0317

Panel Meeting of: April 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: N. Shafqat

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee Veterans	Industry Sector(s):	Wholesale Trade/Distribution Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Santa Clara, San Mateo, San Diego, Orange, 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: 4,000	U.S.: 46,000	Worldwide: 268,000
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution
\$1,250,000

Total ETP Funding
\$499,560

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills	1,030	8–200	0–97	\$460	\$25.00
				Weighted Avg: 20			
2	Veterans Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills	56	8–200	0–97	\$460	\$25.00
				Weighted Avg: 20			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Numbers 1 and 2: \$24.60 per hour for San Mateo, Santa Clara, and San Francisco counties; \$22.55 per hour for Orange county; and, \$22.72 per hour for San Diego County.

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

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

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		
Business Operations	\$25.00 - \$99.00	210
Computer Programmer	\$25.00 - \$99.00	315
IT Project Manager	\$25.00 - \$99.00	132
IT Research Scientist	\$25.00 - \$99.00	11
IT Sales	\$25.00 - \$99.00	158
Technician	\$25.00 - \$99.00	218
Job Number 2: Veterans		
Business Operations	\$25.00 - \$99.00	10
Computer Programmer	\$25.00 - \$99.00	15
IT Project Manager	\$25.00 - \$99.00	7
IT Research Scientist	\$25.00 - \$99.00	1
IT Sales	\$25.00 - \$99.00	8
Technician	\$25.00 - \$99.00	15

INTRODUCTION

Founded in 1911, and headquarters in Armonk, New York, International Business Machines Corporation (IBM) (www.ibm.com/us-en) provides Information Technology (IT) product and services worldwide. The Company creates, designs, markets, manufactures, and sells advanced technologies which includes computer systems, software, networking systems, storage devices, cloud computing, data analysis, data warehousing and web content delivery. Operating globally,

IBM's customer base ranges from those of the public and private sectors, IT, healthcare and banking industry. ETP-funded training will be delivered at its Santa Clara, San Francisco, San Mateo, San Diego, and Orange Counties facilities.

This will be IBM's eleventh ETP Contract, and its fourth within the last five years.

Veterans Program

In this proposal, IBM will include 56 Veterans (Job Number 2) to participate in training. The Company has a dedicated talent recruiter who focuses on veteran recruitment. In addition, its registered apprenticeship program recruits veterans and transitioning service members.

PROJECT DETAILS

Previous training delivered on IBM's customer demand for digital transformation by using Hybrid Clouds and Artificial Intelligence (AI) technologies. In this proposal, the training will focus on reskilling and upskilling current employees on the changing IT technologies, recently installed equipment, AI, and quantum computing which is a technology that accelerates enterprise and reduces the cost of productivity.

Additionally, IBM researchers innovate and integrate incoming technology to IBM's products resulting in improved or brand-new products. Reskilling and upskilling helps employees engage with larger clients in using products resulting from acquisition and innovation. While some curriculum topics are similar to the prior project, no training will be duplicated for any trainee.

Training Plan

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

Business Skills: Training will be offered to Business Operations, IT Project Managers, and IT Sales on course topics that include What are the Cloud Data Services, What is Generative AI, Use Financial Metrics with the C-Suite, and Virtual Ascend Leadership Workshop. Trainees will learn to manage projects and learn ways to engage in business strategies.

Commercial Skills: Training will be offered to IT Project Managers, Business Operations, and IT Sales on course topics that include Content Supply Chain with Adobe, Operational Excellence Foundations, and Apply Software Engineering Principles to Drive Reliability. Trainees will learn to build and lead teams.

Computer Skills: Training will be offered to IT Research Scientists, Computer Programmers, and Technicians on course topics that include Quantum Computing, Python for Data Science, UML Fundamentals, and SW Supply Chain Security. Trainees will learn to research and innovate software and applications.

Computer-Based Training (CBT)

CBT, provided to supplement Class/Lab and E-Learning, is a more convenient means of delivering basic training. Trainees will receive between 0–97 hours of CBT.

Commitment to Training

IBM's annual-training budget is approximately \$3,200,000 statewide, which includes government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Since the technology industry is continuously changing and updated, IBM will continue to train its employees

after completion of the training program. ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

The Company's Project Executive (dedicated administrator) will manage rosters and oversee all ETP-funded training. At each of IBM's training facilities, there will be at least two Administrative Managers and several Administrative Staff assisting in developing and managing staff training and ensuring that the training is completed on time. Training will be delivered by at least 100 in-house subject-matter experts and vendors (if necessary) across its six locations. IBM's Public Partnerships will manage the ETP Contract and be the sole company liaison with ETP staff.

Green/Clean Operations

From IBM's operations to the design of its products and use of its technologies, the Company is committed to environmental leadership in all of its business activities. In 1991, IBM established the Product Stewardship Program to bring additional focus to the corporate-environmental affairs' policy objectives on its products' environmental design and performance. Today, this program is incorporated into IBM's worldwide Environmental Management System (EMS), which is certified to the ISO 14001 EMS standard. One of the six objectives that this program includes is the development of products that are durable with consideration for the ability to be repaired, upgraded, refurbished, or remanufactured to extend product life.

Impact/Outcome

ETP funding will assist the IBM staff to pace with the quickly changing IT industry, to remain competitive, and to ensure that its employees can provide the services and products per client and customer's demand. At the completion of training, trainees will gain advance knowledge of the process of IBM Hybrid Cloud technology and A.I. technologies for efficiency in work and opportunity to advance in their career. IBM also provides internal certifications for all courses completed and external certificates where applicable.

Electronic Recordkeeping/LMS

IBM will utilize a Learning Management System (LMS), Your Learning, for electronic recordkeeping to document training. ETP staff has reviewed and approved the Company's LMS.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0280	California	3/28/22 – 3/27/24	\$497,904	\$497,904 (100%)
ET20-0277	California	3/10/20 – 3/9/22	\$648,485	\$648,485 (100%)
18CS-0211	California	2/5/18 – 2/4/20	\$734,076	\$734,076 (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

- Product Knowledge
 - Cloud Satellite Roadmap
 - Global Watsonx Rally
 - Introduction to Artificial Intelligence (AI) course
 - Virtual Enterprise
 - WAMO (Wellness, Awareness, Mindfulness and more) Session: Generative AI and Creativity
 - Watsonx.ai - Watsonx Blueprint Talk
 - Watsonx.data - Watsonx Blueprint Talk
 - What are the Cloud Data Services
 - What is Generative AI?
 - What You Need to Know About IBM Quantum
- Sales
 - Overview of Business Outcome Selling, featuring Chris Luxford w/Aspire
 - Partner Ecosystem - Sales Foundation L1
 - Use Whiteboarding Selling (Sales Accelerators)
 - What is Red Hat OpenShift? (Red Hat Learning for IBM Sales - Identifying Red Hat OpenShift Opportunities)

COMPUTER SKILLS

- Excel Shortcuts, Excel Tips, Excel Tricks - Excel Skills!
- Generative A.I.
- Linux on LinuxONE
- Log Optimization for IBM Cloud Services
- Oracle Cloud HCM Journeys Deep Dive Training
- Oracle University - VLP - Cloud HCM (Fusion HCM + Taleo) Training
- Overview of IBM Db2 on Cloud
- Overview of the New IBM Engineering Integration Hub (America's, EMEA)
- Overview of Watsonx+Generative AI
- Patterns Next Level: Design Foundation - User Insights
- Polyglot AI: Teaching AI to Speak Languages
- PoV on ChatGPT and Watson Assistant
- Power10 for Industrial AI Use Cases
- PowerVS Migration Acceleration Program Seller Enablement
- Privacy and AI Management System Education (PIMS)
- Process Technology Interaction (PTI) with Samsung Foundry
- Process, Methods, and Tools Foundation
- Product Owner - IBM Garage Tools
- Product Owner Fundamentals
- Prototyping for Strategic Futures
- Pyramid of Refactoring (Java) - Clean Code Gradually

- Python 3 from Beginner to Expert - Learn Python from Scratch
- Python AI Toolkit for IBM z/OS
- Python for Data Science
- Python for Data Science, AI & Development
- Python Tutorials for Beginners - Learn Python Online
- QRadar Deployment Architecture
- Quantum Computing
- Quantum Computing and Quantum Physics for Beginners
- Quantum PIC: A NASA Perspective on Quantum Computing
- Simulate Kubernetes/OpenShift Application Availability and Recovery During Zone Outage
- VPC (Virtual Private Cloud) on IBM Cloud
- W3 Top Tools
- What is Kubernetes?
- What is OpenShift?
- What's New in Cloud Pak for Watson AIOps v3.7

COMMERCIAL SKILLS

- 2024 Global Outlook for Banking and Financial Markets: Regenerate banking with AI
- Content Supply Chain with Adobe
- Mastering Hybrid Cloud: Banking & Financial Markets (BFM) Case Studies
- Operational Excellence Foundations
- Our Solutions at Work: Hybrid Cloud Software
- Our Solutions at Work: IBM Consulting
- Patent Pods - The Like Minded Seeking Patent Success
- Security, the cost of data breaches, and AI for Banking and Financial Markets
- What is the BISO (Business Information Security Operations)?

Computer-Based Training

BUSINESS SKILLS

- 2024 Cybersecurity, Data Privacy, and AI Ethics Education (1 hour)
- AI for Business L1: Today's AI conversations (45 mins)
- How Does Work Change with Generative AI? (1.3 hours)
- Protecting Software and Producing Secure Software at IBM (20 mins)
- Security and Privacy by Design (Technical) 2023-2024 (30 mins)
- Understanding the Business Outcome Framework (2 hours)
- Understanding the Client Value Acceleration (2 hours)
- Understanding the Customer Success Lifecycle Journey (2 hours)
- Unleash Process Efficiency Using IBM Process Mining and Task Mining (1 hour)
- Updated Technical Sales Dashboard for Technical Sales Managers, Leaders, and Sellers (1 hour)
- US Industry Market Pipeline Build for Red Hat SYB (1 hour)
- US National DA&A - Prospect with Impact 201: Executing Sales Plays with High Propensity Buyers (1 hour)
- Use Financial Metrics with the C-Suite (Sales Accelerators) (1 hour)

- Use Whiteboarding Selling (Sales Accelerators) (1 hour)
- Value Engineering Method Playbook (2 hours)
- Virtual Ascend Leadership Workshop 4: Taking Risks (2 hours)
- What Do Enterprises Need to Consider with Generative AI? (30 mins)

COMPUTER SKILLS

- AI Fundamentals L1: IBM's POV on AI (20 mins)
- AI Fundamentals L1: Introduction to AI (1.3 hours)
- Module I: UML Diagrams and Common Elements.(2 hours)
- Module II: Advance Class Diagrams and UML Modeling Tool (4 hours)
- SAP Introduction (1 hour)
- SAP Module 1 : Introduction to HCM (2 hours)
- SAP Module 2 : HCM Basic Navigation (1.6 hours)
- SW Supply Chain Security (2 hours)
- The AI Ladder: A Framework for Deploying AI in Your Enterprise (3 hours)
- The Data Scientist Profession at IBM (1 hour)
- The DevOps Essentials - The Handbook (2 hours)
- The Power of AI & Automation (1 hour)
- The Site Reliability Engineering (SRE) Profession in IBM (2 hours)
- Think 2023: AI for Business (1 hour)
- Think 2023: Hybrid Cloud (1 hour)
- Think Like a Hacker! Zero Trust (1 hour)
- Tutorial - zVA Image - Z Cloud Mod Stack (1 hour)
- UI/UX Design with Adobe XD: Design & Prototype a Mobile App (2 hours)
- Ultimate AWS Certified SysOps Administrator Associate 2023 (4 hours)
- Ultimate Rust Crash Course (3 hours)
- UML (Unified Modeling Language) Fundamentals (6 hours)
 - About UML (7 mins)
 - Diagrams in UML (16 mins)
 - Class Diagrams (1 hour)
 - Object Diagrams (18 mins)
 - Advanced Class Diagrams (30 mins)
 - Use Case Diagrams (30 mins)
 - Interaction Sequence Diagrams (45 mins)
 - Interaction Communication Diagrams (25 mins)
 - Activity Diagrams (50 mins)
 - State Machine Diagrams (35 mins)
 - Component Diagrams (18 mins)
 - Deployment Diagrams (18 mins)
 - Modeling with UML (11 mins)
- Understanding APIs and RESTful APIs Crash Course (1 hour)
- Understanding ChatGPT and IBM's POV (4 hours)
- Unlocking the Power of IBM Enterprise Design Thinking (1 hour)
- Upgrading from DBB v1.x to DBB v2.0 (1 hour)
- Upgrading to Guardium v11 Best Practices (1 hour)
- UrbanCode Deploy Overview and Tutorials (3 hours)
- Use Case Introduction [Support Insights L3] (1 hour)
- Use CSS Styles in a Webpage(1 hour)

- Use Shipwright to Build Your Container Images in Your Kubernetes Cluster (1 hour)
- Uses Cases - IBM Process Mining and IBM Robotic Process Automation with IBM Cloud Paks [RPA-PM-L2] (1 hour)
- Using Attention to Write Helpful Developer Docs (1 hour)
- Using Auto-Scaling for Applications (2 hours)
- Using Data@IBM, Sensitive Subject Matter, and the IBM Global Data Policy & Regulation Map (AP-friendly) (1 hour)
- Using IBM QRadar SIEM (2 hours)
- Using the OWASP Foundation's License-Scanner and SBOM-Utility for Better SBOMs (1 hour)

COMMERCIAL SKILLS

- Apply Software Engineering Principles to Drive Reliability (30 mins)
- Content Supply Chain with Adobe (1 hour)
- Prompt Engineering for Everyone (5 hours)
 - Module 1: Introduction to Prompt Engineering (1 hour)
 - Module 2: Getting Started with Prompt Engineering (1 hour)
 - Module 3: The Chain-of-Thought Approach (1 hour)
 - Module 4: Advanced Techniques (1 hour)
 - Module 5: Final Project (1 hour)
- Safe and Healthy Emergency Response Module (15 mins)
- Safe and Healthy Incidents Reporting Module (15 mins)
- Safe and Healthy Travel Safety Module (15 mins)
- US Apprenticeship Program Overview (1 hour)
- US Consulting Comms Market Education Series – Forecast (1.5 hour)
- US Consulting Comms Market Education Series – Billing (1.5 hour)
- Using Metrics to Make Procurement Measurably Better (1 hour)



**Training Proposal for:
QuantumScape Battery, Inc.**

Contract Number: ET24-0322

Panel Meeting of: April 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 814	U.S.: 838	Worldwide: 838
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$1,200,000

Total ETP Funding
\$499,100

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	700	8-200	0	\$713	\$24.60
				Weighted Avg: 31			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: \$24.60 per hour for Santa Clara County

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

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

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

Current Wage Range by Occupation

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$29.00 - \$63.00	40
Technical Staff	\$41.00 - \$138.00	325
R&D Technician	\$22.10 - \$25.00	11
	\$25.01 - \$63.00	324

INTRODUCTION

Founded in 2010 and headquartered in San Jose, QuantumScape Battery, Inc. (QuantumScape) (<https://www.quantumscape.com/>) manufactures advanced electric batteries. QuantumScape's mission is to revolutionize energy storage with solid-state lithium-metal battery technology in transportation. The Company's next generation batteries are designed to enable greater energy density, faster charging, and enhanced safety to support the transition away from current energy sources towards a lower carbon future. ETP training will be delivered at its headquarters' location in San Jose.

The Company's customer base includes any industry that requires storage of electrical power such as electronic vehicles (EVs), local electric utilities, or electrical-backup companies in case of power failure. Even though it has been more of a research and development (R&D) company, Volkswagen has collaborated with QuantumScape since 2012 to use its batteries to power EVs. This will be the Company's first ETP Contract.

Veterans Program

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

PROJECT DETAILS

ETP-funded training will assist QuantumScope in moving its product from pure R&D to production. Since 2010, the Company has been building a battery that is patented with a solid ceramic electrolyte separator. This material keeps the anode and cathode from touching and moves lithium ions from one side of the battery to the other during charge and discharge. It is still actively working on improving the product, and the way it has to be produced as there are constantly changes in the electricity battery market. The Company must find ways to improve reliability, functionality, and scaling up of production before being ready for commercial production as the demand for higher performing energy storage surges. The timetable for commercial production is projected to be in late 2025 or early 2026.

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 occupation and include Accounting Skills, Communication Skills, Customer Service Skills, and Presentation Skills to ensure staff knows the best practices when performing business processes.

Commercial Skills: Training will be offered to Technical Staff and R&D Technicians and include Cathode Training, Incoming Quality Control, Production Standard Operating Procedures, and Quality Standard Operation Procedures to ensure staff knows the procedures to deliver the commercialized products.

Computer Skills: Training will be offered to all occupations and include Accounting Software and Intermediate MS Office to ensure that staff knows how to properly use these software in the workplace.

Commitment to Training

QuantumScope's annual training budget in California is \$1,400,000. 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 Financial Planning and Analysis (dedicated administrator) will oversee the project along with a Training Specialist to assist in the scheduling of training, collecting training records, and other internal administrative duties. Training will be delivered by in-house experts and vendors if needed. Additionally, the Company retained a third-party subcontractor to assist with ETP administration.

Electronic Recordkeeping/LMS

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

Impact/Outcome

Upon completion of ETP training, QuantumScope's staff will be equipped with the knowledge of the latest changes the Company is making in its products so that they can continue to develop and manufacture the product.

DEVELOPMENT SERVICES

Training Refund Group in Anaheim assisted with development of this proposal for a flat fee of \$10,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Accounting Skills
- Best Practices
- Communication Skills
- Customer Service Skills
- Time Management
- Leadership
- Management Development Training
- Presentation Skills
- Sales Skills

Commercial Skills

- A0 Project SOPs
- A1 Projects SOPs
- Alpha1 Project / Milestone SOPs
- Alpha2 Project SOPs
- Cathode Training
- Chemical Industrial
- Cross Contamination
- Emergency Response Team
- Film Productions SOPs
- General Standard Operation Procedures
- Incoming Quality Control
- Lean Manufacturing
- Machine Equipment / Maintenance
- Maintenance Standard Operation Procedures
- Material Handler SOPs
- Material Testing
- Product Evaluation
- Production Standard Operation Procedures
- Production Process
- Quality Standard Operation Procedures
- R&D Standard Operating Procedures
- Systems Training
- Technical Training
- Troubleshooting Equipment

Computer Skills

- Adobe Acrobat
- Accounting Software
- Data Analytics
- Information Technology Training
- Intermediate MS Office
- Statistics



Training Proposal for:
The Sygma Network, Inc.
Contract Number: ET24-0321

Panel Meeting of: April 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA SET	Industry Sector(s):	Other Transportaion/Warehousing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 431	U.S.: 431	Worldwide: 69,100
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$138,100

Total ETP Funding
\$126,753

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SET HUA Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL- Comm Skills	167	8-200	0-6	\$759	\$18.54
				Weighted Avg: 33			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: SET HUA Wage: \$16.91 per hour for San Joaquin Country.
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
Administrative Staff	\$18.54 - \$20.00	2
	\$20.01 - \$25.00	7
	\$25.01 - \$26.87	4
Frontline Manager / Supervisor	\$21.17 - \$25.00	2
	\$25.01 - \$38.15	4
Support Staff	\$20.70 - \$25.00	3
	\$25.01 - \$27.70	5
Technical Staff	\$19.76 - \$20.00	2
	\$20.01 - \$25.00	2
	\$25.01 - \$28.86	3
Transportation Staff	\$18.54 - \$20.00	4
	\$20.01 - \$25.00	32
	\$25.01 - \$52.48	33
Warehouse Staff	\$18.54 - \$20.00	5
	\$20.01 - \$25.00	24
	\$25.01 - \$26.60	35

*The Company wishes to note that it has an aggressive training and wage progression strategy that provides opportunities for newly hired staff to be evaluated annually and generally notes that all employees should be above \$20 per hour within their second year. Trainees at the lower ends of the wage scales listed here is less than 4% of the planned trainee population. Also note, the Company agreed to use a higher wage than it could have requested as starting wages are higher than the lowest HUA wage allowable (\$16.91 per hour) based on ETP’s current practices.

INTRODUCTION

Founded in 1984 and headquartered in Stockton, The Sygma Network, Inc. (Sygma) (www.sygmanetwork.com) warehouses, distributes, and delivers a broad range of food products, beverages, food-service equipment, and supplies to chain restaurants throughout Northern California. The Company distributes to chain restaurants representing 32 food concepts. Customers include restaurants such as Panda Express, Checkers, Jenny Craig, and Rally's. Sygma is a wholly owned subsidiary of Sysco Corporation located in Houston, Texas. Sygma operates two locations in California, Lancaster and Stockton. Training will be delivered only at its Stockton location.

This will be Sygma's fifth ETP Contract, and its third in the last five years. In Sygma's prior ETP projects, the Company focused on improving operational efficiencies, computerized truck shipments, and wireless order tracking. Sygma implemented smartphone software and methods such as iPhone and Android applications to improve efficiency, productivity levels, and profitability. Sygma represents there will be no duplication of training.

In this proposal, the planned training resulted from comprehensive internal assessments performed by Sygma's management team that led the Company to develop customized supplement training addressing the following three areas:

- customer service training needs pertaining to new product knowledge
- maintaining customer retention and further reinforcing expanded customer base using new technology
- new business contracts management for continued growth and profitability

Veterans Program

Sygma does hire and employ veterans through its normal hiring practices using job boards and online recruitment. For administrative ease, the Company is not requesting a separate Veterans Job Number for its estimated ten veterans participating in the proposed training.

PROJECT DETAILS

The Company recently invested an estimated \$250K in new technology, while implementing a new warehouse-optimization-software system that provides telematics tools to reduce operational costs and improve productivity thru increased automation. The proposed training will support the implementation of this system, and help workers integrate the system into their job functions companywide. The proposed training will allow the Company to upskill workers' technological knowledge to a baseline of technological awareness, which supports the ability of Sygma's workers to further adapt as new technological tools are introduced.

Sygma is adding new restaurants and chains to its customer base, and its staff need to be trained on how to properly support and serve the new populations. The proposed training will support the Company's efforts in teaching its staff how to provide customer service, maintain customer retention, and increase profits. As a result, Sygma anticipates hiring at least 20 new Warehouse Staff and 20 new Transportation Staff to accommodate the new demand for its products and services as the Company continues to expand with a 60% fulltime-employee growth from the first ETP Contract to now (last eight years).

Training Plan

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

Business Skills: Training will be offered to all occupations on topics that include Accounting and Business Process to learn project management for accounts and to fulfill customers' orders.

Commercial Skills: Training will be offered to Technical Staff, Transportation Staff, and Warehouse Staff on topics that include Best Practices and Equipment Troubleshooting to remain competitive and to keep pace with its growing business in California.

Computer Skills: Training is offered to all occupations on topics that include Tablets and FreshPoint Dispatch Software for advanced training on the Company's current software platforms.

Continuous Improvement: Training is offered to all occupations on topics that include Conflict Resolution and Process Improvement to help employees improve quality and problem solve more efficiently.

Productive Laboratory

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

PL training will be provided to Technical Staff, Warehouse Staff, and Transportation Staff in Commercial Skills to supplement Class/Lab training. Up to 75 total trainees will be instructed on operating procedures, while they observe the trainer. Trainees will then operate the equipment independently as the trainer observes and offers coaching. During PL training, output and productivity are expected to decrease. After successful completion of a PL training course, the trainer will certify competency. PL training will take place onsite. Trainees will receive up to 8 hours of PL training per trainee, while using a 1:1 trainer-to-trainee ratio.

Computer-Based Training (CBT)

CBT will be provided to supplement Class/Lab/E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–6 hours of CBT.

Commitment to Training

The Company's annual training budget is approximately \$100,000 for training that includes updated processes, continuing-employee development, and job-specific training. ETP funds will not displace the Company's existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Sygma's Training Coordinator (dedicated administrator) will oversee the ETP Contract. Training will be provided by qualified in-house trainers and by outside training vendors on a case-by-case basis when needed. In addition, the Company has also retained a third-party subcontractor- National Training Company, Inc. (NTC) to assist with ETP administration.

Frontline Worker

Sygma will include 6 Frontline Managers/Supervisors in this training proposal. These employees spend more than 50% of their time performing frontline work duties. Trainees meet the Panel's definition of frontline workers, qualifying for SET funding.

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

➤ Wage Modification

Trainees in an HUA qualify for the ETP Standard Minimum Wage instead of the Statewide Average Hourly Wage. Additionally for these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

Approximately 11 Administrative Staff, Transportation Staff, and Warehouse Staff will need an 18% wage modification from \$22.55 per hour to \$18.45 per hour.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0253	Stockton	12/31/18 – 6/28/21	\$64,220	\$55,510 (86%)
ET18-0219	Lancaster	6/4/18 – 9/3/20	\$146,448	\$87,512 (60%)*

*Sygma represents the performance on ET18-0219 was impacted by the Company's response to increased demands from its customers. The Company has been rightsized during the development of subsequent contracts accordingly.

DEVELOPMENT SERVICES

Sygma retained NTC in Irvine to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

The Company also retained NTC 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

- Accounting Skills
- Business Processes
- Communication Skills
- Handling Difficult Customers
- Industry Standards
- Leadership Skills
- Multi-Channel Marketing
- Operating Procedures
- Pricing Processes
- Product Knowledge
- Putting the Customer First
- Relationship Building
- Retaining Customers
- Sales Techniques
- Team Dynamics
- Time Management

COMMERCIAL SKILLS

- Assembly Procedures
- Best Practices
- Building Customer Orders
- Cleaning Methods
- COVID-19 Procedures
- Docking Gate Operations
- Equipment Maintenance
- Equipment Operation
- Equipment Troubleshooting
- Food Safety
- Forklifts
- Handling Products
- Heavy Equipment Operation
- Labeling Equipment
- Line Changeover Procedures
- Loading and Receiving
- Logistics
- Measuring Tools
- Order Selection Procedures
- Organic Produce Handling
- Pallet Loading Operation
- Preferred Work Methods
- Produce Preparation Skills

- Product Labeling
- Product Quality Assurance
- Production Operations
- Quality Protocol
- Raw Material Management
- Refrigeration Operation
- Sanitation Procedures
- Selecting Methods
- Standard Operating Procedures
- Trailer Inspections
- Trucking Systems
- Unloading Best Practices
- Warehouse Processes

COMPUTER SKILLS

- Computerized Inventory
- Electronic Tablets
- FreshPoint Dispatch Software
- HR Software (non-hiring and non-disciplinary)
- Inventory Integration System
- Laptop Techniques
- Logistics Software
- Materials Management Software
- Microsoft Office (Intermediate/Advanced)
- Online Ordering System
- Product Ordering Applications
- Customer Order Scheduling Software
- Smartphone Applications

CONTINUOUS IMPROVEMENT

- Conflict Resolution
- Creating a Quality Organization
- Creating Continuous Flow
- Customer Dispute Resolution
- Food Safety Modernization Act
- FreshPoint Food Safety
- FreshPoint Quality Standards
- Leadership
- Lean Procedures Practices
- Operations Management
- Process Improvement
- Product Knowledge
- Product Testing
- Quality Assurance
- Recall Protocols
- Team Communication
- Teamwork Development Skills

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

PL- COMMERCIAL SKILLS

- Assembly Procedures
- Equipment Maintenance
- Equipment Troubleshooting
- Heavy Equipment Operation
- Loading and Receiving
- Order Selection Procedures
- Selecting Methods

Computer-Based Training

BUSINESS SKILLS

- Accountability Procedures (1 hour)
- Budget Analysis (1 hour)
- Effective Report Writing (1 hour)
- Lead Generation (1 hour)
- Operating Procedures (1 hour)
- Time Management (0.5 hours)
- Vendor Organization Online System (0.5 hours)



Training Proposal for:

**Marques General Engineering, Inc., A California Corporation
dba Marques General Engineering**

Contract Number: ET24-0331

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Placer, Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Operating Engineers Local 3 and California Laborers' Joint Apprenticeship Training Committee and Cement Masons Local 400		
Number of Employees in:	CA: 551	U.S.: 551	Worldwide: 551
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

In-Kind Contribution
\$544,320

Total ETP Funding
\$272,895

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., HAZWOPER, OSHA 10/30	339	8-200	0-32	\$805	\$23.00
				Weighted Avg: 35			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.55 per hour for Placer 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
 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		
Administrative Staff	\$23.00 - \$25.00	4
	\$25.01 - \$79.33	15
Equipment Operators	\$56.33 - \$71.30	70
Estimators	\$48.75 - \$103.37	6
Field Laborers	\$28.25 - \$68.30	150
Managers	\$49.00 - \$117.79	9
Masons	\$44.85 - \$54.85	68
Project Managers	\$67.50 - \$102.16	17

INTRODUCTION

Founded in 1999 and headquartered in Roseville, Marques General Engineering, Inc., A California Corporation dba Marques General Engineering (Marques) (<https://mge-ca.com>) and participating closely related affiliates West Concrete, LLC and Blackrock Masonry, LLC provides Earth moving, concrete forming, and sewer pipe maintenance to general contractors and utility companies. Training under this proposal will be for the locations in Roseville and Rio Linda. This is Marques' first ETP Contract.

Veterans Program

Marques does not track the hiring of Veterans or actively recruit at this time.

Union Support

All Equipment Operators are represented by Operating Engineers Local 3; Laborers with Marques and West Concrete, LLC are represented by Northern California Laborers' Joint Apprenticeship Training Committee; and Masons for West Concrete, LLC are represented by Cement Masons Local 400. The unions have submitted letters of support for this training project.

PROJECT DETAILS

Over the last five years, Marques expanded its services in the Sacramento region to include masonry and pipeline services. By offering the additional services, the Company's revenue and staff increased by 200%. In addition, Marques and its affiliates are currently expanding their services into new areas in California including the Bay Area, Butte County, and San Joaquin County. The expansion requires subject matter experts in order to plan and build systems to meet regulations and to fit the needs of the customers. Therefore, training will focus on efficiency, productivity, new software including HCSS Construction Software, and installation procedures.

All occupations will receive training on HCSS Construction Software, Business Fundamentals, Planning and Organization, Production Scheduling, and Production Operations/Workflow. Training will provide the trainees the knowledge and resources they need to accurately and efficiently complete assigned projects.

Field Laborers, Equipment Operators, Estimators, Project Managers, and Managers will receive detailed training on compliance, permits, work orders, excavations, and project documentation. Training will keep the trainees apprised of requirements and allow them to accurately perform tasks. Training will also cover how to properly diagnose, draft orders, install, and fix issues on each product they work with. Training will ensure the mentioned occupations can perform their job duties efficiently and accurately.

By expanding into new markets, Marques provides opportunities for trainees to be cross-trained and promote within the Company.

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 Cost Control, Financial Analysis, and Product Knowledge.

Commercial Skills: Training will be offered to all occupations except Administrative Staff. Training will improve upon employee knowledge of proper techniques for working with equipment and environmental situations. Training topics include Compacting, Construction, Mechanical Fitting, and Paving.

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include Blue Beam and Paylocity.

Continuous Improvement: Training will be offered to all occupations. Training will focus on improving Company processes. Training topics include Change Management and Root Cause Analysis.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.

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 0-32 hours of CBT.

Alternate Recordkeeping

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

Commitment to Training

For the participating locations, Marques invests \$240,000 annually on training including new hire orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company’s Vice President of Finance, Director of Safety, and Office Manager will oversee all aspects of the training project including enrolling trainees and tracking hours. The Operations Manager will aid in scheduling and obtaining rosters from all training. 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.

DEVELOPMENT SERVICES

Carrasco LLP, Innovative Tax Solutions in Sacramento assisted with development of this proposal for a fee of \$5,700. In addition, Sierra Consulting Services in Cameron Park also assisted with development of this proposal for a flat fee of \$13,300.

ADMINISTRATIVE SERVICES

Carrasco LLP, Innovative Tax Solutions along with Sierra Consulting Services will also perform administrative services for a fee not to exceed 4% for Carrasco LLP, Innovative Tax Solutions and 9% for Sierra Consulting Services of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Behavior Style Strategies
- Business Communication
- Business Fundamentals
- Communication styles
- Conflict Resolution
- Cost Control
- Customer Relationship Management
- Customer Service
- Develop Employee Accountability
- Employee Coaching
- Essential Skills for New Supervisor
- Financial Analysis
- Fraud Prevention and Detection
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Relationship Building
- Strategic Planning
- Time Management

Commercial Skills

- Asphalt Grinding
- Backfill
- Change Order Management
- Compacting
- Compliance with Customer Safety
- Compliance with Underground Service Alert (USA)
- Concrete
- Construction
- Defensive Driving
- Equipment Maintenance/Repair
- Estimating
- Excavating
- Forklift
- Hand Tools
- Heavy Equipment Operation

- Mechanical Fitting
- Obtaining and Processing Permits
- Offsite Spoils Disposal
- Onsite Spoils Management
- Operational Skills
- Paving
- Pipe Fusion
- Pipe Installation
- Potholing Operations
- Production Reporting
- Project Documentation
- Proper Rigging of Equipment (transportation)
- Purchasing Procedures
- Resource Scheduling
- Traffic Control and Flagging Operations
- Trenching
- USA Ticket Management
- Work Orders

Computer Skills

- Autodesk/AutoCAD
- BIM
- Blue Beam
- Crystal Reports
- Docuware
- Financial Management System, Spectrum Software
- HCSS Construction Software
- Management Studio Server
- Paylocity
- Telematics Software
- Work Max

Continuous Improvement Skills

- Cross Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- How to Coach and Mentor
- Leadership
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Quality Measurement Systems
- Root Cause Analysis
- Team Building
- Time Management

HazWoper

- HAZWOPER 40

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

- Environmental Awareness – 30 minutes
- Fire Danger – 30 minutes
- Habitat Conservation – 30 minutes
- Vegetation Management – 30 minutes

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

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

- 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



January 31st, 2024

Employment Training Panel

Dear Panel Members,

We understand Marques General Engineering, Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 125 Current Employees and potentially up to 93 new hires (over the next 2 years) in Journeyman, Apprentice, Entry Level, and Foreman Equipment Operators.

(Exhibit language must be included in the Union letter of support)

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,


JOHN RECTOR



Northern California Laborers' Joint Apprenticeship Training Committee
1001 Westside Drive, San Ramon, CA 94583-4098 Telephone: (925) 828-2513
www.norcaltc.org

October 6, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Marques General Engineering, Inc. is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 219 Current Employees and potentially up to 182 new hires (over the next 2 years) in Journeyman, Apprentice, and Foreman Laborers.

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,

Hugo de la Torre
Director of Apprenticeship
Northern California District Council of Laborers J.A.T.C.



Northern California Laborers' Joint Apprenticeship Training Committee
1001 Westside Drive, San Ramon, CA 94583-4098 Telephone: (925) 828-2513
www.norcaltc.org

October 6, 2023

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand West Concrete LLC is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 3 Current Employees and potentially up to 9 new hires (over the next 2 years) in Journeyman and Apprentice Laborers.

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,

Hugo de la Torre
Director of Apprenticeship
Northern California District Council of Laborers J.A.T.C.





Training Proposal for:
S. Martinelli & Company
Contract Number: ET24-0340

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: C. Kaiser

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Santa Cruz	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Teamsters Local 853		
Number of Employees in:	CA: 297	U.S.: 306	Worldwide: 306
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution
\$437,249

Total ETP Funding
\$240,534

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement Skills, Hazmat, HazWoper, Management Skills, Manufacturing Skills, OSHA 10/30	249	8-200	0	\$966	\$22.55
				Weighted Avg: 42			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.55 per hour for Santa Cruz County.

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

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

Up to \$1.95 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Current Wage Range by Occupation

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$20.60 - \$25.00	10
	\$25.01 - \$87.00	82
Assistant Supervisors	\$25.00 - \$28.49	3
Forklift Operators	\$21.00 - \$22.00	34
Leads/ Relievers	\$21.00 - \$24.00	25
Machine Operators	\$21.00 - \$25.00	50
	\$25.01 - \$28.00	5
Maintenance/ Utility Staff	\$21.00 - \$25.00	10
Mechanics	\$21.00 - \$25.00	6
	\$25.01 - \$49.44	17
Receivers	\$21.00 - \$24.00	7

INTRODUCTION

Founded in 1868 and headquartered in Watsonville, S. Martinelli & Company (Martinelli's) (www.martinellis.com) markets and manufactures apple-flavored beverages such as apple cider, apple juice, and mulling spices. Martinelli's customers include large grocery retail chains such as Target, Costco Wholesale, BevMo, Sam's Club, WinCo Foods, and many more. Training will take place at the Company's Watsonville facilities. This is Martinelli's third ETP Contract and the third in the last five years.

Veterans Program

There will be three Veteran trainees in Job Number 1 who will participate in the training. The Company encourages veterans to apply for position openings. Positions are posted and collective-bargaining agreement (CBA) employees can test / bid for the position if it consists of a higher classified role. If this process is unsuccessful, the position is also posted externally on the Company's recruitment site.

Union Support

Assistant Supervisors, Forklift Operators, Leads/Relievers, Machine Operators, Maintenance/Utility Staff, Mechanics, and Receivers are represented by Teamsters Local 853. The union has submitted a letter of support for this training project.

PROJECT DETAILS

In the prior Contract, Martinelli's focused training on process and quality. For this proposal, the Company is introducing a new companywide project, Evergreen 2-A. The project will expand production capacity for apple pressing, filtration, and still juice bottling by a minimum of 40 percent. The Company is in the process of purchasing and installing three million dollars of upgraded equipment for the pressing, filtering, and packing locations of the plant. This allows the Company to add lines to support current and future customer demand. Leads/Relievers, Machine Operators, Maintenance/Utility Staff, Mechanics, and Receivers will receive very in depth training on the new equipment, increased production capacity, and the company's newly laid out production process. Training will provide the occupations with the knowledge on how to properly operate, troubleshoot, and maintain the equipment and the production lines.

Martinelli's is also adding new software including Domo, and Hexagon Enterprise Asset Management. All occupations will receive training on all new software. The amount of training will depend on the trainees job function. In addition, all occupations except Administrative Staff will receive training on quality control.

All upgrades to equipment, software, and new company production processes will provide opportunities for higher wages and a healthier work life balance.

Training Plan

Training will be delivered via Class/Lab 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 provide the skills to effectively and efficiently maintain business operations. Training topics include ADP, Business Writing, and Budgeting and Finance.

Computer Skills: Training will be offered to all occupations. Training will focus on software for tracking goods, purchase orders, and internal software. Training topics include Redzone, Visio, and Networking and Troubleshooting.

Continuous Improvement: Training will be offered to all occupations. Training will focus on eliminating waste and improving processes. Training topics include Assessment Training and Kaizen.

Management Skills: Training will be offered to Leads/Reliever and Assistant Supervisors. Training will focus on effective leadership, and promoting a positive work environment. Training topics include Effective Leadership.

Manufacturing Skills: Training will be offered to Forklift Operators, Leads/Relievers, Machine Operators, Maintenance/Utility Staff, and Receivers. Training will focus on production, bottling, and plant services. Training topics include Packaging, Laser Coder, and Weighing.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Trainees will not receive 40 hours unless they work full time onsite at the clean-up location.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Maintenance/Utility Staff and 3 Administrative Staff will receive up to 32 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.

Alternate Recordkeeping

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

Commitment to Training

Martinelli’s annual-training budget is approximately \$230,000 in California. The Company currently funds all training on government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Training is an ongoing initiative. Martinelli’s will continue to train employees after completion of ETP training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Martinelli’s Senior Human Resources Generalist, Human Resources Coordinator, and Safety/Training Specialist will oversee all ETP-funded training. Training will be provided by in-

house subject matter experts and/or to be determined third party vendors. In addition, four staff members and plant leadership including the Plant Manager will help with scheduling and training coverage.

High Unemployment Area

Trainees (Job Number 1) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least <25%>. The Company's locations in Santa Cruz are in an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

However, the Company is not requesting a wage modification.

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 \$ %
ET22-0170	Watsonville	11/22/2021– 11/21/2023	\$197,846	\$0 (0%) *
ET20-0334	Watsonville	5/26/2020 – 5/25/2022	\$83,122	\$82,560.80 (99%)

* Based on ETP Systems, 10,429 reimbursable hours have been tracked for potential earnings of \$197,846 (100% of approved amount). The Contractor projects final earnings of 100% and has submitted their closeout invoice.

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

- Adaptive Training
- ADP
- Budgeting and Finance
- Business Writing
- Communication Skills
- Concur Training
- Customer Service
- EverGreen 2-A
- Finance 101
- Financial Acumen for the Non-Financial Manager
- Laws & Regulations (Local, State & Federal)
- Leadership Skills
- Payroll Compliance
- Powerful Presentation
- Problem Solving Decision
- Professional Development
- Regulatory Compliance
- Time Management
- Team Building

Computer Skills

- Alchemy
- Mobile device Usage- ISO and Android
- Computer Maintenance Management Production Printer System (CMMS)
- Redzone
- MS Office (Intermediate and Advanced)
- Programming
- Industrial Computer-Aided Manufacturing (CAM)
- Networking and Troubleshooting
- SAP
- SharePoint
- Smartsheet
- Teleconference
- Visio
- Cyber Security
- Domo
- Hexagon Enterprise Asset Management (HxGN)
- SmartSheets
- Shipment Payments and Sales (SPS) Commerce
- C.H. Robinson Navisphere
- NielsenIQ

- Adobe
- BluePlanner

Continuous Improvement Skills

- Assessment Training
- Compliance Management
- 5S
- Project Management
- Kaizen
- Risk Assessment
- Scheduling
- Lean Manufacturing
- Supply Chain

Hazardous Materials Skills

- Hazmat

HazWoper

- HazWoper

Management Skills (Managers/Supervisors/Leads Only)

- Effective Leadership Training

Manufacturing Skills

- Blending
- Labeling
- Bottle Dosing and Filing
- Laser Coder
- Equipment Maintenance
- Equipment Operations
- Packaging
- Filtering
- Safe Quality Food (SQF)
- Good Manufacturing Practices (GMP)
- Forklift Training
- Shipping and Receiving
- Weighing

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



TEAMSTERS LOCAL 853

AFFILIATED WITH THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS & TEAMSTERS' JOINT COUNCIL #7

7750 PARDEE LANE • OAKLAND, CALIFORNIA 94621-1497
TELEPHONE: (510) 895-8853 • (800) 400-1250 • FAX: (510) 895-6853
1452 N. Fourth Street • San Jose, CA 95112 • (408) 453-0287 • Fax: (408) 453-2034
22 East Fifth Street • Watsonville, CA 95076 • (831) 724-0683 • Fax: (831) 724-1554
email: connections@teamsters853.org

Stephen C. Beck, Jr.
Principal Officer
Secretary-Treasurer

February 12, 2024

Steven Lua
President

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Ray Torres
Vice President

Mike Henneberry
Recording Secretary

Dear Panel Members,

Joel Bellison
Trustee

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

Gloria Segura
Trustee

Andrew Nunes
Trustee

Business Agents

Jesse Casqueiro

Scott Gonsalves

Lennie Kuhls

John Arnolfo

Efren Alarcon

Stephen C. Beck, Jr.

Ray Torres

Tracy Kelley

Mike Henneberry

Steven Lua

Jonathan Pinney

Santos Lerma, Jr.

Cesar Martinez

David Crawford

Brian Fisher

James Long

Gloria Segura

Occupations	Number per Occupation	Union CBA Y/N
Assistant Sup.	3	Y
	0	
Forklift Operators	34	Y
	0	
Leads / Relivers	24	Y
(1 Veteran)	1	
Machine Operators	54	Y
(1 Veteran)	1	
Maint. / Utility	9	Y
(1 Veteran)	1	
Mechanics	23	
	0	
Receiver	7	Y
	0	Y

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

Representing Members in Warehousing, Dairy, Liquor, Bakery, Construction, Building Materials, Newspaper, Concession, Retail Delivery, Automotive, Retail, Graphic Communications, Package Delivery, and Miscellaneous Industries



labor organization opportunity to participate in the agreement's development, and the effective date of the application.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Steven Lua", written over the printed name.

Steven Lua
President
Teamsters Local 853



Retrainee-Job Creation

Training Proposal for:

Timberworks Construction, LLC

Contract Number: ET24-0330

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Fetsch

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: 1,100	U.S.: 1,100	Worldwide: 1,100
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$1,500,000

Total ETP Funding
\$495,650

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, OSHA 10/30	590	8-200	0	\$805	\$23.00
				Weighted Avg: 35			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Comm'l. Skills, Computer Skills, OSHA 10/30	15	8-200	0	\$1,380	\$23.00
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.55 per hour in Sacramento County
 Job Number 2(Job Creation): \$18.45 per hour in 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
 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		
Framing Staff	\$25.00-\$35.00	480
Team Leads	\$30.00-\$35.00	43
Administrative Staff	\$24.00-\$25.00	20
	\$25.01-\$29.00	13
Design Staff	\$23.00-\$25.00	12
	\$25.01-\$35.00	9
Sales Staff	\$24.00-\$25.00	8
	\$25.01-\$33.00	5
Job Number 2		
Framing Staff	\$25.00-\$35.00	5
Team Leads	\$30.00-\$35.00	1
Administrative Staff	\$24.00-\$25.00	2
	\$25.01-\$29.00	1
Design Staff	\$23.00-\$25.00	3
Sales Staff	\$24.00-\$25.00	2
	\$25.01-\$33.00	1

INTRODUCTION

Founded in 2005 and located in North Highlands, Timberworks Construction, LLC (Timberworks) provides residential framing services for construction projects including production homes, multi-family housing, and mixed use buildings for home builders, multi-family housing builders, and mixed use (retail + residential) facility builders. Training will take place at the Company's location in North Highlands. This is Timberworks' third ETP Contract, and the third in the last five years.

Veterans Program

Timberworks relies on word of mouth to recruit Veterans, the Company does have Veterans in its current workforce. Timberworks is always looking for ways to recruit Veterans, however, due to the nature of the framing industry, the Company does not get a large volume of applicants.

PROJECT DETAILS

Previous training focused on increasing industry specific skill knowledge for new employees and training on new equipment. In this proposal, training will focus on the Company's plans to go fully digital. This is a challenging endeavor as employees will be pulled from the field to learn how to operate systems on tablets that include editing plans, redline changes, managing bids and project management. By going digital, the Company will be able to track the entire process of the project from bids to completion. Communication regarding specific jobs will be easier and more efficient as design staff can make design changes and it will instantly show on the project instead of having lag time via paper documents. Included in this training are job specific applications that employees would learn in order for this transition to be successful.

In addition, Timberworks has acquired a company (BMC West) and its 180-200 new employees that need to be trained. The Company has a training plan that includes company specific operations, reports and procedures. Timberworks also plans to invest training capital into upskilling foremen and front-line workers who are interested in being promoted into supervisor positions. Retaining and promoting long term valued employees who have internal knowledge to how the Company works and quality expectations are important as Timberworks moves towards the future. Although training topics are similar to those provided in the prior Contract, trainees will not repeat the same training courses previously received.

Retrainee - Job Creation

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

The Company will hire 15 new employees (Job Number 2) with the goal of expanding into more multifamily structures that require more staff at the job sites. 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 all occupations and focus on improving customer service and project management skills. Training topics include Bid Management, Accounting/Payroll Techniques and Project Management.

Commercial Skills: Training will be offered to Framing Staff, Team Leads and Design Staff. Training will focus on company specific procedure and workflow and include Computer-Assisted Drafting, Process Improvement Procedures, Redline Changes and Project Workflow Procedures.

Computer Skills: Training will be offered to all occupations in an effort to go paperless. Training topics include Tablet Training, Sage 100 Contractor Structures Query Language and AutoCAD.

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

Timberworks invests \$750,000 annually in training for its North Highlands location. Training includes onboarding, orientation and safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Vice President of Business Development will be responsible for overseeing all aspects of the training project including scheduling training, tracking hours and collecting rosters. The Company has identified up to 20 Foreman in-house experts to deliver training. Additionally, the Company has retained a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

Professional Employer Organization

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

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 \$ %
ET22-0207	Sacramento	12/19/21- 12/18/23	\$451,950	\$0.00 (0%)**

ET19-0107	Sacramento	7/1/2018-6/30/2020	\$199,550	\$199,550 (100%)
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**Based on ETP Systems, 26,433 reimbursable hours have been tracked for potential earnings of \$451,950 (100% of approved amount). Timberworks has a final invoice in the system that is awaiting review that would potentially earn 100% of total funds.

DEVELOPMENT SERVICES

Propel Consulting Group in El Dorado Hills assisted with development for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting/Payroll Techniques
- Bid Management
- Budgeting
- Communication Skills
- Customer Service
- Financial Management/Reporting
- Leadership
- Problem Solving & Decision Making
- Project Management
- Sales Techniques
- Scheduling Processes
- Teambuilding
- Time Management

Commercial Skills

- Assembly Processes
- Blue Print Reading
- Building Code Updates
- Change Requests
- Computer-Assisted Drafting
- Forklift Operation
- Framing Procedures
- Installation Procedures
- Process Improvement Procedures
- Project Identification
- Project Scheduling
- Project Workflow Procedures
- Quality Control
- Reducing Go-Backs
- Red-Line Changes
- Roof Sheeting Processes
- Siding Respiratory Training
- Site Set-Up/Clean-Up
- Tool Operation
- Truss Fabrication
- Wall Standing Processes
- Warehouse Management

Computer Skills

- Air Table
- BlueBeam
- BuildPro

- Intermediate/Advances Microsoft Office
- AutoCAD
- QuickBooks
- SupplyPro
- Sage 100 Contractor Structured Query Language
- Plan Swift
- Tablet Training
- Internal Developed Software App

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



**Training Proposal for:
Professionals in Human Resources Association**

Contract Number: ET24-0337

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	MEC Manufacturing Aerospace Related Biotechnology/Life Sciences 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
\$695,520		\$47,880 8%		\$743,400

In-Kind Contribution:	50% of Total ETP Funding Required	\$792,568
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills	630	8-200	0	\$1,180	\$22.55
				Weighted Avg: 48			

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

Minimum Wage by County: \$24.60 per hour for Alameda, Marin, San Mateo, Santa Clara and San Francisco counties; \$24.25 per hour for Contra Costa County; \$23.15 per hour for Los Angeles county; \$22.72 per hour for San Diego County and \$22.55 per hour for Orange County and all other counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration	\$20.65 - \$25.00	10
	\$25.01 - \$55.00	40
Engineer	\$20.70 - \$25.00	2
	\$25.01 - \$40.00	23
Maintenance Staff	\$20.70 - \$25.00	5
	\$25.01- \$54.00	45
Production Staff	\$20.70 - \$25.00	20
	\$25.01 - \$58.00	250
Supervisor/Manager	\$21.00 - \$25.00	10
	\$25.01 - \$64.00	50
Technician	\$20.65 - \$25.00	5
	\$25.01 - \$60.00	55
Warehouse/Shipping Staff	\$20.65 - \$25.00	15
	\$25.01 - \$54.00	100

INTRODUCTION

Established in 1944 and headquartered in Gardena, Professionals in Human Resources Association (PIHRA) (www.pihra.org) is a non-profit membership organization dedicated to providing business education, networking, and advocacy with an emphasis on the human resources environment. PIHRA has 17 locations in California located in Los Angeles, Orange, Riverside, San Bernardino and Ventura counties.

PIHRA is the largest affiliate of the Society for Human Resources Management Organization, and serves approximately 4,600 members in California. This includes private businesses, non-profit organizations, government agencies, and workforce services. PIHRA provides yearly educational seminars in human resources-related topics for existing and new members, with a focus on keeping businesses current on issues relevant to human resource professionals. PIHRA works with entities in various industries including aerospace, agriculture, automotive, biotechnology, pharmaceutical, construction, warehouse, distribution, education institute, manufacturing, transportation, oil and gas refinery, restaurant and food services and technology.

Veterans Program

PIHRA does not have a program that works directly with Veterans, but many of its participating employers work with Helmets to HardHats. Although there is not a separate job number for Veterans, PIHRA anticipates that Veterans will participate in this project.

PROJECT DETAILS

This is PIHRA's eighth ETP Contract, and the sixth in the last five years. PIHRA has continued to focus on economic growth and recovery, upgrading job-related skills and job retention throughout California with its core group of participating employers representing more than 80% of the requested funding amount, with approximately 50% being small businesses. Training will take place primarily in counties throughout Southern California. However, some participating employers may have additional locations in other parts of the state; therefore, this project may serve companies statewide. PIHRA anticipates 95% of training will be conducted at participating employer worksites, with the remainder being center-based. No trainees who participated in previous ETP training will receive duplicate training in this project.

The training outlined in this proposal is customized by employer needs assessments and training objectives. PIHRA conducts interviews with employers and training experts to maintain a comprehensive curriculum that is relevant and responsive to current training needs, which include improving work productivity, upgrading skillsets, and best business practices. The proposed training will help employers maintain their competitiveness, raise productivity, meet customer demand, and adapt new business practices due to the COVID-19 pandemic. In addition, PIHRA plans to work collaboratively with participating employers over the next 12-24 months to create best practices in job creation and retention.

Training Plan

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

Business Skills: This training will be offered to all occupations and will focus on customer service, communication skills, leadership skills, and project management.

Computer Skills: Training will be offered to all occupations. Trainees will learn the effective use of software applications to design, program, implement, and troubleshoot new computer programs and platforms such as E-Commerce, accounting software, and Microsoft Suite.

Continuous Improvement: Training will be offered to all occupations to promote teamwork and improve workflow, troubleshooting, and problem solving. Training includes Lean Enterprise topics, Kaisen 7S and ISO Auditor compliance training.

Manufacturing Skills: Training will provide Maintenance Staff, Production Staff, Supervisors/Managers, Technicians and Warehouse/Shipping Staff with the knowledge and skills to manage inventory, read blueprints operate and maintain new equipment.

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.

Most of the participating employers lack the resources and funding to conduct formal and structured training, especially small companies. The majority provide on-the-job, one-on-one training to new employees, safety, and off-site seminar training. ETP funding will allow these companies to introduce new business practices and services in order to sustain growth and remain competitive in California.

➤ Training Infrastructure

PIHRA's Director of Membership will oversee the administration of this project with the assistance of additional staff members who will coordinate, market, recruit, assess needs, and schedule and maintain all record of training. PIHRA will also utilize a third party vendor with ETP experience to ensure that all training records adhere to ETP requirements. Training is scheduled to begin upon Panel approval.

Marketing and Support Costs

PIHRA has established relationships with Society for Human Resource Management and collaborative networks of businesses. The Company also hosts conventions, meetings, mixers, and uses newsletters, websites, and email communication to promote business opportunities, procurement news, and various networking events. PIHRA has two employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, The Company seeks full support cost of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers.

Trainer Qualifications

Training will be provided by PIHRA's in-house subject matter experts and outside training vendors, including Custom Corporate Communications and Western Training Group. In-house trainers are competent in the subject matter and have completed all classes required for the proficiency in their area of expertise.

Custom Corporate Communications has a minimum of 16 years of instructional experience specializing in Business Skills, Computer Skills and Leadership training. Western Training Group has a minimum of 7 years of instructional experience specializing in Continuous Improvement, Manufacturing Skills and Quality training.

Tuition Reimbursement

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

ACTIVE PROJECTS

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) (\$ %)
ET23-0293	\$599,440	03/27/23-03/26/25	508	TBD	\$549,244.20 (92%)

Based on ETP Systems, 22,327 reimbursable hours have been tracked for potential earnings of \$549,244.20 (92% of approved amount). The Contractor projects final earnings of 100% based on training delivered to date and committed to by employers.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET22-0225	Statewide	01/21/22-01/30/24	\$599,440	\$560,880 (94%)
ET21-0252	Statewide	03/01/21-02/28/23	\$446,925	\$446,925 (99%)
ET20-0156	Statewide	12/23/19-12/22/21	\$747,360	\$747,360 (100%)
ET19-0105	Statewide	07/01/18-06/30/20	\$948,928	\$899,010 (95%)

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development at no cost.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

Custom Corporate Communications in Redondo Beach will provide Business Skills and Computer Skills training for a fee to be determined.

Western Training Group in Ojai will provide Continuous Improvement and Manufacturing Skills training for a fee to be determined.

Additional outside training vendors may be identified and retained during the term of the Contract.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Writing Skills
- Customer Service
- Communication Skills
- Leadership Skills
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Project Coordination
- Team Building
- Time Management
- Change Management Skills
- Project Management
- Sales Skills

Computer Skills

- Microsoft Office Suite (Intermediate and Advanced)
- QuickBooks and Accounting Software
- Computer Design Software
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Remote Training Using Zoom, Teams, GoToMeeting

Continuous Improvement Skills

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

Manufacturing Skills

- Inventory Management
- Blueprint Reading
- Advanced Measurement Tools and Techniques
- Electrical Fundamentals
- Drive Systems Maintenance
- Programmable Logic Controllers

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Professionals In Human Resources Association	CCG No.: ET24-0337
Reference No: 23-0333	Page 1 of 5

ALPHABETIZE BY COMPANY NAME

Company: AI Foods Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1700 N. Soto Street	
City, State, Zip: Los Angeles, CA 90033	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 49	
Total # of full-time company employees in California: 49	
Company: Axiom Technology Inc., USA dba Axiomtek	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18138 Rowland Street	
City, State, Zip: City of Industry, CA 91748	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 122	
Total # of full-time company employees in California: 79	
Company: Bentley Mills	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14641 E. Don Julian Rd	
City, State, Zip: City of Industry, CA 91746	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 75	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 455	
Total # of full-time company employees in California: 387	
Company: Destination Long Point, Inc. dba Terranea Resort	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 100 Terranea Way	
City, State, Zip: Rancho Palos Verdes, CA 90275	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 95	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 646	
Total # of full-time company employees in California: 646	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Professionals In Human Resources Association
Reference No: 23-0333

CCG No.: ET24-0337
Page 2 of 5

ALPHABETIZE BY COMPANY NAME

Company: Docupace Technologies, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 400 Corporate Pointe	
City, State, Zip: Culver City, CA 92030	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 15	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 123	
Total # of full-time company employees in California: 16	
Company: Fairmount Tire and Rubber, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 600 West Slauson Ave.	
City, State, Zip: Los Angeles, CA 90044	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 97	
Total # of full-time company employees in California: 92	
Company: Glaukos	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 229 Avenida Fabricante	
City, State, Zip: San Clemente, CA 92672	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 85	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 740	
Total # of full-time company employees in California: 400	
Company: Hopper Engineering Associates, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 300 Vista del Mar	
City, State, Zip: Redondo Beach, CA 90277	
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: 24	
Total # of full-time company employees in California: 24	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Professionals In Human Resources Association	CCG No.: ET24-0337
Reference No: 23-0333	Page 3 of 5

Company: LT Precision	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12105 Kirkham Road	
City, State, Zip: Poway, CA 92064	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 60	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 130	
Total # of full-time company employees in California: 130	

Company: LYMI dba The Reformation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2263 E. Vernon Ave	
City, State, Zip: Vernon, CA 90058	
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: 682	
Total # of full-time company employees in California: 554	

Company: Mullen Automotive	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1405 Pioneer Street	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 160	

Company: Rakar, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1680 Universe Circle	
City, State, Zip: Oxnard, CA 93033	
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: 60	
Total # of full-time company employees in California: 40	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Professionals In Human Resources Association	CCG No.: ET24-0337
Reference No: 23-0333	Page 4 of 5

Company: Renewage Energy / Loop Global	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1700 E Walnut Ave. Fl 2	
City, State, Zip: El Segundo, CA 90245	
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: 76	
Total # of full-time company employees in California: 76	

Company: Sigue Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13190 Telfair Avenue	
City, State, Zip: Sylmar, CA, 91342	
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: 245	
Total # of full-time company employees in California: 70	

Company: Venus Laboratories Inc. dba Earth Friendly Products	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 11150 Hope Street	
City, State, Zip: Cypress, CA 90630	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 250	
Total # of full-time company employees in California: 80	

Company: VSE LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6190 San Ignacio Ave	
City, State, Zip: San Jose, CA 95119	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 95	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 238	
Total # of full-time company employees in California: 190	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Professionals In Human Resources Association	CCG No.: ET24-0337
Reference No: 23-0333	Page 5 of 5

Company: Watkins Wellness	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 1280 Park Center Dr

City, State, Zip: Vista, CA 92081

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
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Total # of full-time company employees worldwide: 668

Total # of full-time company employees in California: 127

Company: Yamamotoyama USA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 122 Voyager Street

City, State, Zip: Pomona, CA 91768

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 198

Total # of full-time company employees in California: 178



Training Proposal for:
The Chamber of the Chino Valley
Contract Number: ET24-0325

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 SET	Industry Sector(s):	MEC Manufacturing Construction Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange, San Bernardino, Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Southern California Pipe Trades District Council 16, LiUNA Pacific Southwest Region, LiUNA Local 1184		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$494,730		\$34,050 8%		\$528,780

In-Kind Contribution:	50% of Total ETP Funding Required	\$528,000
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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;	390	8-200	0	\$811	\$22.55
				Weighted Avg: 33			
2	Retrainee Priority Rate SET	Business Skills; Commercial Skills; Computer Skills;	270	8-200	0	\$787	\$31.00
				Weighted Avg: 32			

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

Minimum Wage by County: Job Number 1: \$22.55/Hour in Orange, Riverside, and San Bernardino Counties. Job number 2: \$30.75/Hour (SET/Statewide Priority Average).
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation – Job Number 1		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Production Machine Operators	\$20.00 - \$25.00	100
	\$25.01 - \$35.00	290
Job Number 2		
Mason	\$31.00 - \$42.00	45
Laborer Equipment Operator, Pipe Laborer Entry level, Pipe Laborer Foreman, Pipe Laborer 1 Journeyman, Pipe Laborer 2 Journeyman, Structure Laborer Foreman, Structure Laborer 1, Structure Laborer 2, Plumbers and Pipefitters	\$31.00 - \$45.00	225

INTRODUCTION

Founded in 1913, and located in Chino, The Chamber of the Chino Valley (CCV) www.chinovalleychamber.com/ is a nonprofit organization dedicated to promoting the interests of businesses in the Chino Valley area. The Chamber typically works to support local businesses by providing networking opportunities, educational resources, and advocacy on issues affecting the business community. Its mission includes fostering economic growth and prosperity in the Chino Valley region. This will be CCV’s second ETP Contract and second within the last five years.

The Chamber provides ongoing resources and promotes community and business advocacy, networking opportunities, and continued development initiatives. The Chamber typically acts as a resource hub for businesses, providing information, referrals, and support services. As it continues to evolve, the Chamber has adopted a philosophy of “business without borders,” which allows it to provide extended outreach to surrounding communities and counties that promote

economic influence and help businesses continue to flourish and promote continued workforce development.

Veterans Program

The Chamber does not have a specific veterans outreach program however many of the core participating employers advocate for hiring veterans and veterans are given special consideration during the recruitment process.

Union Support

Laborer Equipment Operator, Pipe Laborer Entry level, Pipe Laborer Foreman, Pipe Laborer 1 Journeyman, Pipe Laborer 2 Journeyman, Structure Laborer Foreman, Structure Laborer 1, Structure Laborer 2, Plumbers and Pipefitters are represented by Southern California Pipe Trades District Council 16, and LiUNA Local 1184. The unions have submitted a letter of support for this training project.

Employer Demand

The core group of employers consists of businesses from various industries and are both small and large employers. The core group have shown commitment to this training proposal and represents over 100% of demand for this training proposal.

PROJECT DETAILS

CCV continuously collaborates with employers throughout the region to advocate for and provide ongoing workforce development training. The Chamber recognizes the importance of a well skilled workforce and how it impacts the region. This training proposal will focus on helping businesses from various industries both small and large take advantage of training resources that directly impact the productivity and growth of community employers and will help equip businesses with employees and skills to thrive in today's competitive marketplace.

This training proposal will also help address specific challenges faced by businesses throughout the Chino Valley region. Businesses with limited resources and training budgets have expressed the need to train their workforce in areas such as digital marketing, financial management essentials, customer service excellence, leadership and team development, and managing hybrid workforces effectively.

Employers throughout the region recognize that employee turnover is expensive and when high turnover occurs, companies must invest significant time and resources to retrain new employees. The goal of this training proposal is to provide enhanced training opportunities to employees so that it will provide opportunities for career advancement within their organizations, achieve high retention of employees, create satisfaction amongst employees, and strive for a low unemployment rate around the region.

Training Plan

Training will be delivered by in-house subject matter experts at each respective participating employers' worksite. Training will be delivered via class/lab and E-Learning in the following:

Business Skills: Training will be offered to all occupations in leadership, team building skills, and client service. Trainees will learn to interact more effectively with internal and external customers and enhance business performance.

Commercial Skills: Training will be offered to Masons, Laborer Equipment Operator, Pipe Laborer Entry level, Pipe Laborer Foreman, Pipe Laborer 1 Journeyman, Pipe Laborer Journeyman 2, Structure Laborer Foreman, Structure Laborer I, Structure Laborer II, Plumbers and Pipefitters on topics such as basic blue beam, best practices, and field operation procedures to improve productivity and efficiency. The Chamber confirms that trainees are not part of an apprenticeship training program, therefore, not included in the current ETP contract for SoCal Pipe Trades District 16. In addition, this training is very specific to company methodology, equipment, and materials. In addition, the Contractor understands concurrent enrollment is prohibited between the two training proposals.

Computer Skills: Training will be offered to all occupations to be proficient in various software in Microsoft Office, Computer aided design, and computer aided manufacturing. Training will improve the computer skills of trainees through more advanced usage of various software.

Special Employment Training

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

➤ **Wage and Retention Modifications**

In Job Number 2, for trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$41.00 to \$30.75). The Chamber requests a modification to \$31.00.

Alternate Recordkeeping

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

Commitment to Training

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

➤ **Training Infrastructure**

Training will take place at each respective employers' worksite. The Chamber's president will oversee the training proposal along with two designated staff members who will be responsible for the collection and verification of rosters. The rosters will be sent to a third party administrator who will be assisting with the administration of this training proposal.

Marketing and Support Costs

CCV requests 8% support cost to cover its outreach and marketing efforts. The Chamber will utilize websites, fliers, social media, job board announcements, and email blasts to promote training opportunities and recruitment. Support costs will also help offset costs for training needs assessments; create custom curriculum and training programs, and conduct follow up activities post training to determine program effectiveness.

Tuition Reimbursement

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

Impact/Outcome

Training under this proposal will help Chamber members along with businesses throughout the Chino Valley and neighboring regions focus and enhance the skills of their workforce. Workforce and skill development will ensure that businesses throughout the region remain competitive in a global marketplace and will provide for career advancement opportunities for employees.

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 \$ %
ET22-0240	Chino	01/31/22 – 01/30/24	\$249,845	\$0 (0%)

As of 03/07/24, the contractor has tracked 12,345 eligible hours in the ETP CEF system. This equates to 100% potential performance. The contractor has submitted Final Payment for \$66,088, currently in process with ETP Fiscal. This equates to 26% potential earnings. The contractor anticipates finishing this contract at 100% once all final payments are submitted and approved by ETP.

DEVELOPMENT SERVICES

CCV retained Training Refund Group in Anaheim to assist with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

CCV also retained Training Refund Group in Anaheim 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

- Leadership
- Team Building Communications
- Sales Skills
- Presentation Skills
- Client Service
- Compliance Management
- Effective Meetings
- Presentation Tools Marketing
- Product Knowledge
- Mentoring and Coaching
- Negotiation Skills
- Best Practices

Commercial Skills

- Advanced Materials Safe Working Procedures and Practices
- Air Filtration/Clean Room
- APL-Being More Productive with Autodesk Point Layout from the Model
- Assembly & Surface Mount
- Assembly Automation Integration
- Assembly Operations
- Automated Equipment
- Autonomous Robots
- Bagging Machines
- Basic Bluebeam
- Best Practices
- Bio-Science Manufacturing
- Bloodborne Pathogens
- Blueprint Reading
- Blueprint Reading Arches (Types, Hands-On Project)
- Boom Lift & Forklift Training Emergency Response Training (ERT Fall Protection)
- Bricklaying Terminology
- Brick-Paving Techniques
- Building a Straight Wall
- Building Codes
- Building Strong Work Relationships
- Cellular Manufacturing
- Cement Blocks and Bricks
- Chemistry
- Clean and Green Technology
- Complete a Masonry Wall
- Components and Shell Bricks

- Concrete in Masonry Units
- Confined Space (Non-permit required)
- Construction Best Practices
- Construction of Jambs
- Construction of Pilasters
- Construction Techniques
- Custom Residential Work
- Cutting/Sewing
- Cybersecurity
- Electro Static Discharge
- Electronic Assembly Workmanship
- Electronics
- Elevator Training
- Engineering Best Practices
- Enterprise Resource Planning
- Equipment Operations
- Equipment/Preventive Maintenance
- Estimating Procedures and Processes Construction Math
- Excavation Competent Person
- Fabric/Garment Manufacturing Skills
- Facilities Management
- Fall Protection
- Field Operation Procedures
- 5S Principles
- Food Processing
- Fork Lift Training
- Fundamentals of Water Flow and Plumbing Systems
- Gas and Fuel Systems
- GC Code Overview
- Glass Blocks
- Glazed Tile
- Good Manufacturing Practices
- Guided Vehicles
- Hand Signal Person
- Handling Changes
- Hazardous Assessment Critical Point (Food Safety)
- Heat Exchanger Systems
- Heavy Equipment Movement (Lifts, Excavators, Bobcat, etc.)
- How to Estimate for Mechanical & Plumbing
- Insurance & Bonds
- Intelligent Processes
- Intermediate Microsoft Excel
- International Standards Organization Certification
- Introduction of Green Manufacturing Practices
- Inventory Control
- Job Costing and Accounting
- Job Layouts/Steps Related to Layout
- Kaizen Principles

- Kanban Principles
- Last Planner-How to Run a Pull Scheduling Session
- Layout
- Lean Manufacturing Principles
- Learn the Communications Skills Required of a Job Supervisor
- Lessons Learned-AC2 & Change Order Review
- Machine Tool Technology
- Machine Trades
- Machining
- Maintenance Mechanic Overview Level 1
- Maintenance Mechanic Overview Level 2
- Manufacturing of Green Technologies and Products
- Manufacturing Processes
- Manufacturing Resource Planning
- Materials -Veneer Construction Materials-Residential Masonry Design
- MEP Scheduling From Beginning to End
- Metal Stud and Drywall
- Metrology/Geometric Dimensioning & Tolerances
- Mounts
- NFPA 70E
- On Demand Hot Water Systems
- Optimal Operating Methods
- Parging in Masonry Construction
- Patterns -Bonded Masonry
- Pipe Joining Methods & Procedures
- Planning and Construction of Custom Masonry
- Plumbing Code
- Plumbing Material Identification & Application
- Pneumatics/Hydraulics
- Presses/Pressing
- Production Techniques
- Programmable Logic Controllers
- Pump sizing and installation Sewage Pump System Repair
- Qualified Rigger
- Qualified Rigger & Hand Signal Person
- Recognize the Terms Used with Reinforced Grouted Masonry
- Re-Engineering Concepts
- Refrigeration/Heating
- Reinforced Grouted Masonry
- Responsibilities of a Job Supervisor
- Root Cause Analysis
- Rough Terrain Forklift
- Scaffolding Safety Practices
- Scheduling Philosophy
- Scissor Lift User
- Self-Performed Concrete & Rebar
- Sequencing Sewing Operations
- Set Up Reduction

- Sew Engineering/Setting Piece Rates
- Sew Trainer
- Shipping/Receiving
- Shop Safety Rules and Procedures
- Shop Skills – Drawing, Measurement and Instrumentation
- Silica Awareness (Bi-Annual)
- Simulation Modeling/Virtualization
- Skill Saw Training
- Solar, Wind, Alternative Energy
- Soldering Skills
- Solve Problems in Masonry Mathematics
- Special Machines/Inspections
- Statistics Skills for Operations
- Surface Mount Technology
- Switches and Electrical Components
- Technical Training
- Techniques for Setting and Laying Brick
- Total Productive Manufacturing
- Total Quality Management
- Trade Math
- Value Stream Mapping
- Various Types of Veneer Applied to a Fireplace
- Warehouse Operations/Distribution
- Water Booster Pump and Recirculating Pump Troubleshooting and Repair
- Water Heater/ Boiler Trouble Shooting and Repair
- Welding
- Work Measurement
- Workflow
- World Class Manufacturing

Computer Skills

- Audit Software Accounting Software
- Microsoft Office Intermediate
- Computer Electronics
- Computer Numeric Control
- Computer Aided Design
- Computer Aided Engineering
- Computer Aided Manufacturing

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Chamber of the Chino Valley
Reference No: 24-0331

CCG No.: ET24-0325
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: ARB, INC

Priority Industry? Yes No

Address: 26000 Commerce Center Drive

City, State, Zip: Lake Forest, CA 92630

Collective Bargaining Agreement(s): S. CA Pipe Trades Council 16, Liuna! Pacific Southwest Region

Estimated # of employees to be retrained under this Contract: 130

Small Business? Yes No

Total # of full-time company employees worldwide: 5000

Total # of full-time company employees in California: 1100

Company: Baseband Telecom

Priority Industry? Yes No

Address: 463 N. Smith Ave

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 25

Small Business? Yes No

Total # of full-time company employees worldwide: 40

Total # of full-time company employees in California: 32

Company: Boudreau Construction Inc.

Priority Industry? Yes No

Address: 463 N. Smith Ave.

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): LiUNA Local 1184

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

Small Business? Yes No

Total # of full-time company employees worldwide: 235

Total # of full-time company employees in California: 235

Company: Boudreau Pipeline Corporation

Priority Industry? Yes No

Address: 463 N. Smith Ave.

City, State, Zip: Corona, CA 92880

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 115

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Chamber of the Chino Valley
Reference No: 24-0331

CCG No.: ET24-0325
Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Cat Tracking Priority Industry? Yes No

Address: 17 Commercial Ave

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): LiUNA Local 1184

Estimated # of employees to be retrained under this Contract: 30 Small Business? Yes No

Total # of full-time company employees worldwide: 45

Total # of full-time company employees in California: 45

Company: OC Concrete Priority Industry? Yes No

Address: 180 Joy Street

City, State, Zip: Corona, CA 92879

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 45 Small Business? Yes No

Total # of full-time company employees worldwide: 90

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

Company: Primary Color Priority Industry? Yes No

Address: 11130 Holden Street #210

City, State, Zip: Cypress, CA 90630

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 120 Small Business? Yes No

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 280

Company: Pulmuone Priority Industry? Yes No

Address: 215 Moore Ave.

City, State, Zip: Fullerton, CA 92833

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 225 Small Business? Yes No

Total # of full-time company employees worldwide: 4000

Total # of full-time company employees in California: 420

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Chamber of the Chino Valley

CCG No.: ET24-0325

Reference No: 24-0331

Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Wacker

Priority Industry? Yes No

Address: 13910 Oaks Ave.

City, State, Zip: Chino, CA 91710

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 45

Small Business? Yes No

Total # of full-time company employees worldwide: 5000

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



Southern California Pipe Trades District Council 16

RODNEY M. COBOS
Business Manager
Financial Secretary/Treasurer

October 2, 2023

Employment Training Panel
1100 J Street Ste. 400
Sacramento, CA 95814

To whom it may concern,

The Southern California Pipe Trades District Council No. 16 represents 255 Plumbers and Pipefitters at ARB in Southern California. This letter is to confirm our support of the training proposal to be submitted to ETP by ARB.

Sincerely,

Douglas Marian
Assistant Business Manager
Southern California Pipe Trades
District Council 16



LIUNA!

PACIFIC SOUTHWEST REGIONAL OFFICE
3775 North Freeway Boulevard • Suite 110 • Sacramento, CA 95834
Phone: (916) 604-5576 • Fax: (916) 604-5588

BRENT BOOKER
General President

MICHAEL F. SABITONI
General Secretary-Treasurer

Vice Presidents:

TERRENCE M. HEALY
*Special Assistant to the
General President*

JOSEPH S. MANCINELLI
Canadian Director

DENNIS L. MARTIRE

ROBERT E. RICHARDSON

OSCAR DE LA TORRE

SERGIO RASCON

ROBERT F. ABBOTT

SAMUEL STATEN, JR.

MICHAEL E. HELLSTROM

DAVID A. FRYE

ERNESTO J. ORDONEZ

DONATO A. BIANCO, JR.

STEPHEN E. FARNER

PAUL V. HOGROGIAN

October 3, 2023

ETP
1100 J Street, 4th Floor
Sacramento, CA 95814

To Whom It May Concern,

The Laborers' International Union of North America represents 442 Laborers' at ARB in Northern and Southern California. This letter is to confirm our support of the training proposal to be submitted to ETP by ARB.

Sincerely Yours,

Ernesto J. Ordonez
LIUNA Vice President and Pacific Southwest Regional Manager

EJO:cl

HEADQUARTERS:
905 16th Street, NW
Washington, DC
20006-1765
202-737-8320
Fax: 202-737-2754
www.liuna.org

Feel the Power





Laborers'
International
Union of
North America

LIUNA!

Local No.1184

Local No.1184

*Serving
Southern California
and Arizona*

MICHAEL S. DEA
BUSINESS MANAGER
SECRETARY-TREASURER

William G. Smith
PRESIDENT

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P.O. BOX 155
Thousand Palms, CA 92276
(760) 343-0533
Fax (760) 343-0883
(800) 203-3111

EL CENTRO OFFICE

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

February 20, 2024

Ms. Maecel Mathis, Contract Analyst
State of California Employment Training Panel
San Deigo Field Office
Maecel.Mathis@etp.ca.gov

To Whom It May Concern:

Laborers' Local 1184 is in full support of Cat Tracking, Inc.'s request for assistance with training funds from the State of California's Employment Training Panel (ETP). Cat Tracking, Inc. sees the importance and value of training its workforce in new construction processes and technology in order to increase quality, productivity and customer service.

Laborers' Local 1184 currently represents thirty-three (33) laborers employed by Cat Tracking, Inc. with a collective bargaining agreement through 2025. We support this new training effort as it strengthens the skills and performance of those members and helps make Cat Tracking, Inc.'s more competitive in the market.

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

(Exhibit language must be included in the Union letter of support)

Exhibit E

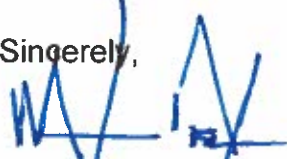
The Union with respective Local(s) has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization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

Feel the Power

the support provided which are outside of the specifics of the training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael S. Dea', with a horizontal line drawn through the middle of the signature.

Michael S. Dea
Business Manager
Secretary-Treasurer



Laborers'
International
Union of
North America

LIUNA!

Local No. 1184

August 1, 2023

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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(800) 203-3111

EL CENTRO OFFICE

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

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Re: Notice of Intent
Projected Effective Date ETP Contract: February 2024

Dear Panel Members,

We understand the Boudreau Construction Inc is requesting ETP funding. The proposed training plan for the 210 Labors and 50 New Labors in the following Laborers Union Classifications has our support:

- Laborer Equip Operator Foreman
- Laborer Equipment Operator
- Pipe Laborer Entry Level
- Pipe Laborer Foreman
- Pipe Laborer I - Journeyman
- Pipe Laborer II
- Structure Laborer Foreman
- Structure Laborer I
- Structure Laborer II

The LIUNA Local 1184 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

Feel the Power

training plan approved by the Panel are between the Contractor and the Union as a condition of continued support.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. S. Dea', with a circled 'no' written to the right of the signature.

Michael S. Dea
Business Manager
Secretary-Treasurer

**Foundation for Grossmont and
Cuyamaca Colleges**

ET24-0342

Withdrawn



Training Proposal for:

**Fullerton Chamber of Commerce dba
North Orange County Chamber**

Contract Number: ET24-0328

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: P. Duarte

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET SB <100	Industry Sector(s):	MEC Finance/Insurance Construction Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$496,570		\$34,544 8%		\$531,114

In-Kind Contribution:	50% of Total ETP Funding Required	\$560,450
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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	457	8-200	0	\$738	\$22.55
				Weighted Avg: 30			
2	Retrainee Priority Rate SET Medical Skills Training	Business Skills, Comm'l. Skills, Computer Skills MS-Didactic	197	8-200	0	\$984	\$31.00
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1(Priority/Retrainee): \$22.55/hr for Orange County; \$23.15/hr for Los Angeles County
 Job Number 2 (SET/Priority Industry): \$30.75/hr

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

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

Up to \$1.15 per hour in health benefits may be used by participating employers 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		
Production Staff (Machine Operator, Quality Control, Warehouse Worker, Packaging Staff, Maintenance Workers)	\$22.00 - \$25.00	354
	\$25.01 - \$40.00	95
Job Number 2		
Laborers	\$31.00 - \$45.00	70
Mechanics	\$31.00 - \$44.00	56
Registered Nurses, New Graduate RNs	\$31.00 - \$65.00	77

INTRODUCTION

Established in 1898 and located in Fullerton, Fullerton Chamber of Commerce dba North Orange County Chamber (NOCC) (www.nocchamber.com) provides assistance to small businesses on legislative updates, advocacy, and information on current business issues, as well as operates as a general resource center for its members. NOCC promotes a trained workforce, providing opportunities for women and minority-owned enterprises. The organization serves as the chamber representing the cities of Buena Park, Fullerton, La Palma and Stanton.

PROJECT DETAILS

This is NOCC's third ETP Contract and the third in the last five years. As a focused organization to bring multi-industry businesses training opportunities, NOCC will serve a wide spectrum of participating employers of the business community. Embracing a belief that business has no borders, the NOCC serves as a chamber without geographic borders supporting economic success, promoting an educated workforce, providing opportunities for women and minority-owned enterprises, and serving as an advocate for business.

In this proposal, training will continue to support participating employers meet their workforce objectives and remain competitive. Training will improve participating employees' business skills in areas such as leadership, communications, and problem resolution. Training will also continue to introduce new technology and digital tools to employees through more advanced versions of enterprise resource management software, customer resource management software and audit software. Furthermore, training will allow participating employers improve the efficiency of the product production and enhance service delivery.

Employee retention and efficiency are key goals of the participating employers. The employers recognize that employee turnover is expensive. With the recent decrease in the unemployment rate, there are fewer workers with the necessary skill set available to hire for most positions.

In addition, NOCC also plans to utilize these funds to continue supporting the healthcare sector minimize the COVID-19 pandemic post effects. A shortage of registered nurses and other positions in the healthcare workforce continues to be a concern that requires healthcare companies to hire new staff that directly correlates to an increase in training investment.

As a result of the COVID-19 pandemic, new technology and methodologies have been adopted as standard operating procedures in order to sustain productivity and remain competitive. Trainees were required to work remotely and stay up to date on the use of any new products and technologies the market introduced.

Training Plan

All training will be customized to meet each employers needs based on assessments of business and industry demands. Training will occur at the participating employers' sites and will be delivered via classroom/lab and E- Learning in the following:

Business Skills: Training will be provided to all occupations and includes Communication, Compliance Management, Team Building and Product Knowledge.

Commercial Skills: Training will be provided to Laborers and Mechanics and includes Advanced Blueprint Reading, Construction Techniques, Field Operation Procedures and Construction Math.

Computer Skills: Training will be provided to all occupations in Microsoft Office Intermediate, Customer Resource Relations Management and Enterprise Resource Planning.

Medical Skills (Didactic): Training will be provided to RNs and New Graduate RNs includes Clinical Evaluation, Functional Behavior Assessment, Medical/Surgical Unit Training and Understanding Evidence Based Autism Treatment.

Core Employer Group

The proposed participating employers have operations in Orange and Los Angeles Counties. NOCC is requesting ETP funding for its current core group demand for 621 trainees. The core group of six employers consists of one small business, five large employers across Southern California and all employers are priority industry.

Curriculum Development

NOCC met with each of the participating employers and discussed the training plans for the proposed project. In each case the employer assessed skilled worker's needs.

Commitment to Training

Most participating employers provide basic on-the-job training or job specific training and will continue to do so at its own expense. ETP funds will provide supplemental training for companies that lack the resources to provide training on their own, but need training to upgrade the job skills of its workers to keep the workforce competitive.

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

➤ Training Infrastructure

NOCC's President will oversee the project. An Administrative Subcontractor will provide project administration, including enrolling and tracking trainees in the ETP online systems. Training will be delivered by participating employers' in-house experts and vendors as needed. Trainers will work with the NOCC on training schedules, training curriculum and training assessments.

Marketing and Support Costs

The NOCC marketed this training project through its current membership contact lists. Advertising included monthly newsletter, podcast supported by its subcontractor and follow up communication. They will also continue to market the program to prospective eligible participating companies providing high paying jobs in both priority and non-priority industries.

The NOCC requests 8% support costs to cover costs and outreach efforts required to market and recruit additional participating employers, assess specific training needs, develop job-specific curricula and training schedules, and conduct necessary follow-up during retention. This will be an on-going activity throughout the duration of the Contract.

Impact/Outcome

Training will provide staff with enhanced skill development and assist companies to stay competitive in emerging trends and industry changes.

Tuition Reimbursement

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

Alternate 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) (\$ %)
ET22-0294	\$496,440	3/28/2022 – 3/27/2024	970	0	\$496,440 (100%)

*ET22-0294: Based on ETP Systems, NOCC reimbursable hours have been tracked for potential earnings of \$496,440 (100% of approved amount). NOCC projects 100% performance based on hours delivered. A final invoice has been submitted and the potential earnings on that invoice exceeds the total contract value, with a total of 597 trainees, and a total valid hours value of all trainees submitted of \$529,529. If all trainees qualify, the contract value will be reduced to the earned amount of the contract value of \$496,440. The final invoice is currently in the invoice review process with the Fiscal unit.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0136	Fullerton	8/5/2020 – 8/4/2022	\$198,747	\$181,042 (91%)

DEVELOPMENT SERVICES

Training Refund Group in Anaheim assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Leadership
- Team Building
- Communications
- Sales Skills
- Presentation Skills
- Client Service
- Compliance Management
- Effective Meetings
- Presentation Tools
- Marketing
- Product Knowledge
- Mentoring and Coaching
- Negotiation Skills
- Customer Relations

Commercial Skills

- Advanced Blueprint Reading
- Arches (Types, Hands-On Project)
- Best Practices
- Bricklaying Terminology
- Brick-Paving Techniques
- Building a Straight Wall
- Building Codes-Reinforced
- Grouted Masonry
- Cement Blocks and Bricks
- Complete a Masonry Wall
- Components and Shell Bricks
- Concrete in Masonry Units
- Construction of Jambs
- Construction of Pilasters
- Glass Blocks
- Glazed Tile
- Interpret and Use Blueprints
- Job Layouts/Steps Related to Layout
- Learn the Communications Skills Required of a Job Supervisor
- Materials -Veneer Construction
- Materials-Residential Masonry Design
- Parging in Masonry Construction
- Patterns -Bonded Masonry • Planning and Construction of Custom Masonry
- Recognize the Terms Used with Reinforced Grouted Masonry
- Responsibilities of a Job Supervisor

- Shop Safety Rules and Procedures • Shop Safety Rules for Operating Tools and Equipment
- Solve Problems in Masonry Mathematics
- Stick-On Veneer
- Stones
- Techniques for Setting and Laying Brick
- Trade Math
- Various Types of Veneer Applied to a Fireplace
- Advanced Materials Safe Working Procedures and Practices
- Scaffold Safety
- Construction Techniques
- Construction Best Practices
- Heavy Equipment Movement (Lifts, Excavators, Bobcat, etc.)
- Field Operation procedures
- Plumbing Material Identification & Application
- Pipe Joining Methods & Procedures
- Silica Awareness (Bi-Annual)
- Excavation Competent Person
- Estimating Procedures and Processes
- Construction Math
- Job Costing and Accounting
- Engineering Best Practices
- Pump Sizing and Installation
- Sewage Pump System Repair
- Water Heater/Boiler Trouble Shooting and Repair
- Water Booster Pump and Recirculating Pump Troubleshooting and Repair
- Switches and Electrical Components
- Plumbing Code
- Heat Exchanger Systems
- Advanced diagnosis
- Fundamentals of Water Flow and Plumbing Systems
- Presentation Skills
- On Demand Hot Water Systems
- Gas and Fuel Systems
- How to Estimate for Mechanical & Plumbing
- Insurance & Bonds
- Metal Stud and Drywall
- Self-Performed Concrete & Rebar
- Forklift and Ariel Training
- Asbestos Awareness
- Elevator Training
- Building Strong Work Relationships
- Hand Signal Person
- Qualified Rigger & Hand Signal Person
- Rough Terrain Forklift
- Bloodborne Pathogens
- Silica Awareness
- Scaffold Training

- Hilti Training
- Skill Saw Training
- Boom Lift & Forklift Training
- Emergency Response Training
- Qualified Rigger
- Train-the-Trainer
- GC Code Overview
- APL-Being More Productive with Autodesk Point Layout from the Model
- Site Work Models from Design to Construction
- USA 811 Utility Marking Trenching Excavation, Soil Classification
- NFPA 70E
- Basic Bluebeam
- Last Planner-How to Run a Pull Scheduling Session
- MEP Scheduling From Beginning to End
- Project Administration I
- Project Budget Control I
- Project Budget Control II
- Prolog Essentials
- Self-Performed Work (Estimate Preparation and Tracking)
- Scissor Lift User

Computer Skills

- Accounting Software
- Audit Software
- Case Management Software
- Customer Resource Relations Management
- Enterprise Resource Planning
- EPIC (Insurance company management software)
- Intermediate Microsoft Excel
- Microsoft Office Intermediate
- On Line Research
- Owner Billing in JDE
- PIN Medical Records Management Software

Medical Skills (Didactic)

- Activities of Daily Living
- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Advanced Directives
- Ambulating a Patient with Ambulatory Device
- Applied Behavior Analysis Skill Building Training and Session
- Arterial Blood Gas Interpretation
- Arterial Lines
- Aspects of Aging
- Assessing Behavior Interventionist Performance
- Basic Life Support
- Behavioral Case Conceptualization, Problem Solving and Decision Making
- Bladder and Bowel Management

- Blood-Borne Pathogens
- Body Mechanics
- Care of Patient with LVAD
- Care of the Bariatric Patient
- Care of the Cardiac Patient
- Care of the Geriatric Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Care of the Transplant Patient
- Care Planning
- Case Management/Discharge Planning
- Central Lines Management
- Charge Nurse Training
- Charge Nurse Training/Frontline Leadership Skills
- Chest Tube Care & Management
- Clinical Evaluation
- Code Blue Response & Procedures
- Code Blue/Code Purple
- Code Orange/Hazardous Spills/Safety Data Sheet
- Code Pink/Abduction
- Code Silver/Weapon
- Code Yellow/Bomb Threat
- Pinpoint
- Conservatorship
- CORE Measures (Prevention of CLABSI/CAUTI)
- COVID-19
- Crisis Prevention Intervention
- Critical Care Nursing Skills
- Culturally Appropriate Care
- Culture of Safety
- Decontamination Procedures
- Dementia and Alzheimer's Disease
- Diabetes Care & Management
- Discrete Trial Training
- Documentation Skills
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Elder Abuse/Prevention and Reporting
- Employee Health/Safety
- Equipment Failure/Lock Out Tag Out
- Functional Behavior Assessment
- Hemodynamic Monitoring
- Hospital Basics
- Intensive Care Critical Care Training
- Interdisciplinary Understanding of Autism Spectrum Disorder
- Intravenous Therapy
- Medical/Surgical Unit Training

- Medication Management and Safety
- Occurrence Reporting
- Orthopedic Nursing Skills
- Palliative Care/End of Life Training
- Parent Satisfaction
- Patient and Family Centered Care Skills
- Patient Assessment & Care
- Patient Movement/Lifting
- Pre and Post-Operative Care
- Preceptor Training
- Providing Feedback
- Radiation Safety
- Restraints
- Spectrum Disorder
- Staff Support
- Total Parenteral Nutrition
- Understanding Evidence Based Autism Treatment
- Understanding Funding Sources
- Ventilator and Tracheotomy Care
- Wound Care Management

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

Contractor's Name: Fullerton Chamber of Commerce

CCG No.: ET24-0328

Reference No: 24-0265

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ALPHABETIZE BY COMPANY NAME

Company: Follow Your Hearth

Priority Industry? Yes No

Address: 9201 Owensmouth Ave.

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 239

Small Business? Yes No

Total # of full-time company employees worldwide: 5,000

Total # of full-time company employees in California: 325

Company: KND Real Estate 40, LLC dba Kindred Paramount

Priority Industry? Yes No

Address: 16453 Colorado Blvd.

City, State, Zip: Paramount, CA 90723

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 77

Small Business? Yes No

Total # of full-time company employees worldwide: 5,000

Total # of full-time company employees in California: 1,100

Company: Mark Beamish Waterproofing

Priority Industry? Yes No

Address: 1732 Reynolds Ave.

City, State, Zip: Irvine, CA 92514

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 90

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

Company: RBA Builders

Priority Industry? Yes No

Address: 16490 Harbor Blvd.

City, State, Zip: Fountain Valley, CA 92708

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 150

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Fullerton Chamber of Commerce

CCG No.: ET24-0328

Reference No: 24-0265

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ALPHABETIZE BY COMPANY NAME

Company: Rebas, Inc.

Priority Industry? Yes No

Address: 12907 Imperial Highway

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 36

Small Business? Yes No

Total # of full-time company employees worldwide: 150

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

Company: Taber Company Inc.

Priority Industry? Yes No

Address: 121 Waterworks Way

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 210

Small Business? Yes No

Total # of full-time company employees worldwide: 245

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



Training Proposal for:
Shasta-Tehama-Trinity Joint Community College District

Contract Number: ET24-0333

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

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

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$197,800		\$13,760 8%		\$211,560

In-Kind Contribution:	50% of Total ETP Funding Required	\$264,000
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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, Computer Skills, Continuous Improvement, Manufacturing Skills, OSHA 10/30	80	8-200	0	\$2,460	\$22.55
				Weighted Avg: 100			
2	Retrainee SB <100	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, OSHA 10/30	15	8-200	0	\$984	\$22.55
				Weighted Avg: 40			

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

Minimum Wage by County: Job Number 1 & 2 (Retrainee): \$24.60 per hour in Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$24.25 per hour in Contra Costa County; \$23.15 per hour in Los Angeles County; \$22.72 per hour San Diego County, and \$22.55 in Orange and all other counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Millwright	\$24.77-\$25.00	5
	\$25.01-\$35.00	75
Operations Specialist	\$22.55-\$25.00	5
Operator	\$25.00-\$35.00	5
Administrator	\$22.55-\$25.00	3
Owner	N/A	2

INTRODUCTION

Founded in 1948 and headquartered in Redding, Shasta-Tehama-Trinity Joint Community College District (Shasta College) (www.shastacollege.edu/) is a 2-year community college that provides educational and training classes to the Tri-County community. Shasta College belongs

to the California Community College system, which is the largest system of higher education in the world is comprised of 116 colleges organized into 72 districts. The College offers instruction and student services at a main campus in Redding as well as campus's in Burney, Weaverville (Trinity County) and Red Bluff (Tehama County). Aside from servicing the general population, the Shasta College Business Training Center provides customized workforce training services to local businesses and industries who would like to upskill their workers. This is Shasta College's first ETP Contract.

Veterans Program

Shasta College houses on its Redding and Red Bluff campuses Veterans' Services Support & Success Centers. The Veterans Support & Success Centers on the Redding and Red Bluff campuses were created to better serve all students who are current or former members of the United States Armed Services, their spouses and children. The Veteran's Center also works in collaboration with other organizations that also serve veterans such as EDD Veterans Services and SMART Workforce Center. Although there is no Veteran Job Number, Veteran's may be included in both Job Numbers of this project.

PROJECT DETAILS

Shasta College Business Training Center, along with the college's Economic and Workforce Development Division, have identified an increased need among local employers for customized training programs that can help meet its demand for skilled workers and enable them to keep pace with out-of-state and international competitors.

This training project will focus on training millwrights for local wood and lumber manufacturers in the region. A millwright is a skilled tradesperson who specializes in the installation, maintenance and repair of industrial machinery and equipment. The need for trained millwrights in today's manufacturing environment is a crucial one. While the complexity of machinery is increasing, there is a shortage of skilled workers in this field, which drastically impacts the daily operations of facilities. Millwrights are responsible for assembling, aligning and adjusting machines, ensuring they operate smoothly and efficiently as well as troubleshooting and fixing mechanical issues as they arise. By investing in training programs and promoting the millwright profession, Shasta College will assist the availability of skilled workers in the region.

In addition, Shasta College plans to offer assistance to Small Businesses in the region who may require training. Shasta College's business training center offers support and flexible training and professional development that is geared towards small business owners and their staff.

In an effort to support the training and advancement of forestry and lumber workers in the region, Shasta College plans to support training to upskill millwrights in this industry. Training will be focused on workers who are either brand new or just started in the millwright trade. Millwrights are responsible for installing, maintaining, and repairing the complex array of equipment that saws, cuts, and processes timber. The Millwrights ensure that the operations are running efficiently to eliminate waste of malfunctioning equipment. They also ensure the equipment and workers are operating safely to negate injuries. This occupation and training would be a promotional opportunity for laborers who are already working in the sawmill environment. Workers who are interested would be able to take advantage of this training opportunity in order to make a better wage and career path.

Training Plan

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

Business Skills: This training will be offered to all occupations to promote skills for upward mobility. Training topics include Business Fundamentals, Problem Solving, and Project Management.

Computer Skills: Training will be offered to all occupations to increase computer literacy and software skills. Training topics include Company Specific Data Systems, Microsoft Office Suite (Intermediate/Advanced) and QuickBooks.

Continuous Improvement: Training will be offered to all occupations to increase productivity and increase product quality. Training topics include Time Management, Lean Manufacturing, and Six Sigma.

Manufacturing Skills: This training will be offered to Millwrights, Operators, and Operations Specialists to ensure trainees can operate multiple pieces of equipment properly and effectively. Training topics include Oxygen Acetylene Torch Work, Power Transmission Components, Hydraulic Systems, and Drill Press Operation.

Alternate Recordkeeping

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

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.

Commitment to Training

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

➤ Training Infrastructure

The Community Education Coordinator will oversee this project with assistance from Shasta College's Business Training Center's team. The team will coordinate training, collect and enter training rosters into ETP's system. Training will be provided by internal staff. Shasta College may contract with training vendors if needed.

Marketing and Support Costs

Shasta College identifies training needs as expressed by the participating employers. The type of assessments included employee interviews, focus groups, course evaluation results, employer survey results and employee engagement survey results. The assessments indicated a need for these employers to develop a high performance workplace by improving the skills of its workforce

to meet productivity goals. Through direct contact with each participating company, the college is able to develop a customized training curriculum and will provide the needed training at a time and location beneficial to our participants. The training request is based on the employer response to the employer demand.

Shasta College requests, and Staff supports, 8% support costs to assist with recruitment, employer outreach, assessments of employer-specific job requirements, creation of unique training curriculums, and obtaining highly specialized trainers.

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

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).

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

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

Tuition Reimbursement

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

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 Fundamentals
- Communication Skills
- Customer Service
- Leadership Skills
- Problem Solving
- Sales/Marketing
- Scheduling and Planning
- Project Management
- Teamwork
- Technical Writing

Computer Skills

- Company Specific Data Systems
- GIS/Mapping
- Microsoft Office Suite (Intermediate/Advanced)
- QuickBooks

Continuous Improvement Skills

- Lean Manufacturing
- Six Sigma
- Manufacturing Safety
- Time Management

Manufacturing Skills

- Oxygen Acetylene Torch Work
- Basic Torch Work
- Fundamentals of Torch Work
- Understanding Various Fuels and Steel Cutting Types
- Power Tool Operation
- Overhead Crane Operation
- Welding Skills
- Positional Welding
- Basic Fabrication
- Standard Building Practices
- Guarding Construction and Regulations
- Drill Press Operation
- Band saw Operation
- Lock-Out/Tag-Out
- Power Transmission Components
- Bushings
- B-Locs
- Chain Drives

- V-Belts, Power Bands, and Poly Chains
- Gear Box and Ratios
- Sprockets
- Pneumatic Systems and Components
- Compressors and Applications
- Pneumatic Actuators
- Hydraulic Systems
- Pascal's Law
- Hydraulic Actuators
- Hydraulic Schematics and Symbol Identification
- Saw Operation
- Heavy Equipment Operation

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Shasta-Tehama-Joint Community College District	CCG No.: ET24-0333
Reference No: 24-0326	Page 1 of 1

Company: BurnBot	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 710 S. Genevieve Lane	
City, State, Zip: San Jose, CA 95128	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 54	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 54	
Total # of full-time company employees in California: 54	

Company: Emmaus Development	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1300 West St. #104	
City, State, Zip: Redding, CA 96001	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 4	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 4	
Total # of full-time company employees in California: 4	

Company: Sierra Pacific Industries	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 19794 Riverside Ave.	
City, State, Zip: Anderson, CA 96007	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 80	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 6200	
Total # of full-time company employees in California: 3600	

Company: Trinity River Lumber Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1375 Main St.	
City, State, Zip: Weaverville, CA 96093	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 500	
Total # of full-time company employees in California: 300	



**Agriculture Initiative
Training Proposal for:**

Wonderful Pistachios & Almonds LLC

Contract Number: ET24-0316

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: L. Vuong

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Agriculture Initiative	Industry Sector(s):	Manufacturing Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno, Kern, 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: 1,040	U.S.: 5,553	Worldwide: 8,561
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

FUNDING DETAIL

In-Kind Contribution
\$326,700

Total ETP Funding
\$298,701

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 Agriculture Initiative	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	20	8-200	0-50	\$897	\$23.15
				Weighted Avg: 39			
2	Retrainee Priority Rate HUA Agriculture Initiative	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	313	8-200	0-50	\$897	\$17.31
				Weighted Avg: 39			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$23.15 per hour for Los Angeles County
 Job Number 2 (HUA): \$16.91 per hour for Fresno and Kern Counties
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Support Staff	\$20.68 - \$25.00	2
	\$25.01- \$28.96	3
Coordinator	\$25.60 - \$28.19	3
Customer Service Staff	\$20.16 - \$24.82	3
Financial Staff	\$25.59 - \$37.84	3
Manager/Supervisor	\$26.58 - \$40.85	2
Marketing Staff	\$25.73 - \$36.91	4
Job Number 2 (HUA)		
Administrative Support Staff	\$17.36 - \$20.00	10
	\$20.01 - \$24.97	40
Customer Service Staff	\$19.22 - \$20.00	15
	\$20.01 - \$24.88	35
Engineering Staff	\$26.04 - \$28.57	35
Maintenance Staff	\$25.69 - \$26.94	23
Manager/Supervisor	\$26.52 - \$39.28	10
Production Worker	\$17.31 - \$20.00	60
	\$20.01 - \$24.80	30

Quality Control Staff	\$25.09 - \$33.28	45
Technical Support Staff	\$25.05 - \$28.43	10

INTRODUCTION

Founded in 1989 and headquartered in Lost Hills, Wonderful Pistachios & Almonds LLC (Wonderful Pistachios) (www.wonderfulpistachiosandalmonds.com), farms, processes and sells almonds and pistachios. In tandem with grower partners, the Company farms 125,000 acres that deliver 450 million pounds of nuts annually. The Company's specialty crops are grown, processed and marketed under one entity to ensure quality. Its products are sold under the Wonderful label, as well as private-label, to food manufacturers and foodservice customers across the US and worldwide. Wonderful Pistachios also offers in shell and shelled pistachios, along with various almond products, including whole, sliced, slivered, or diced, all of which are supplied in raw, roasted, blanched, and flavored forms. Customers include retail and wholesale food distributors worldwide such as Costco, Wal-Mart, Tesco, Planter's, Kraft, Ralphs, Trader Joe's, and Whole Foods.

Wonderful Pistachios has several growing and processing sites in Lost Hills, Firebaugh, and an office in Los Angeles. Training will take place at its five locations throughout California. International sites include Belgium, China, Korea, India, Mexico and Brazil. This will be Wonderful Pistachios' fourth ETP Contract, and the fourth in the last five years

Veterans Program

Although the Company does not have a separate Veterans Job Number, Wonderful Pistachios encourages and recruits Veterans into its workforce through its website, job fairs, and other forms of outreach.

PROJECT DETAILS

Previous training focused on improving productivity, complex operations and attracting new customers. Training under this proposal will concentrate on new agricultural practices, compliance requirements, water waste reduction, and meet and exceed customers' demands. In addition, the Company is experiencing a remarkable surge, based on the brand's unwavering popularity and consumer demand. The Company's commitment to quality, coupled with innovative marketing strategies, has played a pivotal role in driving this upward trajectory.

To remain competitive, support current and future business needs and meet customers' expectations and industry requirements, Wonderful Pistachios must cross-train and develop the skill sets of its workforce to adapt to the new business environment, keep up with customers seeking healthier natural snack options, and upgrading job-related skills. Wonderful Pistachios is striving to provide quality products and become more efficient in its processes. The Company's goal is to become a value-focused, customer-driven organization and a high performance workplace.

ETP funding will assist Wonderful Pistachios to upgrade worker skills, increase production efficiencies, meet industry standards, provide quality products at a low cost, and effectively manage overall business growth. Workers will gain skills to optimize job performance, better serve customers, improve competencies, and have opportunity to advance into a higher wage position and career advancement.

Agriculture Initiative

In an effort to support the training and advancement of agriculture and farmworker populations in the Central Valley, Wonderful Pistachios has committed and implemented training to upskill workers and prepare them to pursue opportunities for advancement within the organization, supporting pathways to quality jobs. The support will come from the planned ETP training as well as other company investments.

The Company will fill basic gaps in literacy so workers can become high-skilled workers. Workers will learn Business Processes, Coaching and Mentoring Skills, Conflict Management, Problem Resolution, and Team Product Development. This will allow workers to participate in career ladders that will lead to better jobs and higher paying jobs. The curricula will train Production Workers for jobs in ag-tech and precision farming. Workers will learn Manufacturing Operating Procedures, Irrigation Systems, Production Equipment Training, Equipment Set-Up and Testing, and Water Standards. This will also allow workers to advance into higher paying jobs with long-term job security.

Wonderful Pistachios offers opportunities for worker's voice to be amplified. The Continuous Improvement program regularly solicits input from workers to improve benefits. Workers requested robust health benefits. As a result, the Company improved health benefits. Workers from all levels, especially field staff, are involved in feedback that identifies issues, which allows the Company to address to improve working environment. All workers are given the ability to provide feedback to management.

Due to customer demand, Wonderful Pistachios needs to expand its workforce. This will provide the business and worker opportunities supported by the proposed training plan and company's employee-centered advancement pathway infrastructure leading to higher-paying agriculture jobs.

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 and focus on business processes and operations, cost effective and product knowledge. Training will improve and increase employee skills to work more effectively and efficiently.

Computer Skills: Training will be offered to all occupations and include Computer security, Inventory and Management Software. Trainees will gain knowledge and become more proficient in the Company's various software applications necessary to provide efficient and effective customer services, and tools to effectively perform their job functions.

Continuous Improvement: Training will be offered to all occupations, with emphasis on eliminating waste, product testing, productivity and quality improvement, problem solving and standard operating procedures.

Manufacturing Skills: Training will be offered to Engineering Staff, Maintenance Staff, and Production Workers and include Equipment Maintenance, Manufacturing Operating Procedures, Warehouse Procedures and Water Monitoring Processes. Training will help trainees maintain, operate, improve highly automated equipment and systems, and best manufacturing and operational practices.

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.

Electronic Recordkeeping/LMS

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

High Unemployment Area

Some trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Firebaugh (Fresno County) and Lost Hills (Kern County) qualify for HUA status.

➤ 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. Wonderful Pistachios requests a 23% wage modification from the ETP Standard Minimum Wage to the HUA Minimum Wage (from \$22.55 to \$17.31 per hour) for an estimated 85 trainees in Job Number 2. Some trainees will start at a minimum of \$17.31 with a wage progression of 3% or a \$0.52 increase after one year. Trainees are evaluated annually for wage increases. Based on performance, trainees who show ability and initiative to do a job may advance to higher level of responsibilities and wages. Trainees with better than average performance, may receive an increase prior to their one year review.

Approximately 85 Administrative Support Staff, Customer Service Staff, and Production Worker will need the wage modification.

Commitment to Training

Wonderful Pistachios has a current annual training budget of approximately \$330,000 for all five locations in California. The Company provides basic production process skills training, basic safety training, new-hire orientation, sexual harassment prevention, first aid, OSHA mandated training, and on-the-job training program in production skills. In addition, Microsoft Office (basic level) and employee benefits training as needed. All training is mandatory and all workers receive some training. Class/Lab, on-the-job and computer-based training methods are utilized.

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

➤ Training Infrastructure

Training is scheduled to begin upon Panel approval. Wonderful Pistachios has designated a team that includes an Area Leader of Employee Training & Development, a team of Managers/Supervisors and a Training Coordinator to oversee ETP training and administrative responsibilities. A team of 25 Managers/Supervisors and trainers will travel to each location to provide training, secure rosters and ensure ETP compliance. The Company has also retained a third party subcontractor to support project administration duties including enrollment, data tracking, invoicing, participating in ETP monitoring, and ensuring compliance with ETP requirements.

Green/Clean Operations

Since 2007, Wonderful Pistachios has operated with the help of solar power. Each year, the Lost Hills facility uses power from the city's 1.1 mega-watt, \$7.5 million solar plant that supplies about 15% of the city's energy. The alternative power generated by the plant eases the burden on the local power supply and on the California power grid. Wonderful Pistachios has also invested \$2.5 million to install its own power substation at the Los Hills facility, reducing consumption from the state's power grid by 25%.

Prior COVID Performance

Under the COVID Rapid Reemployment and Retraining Pilot, Wonderful Pistachios had a closed Contract ET21-0206 with term of 12/14/2020 to 12/13/2022. Of an estimated 100 trainees, 100 have been placed and Wonderful Pistachios earned \$200,000 (100%) of contract value (\$200,000).

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 \$ %
*ET22-0148	Firebaugh, Los Hills	11/22/21 – 11/21/23	\$250,240	0 (0%)
ET19-0340	Bakersfield, Firebaugh, Los Hills, Los Angeles	12/14/18 – 12/13/20	\$406,120	\$406,120 (100%)

*ET22-0148: Based on ETP Systems, 13,157 reimbursable hours for 366 trainees have been tracked for potential earnings of \$302,615, which exceeded the maximum 100% of approved amount. The Contractor projects final earnings of 100% based on training completed through 08/23/23, and final invoice has been submitted to be reviewed and approved by ETP Fiscal Unit.

DEVELOPMENT SERVICES

National Training Company, Inc. (NTC) in Irvine assisted with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Processes
- Coaching and Mentoring Skills
- Conflict Management
- Cost Effective Solutions
- Financial Skills
- Logistics
- Problem Resolution
- Product Knowledge
- Product Specifications
- Prototyping
- Sales Skills
- Team Product Development

Computer Skills

- Computer Security
- Computerized Inventory
- Customer Applications
- Internal Applications
- Inventory Integration Procedures
- Microsoft Office (Intermediate/Advanced)
- Project Management Software
- Software Development
- Web-Based Computer Applications

Continuous Improvement Skills

- Compliance Tracking
- Eliminating Waste
- Kaizen Events
- Lean Manufacturing Programs
- Product Testing
- Productivity Improvement
- Quality Improvement
- Root Cause Analysis
- Six Sigma
- Standard Operating Procedures
- Team Problem Solving
- Total Quality Management Tools

Manufacturing Skills

- Equipment Maintenance
- Equipment Set-Up and Testing
- Forklift Procedures

- Inspection Equipment
- Irrigation Systems
- Job Instructions
- Manuals and Reports
- Manufacturing Operating Procedures
- Measurement and Calibration
- Packaging Procedures
- Preventative Maintenance
- Product Loading and Storage
- Production Equipment Training
- Production Metrics
- Production Tools
- Quality Control Procedures
- Reading Technical Specifications
- Resolving Production Problems
- Transportation Procedures
- Warehouse Procedures
- Water Monitoring Processes
- Water Standards

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- 10 Mistakes Leaders Should Avoid-4597751 (0.64HRS)
- Adapting Leadership to BehavioralStyles-4285653 (1.08 HRS)
- Adobe Captivate Essential Training-4615698(0.86 HRS)
- Advanced Branding-4070058 (1.11 HRS)
- Advice for Leaders during a Crisis-4597771(1.08 HRS)
- Agile at Work: Building Your AgileTeam-4120403 (0.92 HRS)
- Agile at Work: Getting Better with Agile Retrospectives-4279405(1.06 HRS)
- Agile at Work: Planning with Agile UserStories-4080166 (0.85 HRS)
- Azure for DevOps: DependencyManagement-4612654 (0.78 HRS)
- Brainstorming Tools-4061515 (1.17 HRS)
- Build Your Financial Literacy-4080083 (1.15HRS)
- Business Acumen for Project Managers-4128548(1.16 HRS)
- Business Analysis Foundations: Business Process Modeling-4065102 (1.31 HRS)
- Business Development Foundations-4080182 (0.92HRS)
- Business Process Improvement-4616114 (0.97HRS)
- Business-to-Business Sales-4128532 (1.1 HRS)
- Coaching for Results-4297756 (1 HRS)
- Coaching Skills for Leaders andManagers-4024306 (0.57 HRS)
- Communicating with Diplomacy and Tact-4067106(1.1 HRS)
- Compassionate Leadership-4614212 (0.89 HRS)
- Complex Negotiation Tips-4598421 (1.08 HRS)
- Consulting Foundations: Building Your SalesSystem-4274651 (1.1 HRS)
- Crafting Questions to Make BetterDecisions-4614461 (0.57 HRS)

- Critical Thinking and Problem Solving-4599017(0.75 HRS)
- Critical Thinking-4614658 (0.99 HRS)
- Cross-Selling-4294116 (1.02 HRS)
- Customer Service - Motivating YourTeam-4018427 (0.91 HRS)
- Customer Service Foundations-4018392 (1.38HRS)
- Customer Service: Knowledge Management-4613471(0.91 HRS)
- Customer Service: Problem Solving andTroubleshooting-4022339 (0.54 HRS)
- Customer Service: Serving Customers Through Chat and Text-4070068 (0.64 HRS)
- Customer Success ManagementFundamentals-4274657 (0.97 HRS)
- Dan Ariely on Making Decisions-4074752 (0.96HRS)
- Data Science Foundations: Knowledge Graphs-4598921(0.52 HRS)
- Data Strategy-4614255 (0.76 HRS)
- Data-Driven Decision-Making for BusinessProfessionals-4613531 (0.99 HRS)
- Design Thinking: Customer Experience-4022191(0.57 HRS)
- Design Thinking: Understanding theProcess-4022375 (0.7 HRS)
- Developing a Competitive Strategy-4077426(1.08 HRS)
- Developing Business Acumen-4051632 (1.12 HRS)
- Developing Your Leadership Philosophy-4077264(1.4 HRS)
- Digital Transformation Foundations-4599392(0.94 HRS)
- Digital Transformation-4277133 (0.79 HRS)
- Ecommerce Fundamentals (2020)-4598185 (1.38HRS)
- Effective Listening-4020601 (1.08 HRS)
- Enhancing Your Productivity-4616144 (0.76 HRS)
- Essentials of Team Collaboration-4598533 (0.54HRS)
- Facilitating Remote Design Thinking-4275453(1.37 HRS)
- Financial Forecasting with Big Data-4067041(1.36 HRS)
- Goal Setting: Objectives and Key Results(OKRs)-4613389 (0.57 HRS)
- Having Difficult Conversations: A Guide forManagers-4051703 (0.99 HRS)
- Having Difficult Conversations-4601049 (1.12HRS)
- High-Stakes Communication-4031921 (1.08 HRS)
- How to Be an Effective Project Sponsor-4275445(1.03 HRS)
- Innovative Customer Service Techniques-4031975(0.72 HRS)
- Inventory Management Foundations-4600979 (1.33HRS)
- Leading without Formal Authority-4613707 (0.97HRS)
- Lean Inventory Management-4600980 (1.16 HRS)
- Lean Six Sigma Foundations-4614607 (1.17 HRS)
- Learning Canva-4277433 (1.13 HRS)
- Learning Data Science: Understanding theBasics-4297769 (1.27 HRS)
- Learning Excel 2016-4283040 (1.17 HRS)
- Managing Organizational Change forManagers-4120408 (1.37 HRS)
- Managing Skills for Remote Leaders-4067155(1.2 HRS)
- Managing Team Conflict-4121501 (1.17 HRS)
- Managing Virtual Teams-4064742 (0.94 HRS)
- Marketing Foundations: Analytics-4258858 (1.04HRS)
- Marketing Tools: Automation-4612807 (1.3 HRS)
- Negotiating Your Leadership Success-4067081(1.34 HRS)
- Operational Excellence Work-Out and KaizenFacilitator-4601172 (1.18 HRS)
- Overcoming Obstacles and Building TeamResilience-4614147 (1.02 HRS)

- Persuasive Selling-4065172 (1 HRS)
- Prioritizing Effectively as a Leader-4615032(0.6 HRS)
- Project Management Foundations:Quality-4613300 (0.52 HRS)
- Project Management Foundations: Teams-4612696(0.44 HRS)
- Project Management Reinvented for Non-ProjectManagers-4614134 (1.4 HRS)
- Project Management: Solving Common ProjectProblems-4120363 (1.08 HRS)
- Purpose-Driven Sales (2016)-4070172 (1.1 HRS)
- Python Data Analysis-4598406 (0.55 HRS)
- Quality Management Foundations-4599870 (1.03HRS)
- Quality Standards in Customer Service-4275341(0.87 HRS)
- Sales Performance Measurement andReporting-4274649 (0.92 HRS)
- Sales Pipeline Management-4128538 (1.17 HRS)
- Service Metrics for Customer Service-4615350(1.26 HRS)
- Smart Thinking: Overcoming Complexity-4613462(0.77 HRS)
- Social Media Marketing Foundations-4065108(0.87 HRS)
- Solution Sales-4065158 (0.93 HRS)
- Solving Business Problems-4612473 (0.6 HRS)
- Strategic Planning Foundations-4024248 (1.38HRS)
- Strategic Thinking-4020596 (0.6 HRS)
- Supply Chain Analytics Foundations-4599387(0.77 HRS)
- Understanding Business-4067075 (0.73 HRS)
- Using Customer Surveys to ImproveService-4612621 (0.87 HRS)
- Writing Customer Service Emails-4297788 (1.1HRS)

Computer Skills

- Excel 2010: Pivot Tables-4616105 (1.34 HRS)
- Excel Power Query Tips and Techniques-4613077(0.86 HRS)
- Excel: Creating a Basic Dashboard-4023327(1.12 HRS)
- Excel: Productivity Tips-4613602 (1.37 HRS)
- Excel: Working Together with Power Query and Power Pivot-4598325 (0.77 HRS)
- Learning VBA in Excel-4601422 (0.52 HRS)
- Power BI Mistakes to Avoid-4597789 (1 HRS)



Agriculture Initiative
Training Proposal for:
J.G. Boswell Company
Contract Number: ET24-0341

Panel Meeting of: April 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA Seasonal SET	Industry Sector(s):	Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Kings, Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 994	U.S.: 994	Worldwide: 994
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution
\$631,000

Total ETP Funding
\$587,972

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills PL-Mfg. Skills	464	8-200	0-100	\$1,012	\$17.72
				Weighted Avg: 44			
2	Retrainee Priority Rate HUA SET Seasonal	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills PL-Mfg. Skills	117	8-200	0-100	\$1,012	\$17.72
				Weighted Avg: 44			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (HUA): \$16.91/hr. in Kings, Kern and Tulare counties.
 Job Number 2 (SET/HUA): \$16.91/hr. in Kings, Kern and Tulare counties.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Although 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: HUA Retrainee		
Administrative Staff	\$19.89 - \$20.00	12
	\$20.01 - \$25.00	19
	\$25.01 - \$28.16	27
Customer Service Staff	\$17.93 - \$20.00	11
	\$20.01 - \$25.00	13
	\$25.01 - \$26.81	19
Equipment Operator	\$26.35 - \$32.18	37
Maintenance Engineer	\$25.81 - \$32.87	33
Manager/Supervisor	\$26.12 - \$38.46	44
Production Staff	\$17.72 - \$20.00	49
	\$20.01 - \$25.00	98
	\$25.01 - \$29.15	27
Sales Staff	\$26.18 - \$31.57	21
Support Specialist	\$25.70 - \$28.57	54

Job Number 2: SET/HUA/Seasonal Retrainee		
Administrative Staff	\$19.89 - \$20.00	2
	\$20.01 - \$25.00	3
	\$25.01 - \$28.16	5
Customer Service Staff	\$17.93 - \$20.00	2
	\$20.01 - \$25.00	6
	\$25.01 - \$26.81	5
Equipment Operator	\$26.35 - \$32.18	7
Production Staff	\$17.72 - \$20.00	27
	\$20.01 - \$25.00	43
	\$25.01 - \$29.15	17

INTRODUCTION

Founded in 1925 and headquartered in Pasadena, J.G. Boswell Company (Boswell) (www.jgboswell.com) is one of the largest privately-owned farming enterprises in the United States. The Company has 150,000 acres of farmland used for producing, processing and marketing crops such as Pima cotton, tomatoes, safflower, and other agricultural products. Boswell's cotton products are sought after worldwide by industries ranging from fashion to home textile, while its tomatoes and tomato paste are supplied to food manufacturers, grocery stores, and restaurants throughout the United States. Training will be delivered at its locations in Corcoran, Bakersfield, Buttonwillow and Exeter.

This will be Boswell's first ETP Contract. ETP-funded training will focus on crop production functions and operating efficiencies to meet the growing customer demands. The agricultural sector is rapidly evolving with new agricultural practices, compliance requirements, and the need to reduce water waste. With increased demand for tomatoes, safflower, and cotton products, this has created an increased need for water usage. Additionally, with the recent flooding, the Company has recessed its approach to water usage.

Veterans Program

Although Boswell 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

Training will give staff knowledge on the latest sustainable farming techniques and water waste reduction procedures by learning water conservation procedures, water monitoring processes, water standards, and ways to improve the irrigation systems. Trainees will also learn how to operate equipment more efficiently, resulting in high manufacturing efficiency and reduced operating costs.

Agriculture Initiative

There is a need to support pathways to quality jobs. The Company fills basic skills gaps in Vocational English as a Second Language, numeracy and digital literacy. There is a need to train high-skilled workers who can implement , supervise and manage increasing use of precision agriculture process, train workers in conflict negotiation, problem solving and other soft skills.

The Company will expand the workforce and expand access to training programs for career advancement into higher-paying agriculture jobs, develop curriculum to train farmworkers for jobs in ag-tech and precision farming.

Overall training in new and emerging agriculture technologies, equipment, sustainable irrigation, and agriculture techniques will ensure that trainees have the skills they need to be successful on the job, as well as providing them opportunities to progress up the career ladder. Additionally, Boswell is trying to retain as many workers as possible due to the shortage of skilled workers. The Company has created a fully dedicated training center to provide new skills to its staff, which ETP funds will help expand in a supplemental way.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Conflict Resolution, Presentation Skills, Pricing Strategies and Sales Skills.

Computer Skills: Training will be offered to all occupations and include Engineering Software Applications, Equipment Performance Software and Inventory Integration Procedures.

Continuous Improvement: Training will be offered to all occupations and include Improving Delivery Times, Product Specifications, Quality Improvement and Six Sigma.

Manufacturing Skills: Training will be offered to Equipment Operator, Maintenance Engineer, and Production Staff and include Bulldozer Operation, Case Packer, Equipment Cross Training and Forklift Certification.

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.

Approximately 125 Equipment Operators and Maintenance Engineers who directly interface with new and/or improved manufacturing processes and equipment will receive PL-Manufacturing Skills training. Since the equipment is too large to bring into a classroom, trainees must be in the field learning how to operate proprietary equipment that requires hands-on experience. Training includes how to operate a bulldozer to move large amounts of materials safely, how to control and maintain electrical systems to keep production process operating, and how to operate the harvester to know the proper techniques to harvest the agricultural products. Training will provide cross-training opportunities on the production operation and procedures used throughout the agriculture field. All PL training will occur in the field in Corcoran, Bakersfield, Buttonwillow and Exeter by trainers who have at least two years' experience of operating equipment. The trainer-to-trainee ratio for all PL training will be 1:1 at a maximum of 23 hours of training per trainee. A trainee observes real production procedures demonstrated by the trainer and will perform the skills under the supervision of the trainer. Upon certification of their competency, the trainee is able to independently use the equipment while working in the agriculture field.

Computer-Based Training (CBT)

CBT will be provided to supplement Class/Lab and E-Learning, which is a more convenient means of delivering basic training. Trainees will receive between 0–100 hours of CBT.

Commitment to Training

Boswell's annual California training budget is \$611,200 and includes rudimentary job skills, new-hire orientation, violence in the workplace and sexual harassment prevention. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The V.P. Human Resources (dedicated administrator) will oversee the project along with four Training Coordinators. The Training Coordinator at each facility will to assist in the scheduling of training, collecting training records, and other internal administrative duties. Training will be delivered by 25 in-house experts and vendors if needed. The Company has also hired a third-party administrator to assist with ETP administration.

Electronic Recordkeeping/LMS

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

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Kern, Kings, and Tulare counties are in an HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

Approximately 36 Administrative Staff, 26 Customer Service Staff, and 112 Production Staff will need the wage modification.

Seasonal Worker - Special Employment Training Retention Modification

Trainees in Job Number 2 fall under ETP's Seasonal Worker program, which is funded by Special Employment Training (SET). Boswell is in a seasonal industry that bases its operations on one or more cycles of crop production, where the workforce expands by at least 50% and that it retains at least 50% of the employees for not less than 500 hours in the 12-month period preceding the end-of-training.

This qualifies the Company for a Seasonal Worker retention modification as follows: Employment retention period is not less than 500 hours within 12 months of the end-of-training with up to three employers in the crop-production industry, and the trainees need not be employed full-time during retention. Boswell requests this retention period for all trainees in Job Number 2.

Impact/Outcome

Boswell's training plan includes Forklift Certification, which its staff will receive certification upon completion of ETP training.

DEVELOPMENT SERVICES

National Training Company, Inc. (NTC) in Irvine to assist with development of this proposal for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

NTC will also perform administrative services for a fee of 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

- Conflict Resolution
- Communication Skills
- Inventory Checklist
- Presentation Skills
- Pricing Strategies
- Product Support Knowledge
- Sales Skills
- Stock Order Preparation
- Team Product Development
- Time Management

COMPUTER SKILLS

- Engineering Software Applications
- Equipment Performance Software
- Inventory Integration Procedures
- Inventory Management Software
- Microsoft Office (Intermediate / Advanced)
- Software Development

CONTINUOUS IMPROVEMENT

- Improving Delivery Times
- Kaizen
- Product Specifications
- Product Testing
- Production Operations
- Quality Improvement
- Six Sigma

MANUFACTURING SKILLS

- Bulldozer Operation
- Case Packer
- Compliance Tracking
- Electrical Systems
- Equipment Cross Training
- Equipment Maintenance
- Food Safety
- Forklift Certification
- Harvester Operation
- Irrigation Technology
- Labeling Systems
- Operating Heavy Equipment
- Quality Control

- Reading Technical Specifications
- Standard Operating Procedures
- Tractor Operation
- Using Equipment Safely

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

PL- MANUFACTURING SKILLS

- Bulldozer Operation
- Electrical Systems
- Equipment Cross Training
- Equipment Maintenance
- Harvester Operation
- Irrigation Technology
- Standard Operating Procedure
- Tractor Operation

Computer-Based Training

BUSINESS SKILLS

- Conflict Resolution (2 hrs.)
- Communication Skills (4 hrs.)
- Inventory Checklist (2 hrs.)
- Presentation Skills (6 hrs.)
 - Choosing Your Delivery Method (2 hrs.)
 - Flip Charts (2 hrs.)
 - Creating Compelling Presentations (2 hrs.)
- Pricing Strategies (4 hrs.)
- Product Support Knowledge (4 hrs.)
- Sales Skills (6 hrs.)
 - How to Sell for Value (2 hrs.)
 - Sales Presentations (2 hrs.)
 - Asking the Right Questions (2 hrs.)
- Stock Order Preparation (4 hrs.)
- Team Product Development (4 hrs.)
- Time Management (4 hrs.)

MANUFACTURING SKILLS

- Bulldozer Operation (8 hrs.)
 - Machine Basics (1 hr.)
 - Terms You Should Know (1 hr.)
 - How to Operate (2 hrs.)
 - Basic Operating Techniques (2 hrs.)
 - Pushing Piles (1 hr.)
 - Working on Slopes (1 hr.)
- Compliance Tracking (8 hrs.)
 - What is Compliance (1 hr.)
 - Standard Forms (1 hr.)

- Reports (1 hr.)
 - Food Safety (2 hrs.)
 - Audits (2 hrs.)
 - Corrective Action (1 hr.)
- Electrical Systems (8 hrs.)
 - How Electricity Works (2 hrs.)
 - Safety (2 hrs.)
 - Controls (1 hr.)
 - Repair Procedures (2 hrs.)
 - Monitoring (1 hr.)
- Equipment Cross Training (8 hrs.)
 - Bulldozer-to-Truck Procedures (2 hrs.)
 - Harvester-to-Truck Procedures (2 hrs.)
 - Tractor-to-Truck Procedures (2 hrs.)
 - Truck Driving Rules (2 hrs.)
- Equipment Maintenance (6 hrs.)
 - Power Systems (2 hrs.)
 - Operating Requirements (2 hrs.)
 - Procedures (2 hrs.)
- Harvester Operation (6 hrs.)
 - Overview (1 hr.)
 - Machine Basics (1 hr.)
 - How to Operate (2 hrs.)
 - Processing Product (1 hr.)
 - Unloading (1 hr.)
- Irrigation Technology (4 hrs.)
- Standard Operating Procedures (4 hrs.)
- Tractor Operation (8 hrs.)
 - Basics (1 hr.)
 - How to Operate (2 hrs.)
 - Controls (1 hr.)
 - Safety (1 hr.)
 - Moving Material (1 hr.)
 - Maintenance (2 hrs.)



Agriculture Initiative
Training Proposal for:
Vino Farms, Inc.

Contract Number: ET24-0282

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: A. Reyes

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Napa, San Joaquin, San Luis Obispo, Santa Barbara, Sonoma	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 300	U.S.:300	Worldwide: 300
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	5%		

FUNDING DETAIL

In-Kind Contribution
\$750,000

Total ETP Funding
\$230,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Hazardous Materials	250	8-200	0	\$1,265	\$22.55
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainees): \$22.55 per hour for Napa, Santa Barbara, Sonoma, San Joaquin and San Luis Obispo Counties
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 \$2.39 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 (Retrainees)		
Admin	\$20.16 - \$25.00	5
Field Leads	\$20.16 - \$25.00	15
	\$25.01 - \$26.00	3
Field Staff	\$20.16 - \$25.00	130
Safety Staff	\$20.16 - \$25.00	20
Shop Leads	\$20.16 - \$25.00	8
Shop Staff	\$20.16 - \$25.00	24
Vineyard/Operations Managers	\$25.00 - \$35.00	15
Viticulture Staff	\$20.16 - \$25.00	25
	\$25.01 - \$32.00	5

INTRODUCTION

Founded in 2008 and headquartered in Lodi, Vino Farms, Inc. (Vino), plants, harvests, and delivers wine grapes for wineries, investment companies, and individual vineyard owners. Vino has over 100 vineyards throughout California. The Company also provides customized services such as consulting and managing of the winery’s existing vineyards. Training will take place at the Company’s five locations in Lodi, Healdsburg, Napa, Los Alamos, and San Miguel. This is Vino’s fourth ETP Contract, and fourth in the past five years.

Veterans Program

Vino employs Veterans but does not actively recruit Veterans or keep an active census on how many employees are Veterans.

PROJECT DETAILS

Vino's previous contracts focused training on the implementation of new equipment and began training employees for in-house promotions. This Contract will expand on that training and implement more detailed training on higher level topics. Vino is committed to increasing the number of employees who are licensed and certified supervisors. In order for employees to become a certified supervisor, employees will need to take numerous classes and training on new rules/regulations, environmental hazards, customer requirements, and safety issues. As part of their leadership program to teach trainees to lead teams, trainees will receive internal and external certifications which are transferable.

In addition, the Company has implemented new technology in order to streamline operations in order to be ahead of the curve in the industry and to deliver the best possible service to its clients. Vino is investing in the latest advances in farming equipment in order increase crop quality while maintaining high yields by tracking crop inputs such as pesticides, irrigation, harvest techniques, and fertilization. The company is investing in equipment such as vine spraying flow control meters, GPS mapping, and soil probes to ensure that Vino is using the latest equipment. These advances in farming equipment will reduce overall long-term operating costs, subsequently reducing costs to its customers. The new features that the company is implementing will be through AgOtter, Trimble, FIIX, GrapeTech, WiseConn/Drop Control, and Intelliculture.

Vino is continually adding new ranches for farming operation. Training will be provided to address the challenges and new environments that each new ranch possesses; such as weather patterns, water issues, and soil quality.

Agriculture Initiative

Vino Farms is focused on the advancement of its staff to improve their skills in the Agriculture industry by utilizing a variety of resources such as classes and workshops with local Ag associations, community colleges, or trade schools. Employees are encouraged to notify Vino when they are interested in other opportunities within the company so they can receive training and mentoring to help attain their desired goals.

In order to improve the quality of life for staff, the company provides employees with a variety of incentives including permitting employees to participate in leadership roles in industry or community groups, providing employees with matching contribution to 401(k) retirement plans, and provides health benefits packages to its employees and their families. In addition, Vino maintains an open door policy for its employees and encourages all employees to speak with management to discuss any concerns, feedback, questions, or other issues they may have, with the option for employees to submit this anonymously if they prefer through surveys or lock boxes.

Training Plan

Training will be delivered via Classroom/Laboratory/E-Learning in the following:

Business Skills: Training will be offered to all occupations. Training will provide skills to effectively and efficiently maintain business operations. Training topics include Communication Skills, Leadership, and Product Management.

Commercial Skills: Training will be offered to all occupations except Administrative Staff and Administrative Leads. Training focuses on proper handling of product, compliancy, and adhering to operating procedures. Training topics include Chemical & Fertilizer Application, Harvester Operations, and Processing Techniques.

Computer Skills: Training will be offered to all occupations. Training will improve software skills. Training topics include AgOtter, Trimble GPS receivers, and WiseConn.

Hazardous Materials: Training will be offered to all occupations except Administrative Leads and Administrative Staff. Training will focus on the proper handling and safety when dealing with hazardous materials. Training topics include Fueling Equipment, Spill Prevention, and Transporting.

Commitment to Training

The current annual training budget is approximately \$125,000 per facility. Most of the training is for new hire orientation, general safety, efficient processes, and food safety training. ETP funds will not displace the existing financial commitment to training. Training will be provided by qualified in-house trainers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company has designated the Director of Human Resources to oversee the ETP Contract along with assistance from the Human Resources Administrator, and one administrator per location. The Company has also retained the services of a third-party administrator with extensive ETP experience to assist with administration.

High Unemployment Area

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

However, the Company is not requesting a wage or retention modification.

Prior COVID Performance

Vino Farms had a prior contract with ETP under COVID Pilot Program with a term from 12/14/2020 to 12/13/2022. The contract amount for this project is \$90,000 and the company was able to earn 100% of the funds.

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 \$ %
ET20-0134	Healdsburg, Lodi, Los Alamos, Napa, San Miguel	8/1/2019- 1/27-2022	\$175,030	\$175,030 (100%)
ET22-0205	Healdsburg, Lodi, Los Alamos, Napa, San Miguel	1/31/2022- 1/30/2024	\$313,260	\$0* (0%)

*ET22-0205 recently submitted the closeout invoice for this contract and is waiting for the invoice to be processed as of March 4, 2024. Based off of the hours submitted, the expected earned amount is \$230,716 (74%).

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 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Company Learning & Development
- Conflict Resolution
- Customer Service
- Employee Management
- Financial Analysis & Reporting
- Leadership
- Networking
- Problem Solving & Decision Making
- Product Knowledge
- Product Management
- Project Planning
- Recordkeeping & Retention
- Sales Skills

Commercial Skills

- ATV Operation
- Chemical & Fertilizer Application
- Driver Training
- Equipment Operation
- Fertilizer Injection
- Forklift Operation
- Harvester Operation
- Integrated Pest Management
- Irrigation Management
- Lockout/Tagout
- Nitrogen Management
- Processing Techniques
- Pesticide Handling & Applications
- Respirator Use
- Soil Probes
- Tool Operation
- Tractor Operation
- Vineyard Regulatory Updates
- Weather Stations

Computer Skills

- AgCode
- AgOtter
- AlertMedia
- ArcGIS
- Bamboo HR Software
- Ceres Imaging
- CMSS/Fiix (Cloud-based Computerized Maintenance Management System)
- Concur
- Famous Software
- Farm Data System
- FieldClimate/METOS soil probes
- FIIX
- GrapeTech (corporate application)
- Intelliculture
- Intermediate/Advanced MS Office
- iPhone/iPad Devices
- Trimble GPS receivers
- Tule Technologies
- Weather Station Software
- WiseConn

Hazardous Materials Skills

- Cleaning/Disposal
- Fueling Equipment
- Handling
- Spill Prevention
- Transporting



AGRICULTURAL INITIATIVE

Training Proposal for:

Reiter Brothers, Inc.

Contract Number: ET24-0338

Panel Meeting of: April 26, 2024

ETP Regional Office: PPU-Central Office

Analyst: T. Allen

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Seasonal HUA SET Ag Initiative	Industry Sector(s):	Agriculture Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura, Santa Barbara	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,213	U.S.: 1,213	Worldwide: 1,213
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	8%		

FUNDING DETAIL

In-Kind Contribution
\$331,350

Total ETP Funding
\$322,230

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, Computer Skills, Cont. Impr., Mfg. Skills	57	8-200	0	\$690	\$20.05
				Weighted Avg: 30			
2	Retrainee Priority Rate HUA Seasonal SET	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	410	8-200	0	\$690	\$17.00
				Weighted Avg: 30			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.55. Ventura and Santa Barbara Counties; Job Number 2 (Seasonal): \$16.91/hr. in Ventura and Santa Barbara Counties;
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Up to \$2.50 in health benefits may be used to meet Post-Retention Wage in Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administration Support Staff	\$20.05 - \$25.00	3
Ranch/Harvest Manager	\$25.00 - \$60.00	33
Manager (Production/Service)	\$25.00 - \$62.00	7
Specialist	\$20.05 - \$25.00	14
Job Number 2		
Puncher	\$17.00 - \$19.00	65
Crew Leader	\$17.00 - \$19.00	190
Driver	\$17.00 - \$19.52	45
Foreman	\$19.00 - \$20.00	33
	\$20.01 - \$21.00	5
Irrigator	\$17.00 - \$20.00	40
Mechanic/ Technician/ Fabricator	\$17.40 - \$19.00	10
Specialist	\$20.00 - \$21.00	4
Beekeeper	\$20.00 - \$21.00	4
Administration	\$17.66 - \$20.00	4
Frontline Supervisor	\$17.00 - \$20.00	3
	\$20.01 - \$24.60	7

INTRODUCTION

Founded in 1976 and located in Oxnard, Reiter Brothers, Inc. (RBI) (www.berry.net), is a berry farm and producer growing Driscoll's proprietary varieties of strawberries, raspberries and blackberries. RBI is applying for funding as the lead entity with two affiliates: Laguna Farms, LLC (LF) located in Oxnard and Reiter Pacific Farms (PF) located in Santa Maria. RBI, LF and PF are grower-owned entities operated under the umbrella of Reiter Affiliated Companies (RAC). RAC affiliates Reiter Berry Farms, Inc. and JAL Berry Farms, LLC requested funding from ETP in January 2024. The combined totals of both projects does not exceed the Agriculture funding cap for single employers of \$600,000. This will be RBI's first ETP Contract.

PROJECT DETAILS

RBI, LF, and PF are encountering a multitude of hurdles to their operational framework regarding the impacts of climate change. The rising temperatures and heightened drought conditions, attributable to climate change, have escalated the demand for water among farmers and inflated irrigation expenses. In response, these entities have adjusted their irrigation methods, notably by adopting drip irrigation systems to curtail water usage and fostering the development of wetland areas.

RBI, LF, and PF have embarked on a program aimed at reducing their overall materials usage. Within this framework, they prioritize reusing materials whenever possible and have established a robust recycling program to divert non-reusable materials away from landfills.

To support efficiency and sustainability efforts, the Companies invested approximately \$725,000 in new equipment and are dedicated to training staff, including seasonal workers, in the proper use of new equipment and technologies. Additionally, employees will receive training in the maintenance and repair of this equipment, ensuring its optimal performance and longevity. This includes new hand held devices to increase traceability and production data and new soil monitoring software that provides real time information about the effectiveness of the Companies' irrigation practices.

In addition, the Companies must also focus on developing soil with organic matter including compost, algae, worm casting and other elements to promote quality berries. This will require training in new growing and packaging techniques. This model is intended to be shared across the companies.

Agriculture Initiative

Comprehensive training in new and emerging agricultural technologies, equipment, sustainable irrigation practices, and agriculture techniques is essential to equip trainees with the skills necessary for success in their roles. This training not only ensures that employees can effectively perform their duties but also provides them with opportunities for career advancement.

The Companies are committed to nurturing talent from within its ranks, including seasonal workers, by offering pathways to permanent positions. By promoting staff internally, the Companies not only recognize and reward dedication and hard work but also foster a sense of loyalty and commitment among employees. This approach not only benefits the individuals involved but also contributes to a more skilled and motivated workforce, ultimately enhancing the Companies' overall productivity and competitiveness in the agricultural sector. This is highlighted by the fact that over 90% of the Companies' seasonal workers come back each season and are employed between 10-11 months each year.

Training Plan

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

Business Skills: Training will be offered to all occupations and includes Project Management, Cost Management, Finance/Accounting Processes, Communication and Business Development.

Computer Skills: Training will be offered to all occupations and includes Data Analytics, Document Control System, and Human Capital Management Systems.

Continuous Improvement: Training will be offered to all occupations and includes Change Management/Adaptability, Removing Inefficient Processes, Strategic Planning, Operational Planning, Clear and Effective Communication, Problem Solving and Process Improvement & Process Innovation.

Manufacturing Skills: Training will be offered to all occupations and includes Field Management (solar, irrigation, wastewater), Berry Manufacturing Techniques, Integrated Pest and Disease Management, Irrigation System Maintenance and Water Conservation.

High Unemployment Area

Forty-seven trainees (Job Numbers 1) work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Companies' locations in Ventura County are located in an HUA. However, the Company is not requesting a wage waiver.

Seasonal Worker - Special Employment Training Retention & Wage Modification

Trainees in Job Number 2 fall under ETP's Seasonal Worker program which is funded by Special Employment Training (SET). RBI, LF and PF are in a seasonal industry that bases its operations on one or more cycles of crop production, where the workforce expands by at least 50% and that it retains at least 50% of the employees for not less than 500 hours in the 12-month period.

Because the Companies are including Seasonal Workers who do not work standard hours, they are requesting the following retention modification: not less than 500 hours within 12 months of the end-of-training with up to three employers in the crop production industry and the trainees need not be employed full-time during retention. It also qualified these trainees for the following wage modification: The minimum wage for retraining may be reduced by up to 25% if it exceeds trainee's pre-retention wage by 3%, which equates to \$16.91/hr. RBI, LF and PF requests this retention and wage modification for all trainees in Job Number 2.

Commitment to Training

RBI, LF and PF invests approximately \$65,000 annually on training including introductory computer skills, safety skills, company policies and procedures, new hire orientation, personal roles and responsibilities. ETP funding will help RBI, LF and PF train staff in new operational procedures and technology. This funding will also ensure seasonal workers are fully trained on equipment. Without ETP funding, these courses would not be taught in a consistent manner or be available to all the individuals who require these skills to excel in their jobs.

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 Department, Learning & Development Department, Leads and Field Supervisors will be responsible for internal administration. In addition, RBI retained California Training Administration, Inc. to assist with enrolling, drops, invoices, reports, modifications, roster compliance and completeness. Training will be provided by in-house subject matter experts.

DEVELOPMENT SERVICES

California Training Administration, Inc. in Rocklin assisted with development for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

California Training Administration, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Audits
- Inventory Management
- Budget Management
- Data Collection Processes
- Data Analysis
- Math Skill Enhancement
- Business Development
- Cash Flow Management
- Client Communication Skills
- Compensation Process
- Cost Management (Harvest / Non-Harvest)
- Finance / Accounting Processes
- Financial Analysis
- Financial Reporting
- Product Training
- Project Management
- Strategic Implementation
- Strategic Planning
- Customer Service Skills
- Negotiation
- Operational Planning and Management

Computer Skills

- Data Analytics
- Document Control System (DCS)
- Domain Name Resolution Service (DNS)
- Human Capital Management (HCM) Systems
- Linux Essentials
- Microsoft 365 Fundamentals
- Microsoft PowerPoint, Outlook, OneDrive, Forms, Power Business Intelligence, Project, Publisher
- Microsoft Tools Word, Excel (Intermediate & Advanced)
- Oracle Systems
- Payroll Application Systems
- PMI Certified Associate in project Management (CAPM)

Continuous Improvement Skills

- Accountability
- Change Management / Adaptability
- Coaching Effective Teams
- Removing Inefficient Processes
- Embracing Difficult Conversations
- Collaboration / Negotiation Skills
- Communications (Internal/External)

- Conducting Effective Team Meetings
- Decision Making
- Strategic Planning
- Effective Communication
- Maximizing Efficiency
- Quality Improvements
- Emotional Intelligence
- High Performance Work-Teams (HPWT)
- Managing Multiple Priorities / Time-sensitive Deadlines
- Presentation Skills
- Problem Solving / Process Improvement /Process Innovation
- Process Management
- Quality Techniques / Lean Quality Improvements
- Safe Quality Food (SQF) – Quality Management
- Team Building
- Train-the-Trainer
- Building Trust
- Coaching Skills
- Delegation
- Employee Engagement
- Executive Leadership
- Influential Leadership
- Interpersonal Skills
- Managing & Leading Change
- Mentoring
- Motivating Employees in the Workplace
- Motivation and Appreciation
- New Lead / New Supervisor Techniques
- Productivity Improvement
- Providing Feedback
- Service Center Leader Skills
- Situational Leadership
- Work Group Objective
- Delegating to empower teams
- Building Strong Teams
- Job Alignment Amongst Team Members
- Delegating to Empower Teams
- Building Strong Teams
- Clear and Effective Communication

Manufacturing Skills

- Supply Chain
- Equipment Calibration, Repair
- Field Management (Solar, irrigation, wastewater)
- Handling Hazardous Materials (Insecticides, Herbicides, Fertilizers)
- Hydraulic / Forklift
- Berry Manufacturing Techniques (BMT)
- Maintenance / Installation
- Material Handling
- Operating Production Equipment

- Fabrication
- Sanitation Processes
- Shipping / Receiving Techniques
- Shop Floor Hazards and Protection
- Agronomy
- Berry Truck Operation
- Warehouse & Inventory Processes
- 5S Methodology
- Logistics
- Procurement
- Agile methodologies
- Integrated Pest and Disease Management (IPDM)
- Best practices in IPDM
- Pest monitoring and scouting
- Pest identification and life cycle
- Disease identification and cycle
- Disease monitoring and scouting
- Disease diagnostics
- Designing pest control system
- Fertilization and Nutrition
- Fertilizer Management
- Fertilizer uses and best practices
- Designing Standards of Practice
- Nutrition Management
- Designing a nutrition plan
- Salinity Management
- Resource Management
- Irrigation
- Designing an irrigation plan
- Determining irrigation capacity
- Irrigation and Fertilization Management System
- Designing an irrigation system
- Installing irrigation systems
- Irrigation lines, drippers, emitters
- Water pressure / Water Conditions
- Water cost calculations
- Sewer Systems
- Irrigation system maintenance
- Soil Science
- Water Management
- Salinity
- Water Electric Conductivity
- Water Ph Levels
- Water Conservation
- Water turbidity
- Wastewater
- Water quality criteria
- Sustainability
- Biological Farming Solutions
- Soil Microbiology

- Production Systems and Models
- Operations Management
- Plant Physiology/Phenology
- Nutritional needs based on plant stages
- Budding
- Vegetative Development
- Fruit Formation
- Curves of Productions
- Estimates
- Pesticide Applicator Certification
- Well maintenance and repairs.
- Reservoir maintenance and repairs
- Inventory Management
- Agricultural Pest Control Adviser
- Organic Certification
- Substrate Farming
- Substrate Irrigation
- PRIVA Irrigation System
- Managing Irrigation Drainage
- Cost Management
- Cost identification
- Harvest Cost Activities and Planning
- Non-harvest cost Activities and planning
- Farm efficiencies
- Key control indicators
- Land Preparation
- Amendments by soil type (organic and conventional)
- Solarization
- Disinfection
- Use of bio-rotational products
- Substrate Irrigation
- Agrometeorology
- Farming technology
- AgroData
- Farm Equipment
- Robotic Harvesting Equipment
- Operation, adjustments, and maintenance
- Food Safety
- Pesticide Management
- Quality Control
- Risk Management
- Using a fertilization calculator



**Panel Amendment #1 Proposal for:
Asher Biotherapeutics, Inc.
Contract Number: ET24-0154**

Amendment Effective Date: August 9, 2023

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Dongallo

CURRENT PROJECT PROFILE

Contract Type:	Priority/SB<100 Retrainee Job Creation	Industry Sector(s):	Services Biotechnology/Life Sciences
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	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	August 8, 2023 to August 7, 2025	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$73,600

AMENDMENT FUNDING

Requested Funding	Total Funding
\$0	\$73,600

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills, Commercial Skills, Continuous Impr, Management Skills	40	8 - 200	0	\$1,380	\$32.00
				Weighted Avg: 60			
2	Retrainee Priority SB<100 Job Creation	Business Skills, Commercial Skills, Continuous Impr, Management Skills	10	8 - 200	0	\$1,840	\$32.00
				Weighted Avg: 80			

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

<p>Minimum Wage by County: Job Number 1: \$24.72 per hour for San Mateo County; Job Number 2: \$20.60 per hour for San Mateo County Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision. Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Although employer provides health benefits, they are not being used to meet Post-Retention Wage.</p>

Wage Range by Occupation		
Occupation Title	Actual Wage Range	Estimated Number of Trainees
Job Number 1: Retrainee		
Scientists/Engineers	\$39.74 - \$120.00	23
Project/Team Leaders	\$91.00 - \$128.00	10
Operations Staff	\$32.00 - \$115.00	7
Job Number 2: Retrainee/Job Creation		
Scientists/Engineers	\$39.74 - \$120.00	7
Operations Staff	\$32.00 - \$115.00	3

INTRODUCTION

Founded in 2019 and headquartered in South San Francisco, Asher Biotherapeutics, Inc. (Asherbio) (www.asherbio.com) is a leading drug discovery and development company specializing in the treatment of various diseases through a cis-targeted immunotherapy approach. The Company applies the cis-targeting platform to address inherent limitations in activity and tolerability that have restricted the therapeutic potential of cytokines and other immunomodulators. The Company addresses an inherent shortcoming of conventional immunotherapies, which indiscriminately act on multiple cell types, resulting in suboptimal efficacy and side effects. Current clients include patients with various diseases. Training is provided at Asher's only location in South San Francisco.

AMENDMENT DETAILS

During the application development, Asherbio provided ETP with trainee wage ranges that included only middle to high average wages and didn't include actual starting wages. As Asherbio began scheduling training, the Company noticed a need to include additional trainees with wages lower than the contractual post retention wage of \$80 per hour. Therefore, Asherbio requests to lower the post retention wage for both Job Numbers 1 and 2 as follows: \$32.00 per hour for Job Number 1 and \$32.00 per hour for Job Number 2. The amended post-retention wage breakdown per Occupation is listed below:

- Scientists/Engineers will be amended from the original \$85 per hour to \$39.74 per hour.
- Project/Team Leaders will be amended from the original \$95 per hour to \$91.00 per hour.
- Operations Staff will be amended from the original \$80 per hour to \$32.00 per hour.

By lowering the post retention wage requirements, Asherbio's entry level employees can participate in reimbursable training. The Company, also, provides a minimum 2.5% yearly wage progression for all Occupations based on performance and job retention.

In addition, the Company is requesting to adjust the In-Kind Contribution amount of \$1,430,000 reflected in their Contract to \$430,000. Asherbio represents \$1,430,000 was entered incorrectly while completing the application for funding.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Asherbio under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET24-0154	\$73,600	8/8/23 – 8/7/25	58	0	0

Based on ETP Systems, 59 reimbursable hours have been tracked for potential earnings of \$586.50 (1% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through May 2025. The Contractor has additional hours to upload but hours contain trainees who are currently not eligible under this Contract due to the higher post-retention wages.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Budget & Resource Management
- Business Acumen
- Clinical Data Science
- Clinical Development
- Clinical Operations
- Drug Discovery & Development 101
- Drug Discovery & Development 201
- Finance for Non-Finance Managers
- Healthcare Economics
- Ideation & Innovation
- Preparing for Investigational New Drug Applications
- Preparing for Phase 3 Clinical Trials
- Project Management
- Strategic Planning
- Values-based Healthcare & Market Access

Commercial Skills

- Change Management
- Decision-Making
- Effective Communication Skills
- Effective Meetings
- Increasing Resiliency
- Marketing 101
- Marketing 201
- Negotiation Skills
- Preparing for Commercialization
- Presentation Skills
- Team Optimization

Continuous Improvement Skills

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

Management Skills (Managers/Supervisors/Leads Only)

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



**Panel Amendment #1 Proposal for:
CytomX Therapeutics, Inc.
Contract Number: ET23-0353**

Amendment Effective Date: August 23, 2023

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: C. Kaiser

CURRENT PROJECT PROFILE

Contract Type: Priority/Retrainee
Retrainee
Job Creation

Industry Sector(s): Services
Biotechnology/Life Sciences

Counties Served: San Mateo

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

Current Contract Term: June 12, 2023 to June 11, 2025

Substantial Contribution: Yes No

CURRENT FUNDING

Current Funding
\$105,800

AMENDMENT FUNDING

Requested Funding	Total Funding
\$0	\$105,800

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority/Retrainee	Business Skills, Computer Skills, Cont. Impr, Mgmt Skills	60	8-200	0	\$1,150	\$40.00
				Weighted Avg: 50			
2	Job Creation	Business Skills, Computer Skills, Cont. Impr, Mgmt Skills	20	8-200	0	\$1,840	\$38.00
				Weighted Avg: 80			

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

Minimum Wage by County: Job Number 1: \$24.72 per hour for San Mateo County
Job Number 2 (Job Creation): \$20.60 per hour for San Mateo County

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

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

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

Wage Range by Occupation		
Occupation Title	Actual Wage Range	Estimated Number of Trainees
Job Number 1		
Managers	\$109.00 - \$125.00	8
Professional Staff	\$40.00 - \$115.00	20
Technical Staff	\$40.00 - \$125.00	32
Job Number 2		
Technical Staff	\$38.00 - \$125.00	20

INTRODUCTION

Founded in 2008 and headquartered in South San Francisco, CytomX Therapeutics, Inc. (CytomX) (www.cytomx.com) is a leading clinical-stage biopharmaceutical company specializing in multiple Probody® therapeutics in the clinic and earlier phases of preclinical research. Current clients include pharmaceutical companies including Bristol Myers Squibb, Abbvie, Amgen, Astellas, Regeneron, and Moderna. Training is provided at CytomX's only location in South San Francisco.

AMENDMENT DETAILS

During application development, CytomX provided ETP with trainee wage ranges on the middle to high end of its pay scale and didn't include starting wages. As CytomX scheduled training, the Company noticed a need to include additional trainees with wages lower than the contractual

post retention wage of \$75.00 per hour. Therefore, CytomX requests to lower the post retention wage for both Job Numbers 1 and 2 as follows: \$40.00 per hour for Job Number 1 and \$38.00 per hour for Job Number 2. The amended post-retention wage breakdown per Occupation is listed below.

- Professional and Technical Staff (Job Number 1) will be amended from the original \$75 per hour to \$40 per hour.
- Technical Staff (Job Number 2) will be amended from the original \$75 per hour to \$38 per hour.

By lowering the post retention wage requirements, CytomX's entry level employees can participate in reimbursable training. The Company, also, provides an average of 3% yearly wage progression for all occupations based on performance and job retention.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by CytomX under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET23-0353	\$105,800	6/12/2023 – 6/11/2025	112	0	0

Based on ETP Systems, 329 reimbursable hours have been tracked for potential earnings of \$7,562.40 (7% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through March 2025. The Contractor has additional hours to upload but hours contain trainees who are currently not eligible under this Contract due to the higher wages.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Drug Discovery and Development
- Cross-functional Teams in Life Sciences
- Biometrics
- Clinical Data Science
- Clinical Development (Phase 2 and Phase 3 Drug Development)
- Clinical Operations
- Drug Safety
- Healthcare Compliance
- Market Access and Values-based Healthcare
- Effective Communications
- Presenting Technical Information
- Project Management
- Strategic Planning
- Influencing & Stakeholder Management
- Leading Project Teams in Life Sciences
- Finance for Non-Finance Managers
- Budget and Resource Management
- Leading Change

Computer Skills

- MicroSoft Office (Intermediate and Advanced)
- SharePoint
- Enterprise Resource Planning (ERP) System

Continuous Improvement Skills

- Business Process Engineering & Continuous Improvement
- Quality Management in Life Sciences
- Root Cause Analysis/Problem-Solving
- Cross-Functional Team Optimization
- Portfolio Management

Management Skills

- Leadership
- Coaching
- Delegating and Prioritizing
- Time Management and Organization for People Leaders



**Amendment Proposal #1 for:
Porterville Adult School
Contract Number: ET22-0346**

Amendment Effective Date: August 1, 2023

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Fetsch

CURRENT PROJECT PROFILE

Contract Type: SET MB - New Hire
 Industry Sector(s): Healthcare
 Medical Skills Training

HUA-Retrainees

Counties Served: Tulare
 Repeat Contractor: Yes No
 Union(s): Yes No
 Priority Industry: Yes No

Current Contract Term: June 30, 2022 to June 29, 2024

Current Funding	In-Kind Contribution
\$564,620	Inherent

AMENDMENT FUNDING

Requested Funding	Support Costs	Amendment Funding	In-Kind Contribution
+\$5,520	-\$5,630	-\$110	+\$233, 680

Total Funding
\$564,510

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	SET Multiple Barriers New Hire	Computer Skills, Literacy Skills, Job Readiness, MS-Didactic	78	8-260 Weighted Avg: 160	0	\$4,033	\$17.64
2	Retrainee SET HUA Medical Skills	Computer Skills, Literacy Skills, Job Readiness, MS-Didactic	127	8-200 Weighted Avg: 80	0	\$1,968	\$17.00

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$17.64 per hour in Tulare County
Job Number 2: \$17.00 per hour in Tulare County

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

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

Participating employers in Job Number 1 may use up to \$2.50 in health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Title	Actual Wage Range	Estimated Number of Trainees
Medical Assistant	\$15.14-\$19.00	65
Certified Nurse Assistant	\$20.00-\$25.00	70
Surgical Assistant	\$18.00-\$20.00	35
	\$20.01-\$25.00	35

INTRODUCTION

Founded in 1954 and headquartered in Porterville, Porterville Adult School (www.adultschool.portervilleschools.org) provides educational courses and resources to adult students with multiple barriers to employment. These services help broaden skillsets so clients are able to advance in or gain employment. Porterville Adult School serves Tulare County and training will be delivered at its Porterville location.

The School is eligible for funding as Workforce Investment Opportunities Act grant recipient and accredited by the Bureau of Vocational Nursing and Psychiatric Technicians.

AMENDMENT DETAILS

Porterville Adult School requests to redistribute funds and trainees from Job Number 1 (New Hire) to the newly created Job Number 2 (Retrainee). This request is due to an unexpected shift in New Hire training needs with Healthcare businesses in Tulare County requesting Medical Skills Training for incumbent workers in a High Unemployment Area (HUA) that was not originally anticipated.

Porterville Adult also requests a retroactive effective date of 8/1/2023 to be able to include training hours that are already in progress. The training provided will enhance the skills of trainees and better accommodate the training demands of the Participating Employers.

This Amendment will:

- Decrease total contract amount by \$110, from \$564,620 to \$564,510
- Decrease total support costs by \$5,630, from \$49,420 to \$43,790
- Increase total estimated trainees by 65, from 140 to 205
- Adds HUA trainees
- Retroactive effective date of 8/1/2023

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Porterville Adult School under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET22-0346	\$564,620	6/30/2022-6/29/2024	57	18	0

Porterville Adult has 57 trainees enrolled and has recorded training to equate to potential earnings of \$317,581 or 56% of the total contract amount.

ACTIVE PROJECTS

The following table summarizes performance by Porterville Adult School under an active ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET24-0126*	\$749,885	7/24/2023-3/30/2027	375	0	0

*ET24-0126 is funded under ETP’s Healthcare Workforce Advancement Fund. This contract currently has 0 trainees enrolled with 0 training hours recorded in ETP’s Cal-E-Force System.

Exhibit B: Menu Curriculum

Class/Lab/E-Learning

Job Number 1: 8-260

Job Number 2: 8-200

Trainees may receive any of the following:

Computer Skills

- Cerner Software
- Elsevier Evolve Software
- Max Software
- Omnicell Software
- Siemens Software

Job Readiness Skills

- Communication
- Interviewing
- Life Skills

Medical Skills (Didactic)

- Administrative Assisting
- Anatomy and Physiology
- Basic Anatomy and Terminology
- Communicable Diseases
- Coping Skills
- Diagnostic Imaging
- Electrocardiograms
- Ethics and Legal Responsibilities
- Examinations
- First Aid for Surgical Procedures
- Gerontology
- Growth and Development
- Healthcare Provider BLS/CPR
- History of Medicine
- HIV/AIDS Information
- In Office Surgical Procedures
- Injections
- Intro to Phlebotomy
- Lab Safety and Guidelines
- Lab Testing
- Leadership and Supervision
- Maternity
- Medical Abbreviations
- Medical Billing and Coding
- Medical Documentation
- Medical Insurance
- Medical Office Simulation Software

- Medical Presentations
- Medical Records
- Medical Surgical-Cardiovascular
- Medical Surgical-Endocrine
- Medical Surgical-Gastrointestinal
- Medical Surgical-Genitourinary
- Medical Surgical-Integumentary
- Medical Surgical-Musculoskeletal
- Medical Surgical-Neurosensory
- Medical Surgical-Respiratory
- Medical Term 350
- Medication Administration and Dosing
- Minor Surgical Procedures
- Nursing Fundamentals
- Nursing Process
- Nutrition
- Office Surgeries
- Patient Education
- Patient Scheduling
- Pediatrics
- Pharmacology
- Psychology-Mental Health Nursing
- Rehabilitation Nursing
- Responsibility
- Technical Knowledge and Skills
- Telecommunications
- Therapeutic Communication
- Universal Precautions and Infection Control
- Vital Signs
- Written Communication

Literacy Skills

- ESL
- Math Skills

Literacy Training cannot exceed 50% of total training hours per-trainee

Note: Reimbursement for Job Number 1 training is capped at 260; and Job Number 2 is capped at 200 total training hours per trainee.



Employment Training Panel

**LIST OF PROPOSALS \leq \$75,000 APPROVED
BY DELEGATION ORDER FOR 02/13/24 – 04/15/24**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET24-0303	Apparel Graphics, Inc.	02/27/24	\$19,320
ET24-0319	DMM Packaging, Inc.	03/15/24	\$74,750
ET24-0313	Dumont Printing, Inc.	04/04/24	\$44,712
ET24-0318	Gradelink Corporation	03/27/24	\$39,330
ET24-0326	Heartland Meat Company, Inc.	03/13/24	\$35,742
ET24-0327	Lester Lithograph, Inc.	03/13/24	\$12,420

Total -----\$226,274



**Training Proposal for:
Apparel Graphics, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0303

Approval Date: February 27, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: PPU-Central Office

Analyst: S. Chin

PROJECT PROFILE

Contract Attributes:	Priority Rate HUA SB <100	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 22	U.S.: 22	Worldwide: 22
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

In-Kind Contribution
\$131,000

Total ETP Funding
\$19,320

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Staging Coordinator, Client Success Coordinator, Shipping & Receiving Specialist, Production Specialist, Sewing Machine Operator, Screen Printing Press Operator, Bookkeeper, General Manager, Screen Technician, Production Manager, President/Owner, Graphic Designer, Embroidery Machine Operator

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 HUA	Business Skills Comm Skills Continuous Impr. PL-Mfg. Skills Mfg. Skills Management Skills	21	8-200	0	\$920	\$17.00
				Weighted Avg:40			

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

It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail. *ETP Required Wage floats down to a High Unemployment Area wage modification if trainees in Job number are located in an HUA, regardless if they are requesting a wage modification. This application is requesting the HUA modification.

<p>Minimum Wage by County: HUA Reduced Standard Wages for Stanislaus County: \$16.91/hr. Health Benefits: Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.</p>

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Embroidery Machine Operator	\$18.00 - \$21.00	2
Staging Coordinator	\$18.00 - \$24.00	1
Client Success Coordinator	\$18.50 - \$25.00	2
Shipping & Receiving Specialist	\$18.00 - \$23.00	1
Production Specialist	\$17.00 - \$20.00	5
Sewing Machine Operator	\$17.00 - \$20.00	2
Screen Technician	\$18.00 - \$22.00	1

Screen Printing Press Operator	\$20.00 - \$24.00	2
Bookkeeper	\$20.00 - \$25.00	1
General Manager	\$38.00 - \$50.00	1
Production Manager	\$26.00 - \$35.00	1
President/Owner	\$43.25 - \$62.50	1
Graphic Designer	\$28.00 - \$38.00	1

OVERVIEW

Year Company Founded:	1997	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i>
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Oakdale (Stanislaus County) 	

Nature of Business:	<ul style="list-style-type: none"> • Apparel Graphics, Inc. (Apparel Graphics) is a decorating facility specializing in design and development, screen printing, embroidery, and custom finishes to pre-manufactured garments. • Products include T-shirts, sweatshirts, hats and packaging materials.
Customer Base:	<ul style="list-style-type: none"> • Small Businesses • Non-Profits • School Districts • Nation-wide corporate clients within the bicycle, music, and entertainment industries.
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Apparel Graphics is consistently acquiring new customers, recently the company partnered with a fitness lifestyle brand. Each customer has unique and specific needs for their products. As such, the Company must provide training on new processes and products which are tailored to each order. • The Company is working to ensure staff are in the appropriate position within the organization and are well equipped to perform at a high level. For example screen printing and embroidery requires specialized skills and equipment to master methods such as 3D press and chain stitch. This process may take years to perfect and requires extensive cross training of staff to ensure business needs are met. • Manufacturing equipment and software are continually updated to keep pace with changes and technology to meet customer demand. This includes updates to equipment such as a screen printing press, apparel conveyor dryer, an industrial embroider machine and laser screen imaging machine.

	<ul style="list-style-type: none"> As new regulations for raw materials are approved and implemented, the company will need to train staff to remain compliant.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> In order to meet the needs for each unique order, staff will be provided training in manufacturing skills and equipment. Staff will be provided with Business Skills and Management Skills training to attract new customers and improve production processes. Mastering these specialized skills is a gradual process, and providing ongoing support and resources is essential for long-term success in the screen printing and embroidery business. Training staff in the Commercial Skills and Continuous Improvement Skills, will provide the skills and processes required to operate the new screen printing and embroidery equipment. These skills will allow trainees the opportunity to learn skills that will help them grow with the company. Manufacturing Skills Training will provide better products to exceed customer expectations and demands. Training will minimize risks, maintain compliance and adapt to changes of raw material regulations.
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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

Commercial Skills	Business Skills	Continuous Improvement
Management Skills	Manufacturing Skills	
Productive Laboratory	<p>Justification:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures <p>18 hours of PL Hours per-trainee PL training will consist of approximately 26% of the total training hours. It will be provided to newly hired staff and staff promoted to machine operator positions after classroom based training is provided. The hands-on training is critical to ensure production staff can operate equipment efficiently and safely.</p> <p>Occupations Receiving PL Training: Machine Operators, Production Specialists, Embroidery Machine Operators, Sewing Machine Operators, Screen Printing Press Operators and Screen Technicians.</p>	

The PL instructor must be dedicated to training, at a ratio of 1:3.	
Ratio Higher than 1:1	Production and/or production process requires a team of workers.

High Unemployment Area

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

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Approximately 21 staff in the following occupations will need the wage modification: Embroidery Machine Operator, Staging Coordinator, Client Success Coordinator, Shipping & Receiving Specialist, Production Specialist, Sewing Machine Operator, Screen Technician, Screen Printing Press Operator, and Bookkeeper.

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: Business Skills, Commercial Skills, Continuous Improvement Skills, Management Skills, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: Business Skills, Continuous Improvement, Management Skills and Manufacturing Skills.
<ul style="list-style-type: none"> • Administration: <p>Apparel Graphics has four internal staff who will assist with the administration and training of this project. This includes an Administrator, Trainer, Production Manager and General Manager. The Company has also retained an administrative contractor to help with contract administration.</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 Contract will be overseen by the President/Owner of Apparel Graphics with assistance from internal staff listed in the Administration Section. In addition, the Company has hired LU Consulting to assist with administration. The Company has participated in a previous ETP MEC contract and is familiar with the record keeping requirements. The Company has a detailed training plan and is ready to begin training upon project approval.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	LU Consulting	Modesto	\$2,000
Administrative	Lourdes Urandy of LU Consulting	Modesto	13% of funding earned
Training Vendors	Mike Gorrasi	Modesto	\$10,000

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

Trainees may receive any of the following:

Business Skills

- Advanced Excel
- Leadership / Coaching Skills
- QuickBooks Advanced Bookkeeping
- Customer Communications and Awareness

Commercial Skills

- Forklift Operator Training
- Process and Capability Mapping
- Process Improvement Training

Continuous Improvement Skills

- Quality Fundamentals/Core Skills
- Ink Mixing Machine Best Practices
- Print Finishing Skills
- Process Improvement Training
- Manufacturing Procedures and Protocols
- Strategic Sales Negotiation Techniques

Management Skills (Owner and Managers/Supervisors Only)

- Management Best Practices
- Employee Coaching
- Dealing with Difficult Employees
- Relationship Building
- Time Management
- Strategic Planning

Manufacturing Skills

- Rutland Ink Software
- Ink Mixing Turntable Best Practices
- Hangtag Gun Finishing
- Industrial Embroidery Machine Operation
- Heat Press Safety Operation
- Data Analytics

Productive Lab (Trainer-to-Trainee Ratio 1:3 maximum)

Trainees may receive any of the following:

Manufacturing Skills

- Standard Operating Procedures (SOPs)
- Equipment Operations
- Equipment Troubleshooting
- Machine Operation



Retrainee-Job Creation

**Training Proposal for:
DMM Packaging, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0319

Approval Date: March 15, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: North Hollywood

Analyst: M. Niquet

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA	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: 150	U.S.: 150	Worldwide: 150
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

In-Kind Contribution
\$300,000

Total ETP Funding
\$74,750

Occupations to be Trained:	Administrative Staff, Production Staff
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Mfg. Skills	75	8-200	0	\$759	\$22.55
				Weighted Avg: 33			
2	Retrainee HUA	Business Skills Computer Skills Mfg. Skills	15	8-200	0	\$759	\$17.00
				Weighted Avg: 33			
3	Job Creation	Business Skills Computer Skills Mfg. Skills	8	8-200	0	\$805	\$18.45
				Weighted Avg: 35			

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

Minimum Wage by County: Job Number 1(Retrainee): \$22.55; Job Number 2 (Retrainee HUA):\$17.00 and Job Number 3 (Job Creation):\$18.45 per hour for Fresno County
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and \$1.45 per hour for Job Number 3.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Administrative Staff	\$20.05- \$25.00	6
Production Staff	\$20.05- \$25.01	25
	\$25.02-\$40.00	44
Job Number 2 (Retrainee HUA)		
Administrative Staff	\$17.00- \$20.00	1
Production Staff	\$17.00- \$20.00	14
Job Number 3 (Job Creation)		
Administrative Staff	\$17.00- \$20.00	1
Production Staff	\$17.00- \$20.00	4
	\$25.00- \$30.00	3

OVERVIEW

Year Company Founded:	1990	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Kingsburg, CA
Facility location(s)	<ul style="list-style-type: none"> • Kingsburg, Fresno County 	
Participating Affiliates & Respective Facility Location(s) where training will occur:	<ul style="list-style-type: none"> • Cencal CNC- Kingsburg 	
Nature of Business:	Original Equipment Manufacturer (OEM) specializing in: <ul style="list-style-type: none"> • End of line packaging equipment • Cartoner Machines • Robotic Palletizers • Case and Tray Packers • Customized product packaging lines for canned beverages and food, 	
Customer Base:	<ul style="list-style-type: none"> • Manufacturing Companies 	
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Updated and new equipment • New software and technology • New tooling for equipment 	

Training Plan:

Need for Training:	<ul style="list-style-type: none"> • DMM Packaging, Inc. (DMM) has invested in new CNC equipment such as mills and lathes requiring continued training to remain competitive and accommodate customer demand. • New AI and Vision software in conjunction with automated equipment coding requires additional training for production staff in assembly, testing and services in order to build and maintain the equipment. • Updated controller software training needed throughout all departments for programming and setup. • Mazak SMOOTH AI is the latest software implementation that allows offline programming in Mazatrol and utilizes CAM software built into the Mazak software and program based off 3D CAD models. Training is required in order to properly and effectively use the software. • Training needed throughout all departments to properly operate machines with new tooling handle parts with hoists, and large vertical mills with HSK 100 tool holders.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
- E-Learning
- CBT
- Productive Lab
- MS Preceptor
- MS Didactic

Business Skills	Computer Skills
Manufacturing Skills	

Job Creation Justification	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function; or, <input type="checkbox"/> Expanding existing business capacity by adding a new production shift; <input type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities; <input type="checkbox"/> The recall or rehire of laid-off workers (backfilling) is allowed, with justification to show that the company is renewing a workforce that was reduced due to economic conditions or other reasons leading to attrition
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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 locations in Fresno County are in an HUA.

➤ **Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. The Company is requesting a wage modification from \$22.55 per hour to \$17.00 per hour only for the 15 trainees in Job Number 2.

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: Business Skills, Computer Skills, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To be Determined
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<ul style="list-style-type: none"> • Administration: DMM's President, Controller, Production Manager, Consultant <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: DMM's President will oversee the ETP training at both locations with the assistance of the Controller and Production Manager. DMM also contracted with Propel Consulting Group to handle Development and Administration duties. The Company is ready to begin training upon approval.

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Business Skills, Computer Skills, Manufacturing Skills
<ul style="list-style-type: none"> • Difference in Training Plan: 	In DMM's previous project, training focused on upgrading skills to address changes to the Company's equipment, processes, procedures and techniques needed to manufacture customized specialty parts, manufacturing lines, and processes for its customers. This new project will build upon the previous training but also focus on new equipment and changes to existing processes for new order requests for customers. Although some training will be similar to the previous contract, there will be no duplicated training.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0220	Kingsburg	1/31/2022-1/30/2024	\$166,980	\$0.00 (0%)

ETP systems shows 4,665 hours tracked, which equates to \$104,513.84. DMM projects final earning will be \$104,513.84 (62.59% of approved amount) upon submission and approval of Final invoices. As of date of review, ETP Systems show zero earnings. DMM has submitted \$26,058 (15%) in Final Invoices for earned payments, currently in process with ETP Fiscal. In accordance with ETP Policy for potential earned performance under 75%, the proposed Agreement has been rightsized to no more than potential earned amount.

DMM reports training under this ETP contract did not progress as expected and had poor administration. Training documentation requirements were not strictly adhered to, resulting in training hours not being captured and documented. The Administrator of this contract has reinforced DMM's policy of training documentation with department managers and leads, and have already seen results. This is expected to lead to increased performance.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Propel Consulting Group	El Dorado Hills	\$5,000
Administrative	Propel Consulting Group	El Dorado Hills	13% of funding earned
Training Vendors	To Be Determined		

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

Trainees may receive any of the following:

Business Skills

- Accounting Techniques
- Budgeting
- Business Ethics
- Communication Skills
- Customer Service
- Estimating
- Financial Analysis
- Financial Reporting
- Inventory Control
- Leadership Skills
- Problem Solving & Decision Making
- Project Management
- Project Planning

Computer Skills

- ABAS
- Alora
- AutoCad
- CAD/CAM
- CNC Programming
- E2
- Google Cloud
- Mazak Smooth AI
- MS Office (intermediate)
- RSLogix
- Solidworks

Manufacturing Skills

- Electrical Assembly
- Equipment Testing
- Inventory Management
- ISO 9001
- Job Process
- Machine Maintenance
- Machine Operation
- Measuring Tools
- Mechanical Assembly
- Packaging Protocols
- Quality Protocol
- Quoting Protocols
- Receiving Protocol
- Shipping Protocols
- Technical Machining



**Training Proposal for:
Dumont Printing, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0313

Approval Date: April 4, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Priority Rate	Industry Sector(s):	Manufacturing	
	Retrainee SB <100 HUA		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: 54	U.S.: 54	Worldwide: 54
<u>Turnover Rate:</u>		2%		
<u>Managers/Supervisors:</u> (% of total trainees)		N/A		

In-Kind Contribution
\$43,837

Total ETP Funding
\$44,712

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Administration, Owner, Production Operator, Research and Development, Sales, Shipping & Fulfillment

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 HUA	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	54	8-200	0	\$828	\$16.91
				Weighted Avg: 36			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (Retrainee/HUA): \$16.91 per hour for Fresno County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administration	\$16.91 - \$20.00	4
	\$20.01 - \$25.00	5
	\$25.01 - \$33.00	4
Owner	N/A	1
Production Operator	\$16.91 - \$20.00	9
	\$20.01 - \$25.00	11
	\$25.01 - \$28.00	10
Research and Development	\$25.00 - \$30.00	1
Sales	\$25.00 - \$80.00	4
Shipping & Fulfillment	\$16.91 - \$20.00	2
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1

OVERVIEW

Year Company Founded:	1959	Company Headquarters: Fresno, California
Total Number of Facility locations in California	2	
Facility location(s) where training will occur.	<ul style="list-style-type: none"> Fresno County 	

Nature of Business:	Dumont Printing, Inc. (Dumont) (www.dumontprinting.com) is a full service provider of print and marketing products. Services include offset, digital and large format printing; graphic design; and complete bindery and fulfillment services. Training under this proposal will be at both of its Fresno facilities.
Customer Base:	<ul style="list-style-type: none"> Banking Manufacturing Hospitals Non-profit Organizations Fire Departments Police Departments Zoos Casinos Universities and Colleges City and County Offices

Business / Industry Needs / Changes	<ul style="list-style-type: none"> In July 2023, Dumont acquired a competitor. This acquisition has required Dumont to incorporate that company’s equipment into Dumont’s overall production processes. In addition, cross-training with the newly acquired employees is needed to address existing Company systems, procedures and software. Due to growth and aging equipment, the Company recently invested over \$665k in new equipment, such as, Horizon Booklet Maker/Folder, Jet Envelope Press, Binding Machine, Spiral Binding Machine, HP Industrial Printer and MBO Continuous Folder. Training under this proposal will focus on cross-training on new and existing equipment to ensure seamless integration. Training will ensure efficient operation while minimizing waste and meeting customer requirements and deadlines. Additionally, ongoing upgrades and integration of new tools into Dumont’s ERP system, as well as, building systems to allow the Company’s customers access for placing and tracking ordering requires staff to continuously enhance their technical expertise.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • All staff will receive cross training in multiple areas. Training on Communication Skills, Job Estimating, Order Writing, Sales, Quality Standards and Leading Change will provide the trainees with in-depth knowledge of the Companies' processes to ensure safety and continued Company growth. • Dumont will train staff on Electronics for Imaging (EFI) Pace Operating System Software and EFI Fiery Rip Software. Training on this software will assist staff in understanding the new procedures that are being developed and implemented. • Staff will also receive training on Demand Bridge Fulfillment, Digital Store Front, Print Stream, and Xerox Makes Personalization Incredibly Easy (XMPiE) Software. • Staff will receive training on new equipment that includes a Horizon Booklet Maker/Folder, Jet Envelope Press, Binding Machine, Spiral Binding Machine, HP Industrial Printer and MBO Continuous Folder.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 Productive Lab

<p>Business Skills</p>	<p>Computer Skills</p>	<p>Continuous Improvement Skills</p>
<p>Manufacturing Skills</p>		

<p>Productive Laboratory</p>	<p>Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures</p> <p>9 PL Hours per-trainee - Trainees will gain the manufacturing and systems skills that will allow them to effectively use the equipment and produce jobs that meet customer specifications. Employee files will note completion and competency.</p> <p>Occupations Receiving PL Training: Production Operator and Shipping & Fulfillment</p>
<p>The PL instructor must be dedicated to training, at a ratio of 1:1.</p>	

High Unemployment Area

All trainees (Job Number 1) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least <25%>. The Company’s locations in Fresno County are in an HUA.

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages

Approximately 25 trainees under Administration, Production Operator, and Shipping & Fulfillment occupations will need the wage modification. Dumont requests a wage modification from \$22.55 to \$16.91 per hour.

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: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, PL – Manufacturing 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 checked="" type="checkbox"/> Subcontractor – California Manufacturing Technology Consulting
<ul style="list-style-type: none"> • Project Oversight: <p>Dumont’s training budget is approximately \$60,000 annually for its two Fresno locations. Training includes state-mandated training, legal compliance training, and new-hire orientation.</p> <p>ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.</p> <p>➤ Training Infrastructure</p> <p>The Company has a structured training plan in place. The Human Resource manager, who has successfully overseen their two previous ETP projects, will oversee project administration and tracking performance. Training will be delivered by in-house experts and vendors as needed. A third party administrator will assist with administrative duties.</p>

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	<ul style="list-style-type: none"> • 2
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Equipment and New Technology Training • Department Expansion/Growth • Company production processes

<ul style="list-style-type: none"> • Difference in Training Plan: 	<p>Although some of the courses are similar to the previous contract, there will be no duplication in training. The training plan for this project focuses on additional new equipment, as well as, companies that were acquired recently. This training plan will focus on cross-training of the newly acquired staff from the other company and their equipment.</p>
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PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0143	Fresno	8/4/20 – 8/3/22	\$42,550	\$42,550 (100%)
ET18-0121	Fresno	8/2/17 – 8/1/19	\$33,280	\$33,280 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	California Manufacturing Technology Consulting	Long Beach, CA	\$4,200
Administrative	California Manufacturing Technology Consulting	Long Beach, CA	13% of Earned Amount
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Accounting
- Communication Skills
- Job Estimating
- Order Writing
- Sales

Computer Skills

- Demand Bridge Fulfillment Software
- Digital Store Front Software
- Electronics For Imaging (EFI) Fiery Rip Software
- EFI Pace Operating System Software
- MS Office – Intermediate & Advanced
- Print Stream Software
- XMPIE (Xerox Makes Personalization Incredibly Easy) Software

Continuous Improvement Skills

- Leading Change
- Quality Standards

Manufacturing Skills

- Binding Machine
- Horizon Booklet Maker
- Horizon Folder
- HP 72' Flatbed Industrial Printer
- Jet Envelope Press
- Machine Operation
- MBO Continuous Folder
- Spiral Binding Machine

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

Trainees may receive any of the following:

Manufacturing Skills

- Binding Machine
- Horizon Booklet Maker
- Horizon Folder
- HP 72' Flatbed Industrial Printer
- Jet Envelope Press
- Machine Operation
- MBO Continuous Folder
- Spiral Binding Machine



**Training Proposal for:
Gradelink Corporation**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0318

Approval Date: March 27, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: T. Ky

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	Services Professional, Scientific, Technology 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: 19	U.S.: 21	Worldwide: 21
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$65,635

Total ETP Funding
\$39,330

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administration, Owner, Web Developer, Feature Specialist, Sales/Marketing, Technical Support

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100 Priority	Business Skills Comm Skills Computer Skills Continuous Impr.	19	8-200	0-1	\$2,070	\$26.92
				Weighted Avg: 90			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1: \$22.55 per hour for Orange County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration	\$36.06-\$85.30	4
Owner	\$50.00-\$50.00	2
Web Developer	\$49.52-\$80.29	5
Feature Specialist	\$31.70-\$41.35	2
Sales/Marketing	\$39.97-\$46.27	2
Technical Support	\$26.92-\$35.38	4

OVERVIEW

Year Company Founded:	2001	Company Headquarters: <input checked="" type="checkbox"/> Single location Foothill Ranch
Total Number of Facility locations in California	1	

Facility location(s) where training will occur	<ul style="list-style-type: none"> • Foothill Ranch – Orange County
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Nature of Business:	<ul style="list-style-type: none"> • Founded in 2001, Gradelink Corporation (Gradelink) (https://www.gradelink.com/) provides schools with customized School Information Systems (SIS) that consists of integrated management, teaching, and learning tools in an online application. • Data Processing, Hosting, and Related Services
Customer Base:	<ul style="list-style-type: none"> • US School Districts • International Schools • Dioceses • Gradelink serves 2,000 independent and parochial schools in the US and around the world.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • To remain competitive, Gradelink must continually adapt to changing legislative requirements on all SIS as well as increasingly important and complex data security requirements and concerns. • Gradelink recently signed a contract with a school district consisting of approximately 80 schools. Success with this school district will lead to additional contracts in the area and an increase in the customer base. • Gradelink is developing a “Gradelink 2.0” interface, a huge redesign of three user portals for parents, teachers, and school administrators. The first portal for parents is slated to be completed in June 2024. • Over the next two years, Gradelink anticipates a 15-20% growth in personnel to meet increasing demand. The Company will undergo an internal restructuring of duties necessitating staff additions to development, customer tech support, and sales departments.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Many states revise their SIS requirements annually, and Gradelink updates the platform in response, necessitating the training of all staff on the new requirements. Data and system security trainings occur biennially, but are also scheduled as new threats and/or concerns arise. • When new clients are added, Gradelink customizes services to meet their needs, requiring all employees to be trained on the specific changes in order to best support client needs. The addition of an entire school district is a large project and means developers and tech employees will require more training time during execution of the project.
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	<ul style="list-style-type: none"> • The upgraded “Gradelink 2.0” platform will require significant Commercial Skills training hours for all staff during development and implementation phases over the next two years. • Over the next two years, Gradelink will cross-train their current Technology Support staff to complete advanced tasks and requests previously handled by Developers and Assistant Managers.
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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

Commercial Skills	Business Skills
Computer Skills	Continuous Improvement

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	90 Hours
<p>Gradelink’s new school district project and the upgrade to “Gradelink 2.0” will require many training hours for all occupations as the new user portals come online. These training hours will be in addition to the ongoing training needed to remain up to date on State legislative and general data security requirements.</p> <p>Over the next several months, developers will each have 70 hours of training in preparation for the launch of the new parent portal. Developers will train designated trainers in each department and in turn, the trainers will train their teams. Sales/Marketing and Technical Support will log over 20 hours of training in this first phase and an additional 20-40 hours for the subsequent launches of the teacher and administrator portals.</p> <p>Over the next two years, Gradelink plans to hire on 1-2 additional developers, a customer tech support, and a bilingual (Spanish) sales employee, all of whom, once employed by Gradelink, will be eligible to enroll as additional trainees under Job Number 1.</p> <p>Gradelink’s prior performance is a key indicator of the company’s ability to deliver the amount of training requested. In its prior contract, Gradelink delivered an average of 82 hours of training for retrainees (Job Number 1).</p>	

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvements
<ul style="list-style-type: none"> • Administration: <p style="margin-left: 20px;">HR Administrator and Controller Sierra Consulting Services, Inc.</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 style="margin-left: 20px;">An HR Administrator and the Controller will oversee the project. Gradelink is ready to begin the training plan upon approval. In addition, the Company retained an administrative subcontractor to assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.</p>

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	2
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Prior training on information technology infrastructure changes that were critical to keeping pace with growing customer base. • Growth in its international customer base meant new markets and additionally customized products that required a significant amount of training for staff.
<ul style="list-style-type: none"> • Difference in Training Plan: 	<ul style="list-style-type: none"> • The majority of training for this contract will be in response to the addition of a large new client and the evolution to the “Gradelink 2.0” interface. • Critical training areas have been identified and added to the curriculum. These include new Commercial Skills training in DevOps, IT Infrastructure Operations, and Data Security as well as Computer Skills training in the Adobe suite, Monday.com, and Wordpress.

PRIOR PROJECTS

The following table summarizes performance under ETP Contracts completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0133	Foothill Ranch	11/15/2021- 11/14/2023	\$38,180	\$37,924 (99%)
ET19-0383	Foothill Ranch	1/10/2019- 1/9/2021	\$35,360	\$35,360 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Sierra Consulting Services, Inc.	Cameron Park, CA	\$3,900
Administrative	Sierra Consulting Services, Inc.	Cameron Park, CA	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Administration
- Behavior Style Strategies
- Business Communication
- Business Fundamentals
- Company Culture Development
- Customer Service
- Develop Employee Accountability
- Finance and Financial Analysis
- International Business Fundamentals
- International Compliance
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques & Strategy
- Organizational Structure Development
- Planning and Organization
- Project Requirements Analysis and Specifications
- Relationship Building
- Strategic Planning

Commercial Skills

- Create Gradelink Help Articles
- Create Product Training Videos
- Customer Service Skills
- Data Entry Skills
- Data Security
- DevOps
- Education Rules & Regulations
- Education Standards
- Gradelink 2.0 Platform
- Gradelink Platform Overview
- Implementation Skills
- International Education Overview
- IT Infrastructure Operations
- Operational Skills
- Product Knowledge
- School Functions
- Test Automation

Computer Skills

- Adobe Illustrator
- Adobe InDesign
- Adobe Photoshop

- Classwallet
- Financial Management System
- Mailchimp
- Monday.com
- Progressive Web Apps
- Quickbooks
- Salesforce
- SQL Server (Management Studio)
- Test Automation
- Virtual Machine Software
- WordPress

Continuous Improvement Skills

- Agile Project Management
- Change Management
- Cross-Training
- How to Coach and Mentor
- Meeting Management
- Problem Solving and Decision Making
- Process Capability
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Project Management
- Quality Measurement Systems
- Time Management
- Troubleshooting

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Security Vulnerability (1 hr)



**Training Proposal for:
Heartland Meat Company, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0326

Approval Date: March 13, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: P. Duarte

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100	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: 64	U.S.: 64	Worldwide: 64
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	N/A		

In-Kind Contribution
\$45,032

Total ETP Funding
\$35,742

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:	Cross Product Category Buyer, Customer Service Sales, Lead Protein Buyer, Major Account Sales, Meat Cutter, Production Associate, Shipping Associate, Supervisor, Warehouse Associate

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Computer Skills Continuous Impr. Management Skills Mfg. Skills OSHA 10/30	42	8-200	0	\$851	\$22.72
				Weighted Avg: 37			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1: \$22.72 per hour for San Diego County.

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Cross Product Category Buyer	\$25.00 – \$35.00	1
Customer Service Sales	\$20.22 – \$24.50	6
Lead Protein Buyer	\$35.00 – \$40.00	1
Major Account Sales	\$25.00 – \$62.50	5
Meat Cutter	\$20.22 – \$32.00	1
Production Associate	\$20.22 – \$24.00	10
Shipping Associate	\$20.22 – \$25.00	5
Supervisor	\$24.50 – \$37.50	5
Warehouse Associate	\$20.22 – \$25.00	8

OVERVIEW

Year Company Founded:	1967	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Chula Vista, CA
Facility location(s) where training will occur		<ul style="list-style-type: none"> Chula Vista (San Diego County)

Nature of Business:	<ul style="list-style-type: none"> Founded in 1967 and headquartered in Chula Vista, CA, Heartland Meat Company, Inc. (Heartland) (https://heartlandmeat.com/) is a meat and seafood processor and distributor of specialty cuts of beef, pork, poultry, lamb, and offal products, to best fit customer needs in the food service industry. This also includes diced, sliced, portioned, butterflied and seasoned products. For over 50 years, the Company has provided its products to different restaurants across the southwest region of the United States. Heartland's other processed, packaged, and distributed products include: eggs, produce, beverages spices, shortenings, cooking & frying oils, lards, canned vegetables, canned/bottled sauces, grains, legumes, and condiments Products from Heartland can be found in Southern California, Northern California, Arizona, Nevada, Utah, Colorado, Washington, West Texas and Hawai'i.
Customer Base:	<ul style="list-style-type: none"> Restaurants Heartland's customers include, Los Ponchos, Cotijas, Las Ahumaderas, Taqueria Rancho Grande, Panchos, Los Primos, Cotixan, Santana's Mexican Grill, Mariscos El Prieto, Birrieria el Primo

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Although business operations have become more complex and difficult economic challenges, including the COVID-19 pandemic, Heartland has continued to persist and perform at a high levels. In order to address the effects of current inflation and future economic challenges, Heartland's strategic goals are to secure operation performance and future business development. The Company has identified—the need for greater performance capabilities in key functional areas in order to stay competitive. In addition, the Company has developed a succession plan in order to address projected employee retirement turnover.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Training will be provided to employees in critical positions and functional areas to increase knowledge, skills, and abilities to improve operational flexibility and strategic competitiveness. • Heartland operates in a highly competitive industry, requiring the Company to continually train its staff to meet customer expectations, and keep up with changing industry requirements • In addition to having a robust competent workforce, training will pave the way for increased production volumes and market expansion. • Training will be provided in multiple areas of the Company including manufacturing skills, customer service, continuous process improvement and warehouse operations.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab E-Learning

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement	Management Skills	Manufacturing Skills

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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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: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Manufacturing Skills <input checked="" type="checkbox"/> Vendor – Types of Training: Management Skills
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

- **Project Oversight:**

The Company has designated the Human Resources Manager in collaboration with the Chief Financial Officer to oversee the project. The HR Manager will track training, enroll trainees, and upload data to ETP's system. Training will be provided by vendor and in house senior managers. Training will begin immediately upon project approval.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	Richard Sims	San Diego	\$4,600

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

Major Account Sales: High Quality Customer Service & Customer Service: Driven Selling Skill

- Computer/Cash Register Transactions
- Conflict Management
- Credit Card Sales
- Customer Complaints
- Customer Relations
- Handling Customer Requests
- Identifying Customer Needs
- Interpersonal Skills Customer Service
- Product Customer Relations
- Product Knowledge
- Processing Cash Sales
- Refunds and Exchanges
- Resolving Customer Complaints
- Telephone Skills
- Voiding Transactions

Commercial Skills

Lean Protein Product Buyer:

- Purchasing Wholesale Meat Poultry, and Fish Products
- Methods and Techniques for Assessing Product Quality
- Pricing and Buying Quality Protein Products
- Develop/maintain Productive Seller Relations
- Product Knowledge
- Pricing Negotiations

Cross Products Buyer:

- Methods and Techniques for Assessing Product Quality
- Pricing and Buying Quality Cross Products from Wholesale Distributors

Computer Skills

- Electronic Ware Housing Work Technology Application
- Training for Inventory Management
- Material Resource Planning
- Inventory Control
- Purchase Order Tracking

Continuous Improvement Skills

High Performance Work Behavior Skills

- Process Improvement
- Productivity Improvement
- Quality improvement, Problem solving
- Goal setting

Management Skills for Managers and Supervisors Only

Core Competencies and Skillsets for High Performance Management and Supervision Leadership:

- Problem Solving
- Decision Making
- Workforce Motivation
- Team Building, Coaching
- Performance Management
- Business Communication
- Planning
- Ethics
- Change Management
- Administration

Manufacturing Skills

Meat Cutter Trainee:

- Production Operations
- Products Manufacture
- Equipment Operation
- Production Procedures
- Quality Control
- Production Safety

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



**Training Proposal for:
Lester Lithograph, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0327

Approval Date: March 13, 2024

Panel Meeting of: April 26, 2024

ETP Regional Office: San Diego

Analyst: L. Hughes

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee SB <100	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: 30	U.S.: 30	Worldwide: 30
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$14,523

Total ETP Funding
\$12,420

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Owner; Administration Staff; Production Staff; Sales Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Continuous Impr. Business Skills HazMat Computer Skills PL-Mfg. Skills	30	8-200	0	\$414	\$22.55
				Weighted Avg: 18			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (Retrainee): \$22.55 per hour for Orange County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Owner	N/A	1
Administration Staff	\$20.05 - \$35.00	5
Production Staff	\$20.05 - \$30.00	20
Sales Staff	\$20.05 - \$40.00	4

OVERVIEW

Parent Company		Lester Lithograph, Inc.	
Year Company Founded:	1980	Company Headquarters: <input checked="" type="checkbox"/> Single location Anaheim, CA	
Facility location(s) where training will occur		<ul style="list-style-type: none"> Anaheim, Orange County 	

<p>Nature of Business:</p>	<ul style="list-style-type: none"> Lester Lithograph, Inc., (Lester Lithograph) https://www.castlepress.com, is a commercial printing business specializing in the production of brochures, catalogs, and direct mail for diverse clientele. Lester Lithograph’s expertise lies in crafting premium printed materials utilizing a blend of offset and digital technologies. The Company’s comprehensive services encompass a pre-press department, in-house bindery, finishing, and mailing facilities.
<p>Customer Base:</p>	<ul style="list-style-type: none"> Marketing and Communication Industry Organizations Seeking Marketing Collateral. Medical and Pharmaceutical Manufacturers Universities K-12 Schools

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> Lester Lithograph aims to expand its size through organic growth, target prospective clients similar to current clientele, and explore opportunities in industries similar to those already served. The Company is heavily impacted by out-of-state competitors. The technology and software industry is constantly changing and customers are asking for faster machines that are capable of performing a variety of tasks. As the business model evolves into a technology based service, new employees must be hired. The Company has upgraded its International Organization for Standardization (ISO) quality program from merely being compliant to an officially certified program. The Company has upgraded its Customer Relationship Management (CRM) software for faster and streamlined services.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> Training will be provided to the sales staff on the CRM upgrade. Trainees will learn new upgraded features such as, integrating the CRM with Outlook for email communication and calendar management; exporting data; and organizing leads and customers. All staff must be trained on the ISO certification upgrade in order to move from compliance to official ISO certification, and will include extensive training for employees immediately after recertification, and ongoing training to maintain certification. Adapt to changes in technology, automation, and equipment upgrades by training on new printing press equipment, upgrading skills for
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	bindery/finishing equipment, and training on recently changed digital printing equipment.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 Productive Lab

Business Skills	Computer Skills	Continuous Improvement
Manufacturing Skills	Manufacturing Skills - PL	

Certified Safety Training	<input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures 0-5 PL Hours per-trainee Occupations Receiving PL Training: Owner & Production Staff
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The PL instructor must be dedicated to training, at a ratio of 1:1.

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

• Trainers:	<input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Manufacturing Skills PL, HazMat <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
• Administration:	Lester Lithograph has contracted an administrative subcontractor to assist with administration. <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
• Project Oversight:	The Chief Executive Officer will be responsible for overseeing the project, and will have assistance from the Human Resource Manager, Department Supervisors, and Plant Manager. The Company has a detailed training plan in place and is ready to begin training upon approval.

Repeat Contract

<ul style="list-style-type: none"> Number Of Contracts in last 5 years: 	2
<ul style="list-style-type: none"> Training provided / focus in last Contract: 	<ul style="list-style-type: none"> Training in the previous project emphasized Continuous Improvement, Business Skills, Computer Skills, Manufacturing Skills, Hazardous Materials handling, ISO certification, new equipment training, and implementation of a new CRM system.
<ul style="list-style-type: none"> Difference in Training Plan: 	<ul style="list-style-type: none"> Implementation of new equipment and software. Lead operators are trained by manufacturers, subsequently cascading knowledge to secondary and backup operators. Comprehensive design and full-service marketing solutions to cater to diverse client needs. Introduction of promotional items necessitates training on software linking to wholesalers and facilitating presentations and quotes.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET21-0353	Anaheim	06/09/21 - 06/08/23	\$33,120	\$12,506 (38%)
17CR-0023	Anaheim	06/30/17- 06/29/19	\$54,782	\$45,162 (82%)

In the previous contract, ET21-0353, the completion rate of 38% reflects the impact of the height of the Covid pandemic, which resulted in a reduction in the number of employees undergoing training and fewer opportunities for training sessions. The Company underwent significant downsizing and had to scale back in-person meetings, consequently limiting the frequency of training sessions compared to initial projections. This resulted in fewer training sessions than anticipated and a smaller pool of employees available for training. Instead of growth as expected, Covid caused a contraction in operations. Throughout 2020, the company did not conduct any training sessions due to minimal on-site staff and a prioritization of production over training. As the company navigates the post-Covid landscape, it is adopting a more cautious approach to training opportunities to avoid overstaffing. However, there is a need to train less experienced new hires or individuals transitioning into new roles, as experienced staff are harder to come by.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Group	Seal Beach	\$500
Administrative	Training Funding Group	Seal Beach	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Customer Relations
- Leadership/Coaching Skills
- Presentation Skills
- Planning/Budgeting
- Product Knowledge
- Project/Program Management
- Sales

Computer Skills

- Adobe-Creative, Marketing, Document Management
- Web to Print Software
- Customer Relation Management (CRM)
- New Management Information System (Installation and Use)
- MS Office: Word, Excel and Outlook (Intermediate)
- Payroll
- Web Design

Continuous Improvement Skills

- International Organization for Standardization (ISO) 9001: 2008
- Lean Manufacturing Operations
- Process Improvement
- Problem Solving Tools and Techniques
- Quality improvement
- 5S Methodology: Sort, Set in order, Shine, Standardize and Sustain the cycle-continuous improvement
- Teambuilding

Hazardous Materials Skills

- Hazardous Material Handling
- Material Safety Data Sheets

Manufacturing Skills

- Design & Prototyping
- Equipment/Printing Operations
- Inspection Techniques (Quality Control)
- Good Manufacturing
- Inventory Processes
- Maintenance & Troubleshooting
- Pre-Press
- Product Assembly/Packaging/Shipping Operation
- Preventative Maintenance

- Standard Operating Procedures (ISO/Client Work Instructions)
- Troubleshooting

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

Trainees may receive any of the following:

Manufacturing Skills

- Design & Prototyping
- Pre-Press
- Product Assembly/Packaging/Shipping Operation