

# PANEL PACKET

August 2024



Employment Training Panel





# PANEL NOTICE/AGENDA

## MEETING TIME/PLACE

Friday, August 30, 2024 at 9:30 a.m.  
CalEPA, 1001 I Street  
Coastal 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.

### **Join Zoom Meeting:**

<https://us06web.zoom.us/j/85976091214>

**Webinar ID:** 859 7609 1214

**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](mailto:ETP-ESCU@etp.ca.gov))

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

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Executive Report	Jessica Grimes
<ul style="list-style-type: none"><li>• Apprenticeship Update</li><li>• Legislative/Budget/Other</li><li>• Request Motion to Adopt Consent Calendar Projects</li></ul>	Peter Cooper Tara Armstrong Michael Cable Jaime Gutierrez

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Policy Committee Report Out	Gretchen Newsom
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10:45 a.m. – 11:00 a.m.	BREAK
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Panel Date: August 30, 2024

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Review, \*Public Comment and Action on Proposals

Kellen Hernandez  
Chris Hoover  
Phil Boyer  
Heather Miguel

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Workforce Literacy Pilot Program: Presentation

Ilya Launitz

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12:30 p.m. – 1:30 p.m.

LUNCH

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

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\*Public Comment on Matters Not on the Agenda

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Public Meeting Adjourns

\*Public comment can be done in person or virtual



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

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

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

## REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, August 26, 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

Cell-Crete Corporation -----	\$379,260
Global Trade Marketing, Inc. dba Ziglift Material Handling -----	\$113,400
Golden Star Technology Inc. -----	\$233,520
JVS SoCal-----	\$545,992
Lockheed Martin Corporation-----	\$599,424
Sun Hill Properties, Inc. dba Hilton Los Angeles/Universal City ----	\$491,400
Terrakotta, Inc. dba Laguna Clay Co. -----	\$131,600

### San Diego Regional Office

California Institute of Arts and Technology Inc. -----	\$838,600
Chaffey Community College District, Chaffey College -----	\$569,880
Riverside Community College District-----	\$472,468

### Sacramento Regional Office

Ag Force, LLC (Agriculture)-----	\$132,000
Blue Diamond Growers (Agriculture)-----	\$575,960
Milgard Manufacturing LLC -----	\$411,600
Murrieta Chamber of Commerce -----	\$848,799
Paul Baker Printing, Inc. -----	\$283,080

### Program Projects Unit

California Plumbing & Mechanical Contractors Association -----	\$625,356
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**PROPOSALS APPROVED**  
**BY DELEGATION ORDER FOR 07/16/24 – 08/19/24**

<b>≤ \$75,000</b>	<b>Approved Date</b>	<b>Approved Amount</b>
<b><u>North Hollywood Regional Office</u></b>		
Famoso Nut Company (Agriculture)	07/26/24	\$19,712



State of California—Labor and Workforce Development Agency

# Employment Training Panel

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### REVIEW AND ACTION ON PROPOSALS

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Panel Date: August 30, 2024

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**SUMMARY OF DELEGATION ORDERS**

***Delegation Orders***

***Tab***

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Famoso Nut Company



# M e m o r a n d u m

To: Panel Members

Date August 30, 2024

From: Jessica Grimes  
Executive Director

Subject: **Directions Meeting Sites**

The Employment Training Panel will meet on **Friday, August 30<sup>th</sup>, 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 **11<sup>th</sup> St.**
- Turn Left on **11<sup>th</sup> Street**
- Turn Left on **I Street**
- **1001 I Street**

### **From San Francisco**

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



# M e m o r a n d u m

To: Panel Members

Date August 30, 2024

From: Jessica Grimes  
Executive Director

Subject: **Future Meeting Sites**

<b><i>August Panel August 30<sup>th</sup>, 2024</i></b>	<b><i>In Person – CalEPA Coastal Room 1001 I St, Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</i></b>
<b><i>September Panel September 27<sup>th</sup>, 2024</i></b>	<b><i>In Person – CalEPA Coastal Room 1001 I St. Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</i></b>
<b><i>October Panel October 25<sup>th</sup>, 2024</i></b>	<b><i>Location TBA Friday 9:30 AM – 3:30 PM</i></b>
<b><i>December Panel December 13<sup>th</sup>, 2024</i></b>	<b><i>In Person – East End Complex Auditorium 1500 Capitol Ave. Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</i></b>





**STATE OF CALIFORNIA  
EMPLOYMENT TRAINING PANEL**

**Friday, July 26, 2024**

**Panel Members**

Rebecca Bettencourt  
Chair

Dee Myers  
*Ex-Officio* Member

Rick Smiles  
Member

Gretchen Newsom  
Member

Doug Tracy  
Member

Madison Hull  
Member

Michael Hill  
Member

Jennifer Fothergill  
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, July 26, 2024**

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

Chair Bettencourt called the meeting to order at 9:31 a.m.

**II. ROLL CALL**

Present

Rebecca Bettencourt  
Rick Smiles  
Mike Hill  
Madison Hull via Zoom  
Chris Dombrowski  
Doug Tracy  
Jennifer Fothergill

Not in attendance

Gretchen Newsom

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  
Michael Cable, Staff Attorney

**III. AGENDA**

The July Agenda was reviewed.

**ACTION:** Member Smiles moved and Member Tracy seconded approval of the July Agenda. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill – aye

#### **IV. MINUTES**

The May Meeting Minutes were reviewed.

**ACTION:** Member Smiles moved and Member Tracy seconded the approval of the May Meeting Minutes with the amendment to page 6, Tab 3, the amount should be \$165,600. Panel Members present voted in the affirmative for approval of the April Meeting Minutes as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye

Madison Hull – aye

Rick Smiles - aye

Douglas Tracy – aye

Mike Hill – aye

Chris Dombrowski – aye

Jennifer Fothergill - aye

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

Dr. Grimes shared the recent appointment of Kumani Armstrong, incoming Assistant Director/Chief Counsel. He will be welcomed at the August Panel meeting.

Today's meeting presents 27 proposals, including 2 consent calendar; 2 critical proposals; 8 delegation orders, one amendment and two presentations. One presentation summarizes an evaluation of the Paid Family Leave Small Business grant for rounds 1 and 2; the other is a progress update on Studio Arts.

If all proposals are funded, the Panel will be approving projects in support of 5,480 trainees or almost 59% of the total trainees for FY24-25 for approximately \$9 million.

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

Under Cal-E-Force Program, teams have been working on stakeholder systems enhancements to help transactions to be more user friendly and reduce errors. The revision process was enhanced to allow for new occupations to start enrolling training hours. The upload process was enhanced to allow users to multitask. Notifications on the repeat contractor rules have been added to help provide status of prior contracts.

Under Cal E Grants we are continuing with the closeout and participant data functionality supporting CWDB.

#### **VII. LEGISLATIVE AND LEGAL UPDATE**

As you know legal unit tracks pertinent legislation, in the packet is the legislative memorandum of those bills.

Two bills to point out today are SB 1321 (pg. 7) this is the Employment Training Panel bill which

if enacted would make significant changes to ETP's program, including modifications to project criteria and eligibility clarifications regarding funding of apprenticeship programs and other parts and pieces of our enabling legislation. At this time it has passed the Senate and was last heard in the Assembly's Committee on Appropriations on July 2<sup>nd</sup> where it was placed in the suspense file. We will continue to track it.

The other bill is SB 525 which is the Healthcare Minimum Wage implementation of which has been delayed by one month, which actually was approved and chaptered on the last day of our Panel meeting. So the minimum wage for healthcare workers was approved but delayed by one month. Staff is tracking and following to make sure that those wage increases are implemented into the program.

Panel asked if there are any current types of contracts that would be excluded based on SP 1321's current (April 25<sup>th</sup>) iteration.

Explained that there is a discussion regarding the language as to whether or not it would be excluding certain contractors. For example there maybe language regarding bad actors. So if there is a current debarment that's pending, they would be excluded from funding. There are other provisions but the bill is still subject to change. We could do a more thorough analysis of it before next Panel meeting depending on whether or not it still stands.

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

### **Overall Fiscal Impacts**

As shared in May, the State Budget Bill includes a reduction to state operations by approximately 7.95%. While our collections came in at approximately 10% below the projected amount, the 7.95% would be in addition to the lower collections and once implemented will bring our overall contracting capacity down from the \$94.9 million (as provided in April Panel) to \$89.5 million.

### **Literacy Program Update**

At May Panel meeting some concerns were raised by contractors and questions asked by Panel regarding the Literacy Program. ETP Staff have sent out a survey to all Literacy contractors. An analysis will be completed after review of the collected data and literacy guidelines. Any recommendations will be brought to Panel as appropriate.

### **Regarding Funding:**

Today's Panel meeting is for approximately \$9.9 million. It includes 10 Delegation Orders for a total of \$508,838. Delegation Orders are proposals capped at \$75K and approved under the delegated authority of the Executive Director on a continuous flow basis. ETP has approved a total of 42 delegation orders for this State Fiscal Year. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 32 projects.

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

There are 251 applications currently in demand, and 135 applications are with the Regional Offices in development. 37 applications are under review with the Applications and Assessment

Unit, and 79 submitted applications are pending review. The estimated value of the 251 applications is \$106.5 million (\$17.5 million in demand for single employer contracts, \$9.1 in demand for small business \$16.8 million in demand for multiple employer contracts, \$62.2 million for apprenticeships, and \$772,800 in demand for Critical Proposals). We are currently within our total allocations for this fiscal year 2024-25.

## **IX. CONSENT CALENDAR**

**ACTION:** Member Smiles moved and Member Fothergill seconded approval of the Consent Calendar. All Panel Members present voted in the affirmative to approve as moved.

Motion carried, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

## **X. POLICY COMMITTEE REPORT by Panel Member Rick Smiles**

There were 4 discussion topics as follows: a discussion on affiliates, how to define them, how to include them in the ETP contracts, etc.; a discussion on pilot and guidelines that ETP is beginning, a comprehensive review of these policies; a discussion on application quality with an exploration of items and content that can improve the quality of the proposals coming before panel and a discussion informational session on the Repeat Contractor Rule. All of these topics except for the Repeat Contractor Rule will be standing agenda topics at future Policy Committee meetings until work involved with those topics has been completed. The next Policy Committee meeting is August 29<sup>th</sup>.

## **XI. ACTION ON PROPOSALS**

### **PULLED CONSENT CALENDAR CONTRACTS**

#### **SINGLE EMPLOYER CONTRACTS**

##### **Tab No. 3: Aircraft Xray Laboratories, Incorporated**

Priority industry, first time contractor. Funding requested \$80,864 to train 76 trainees under Job one (small business retrainees). Training will be delivered at its Huntington Park headquarters.

**ACTION:** Member Smiles moved and Member Hill seconded motion to approval of the proposal submitted by Aircraft Xray Laboratories, Incorporated in the amount of \$80,864. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull– aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 4: Eaton Corporation dba Eaton Aerospace LLC**

First time contractor. Funding requested \$387,072 to train a total of 256 workers. Training will take place at their Los Angeles location.

ACTION: Member Smiles moved and Member Tracy seconded motion to approve the proposal submitted by Eaton Corporation dba Eaton Aerospace LLC in the amount of \$387,072. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 5: Adams Rite Aerospace, Inc.**

Repeat contractor. Funding requested \$325,584 to train 171 retrainees. Training will take place at their Orange County location.

ACTION: Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by Adams Rite Aerospace, Inc. in the amount of \$325,584. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull– aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 6: AMCOR Rigid Packaging USA LLC**

Repeat contractor. Funding requested \$643,440 to train 383 retrainees. Training will take place

at their locations in San Bernardino and Solano counties. 2<sup>nd</sup> ETP contract, 2<sup>nd</sup> in 5 years.

ACTION: Member Smiles moved and Member Tracy seconded motion to approve the proposal submitted by AMCOR Rigid Packaging USA LLC in the amount of \$643,440. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill – aye

**Tab No. 7: Cambro Manufacturing Company**

First time contractor. Funding requested \$387,128 to train 446 retrainees. Training will take place at their location in Huntington Beach.

ACTION: Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by Cambro Manufacturing Company in the amount of \$387,128. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 8: Genentech, Inc.**

Critical proposal, first time contractor. Funding requested \$849,660 to train 289 retrainees. Training will take place at their location in San Diego County.

Question regarding if they would be able to start the training now at another locations since the factory facility won't be online until fall of 2025.

Joaquin Castaneda stated yes the training is a collaboration with Mira Costa College which works through a nonprofit called Open Biopharma and has clean labs that allow trainees a real work experience but not on the job or on the floor.

Questions as to how the contract will be managed.

Joaquin Castaneda explained that they have a staff dedicated specifically to this. There is a marriage between ETP reporting and what is already reported to the FDA for our training and the GMP processes. They have been approved by staff for the LMS management system.

Question regarding the training costs per employee, can you speak about the 2900 which is towards the higher end of training per individual?

**ACTION:** Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by Genentech, Inc. in the amount of \$849,660. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 9: OWB Packers LLC**

Repeat contractor. Funding requested \$394,240 to train 352 retrainees. Training will take place at their location in Imperial County. 3<sup>rd</sup> ETP contract, 3<sup>rd</sup> in last 5 years.

Two questions: one regarding curriculum and what training will be provided around alchemy your learning management system? Alchemy is the training platform and the curriculum is safety training?

Cynthia Perez explained alchemy is the training platform used.

**ACTION:** Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by OWB Packers LLC in the amount of \$394,240 with the amendment to remove Alchemy as a training program. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye



**Tab No. 10: AHMC Seton Medical Center LLC**

Priority industry. First time contractor. There are four unions involved, the Stationary Engineers Local 39, California Nurses Association Engineers and Scientists of California Local 20, and National Union of Healthcare Workers. Funding requested \$498,960 to train 370 under Job one medical skills retrainees and 26 under Job 2 SET priority rate retrainees. Training will take place at their location in Daly City and Moss Beach.

**ACTION:** Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by AHMC Seton Medical Center LLC in the amount of \$498,960. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 11: BridgeBio Services Inc. dba BridgeBio**

Priority industry. First time contractor. Funding requested \$308,000 to train 220 retrainees under Job one priority rate trainee. Training will take place at their locations in San Francisco, San Carlos and Palo Alto.

Explanation requested as to why the high turnover rate.

Sharon Levy explained that the turnover is 7% and they had a program that did not move forward so they had to lay a few people off. Since then they are waiting for FDA approval and are preparing to upskill.

**ACTION:** Member Smiles moved and Member Hill seconded approval of the proposal submitted by BridgeBio Services Inc. dba BridgeBio in the amount of \$308,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 12: Dellavalle Laboratory, Inc.**

Repeat contractor. Funding requested \$198,240 to train 120 workers. Training will take place at their locations in Fresno, Hanford and Davis.

Question Job 2 requested wage modification from \$22.55 per hour to \$18.50 per hour. What is the wage progression once training is completed?

Martha Robiheaux explained that they have levels to their job descriptions so employees can complete what needs to be done to move to the next level.

**ACTION:** Member Smiles moved and Member Hill seconded approval of the proposal submitted by Dellavalle Laboratory, Inc. in the amount of \$198,240. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 13: E&J Gallo Winery dba E&J Gallo Winery**

Rebecca recused herself.

Correction to the proposal company name is E&J Gallo Winery with no dba. Repeat contractor. Funding requested \$599,872 to train 412 workers. Training will take place at their locations in Napa, Sonoma, San Luis Obispo, San Joaquin, Stanislaus, Merced, Fresno and Monterey counties.

**ACTION:** Member Hill moved and Member Fothergill seconded approval of the proposal submitted by E&J Gallo Winery in the amount of \$599,872. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – recused  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 14: Northstar Energy Management, LLC dba NovaSource Power Services**

Withdrawn

**Tab No. 15: Robert Bosch Semiconductor LLC**

Critical proposal recommended by the Governor's Office of Business and Economic Development. First time contractor. Funding requested \$739,200 to train 240 workers. Training will take place at their locations in Roseville.

Question regarding whether Lamb Corporation referred to Lamb Research and not Lamb Corporation in New Mexico.

Scott Olson stated it was Lamb Research a semiconductor equipment manufacturing company and the technicians must be trained by that factory in order to bring that knowledge back and train the associates at the factory.

Question regarding the fact that the training is in Pelac, Austria at the Lambs Facility. If we send people to Austria to train them are they included in the contract or just being used as trainers for those here in California?

Scott Olson replied yes, there's a great effort underway. A number of their engineers and technicians are visiting not only equipment supplier but also the sister facility in Reutlingen to understand the manufacturing process and bringing that knowledge back to train. We would like to submit and include those trained in Austria under to contract.

The Director asked for clarification is Robert Bosch Semiconductor saying the hours that they would like to submit are the trainees that will be trained in Austria?

Scott Olson replied that is what they propose to do for a very small number of individuals.

Comment was that there is no cost for the Lamb training in the proposal.

Scott Olson explained that they are giving them a very large sum of money but not for the training.

Comment regarding it seems there is only one piece of equipment in your factory here. It has nothing to do with the new technology except that the equipment can process that for you. Will there be training at the other Lamb Research locations?

Scott Olson stated that that was there is no current plan for training at other locations.

Question how this first time contract will be handled? It's a lot of documentation. Scott Olson explained they have a dedicated team and will be using a roster-based approach approved by staff.

Question do we have prior approvals where we have a situation with people who are trained in a different country and are being included in the contract training hours? Staff explained that is part of the reasoning behind the narrative section for the out of state training vendor. So it is

allowed with reasonable justification.

**ACTION:** Member Smiles moved and Member Hill seconded approval of the proposal submitted by Robert Bosch Semiconductor LLC in the amount of \$739,200. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – recused  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

## **MULTIPLE EMPLOYER CONTRACTS (MEC)**

### **Tab No. 16: Gnomon**

Priority industry. Repeat contractor. There is a union involved, TAG 839, the Animation Guild IOTC Local 839. Funding requested \$838,600 to train 700 under Job one (small business retraining priority rate training). Training will take place at their Hollywood campus and other participating employer's locations.

Concern was raised regarding current performance. They have a current contract that is closed out has ended and is still in final invoicing and could close out anywhere between 68 and 92%. Since the contract is sitting at 68% we could right size down to the 68% or consider coming back after final invoice, especially since the request funding is over 800,000.

Lily Feliciano stated that she felt confident that they were going to hit 100% because they over trained by more than 20% which is what they did on the previous two contracts. They have a long list of trainees waiting.

Agreement was given to downsizing, due to the same concerns.

Staff explained that the final payments are being reviewed. As they stated, they have so many other trainees that have been identified in the P1 and P2 it is possible that through that process they could meet 100%. At this point there is the potential for 92% based on submitted, depending on the discrepancies, it could be as low as 62%.

Comment was made to offer \$570,248 which is 68% of requested or they could come back in 30 days with the verified P4.

Comment was given that it would be better for the contractor considering their past performance to come back in the 30 days.

Lily Feliciano explained that they need to accommodate trainees that are currently waiting as we speak, so they would like to accept the reduce amount today and come back later for future

funding.

**ACTION:** Member Smiles moved and Member Hill seconded approval of the proposal submitted by Gnomon with the reduced funding amount of \$570,248. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 17: JVS SoCal**

Repeat contractor. Funding requested \$545,992 to train 139 new hires. Training will take place at their training center in Los Angeles.

Clarification they can be trained at the \$17 per hour but need to be moved to the \$19.30 when submitting.

Staff added that they are using the healthcare benefit of \$2.30

Comment looking at the current contract which just closed the performance showing is between 75-79%. Would like to offer to right size or come back in a month once billing is adjusted.

Julienne Hampton stated their expectation for this new contract is 100%. We have had consistently great numbers in previous contracts. This contract we did have some organizational restructuring.

Staff explained that if we are just trying to accomplish the 75% it is close. We could certainly make sure that it is at least there by the next Panel meeting, if that is the request.

Julienne Hampton stated that they would like to table and come back.

Public comment from Jon Fox, SBCCD wanted to get clarification on whether this was going to be a standing policy moving forward where if a contractor is coming in asking for a repeat contract and has invoices that are over 75%, but it is not actually earned is Panel going to be looking at right sizing?

**ACTION:** Member Smiles moved and Member Tracy seconded approval to table until next month the proposal submitted by JVS SoCal funding amount of \$545,992. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 18: Los Angeles Pacific College**

Priority industry. Repeat contractor. Funding requested \$197,385 to train an estimated 4500 Job one new hires with multiple barriers and 3500 Job 2 for entrepreneurial small business retrainees. Training take place at their Los Angeles campus or participating locations in Los Angeles, San Bernardino, Riverside and Orange counties. 10<sup>th</sup> ETP contract. 3<sup>rd</sup> in past 5 years.

Comment regarding contract that closed out 3/30/24 at final fiscal review at present is at 62%.

Israel Campos stated that the potential earning at this moment is going to be \$136,000 which would be 88% of the total amount for that contract. So that is what we are expecting at final payout.

Staff explained that they have at this point 88% of potential earned. What they have submitted in their invoices is at 63% roughly.

Offer extended to come back in 30 days with remaining invoices or take the 62.58% which is about \$122,378 for this new contract.

Israel Campos stated he would take the reduced amount because they were planning on completing the contract before the two years.

Staff commented that the prior contract was an alternate funded contract not core funding. So it is not part of the repeat contractor ALT funds. So the ALT funding which is expansion CCC healthcare and literacy have not been incorporated as part of performance when looking at the core funding. So as it relates to the repeat contractor rule, it is solely applied to core funding projects. So essentially, you should look at it as if there is no other contract.

Comment was that despite the type of funding the performance is not there.

Staff explained that performance applies to all contracts, but that some contracts are set up differently with different the performance requirements. This is the case for the alternative funded contracts.

Agreement was that it should be right sized.

**ACTION:** Member Smiles moved and Member Tracy seconded approval of the proposal submitted by Los Angeles Pacific College with the right sized amount of \$122,378. All Panel Members present voted in the affirmative to approve the proposal as moved.

**ACTION:** Member Smiles moved and Member Hill seconded approval of the proposal submitted

by Los Angeles Pacific College with the amended right sized amount of \$123,721. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 19: American Education Systems Corp. dba American College of Healthcare and Technology**

Repeat contractor. Funding requested \$838,600 to train 280 retrainees. Training will be coordinated to take place statewide. 5<sup>th</sup> ETP contract. 5th in past 5 years.

ACTION: Member Smiles moved and Member Tracy seconded approval of the proposal submitted by American Education Systems Corp. dba American College of Healthcare and Technology in the amount of \$838,600. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**Tab No. 20: Imperial Valley Economic Development Corporation**

First time contractor. Funding requested \$315,580 to train 155 retrainees.

ACTION: Member Smiles moved and Member Hill seconded approval of the proposal submitted by Imperial Valley Economic Development Corporation in the amount of \$315,580. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye

Chris Dombrowski – aye  
Jennifer Fothergill - aye

## **AMENDMENT**

### **Tab No. 21: Tully, Inc.**

Amendment requests the use of an out of state training vendor.

Question is there a reason this wasn't brought up at the initial contract which went into effect in December 2022 knowing that we may be training these people on these topics or is this a business shift? We are getting close to the end of the contract and running out hours we are trying to cover. How did this get missed on the initial contract if you've been using them for 15 years?

Margo Davidson state she had no idea it just came up in the last couple of months. They have been using this training all along.

Comment that there is a California company that offers it. There is an issue with the retro to start on contract too.

Staff commented that one of the points as far as the amendment is concerned the out of state training has been in place but wasn't enforced until recently. That may be the reason why it was not in the initial proposal. This was discovered during a monitoring visit.

Margo Davidson stated that there are 8 trained and one pending in this training (which is 12 hours).

**ACTION:** Member Tracy moved and Member Newsom seconded approval of the proposal submitted by Tully, Inc. amendment. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

## **AGRICULTURE**

### **Tab No. 22: La Valle Sabbia, Inc. dba Cattle Feeders**

Repeat contractor. Funding requested \$107,520 to train 96 retrainees. Training will take place at their location in Imperial County .2<sup>nd</sup> ETP contract, 2<sup>nd</sup> in last 5 years. Correction La Valle Sabbia is requesting a high unemployment area wage modification as indicated in the training



plan table

**ACTION:** Member Smiles moved and Member Tracy seconded approval of the proposal submitted by La Valle Sabbia, Inc. dba Cattle Feeders in the amount of \$107,520. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye  
Madison Hull – aye  
Rick Smiles - aye  
Douglas Tracy – aye  
Mike Hill – aye  
Chris Dombrowski – aye  
Jennifer Fothergill - aye

**XII. PAID FAMILY LEAVE SMALL BUSINESS GRANT**

Dr. Indiria Gillespie of Gillespie Consulting Services, conducted a presentation regarding Paid Family Leave micro grants to MEC's of 50 employees or less.

**XIII. UPDATE FROM STUDIO ARTS**

Contract started January 30<sup>th</sup> there are currently 56 participating employers and 130 employees enrolled and have used approx. 25% of funding and is on target.

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

No comments.

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

Phillip Herrera, regarding SB 1321 and are concerned with what it would do to the program going forward. Though currently in suspense there is a high probability it will make it to the assembly floor and the governor's desk. He and his colleagues will be working hard to protect the agency. He is available for questions regarding the bill.

Rocio Leon wanted to review that that Panel is asking the question where contractors are in their current performance. She would like the Panel to look at past performance as a metric.

**XIV. MEETING ADJOURNMENT**

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

**ACTION:** Member Smiles moved and Member Tracy seconded motion 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, 7 to 0.

Rebecca Bettencourt – aye

Madison Hull – aye

Rick Smiles - aye

Douglas Tracy – aye

Mike Hill – aye

Chris Dombrowski – aye

Jennifer Fothergill - aye

Chair Bettencourt Adjourned the meeting at 12:31 p.m.

## Single Employer Contractor

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

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

These features apply to core program funding.

## Multiple Employer Contractor

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

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

### *Retraining*

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

### *New Hire Training*

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

These features apply to core program funding.

## Delegation Order Process

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



Employment Training Panel

# MEMORANDUM

To: Panel Members August 21, 2024

cc: Jessica Grimes, Executive Director  
Peter Cooper, Assistant Director  
Kumani Armstrong, Assistant Director/Chief Counsel  
Jaime Gutierrez, Chief Deputy Director  
Tara Armstrong, Deputy Director/Chief Information Officer

From: Michael A. Cable, Staff Attorney

Subject: Pending Legislation; California Legislature; 2023-2024 Regular Session

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## I. ASSEMBLY BILLS

- **[AB-86 Homelessness: Statewide Homelessness Coordinator.](#)**  
Summary: Existing law establishes various programs to address homelessness, including requiring the Governor to create an Interagency Council on Homelessness. Existing law requires the council to, among other things, identify mainstream resources, benefits, and services that can be accessed to prevent and end homelessness in California and promote systems integration to increase efficiency and effectiveness to address the needs of people experiencing homelessness. This bill would require the Governor to appoint a Statewide Homelessness Coordinator, within the Governor's Office, to serve as the lead person for ending homelessness in California.  
  
Status: On 09/01/2023: Held under submission.
- **[AB-241 Vehicular air pollution; Clean Transportation Program; vehicle registration and identification plate service fees; smog abatement fee extension.](#)**  
Summary: This bill would make various changes to the Enhanced Fleet Modernization Program, the Clean Transportation Program, and the Air Quality Improvement Program, and extend the \$20 smog abatement fee imposed on certain vehicles until January 1, 2035. This bill would take effect immediately as an urgency statute.  
  
Status: On 02/01/2024: Died on inactive file.
- **[AB-437 State government: equity.](#)**  
Summary: This bill would require state agencies and departments, in carrying out their duties, to consider the use of more inclusive practices to advance equity, as specified.  
  
Status: On 06/27/2024: Ordered to inactive file at the request of Senator Becker.
- **[AB-469 California Public Records Act Ombudsperson.](#)**  
Summary: This bill would establish, within the California State Auditor's Office, the California Public Records Act Ombudsperson. The bill would require the California State Auditor to appoint the ombudsperson subject to certain requirements. The bill would require the ombudsperson to receive and investigate requests for review, as defined, determine whether the denials of original requests, as defined, complied with the California Public Records Act, and issue written opinion of its determination, as provided. The bill would require the ombudsperson to create a process to

that effect, and would authorize a member of the public to submit a request for review to the ombudsperson consistent with that process. The bill would require the ombudsperson, within 30 days from receipt of a request for review, to make a determination, as provided, and would require the state agency to provide the public record if the ombudsperson determines that it was improperly denied. The bill would, if requested by the ombudsperson, require any state agency determined to have improperly denied a request to reimburse the ombudsperson for its costs to investigate the request for review. The bill would require the ombudsperson to create a process through which a person whose information is contained in a record being reviewed may intervene to assert their privacy and confidentiality rights, and would otherwise require the ombudsperson to maintain the privacy and confidentiality of records, as provided. The bill would require the ombudsperson to report to the Legislature, on or before January 1, 2025, and annually thereafter, on, among other things, the number of requests for review the ombudsperson has received in the prior year.

Status: VETOED. On 01/30/2024: Consideration of Governor’s veto stricken from file.

- **[AB-518 Paid family leave: eligibility: care for designated persons.](#)**

Summary: This bill would expand eligibility for benefits under the paid family leave program to include individuals who take time off work to care for a seriously ill “designated person,” defined as “any individual related by blood or whose association with the employee is the equivalent of a family relationship.

Status: On 09/13/2023: Ordered to inactive file at the request of Senator Durazo.

- **[AB-749 State agencies: information security: uniform standards.](#)**

Summary: This bill would require, by January 1, 2025, every state agency, as defined, to implement specified actions relating to data, hardware, software, internal systems, and essential third-party software, including multifactor authentication for access to all systems and data owned, managed, maintained, or utilized by or on behalf of the state agency. The bill would require state agencies to implement a Zero Trust architecture, as defined, and prioritize the use of solutions that comply with, are authorized by, or align to federal guidelines, programs, and frameworks. This bill would require the office’s chief, no later than January 1, 2024, to develop uniform technology policies, standards, and procedures for use by all state agencies in Zero Trust architecture, including multifactor authentication, as defined, on all systems in the State Administrative Manual and Statewide Information Management Manual. The bill requires the chief to update requirements for existing annual reporting activities to collect information relating to the progress state agencies are making to increase internal defenses of agency systems. The bill would authorize the chief to update existing annual reporting activities to include how a state agency is progressing with respect to specified goals. The bill would also make related legislative findings and declarations.

Status: On 09/01/2023: In committee: Held under submission.

- **[AB-1163 Lesbian, Gay, Bisexual, and Transgender Disparities Reduction Act.](#)**

Summary: This bill would impose the provisions of the above-described act on the Business, Consumer Services, and Housing Agency, the California Health and Human Services Agency, the Department of Housing and Community Development, and the California Commission on Disability Access, and would require these state entities to comply with the bill’s provisions as early as possible following the effective date of this bill, but no later than July 1, 2025.

Status: CHAPTERED. On 10/13/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 832, Statutes of 2023.

- **[AB-1370 California Community Colleges Economic and Workforce Development Program.](#)**

Summary: This bill would revise and recast several provisions of the California Community Colleges Economic and Workforce Development Program. The bill would extend operation of the program

indefinitely and would repeal the Job Development Incentive Training Program. The bill would revise and recast the principles governing the Economic and Workforce Development Program, provisions on the duties and membership of the program's advisory committee, the decision criteria for allocating program funds to colleges, and the definitions that apply to the program's provisions.

Status: On 09/01/2023: In committee: Held under submission.

- **AB-1537 Skilled nursing facilities: direct care spending requirement.**

Summary: This bill would require, no later than July 1, 2024, the establishment of a direct patient-related services spending, reporting, and rebate requirement for skilled nursing facilities, with exceptions. Under the direct patient-related services spending requirement, the bill would require that a minimum of 85% of a facility's total non-Medicare health revenues from all payer sources in each fiscal year be expended on residents' direct patient-related services, as defined. The bill would require a facility to report total revenues collected from all revenue sources, along with the portion of revenues that are expended on all direct patient-related services and nondirect patient-related services, to the State Department of Health Care Services by June 30 of each calendar year, with certification signed by a duly authorized official, as specified.

Status: On 06/18/2024: Read second time. Ordered to third reading.

- **AB-1766 Division of Occupational Safety and Health: Regulations.**

Summary: Among other things, the bill would update statutory references within ETP's Enabling Legislation relating to the federal Workforce Innovation and Opportunity Act of 2014, the California Workforce Development Board, and local workforce development boards. Additionally, this bill would delete the statutory language declaring the intent of the Legislature that programs developed pursuant to these provisions not replace, parallel, supplant, compete with, or duplicate in any way already existing approved apprenticeship programs.

Status: CHAPTERED. On 07/27/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 133, Statutes of 2023.

- **AB-2769 Apprenticeships: income tax returns.**

Summary: This bill would require the Franchise Tax Board to include a checkbox on individual income tax returns for taxable years beginning on or after January 1, 2025, for taxpayers to authorize the Franchise Tax Board to share their full name and mailing address with the Division of Apprenticeship Standards, pursuant to an information sharing agreement or data interface, for the purpose of receiving individual outreach information regarding apprenticeship programs in the state. The bill would require the division, upon appropriation by the Legislature, to annually conduct outreach and enrollment efforts to individuals whose information is shared pursuant to the provisions of this bill. The bill would provide that the unauthorized disclosure of taxpayer information by the division is a misdemeanor. By expanding the scope of a crime, the bill would impose a state-mandated local program.

Status: On 05/16/2024: In committee: Held under submission.

- **AB-2873 Breaking Barriers to Employment Initiative: grants.**

Summary: This bill would make significant changes to the Breaking Barriers to Employment Initiative grant program.

Status: On 08/19/2024: Read second time. Ordered to third reading.



- **[AB-2358 Employment Development Department: disclosure of wage information: qualified third-party vendors.](#)**

Summary: This bill would require the Employment Development Department to release an employee's wage information to a qualified third-party vendor if the employee has provided the department written permission for that release. The bill would require the department to allow, at the request of the employee, the electronic transmission of the employee's wage information directly to or through a qualified third-party vendor for permissible uses, as defined. The bill would require the department to enter into an agreement with a qualified third-party vendor to allow for electronic transmission of an employee's wage information for permissible uses. The bill would require a qualified third-party vendor to use the employee's wage information for a permissible use and to share the employee's wage information with a subscriber, subject to specified restrictions the bill would impose on the subscriber. The bill would provide that wage information is confidential, as specified. The bill would prohibit the department from expending any additional state funds to execute the terms of the agreement with a qualified third-party vendor. The bill would make any person who knowingly accesses, uses, or discloses any information made confidential by the bill's provisions without authorization, as provided, guilty of a misdemeanor. By creating a new crime, the bill would impose a state-mandated local program. The bill would define various terms for purposes of these provisions.

Status: On 05/16/2024: In committee: Held under submission.

## II. **SENATE BILLS**

- **[SB-150 Construction: workforce development: public contracts.](#)**

Summary: This bill would require the Department of Transportation to work in partnership with the California Workforce Development Board to support California's high road construction careers program. The bill would require the department to reserve a minimum aggregate total of \$50,000,000 of federal funds from the federal Infrastructure Investment and Jobs Act to be allocated over 4 years to support the program. This bill, on or after January 1, 2026, would also authorize a state agency to use, enter into, or require contractors to enter into, a project labor agreement that applies to a project or set of projects with aggregate construction costs in excess of \$35,000,000 only if the agreement also includes provisions to address community benefits, as described. This bill would also require the certain state agencies to convene relevant stakeholders to provide input on recommendations to establish material terms to be included as a material part of a contract. The bill would require these agencies to meet with those stakeholders in the process of developing recommendations, and to consult with specified state entities, including the Civil Rights Department, as prescribed. The bill would require those recommendations to be provided to the Governor and the Legislature by March 30, 2024, and also presented to the California Workforce Development Board in a regularly scheduled public meeting. This bill would declare that it is to take effect immediately as an urgency statute.

Status: CHAPTERED. On 07/10/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 61, Statutes of 2023.

- **[SB-322 Zero-Emission Vehicle Battery Manufacturing Block Grants Program.](#)**

Summary: This bill would require the State Energy Resources Conservation and Development Commission, or an entity it contracts with, to administer its Zero-Emission Vehicle Battery

Manufacturing Block Grant Program, and would impose eligibility, application scoring, workforce, and reporting requirements on the program. The bill would authorize the commission, or an entity it contracts with, to adopt procedures and criteria to supplement these requirements.

Status: On 09/01/2023: September 1 hearing postponed by committee.

- **[SB-447 GO-Biz: Building and Reinforcing Inclusive, Diverse, Gender-Supportive Equity Project.](#)**

Summary: This bill would authorize the GO-Biz to establish the Building and Reinforcing Inclusive, Diverse, Gender-Supportive Equity Project (BRIDGE Project) to promote social equity, civil rights, and anti-discrimination through marketing and advertising campaigns. The bill would also make nonsubstantive changes to these provisions.

Status: CHAPTERED. On 09/13/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 199, Statutes of 2023.

- **[SB-525 Minimum wage: health care workers.](#)**

Summary: Among other things, this bill would require, beginning June 1, 2025, a health care worker minimum wage of \$25 per hour for hours worked in covered health care employment, as defined, subject to adjustment, as prescribed. From June 1, 2024 until June 1, 2025, the health care worker minimum wage would be \$21 per hour. The bill would provide that the health care worker minimum wage constitutes the state minimum wage for covered health care employment for all purposes under the Labor Code and the Wage Orders of the Industrial Welfare Commission. The health care worker minimum wage would be enforceable by the Labor Commissioner or by a covered worker through a civil action, through the same means and with the same relief available for violation of any other state minimum wage requirement. By establishing a new minimum wage, the violation of which would be a crime, the bill would impose a state-mandated local program.

Status: CHAPTERED. On 10/23/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 890, Statutes of 2023.

- **[SB-828 Minimum wages: health care workers: delay.](#)**

Summary: This bill would delay the minimum wage adjustments for health care workers by one month. This bill would make legislative findings and declarations as to the necessity of a special statute for health care workers. This bill would declare that it is to take effect immediately as an urgency statute.

Status: CHAPTERED. On 05/31/2024: Approved by Governor. Chaptered by Secretary of State. Chapter 12, Statutes of 2024.

- **[SB-534 Equitable Access to Job Opportunity Pilot Program.](#)**

Summary: This bill would establish the Equitable Access to Job Opportunity Pilot Program, to be operative from January 1, 2024, to January 1, 2025, inclusive, to provide individuals without postsecondary education degrees from rural or low-income communities with financial aid for workforce development training and education to gain employment in key industries. The bill would require the board and the office to administer the pilot program, including identifying key industries and developing partnerships, pathways, and opportunities to ensure local development of those industries, as specified. The bill would require the board and the office to work with local stakeholders, including local workforce development boards, in securing job opportunities and building pathways and partnerships, as specified. The bill would require the board and the office, on or before January 1, 2027, to report to the Legislature on the effectiveness of the program, as specified. The bill would repeal the bill's provisions on January 1, 2028.

Status: On 09/01/2023: September 1 hearing: Held in committee and under submission.

- **[SB-544 Bagley-Keene Open Meeting Act: teleconferencing.](#)**

Summary: This bill would amend existing law that will remain operative after July 1, 2023, to remove indefinitely the teleconference requirements that a state body post agendas at all teleconference locations, that each teleconference location be identified in the notice and agenda of the meeting or proceeding, and that each teleconference location be accessible to the public. The bill would require a state body to provide a means by which the public may remotely hear audio of the meeting, remotely observe the meeting, or attend the meeting by providing on the posted agenda a teleconference telephone number, an internet website or other online platform, and a physical address for at least one site, including, if available, access equivalent to the access for a member of the state body participating remotely. The bill would require any notice required by the act to specify the applicable teleconference telephone number, internet website or other online platform, and physical address indicating how the public can access the meeting remotely and in person. The bill would revise existing law to no longer require that members of the public have the opportunity to address the state body directly at each teleconference location, but would continue to require that the agenda provide an opportunity for members of the public to address the state body directly. The bill would require a member or staff to be physically present at the location specified in the notice of the meeting.

Status: CHAPTERED. On 09/22/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 216, Statutes of 2023.

- **[SB-595 Covered California: data sharing.](#)**

Summary: This bill would prohibit the California Health Benefit Exchange from disclosing to a certified insurance agent or a certified employment counselor personal information obtained from the Employment Development Department without the applicant's consent. The bill also would require a person or entity that receives information from the Exchange to take reasonable measures to safeguard the confidentiality of any personal information obtained from the Exchange and would prohibit a person or entity from using or disclosing that information for any purpose other than to market and publicize the availability of health care coverage through the Exchange to individuals, as directed by the Exchange.

Status: CHAPTERED. On 10/08/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 492, Statutes of 2023.

- **[SB-822 Workforce development: Interagency High Road Act.](#)**

Summary: This bill would require the Department of Industrial Relations and the California Workforce Development Board to collectively be responsible for oversight and decision-making, including, among other duties, creating high road evaluation metrics and developing technical assistance and evaluation infrastructure. The bill would require, upon request by a state agency, to establish interagency agreements that advance the objectives of high road procurement, contracting, and incentive programs. The bill would require, by January 1, 2025, each state agency to report to the Legislature the agency's plan to incorporate high road employment requirements in that state agency's procurement processes, contracts, and incentives programs. This bill would make these provisions effective only until January 1, 2030, and repeal them as of that date.

Status: VETOED. On 01/25/2024: Vetoed sustained.

- **[SB-864 Workforce development: workplace rights curriculum.](#)**

Summary: Among other things, this bill would require the California Workforce Development Board to assist the Governor with partnering with the Labor Commissioner and other subject matter experts in developing workplace rights curricula to be provided to all individuals receiving individualized career services, supportive services, or training services through the California workforce system. The bill would require each local workforce development board to ensure the

provision of workplace rights training consistent with that workplace rights curricula. The bill would require the comprehensive 4-year local plan to include a description of how the local board plans to comply with this requirement. By imposing additional duties on local workforce development boards, the bill would impose a state-mandated local program. The bill would require the California Workforce Development Board to partner with the Employment Development Department and the Labor and Workforce Development Agency to ensure that local workforce development boards and one-stop career center providers are complying with those requirements.

Status: On 09/01/2023: September 1 hearing postponed by committee.

- **SB-957 Data collection: sexual orientation and gender identity.**  
Summary: Among other things, this bill would require intersexuality be included in data collection in accordance with the Lesbian, Gay, Bisexual, and Transgender Disparities Act.

Status: On 08/20/2024: Read second time. Ordered to third reading.

- **SB-1237 Methane.**  
Summary: Among other things, this bill would generally replace the term “natural gas” with the term “methane” throughout all of the state’s codes. Because some natural gas is not methane and some methane is not natural gas, the bill would authorize the expenditure of continuously appropriated moneys for new purposes, thereby making an appropriation, and would also change the applicability of various charges, and the purposes for which revenues from those charges may be used.

Status: On 04/16/2024: April 16 set for first hearing canceled at the request of the author.

- **SB-1321 Employment Training Panel: employment training program: projects and proposals.**  
Summary: This bill would include in the project criteria, among other things, assisting existing apprentice, certification, or other training programs in updating training to reflect new technologies or methods, or to address gaps in existing training. The bill would also include in the program goals, among other things, meeting the standards established by the Division of Apprenticeship Standards for high-quality training programs. The bill would authorize projects developed pursuant to the above-described provisions to use program funding, upon appropriation by the Legislature, to provide training through apprenticeship programs approved by the Division of Apprenticeship Standards and training at joint-labor management training centers. Additionally, this bill would require the panel to also include within the minimum standards, among other things, an attestation of compliance with all state and federal labor and health and safety laws. By expanding the crime of perjury, this bill would impose a state-mandated local program. The bill would also prohibit a proposal from being considered or approved if, among other things, an applicant is ineligible to bid, be awarded, or subcontract on a public works project pursuant to specified provisions. The bill would require the panel to provide notice of the intent to award proposals at least 30 days before a panel meeting approving or rejecting a proposed award. This bill would provide that no reimbursement is required by this act.

Status: On 08/20/2024: Read second time. Ordered to third reading.

### III. **BUDGET BILLS**

- **AB-100 Budget Acts of 2021 and 2022.**  
Summary: This bill would amend the Budget Act of 2021 and Budget Act of 2022 by amending and adding items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 05/15/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 3, Statutes of 2023.

- **AB-102 Budget Act of 2023.**

Summary: This bill would amend the Budget Act of 2023 by amending, adding, and repealing items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 07/10/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 38, Statutes of 2023.

- **AB-103 Budget Acts of 2021 and 2022.**

Summary: This bill would amend the Budget Act of 2021 and Budget Act of 2022 by amending and adding items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 06/30/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 33, Statutes of 2023.

- **AB-106 Budget Acts of 2022 and 2023.**

Summary: This bill would amend the Budget Act of 2022 and Budget Act of 2023 by amending, adding, and repealing items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 04/15/2024: Approved by Governor. Chaptered by Secretary of State. Chapter 9, Statutes of 2024.

- **AB-1812 Budget Act of 2024.**

Summary: This bill would make appropriations for the support of state government for the 2024-25 fiscal year. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: On 01/16/2024: Referred to Com. on BUDGET.

- **AB-2928 Budget Act of 2022.**

Summary: This bill would amend the Budget Act of 2022 by amending an item of appropriation related to the Lockeford Community Services District. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: On 02/16/2024: From printer. May be heard in committee March 17.

- **SB-101 Budget Act of 2023.**

Summary: This bill would make appropriations for the support of state government for the 2023-24 fiscal year. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 06/27/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 12, Statutes of 2023.

- **[SB-104 Budget Acts of 2022 and 2023.](#)**

Summary: This bill would amend the Budget Act of 2022 and the Budget Act of 2023 by amending and adding items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 09/13/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 189, Statutes of 2023.

- **[SB-105 Budget Acts of 2022 and 2023.](#)**

Summary: This bill would amend the Budget Act of 2022 and the Budget Act of 2023 by amending and adding items of appropriation and making other changes. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: CHAPTERED. On 10/13/2023: Approved by Governor. Chaptered by Secretary of State. Chapter 862, Statutes of 2023.

- **[SB-917 Budget Act of 2024.](#)**

Summary: This bill would make appropriations for the support of state government for the 2024-25 fiscal year. This bill would declare that it is to take effect immediately as a Budget Bill.

Status: On 01/10/2024: To print.



# Workforce Literacy Pilot Program August 2024

By Ilya Launitz



# Agenda

- **Background**
- **Literacy Survey**
- **Next Steps**





# Background

## Program Overview

\$10 million one-time General Fund dollars, in Fiscal Year 2022-23, to create a Workforce Literacy Pilot Program to expand literacy skills for immigrants, refugees, and other English language learners.

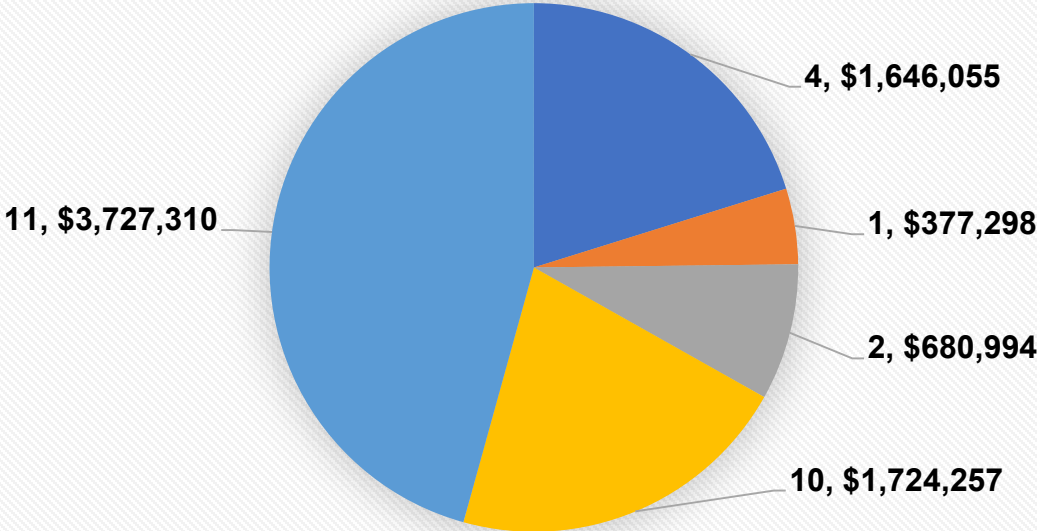
## Present Status

At the July 2024 Panel meeting, during the open public comment period, stakeholders shared their experiences with the Pilot Program. In response, Staff engaged participants to gain further insight and understanding of these experiences.



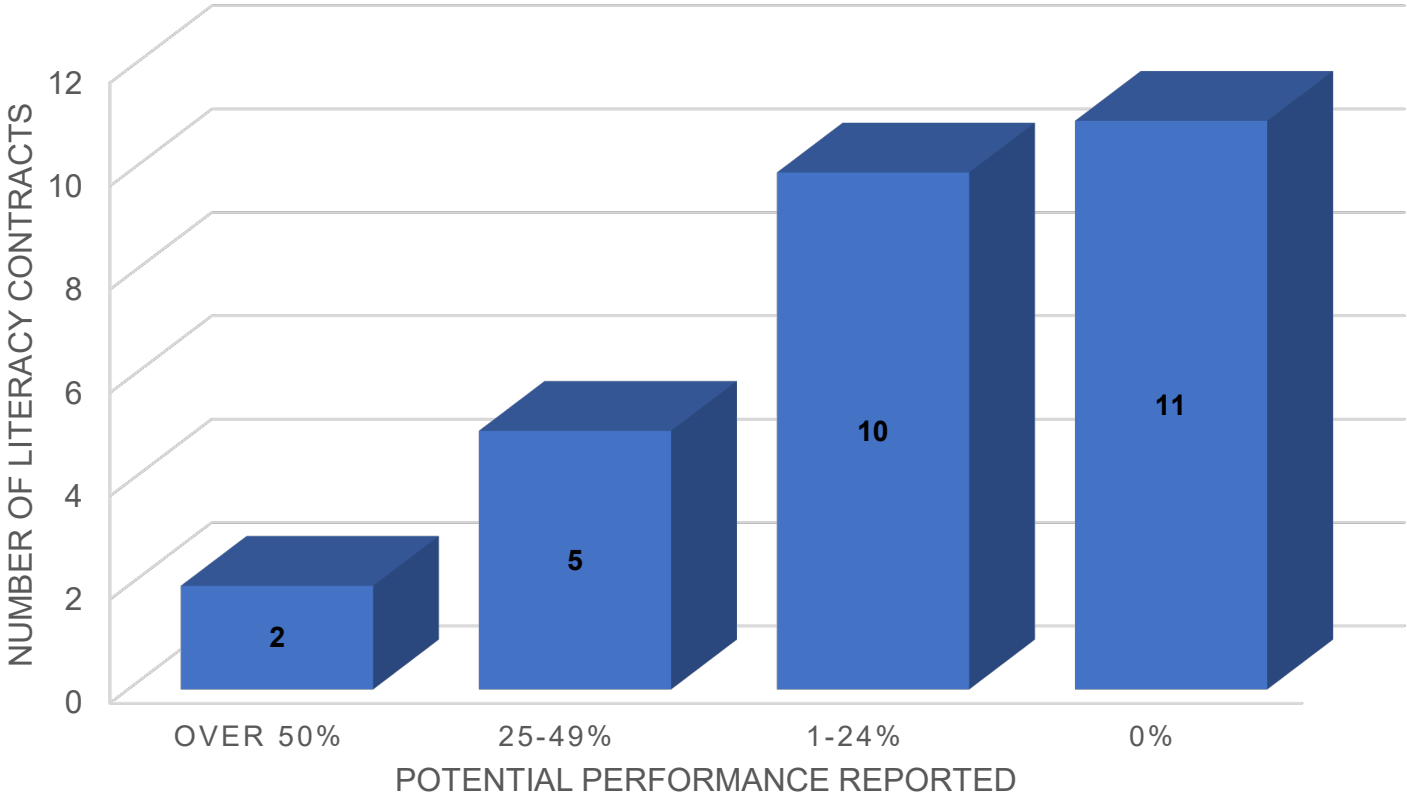
# Background

## Approved Funding by Organization Type



- CA Community Colleges
- Chambers of Commerce
- Manufacturing Organizations
- Single Employers
- Other Community Organizations

# Background



# Survey

## Questions

- Employer engagement
- Training
- Reporting
- ETP policies

# Survey

## Responses

- Contract term length
- Employer engagement
- Digital Literacy Curriculum
- Student/teacher ratio

# Successes

## Trainees reported:

- Increased capacity
- Gratefulness
- Desire for more training

## Employers reported:

- Benefits for both the trainees and organization
- Developing stronger literacy programs

***“Having designated time in their weekly work schedule to work on their language skills while receiving compensation is a life-altering experience for them!”***

# Next Steps

1. Follow-up with contractors
2. Bring recommendations for revisions to the Workforce Literacy Pilot Program Guidelines to the October Policy Committee meeting
3. Bring final recommendations back to December Panel for approval



**Training Proposal for:**  
**Cell-Crete Corporation**  
**Contract Number: ET25-0139**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** D. Tran

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Los Angeles, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Southern CA Cement Masons Local 500 & 600; LiUNA SoCal District Council of Laborers		
Number of Employees in:	CA: 360	U.S.: 417	Worldwide: 417
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$391,300

<b>Total ETP Funding</b>
\$379,260



**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills; Comm'l. Skills; Computer Skills; OSHA 10/30	315	8-200	0	\$1,204	\$22.72
				Weighted Avg: 43			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$24.60/hour in Alameda County, \$23.15/hour in Los Angeles County, and \$22.72/hour in San Diego County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration	\$20.01 - \$25.00	16
	\$25.01 - \$45.00	25
Apprentice Mason	\$20.01 - \$25.00	12
	\$25.01 - \$40.00	20
Journeyman Mason	\$25.01 - \$45.00	25
Laborers	\$18.50 - \$20.00	20
	\$20.01 - \$25.00	20
	\$25.01 - \$30.00	20
Project Manager	\$20.01 - \$25.00	42
Laborers (Non Union)	\$18.00 - \$20.00	20
	\$20.01 - \$25.00	65
	\$25.01 - \$35.00	20
Manager/Supervisor	\$25.01 - \$40.00	10

**INTRODUCTION**

Founded in 1956 and headquartered in Monrovia, Cell-Crete Corporation (Cell Crete) (<https://www.cell-crete.com/>) is a family operated business and provides services in cement manufacturing and installation. Cell Crete specializes in poured or pumped lightweight cellular concrete and other underlayments for new and renovation construction projects. Cell Crete along with two affiliates; Sound Crete Contractors, Inc. (Sound Crete) (<https://soundcrete.us/>) headquartered in Escondido, and Crown City Equipment Rentals (Crown City Equipment) ([www.crowncityrentals.com](http://www.crowncityrentals.com)) headquartered in Monrovia will participate under this training proposal.

The Company specializes in products including Elastizell, sound acoustic floors, hardrock concrete, and structural light-weight concrete over metal and wood decks. Cell Crete is experiencing growth and is focused on training its current workforce on newly adopted

technologies, new equipment, and industry best practices to remain competitive. This will be Cell-Crete's third ETP Contract, and third within the last five years.

## **Veterans Program**

The Company does not have a specific Veteran's outreach program at this time; however several Veterans are currently employed at the Company.

## **Union Support**

Laborers and Masons are represented by the Southern CA District Council of Laborers (which represents all the Southern California Locals within 11 counties in Southern California), the Northern CA District Council of Laborers (which represents all of the Northern California Locals and approximately 35 counties), and Cement Masons Locals 600, 500, 400 and 300. The unions have submitted a letter of support for this training project.

## **PROJECT DETAILS**

Cell Crete and its participating affiliates continued growth and expansion over the past several years have solidified the Companies position as the premier underlayment contracting company across the industry. Cell Crete continues to focus on growth, furthering staff development, and expanding its reach and services to the construction industry.

Prior training focused on company expansion, hiring and team development in new territories. This proposal will focus on maximizing output and providing continued training to staff. The prior proposal allowed the Company to expand its operations. Now that the initial expansion and development efforts are successful, Cell Crete is focused on providing extensive training to all employees to increase efficiency, reduce waste, shortening project time frames, and ultimately becoming more profitable.

This proposal will provide training to the future leadership team and workforce as the Company is preparing for succession efforts across its organization.

## **Training Plan**

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

**Business Skills:** Training will be offered to all occupations to improve business and customer service skills. Training includes basics of supervision and leadership, performance management, and teamwork will create a high performing team across all units.

**Commercial Skills:** Training will be offered primarily to Laborers and Masons. Training in equipment training and field fundamentals will create a knowledgeable workforce that can efficiently complete a job to specifications.

**Computer Skills:** Training will be offered to all occupations and include Paypro System and Electronic Log Devices will enhance workforce productivity across all units.

## **Certified Safety Training**

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

employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### Commitment to Training

The Company spends \$75,000 annually on training and includes on-boarding, safety training and other federally mandated training. This proposed project will allow Cell Crete to implement a new in-depth training curriculum related to new processes and procedures for changing construction practices and evolving new technologies. This proposal will also focus on cross-training all departments.

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 Risk Manager will administer the program. The General Manager and Special Projects Manager will manage both the distribution and collection of rosters, provide enrollment information and tracking training. The rosters once collected, will be sent to a third party subcontractor who is assisting with administrative functions. In addition, each site will have a dedicated person who will oversee the training program. Senior employees who are deemed subject-matter experts will provide the training. These individuals have over 10 years of experience in the field and industry.

### Impact/Outcome

Cell Crete is preparing its next generation workforce to begin taking steps in senior and leadership roles. This training proposal is intended to build upon and close any existing skill gaps between newer employees and older employees. The industry is experiencing rapid changes in technology and the implementation of more advanced techniques and this training proposal is going to provide every employee with a deep understanding of all current industry trends so that all employees are up to date on the latest industry applications. Training topics will include industry best practices, performance management, leadership development and training to ensure the highest level of skill development.

### 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) (\$ %)
ET23-0110	\$253,460	10/03/22 – 10/02/24	290	158	\$253,460 (100%)

Based on ETP Systems, 11,528 reimbursable hours have been tracked for potential earnings of \$253,460 (100% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through 07/04/24.

**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 \$ %
ET20-0246	Multi County	05/30/20 – 05/29/22	\$172,960	\$172,960 (100%)

**DEVELOPMENT SERVICES**

Training Refund Group in Monrovia assisted with development of this proposal for a flat fee of \$8,000.

**ADMINISTRATIVE SERVICES**

Training Refund Group will also perform administrative services in connection with this proposal 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**

- Teamwork
- Performance management
- Best practices – payroll
- Leadership development training
- Business and customer etiquette training
- Basics of supervision and leadership
- HR best practices training
- Owner controller insurance program

#### **Commercial Skills**

- Preventative & corrective maintenance field reporting systems overview
- Wheel bearing assembly
- Vehicle safety equipment
- Gaskets
- Ignition system
- Actuators
- Engine troubleshooting diagnostics
- Lighting and warning indicator systems
- Gearbox
- Traffic flow triangles/Con placement
- Seals
- Electrical components
- Tube and rotor replacement and assembly
- Hydraulic systems
- Instrumentation and fuse box troubleshooting
- Tie-rods
- Hand tools
- Cylinders
- Battery charging
- Pressure gauges and flow-test readings
- Steering differential
- Pneumatic hoses
- Valve assembly
- Throttle cable assembly
- Trailer suspension and welding
- Drive shaft and clutch components
- Lubrication
- Exhaust system
- Oil pump and filters
- Flagging and signaling on construction jobsite
- Pump operation

- Matting carry procedures
- Logistical placement and hose whip placement on construction jobsite
- Scissor lift and scaffolding use on jobsite
- Equipment training
- Arial rigging and hand signaling
- Traffic control and awareness
- Accident investigation
- Forklift operations
- Field orientation
- Field fundamentals

**Computer Skills**

- Paypro system
- ERP
- Electronic log device

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

- OSHA 10

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

- OSHA 30



# Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons  
International Association of the United States and Canada, AFL-CIO

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August 9, 2024

Employment Training Panel  
110 J Street  
Sacramento, CA 95814

Dear Panel Members:

This letter will affirm that the Southern California Cement Masons Locals 500 & 600 are in full support of ETP funding for Cell-Crete Corporation. As the construction industry changes and evolves with new materials, work processes and equipment, employers must also continue training their workforce to remain safe and effective. As an industry partner that employs over seventy (80) Cement Masons, we know that our members will benefit and continue to keep Cell-Crete Corporation a successful leader in the construction industry.

## 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 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.**

Should you have any questions, do not hesitate to contact this office.

Sincerely,

\_\_\_\_\_  
Ricardo Gonzalez, Vice-Chairman  
Southern California Cement Masons  
Negotiating Committee



# LiUNA! SOUTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS

*Feel the Power*

**JON P. PRECIADO**  
Business Manager

**PETER SANTILLAN**  
Secretary-Treasurer

**SERGIO RASCÓN**  
President

August 9, 2024

**AFFILIATED LOCALS  
SOUTHERN CALIFORNIA**

**BURBANK  
LOCAL 345**

**HOLLYWOOD  
LOCAL 724**

**LONG BEACH  
LOCAL 1309**

**LOS ANGELES  
LOCAL 300**

**ORANGE COUNTY  
LOCAL 652**

**POMONA  
LOCAL 1414**

**RIVERSIDE AND IMPERIAL  
COUNTIES  
LOCAL 1184**

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

**SAN DIEGO  
LOCAL 89**

**VENTURA  
LOCAL 585**

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

**ARIZONA  
PHOENIX, AZ  
LOCAL 1184**

**NEW MEXICO  
ALBUQUERQUE, NM  
LOCAL 16**

**SOUTHERN CALIFORNIA  
DISTRICT COUNCIL OF  
LABORERS**

123 Parkview Dr., Suite 300  
Covina, CA 91724  
Phone (626) 350-6900  
Fax (626) 350-7583  
[www.scdcl.org](http://www.scdcl.org)

Employment Training Panel  
Attn: Heather Bernard  
5353 Mission Center Rd., Suite 110  
San Diego, CA 92108-1306

Dear Panel Members:

The Southern California District Council of Laborers, an affiliate of Laborers International Union of North America supports Cell-Crete Corporation's application for State Training Funds.

We support the continued training they provide our 80 plus Laborers' throughout the State of California and recognize their efforts serve in the best interest of all parties to maintain efficient operations that align with today's work environment.

With Kind regards, I am

Fraternally,

Peter Santillan  
Secretary-Treasurer





**Training Proposal for:**  
**Global Trade Marketing, Inc. dba Ziglift Material Handling**  
**Contract Number: ET25-0133**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** J. Garcia

**PROJECT PROFILE**

Contract Attributes	Retrainee Priority Rate SB <100 HUA	Industry Sector(s):	Wholesale Trade/Distribution  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Joaquin, San Bernardino	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 81	U.S.: 110	Worldwide: 110
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$105,369

<b>Total ETP Funding</b>
\$113,400

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Computer Skills, Business Skills, Continuous Improvement, Manufacturing Skills, OSHA 10/30	81	8-200	0-46.5	\$1,400	\$22.55
				Weighted Avg: 50			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$23.15 per hour in Los Angeles County; \$22.55 per hour for San Joaquin and San Bernardino counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Supervisor/Manager	\$22.00 - \$25.00	1
	\$25.01 - \$40.00	4
Administration Staff	\$21.00 - \$25.00	2
	\$25.01 - \$35.00	8
Warehouse Staff	\$20.65 - \$25.00	5
	\$25.01 - \$32.00	60
Owner	\$40.00 - \$40.00	1

**INTRODUCTION**

Founded in 2001 and headquartered in Santa Fe Springs, Global Trade Marketing, Inc. dba Ziglift Material Handling (Ziglift) (<https://www.ziglift.com/>) is a provider of material handling solutions providing expertise in warehouse storage, supplies, and new and used equipment. Ziglift specializes in complete liquidation of warehouse pallet racking, forklifts, and other material handling equipment. Inventory includes both new and used shelving and pallet racking solutions from top manufacturers such as Interlake Mecalux, Frazier, and Advance. Product offerings include bulk storage shelving, boltless shelving, conveyor equipment, pallet jacks, used forklifts and order pickers, workbenches, ladders, carts and dollies, and storage bins. Training will take place at its Santa Fe Springs, Tracy, and Rialto locations.

This will be Ziglift's first ETP Contract. The Company's customer base includes distribution centers such as Amazon, Zulily, and Coca Cola.

## Veterans Program

Although there is no Veterans (Job Number) component in this proposal, Ziglift is committed to the hiring and development of veterans. The Company partners with the Veterans Administration to recruit veterans for employment. It currently has one veteran employed in California.

## PROJECT DETAILS

ETP funding will help Ziglift meet its immediate and long-time training needs due to rapid growth as most employees have been hired in the past two years. The Company plans to expand to nearly double its size in the next five years, and needs to train workers on new systems like NetSuite (Enterprise Resource Planning software) and equipment like laminators, site measuring tools, AutoCad, forklifts, scissor lifts, welders, and other fabrication tools such as grinders, drills, and band saws. In addition to the new systems will be new processes, which changes how staff handles order entry, purchasing, and the method for processing all paperwork.

Ziglift is planning to hire five to ten new employees in the next two years. These trainees will participate in the training program as well. As a result of this hiring effort, the Company needs to upskill its staff to remain competitive in the industry.

## Training Plan

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

**Business Skills:** This training will be offered to Supervisors/Managers, Administration Staff, and Warehouse Staff on course topics such as Product Knowledge, Sales, Presentation Skills, and Leadership/Coaching Skills.

**Computer Skills:** This training will be offered to the Owner, Supervisors/Managers, Administration Staff, and Warehouse Staff on course topics such as AutoCad, Web Design, NetSuite, and Customer Relation Management.

**Continuous Improvement:** This training will be offered to Supervisors/Managers, Administration Staff, and Warehouse Staff on course topics such as Process Improvement, Quality Improvement and Teambuilding.

**Manufacturing Skills:** This training will be offered to Supervisors/Managers and Warehouse Staff on course topics such as Inspection Procedures, Material Supply Chain, Production Machinery, and Supply Chain Management.

## 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. OSHA 10 training will be provided to both Supervisors/Managers and Warehouse Staff, while OSHA 30 will be provided to Warehouse Staff only.

## **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 0–46.5 hours of CBT.

## **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 location in Tracy, San Joaquin County is in an HUA. However, the Company is not requesting a wage modification.

## **Commitment to Training**

Ziglift has an annual training budget of \$100,000 in California. ETP funds will not displace the existing financial commitment to training. The Company will continue to provide training in safety, updates and advances in Project Management and Human Resources laws, and new hire industry knowledge, and software use. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Director of Human Resources and Environmental Health and Safety (dedicated administrator) will be responsible for overseeing this project with assistance from the Human Resources and Safety Coordinator. The Company will have Branch Managers and Operation Managers at each location to assist with coordination of training. Training will be provided by a combination of in-house subject-matter experts and outside training vendors as needed. Additionally, it has retained a third party subcontractor- Training Funding Source (TFS) to assist with ETP administration.

## **Alternate Recordkeeping**

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

## **Impact/Outcome**

Training will result in OSHA 10/30 certifications for Managers/Supervisors and Warehouse Staff.

## **DEVELOPMENT SERVICES**

TFS in Seal Beach has been retained to assist with the development of this proposal for a flat fee of \$1,900.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Communication Skills
- Customer Relations
- Leadership / Coaching Skills
- Presentation Skills
- Planning
- Product Knowledge
- Project / Program Management Skills
- Sales

#### **Computer Skills**

- Customer Relation Management
- MS Office: Word, Excel, Outlook
- Payroll (HR software)
- AutoCad
- Web Design
- NetSuite (ERP software)

#### **Continuous Improvement**

- Process Improvement
- Problem Solving Tools and Techniques
- Quality Improvement
- Teambuilding

#### **Manufacturing Skills**

- Best Production Methods
- Equipment Operation, Maintenance, Troubleshooting
- Inspection Procedures
- Lean Practices
- Material Supply Chain
- Operational Planning and Processes
- Production Machinery
- Reliability Centered Maintenance (RCM)
- Supply Chain Management
- Warehouse / Shipping and Receiving
- Workplace Organization / 5S (Sort, Set in Order, Shine, Standardize, and Sustain)

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

- OSHA 10
- OSHA 30

## **Computer-Based Training**

### **Business Skills**

- Cybersecurity (1hr.)
- Project Management Professional Prep (1hr.)
- Racking 101 (1.5hr.)

### **Computer Skills**

- QuickBooks Training Series (1hr.)
- MS Excel (1hr.)
- MS Teams (1hr.)

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

- OSHA 10 (10hrs)
- OSHA 30 (30hrs.)



**Training Proposal for:  
Golden Star Technology Inc.**

**Contract Number: ET25-0128**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services Professional, Scientific Technology  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, 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: 139	U.S.:139	Worldwide: 150
<u>Turnover Rate:</u>	3%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$266,988

<b>Total ETP Funding</b>
\$233,520

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr.	139	8-200	0	\$1,680	\$22.72
				Weighted Avg: 60			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$22.72 per hour for San Diego County; and \$23.15 per hour for Los Angeles County.

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

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

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

### Current Wage Range by Occupation

Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administrative Staff	\$20.65 - \$25.00	3
	\$25.01 - \$30.00	16
Manager/Supervisor	\$20.70 - \$25.00	2
	\$25.01 - \$35.00	8
Technician	\$20.65 - \$25.00	14
	\$25.01 - \$30.00	96

**INTRODUCTION**

Founded in 1985 and headquartered in Cerritos, Golden Star Technology Inc. (GST) ([www.gstinc.com](http://www.gstinc.com)) provides Information Technology (IT) and Audio Visual (AV), including a broad array of end-to-end technology solutions, managed services, worldwide logistics, system integration, configuration, installation, designing, engineering, an online E-Commerce tool, deployment, and supply chain. Its customers include commercial enterprises, governmental agencies, educational institutions (K-12 and higher education), and entertainment, hospitality, manufacturing, and gaming industries. GST has two servicing facilities in California: Cerritos and San Diego, and an office in India.

**Veterans Program**

GST does not have a formal Veterans outreach program; however, all qualified Veteran candidates are encouraged to apply for positions through the normal company hiring policy.



## **PROJECT DETAILS**

This will be GST's fourth ETP Contract, and the third in the last five years. Previous training focused on the Company's new hardware and software such as LiveView technology and high-level IT software. Training under this proposal will concentrate on a deeper innovation technology to build the next-generation solutions. GST constantly re-evaluates and evolves its go-to-market strategies to help customers stay relevant in the ever-changing world of technology. In addition, vendors and manufacturers such as Cisco, Apple, Hewlett-Packard, and Brocade release products and solutions almost every six months, which GST must keep up with to better serve its current customer base and attract new customers.

GST operates in a highly competitive technology industry. Its goal is to provide workers with the necessary business and technical skills required to develop and market new products and service offerings, ensure high-quality customer service and support, maintain and adapt to new technology, and interest new customers. GST must train its workforce to operate, maintain, and support complex systems and sophisticated technology. 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 GST to upgrade worker skills, increase production efficiencies, meet industry standards, provide quality products at a low cost, and effectively manage overall business growth.

### **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 focus on customer service, professional communication, project management, business development, sales, team building, and overall business functions to improve job performance.

**Commercial Skills:** This training will be offered to Managers/Supervisors and Technicians to improve programming and installation. Training topics include System Design, Service Repairs, Programming/Coding and Deployment/Logistics.

**Computer Skills:** This training will be offered to all occupations and include highly technical skills to effectively use the Company's hardware and software programs as well as operating systems to provide efficient and effective customer service. Trainees will be trained on new internal technology innovation and gain proficiency in navigating specialized functional systems.

**Continuous Improvement:** This training will be offered to all occupations and will focus on process improvement. Training topics include International Standard Organization, Process Improvement, Quality Management Systems and Standard Operating Procedures for all departments. In addition, trainees will receive certification after completing these training topics.

### **Impact/Outcome**

Upon completion of training, trainees will have the opportunity to earn certifications such as ESD (Electro Static Discharge)/FOD (Foreign Object Debris), which are required by customers. Maintaining these certifications will allow GST to continue supporting its customers and expanding its relationships. In addition, trainees will have the opportunity for wage progression and professional development.

## **Alternate Recordkeeping**

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

## **Commitment to Training**

GST has a current annual training budget of approximately \$150,000 for its two locations, Cerritos and San Diego. Training consists of employee orientation training, sexual harassment prevention, entry level computer skills, and basic safety skills.

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

### ➤ Training Infrastructure

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house experts and vendors if needed. GST has designated the Company's Human Resources Manager to oversee the training plan. The Human Resource Coordinator will also assist the Human Resources Manager with all administrative responsibilities. Additionally, GST will utilize a third party administrator for enrollment, data tracking, and invoicing.

## **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 \$ %
ET22-0324	Los Angeles	06/30/22 – 06/29/24	\$178,250	\$0 (0%)
ET19-0267	Los Angeles	10/08/18 – 10/07/20	\$179,400	\$179,400 (100%)

\*ET22-0324: Based on ETP Online CEF Systems, 7,640 reimbursable hours for 103 trainees have been tracked for potential earnings of \$175,725 (98% of approved amount). The Contractor projects final earnings of 98% based on training completed through 03/31/24, and final invoice has been submitted to be reviewed and approved by ETP Fiscal Unit.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

GST also retained TFS 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**

- Client Relations
- Coaching & Performance Improvement
- Equipment Operations
- Leadership & Management
- Manufacturer/Original Equipment Manufacturer (OEM)
- Marketing
- Professional & Interpersonal Communication
- Project Management
- Proposal & Business Development
- Sales
- Team Building

#### **Commercial Skills**

- Audio Visual Integration & Solutions (Consultation, System Design, Programming & Coding, Installation & Implementation, Service Repairs)
- Managed Services (Print, Technical, Consulting, Infrastructure Services, Deployment/Logistics, B2B/e-Commerce)

#### **Computer Skills**

- Adobe (PDF, InDesign, Photoshop, Illustrator, etc.)
- Applications Development & Knowledge
- AutoCAD & Line Drawings
- Audio Visual Programming
- Backup & Disaster Recovery
- Big Data & Analytics
- Cloud Applications
- Enterprise Resources Planning (ERP)
- Information Technology Programming
- Microsoft Office (Intermediate & Advance)
- Networking & Wireless
- Project Management System
- Security & Services
- Surveillance & Access Control
- System Design
- Web Design & Graphics Software
- Wiring & Cabling

#### **Continuous Improvement Skills**

- International Standard Organization (ISO)
- Process Improvement
- Quality Management Systems
- Standard Operating Procedures For All Departments



**Training Proposal for:**  
**Lockheed Martin Corporation**  
**Contract Number: ET25-0129**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate HUA	Industry Sector(s):	Manufacturing Aerospace Related  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Los Angeles, Santa Clara, Santa Cruz	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Association of Machinists and Aerospace Workers, District Lodge 725		
Number of Employees in:	CA: 10,492	U.S.: 114,000	Worldwide: 122,000
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	4%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$1,060,798

<b>Total ETP Funding</b>
\$599,424

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr., Mfg. Skills	446	8-200	0	\$1,344	\$31.05
				Weighted Avg: 48			

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

**Minimum Wage by County:** \$24.60 per hour for Santa Clara County; \$23.15 per hour for Los Angeles County; and \$22.55 per hour for Kern and Santa Cruz counties  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Engineer	\$37.50 - \$50.00	65
	\$50.01 - \$75.00	85
	\$75.01 - \$109.52	60
Finance & Business Operations Staff	\$31.73 - \$50.00	6
	\$50.01 - \$75.00	8
	\$75.01 - \$86.54	2
Production Staff	\$31.05 - \$50.48	200
Manager	\$50.48 - \$75.00	4
	\$75.01 - \$120.75	16

**INTRODUCTION**

Founded in 1995 and headquartered in Bethesda, Maryland, Lockheed Martin Corporation (Lockheed) ([www.lockheedmartin.com](http://www.lockheedmartin.com)) designs, develops, and manufactures missile and aerospace transportation systems with 355 locations worldwide. As the world's largest defense contractor, Lockheed Martin's customers primarily include U.S. military services and various other agencies of the U.S. Government. Training will be provided to 446 California workers at Lockheed's Aeronautics and Space divisions located in Palmdale, Edwards AFB, Sunnyvale, Palo Alto and Santa Cruz.

The Aeronautics division (Palmdale and Edwards AFB) provides research, design, development, manufacturing, integration, sustainment, support, and upgrade of military aircraft, including combat and air mobility aircraft, unmanned air vehicles, and related technologies. Major programs include the F-35 Lightning Joint Strike Fighter, the F-22 Raptor, the C-130 Hercules, and the F-16 Fighting Falcon.

The Space division (Sunnyvale, Palo Alto and Santa Cruz) provides research, design, development, engineering and production of satellites, space transportation systems, as well as strategic, advanced strike, and defensive systems. It provides network-enabled situational awareness, and integrates complex space and ground global systems to help customers gather, analyze and securely distribute critical intelligence data. It is also responsible for various classified systems and services in support of vital national security systems.

This will be Lockheed's tenth ETP Contract, and the fourth within the last five years. The proposed project primary targets workers who have not participated in Lockheed's prior ETP contracts. The Company has added approximately 1,000 net-new jobs over the past two calendar years at the locations identified in this proposal. Therefore, many of the planned trainees are part of Lockheed's newly expanded workforce and will be participating in an ETP project for the first time.

### **Union Support**

Production workers are represented by the International Association of Machinist and Aerospace Workers, District Lodge 725. The union has submitted letters of support for this training project.

### **Veterans Program**

Although there is no Veterans (Job Number) component in this proposal, Lockheed is committed to the hiring and development of veterans. Veterans comprise approximately 18% of the Company's workforce. Lockheed has in-house outreach and hiring programs dedicated to the recruitment of veterans transitioning from military service. The Company also participates in a variety of external programs.

### **PROJECT DETAILS**

As technology has continued to advance across a variety of Lockheed's engineering disciplines, the Company has also continued to secure new classified contracts pertaining to existing aircraft upgrades. Lockheed's Aeronautics facilities are involved in a number of highly classified advanced development programs and aircraft technology advancements, designed to improve intelligence, surveillance, reconnaissance, situational awareness and air mobility. The Company's Space operations facilities are engaged in a number of long-term contracts involving missile systems, satellite equipment, and space transportation solutions that all require ongoing training in emerging technologies and quality control methodologies.

These new and ongoing business opportunities require workers to receive training in various manufacturing processes and advanced technology that enable Lockheed to meet customer contract requirements. Although there may be some overlap in curriculum topics from prior ETP contracts, the majority of the trainee population is new, and the course content has been revamped across the board, including production skills, software tools, and business/program management skills.

### **Training Plan**

**Business Skills:** Training will be offered to Engineers, Finance & Business Operations Staff, and Managers on business development, cost management and estimating, business acumen, and finance, to perform business-related tasks more confidently and interact more effectively with internal and external customers.

**Computer Skills:** Training will be offered to all occupations on topics that include programming languages, design and analysis tools, information technology platforms, systems engineering,

and cybersecurity to provide workers with the knowledge and skills to utilize the advanced technology tools required by Lockheed to perform their jobs more efficiently.

**Continuous Improvement:** Training will be offered to all occupations on problem-solving techniques, program/project management, manufacturing quality, and leadership development.

**Manufacturing Skills:** Training will be offered to Production Staff on topics that include automation, electrical systems, composites, robotics, and structures assembly to equip workers with the skills to perform complex production tasks safely and effectively, obtain special certifications, and operate advanced manufacturing equipment.

### **High Unemployment Area**

Some trainees in Job Number 1 work in High Unemployment Areas (HUA), a region with unemployment exceeding the state average by at least 25%. Lockheed facilities in Palmdale (Los Angeles County) and Edwards AFB (Kern County) are in HUA locations. However, the Company is not requesting a wage modification.

### **Commitment to Training**

Lockheed spends approximately \$7 million annually on training in California. Training includes mandatory courses such as OSHA, sexual-harassment prevention, diversity, compliance, and workforce security measures. This budget also covers the salaries of internal trainers and training support staff, curriculum development, and specialized training equipment. 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

Lockheed's Economic Development Lead (dedicated administrator) will oversee this project. The Company's Talent & Organizational Capability team is comprised of Managers and Training Coordinators at each location to handle the scheduling, delivery, and documentation of training and who work directly with functional department personnel to identify and prioritize training needs, enroll trainees, and fully support each training activity. Training will be delivered by in-house subject-matter experts and specialized training vendors when necessary. It has also retained a third party administrator- Marquis Group to ensure that all aspects of the project adhere to ETP requirements.

### **Out-of-State Administrative Subcontractor**

This will be Lockheed's ninth ETP training project administered by the Marquis Group in Volente, Texas. Lockheed's longstanding relationship with Marquis Group has resulted in consistently high performance on prior ETP projects. The same team of individuals will be leveraged on the proposed project. As such, Lockheed wishes to continue utilizing the services of Marquis Group to ensure established administrative coordination and successful program outcomes.

### **Impact/Outcome**

A large percentage of the proposed training relates to the achievement of company-recognized and/or industry-recognized credentials. Much of Lockheed's business requires employees to be formally certified on specific production processes and/or use of advanced computer technology prior to performing certain tasks. Anticipated certifications include NASA Cable and Harness,

NASA Polymerics, Soldered Electrical and Electronic Assemblies, Certified Information Systems Security Professional, Security+, and other software platforms.

### **Learning Management System**

Lockheed uses Atlas Learning Management System (LMS) to manage all training hours for employees. Staff has reviewed and approved Lockheed's LMS for ETP recordkeeping.

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0151 (EXP)	Palmdale, Edwards AFB, Santa Cruz, Sunnyvale, Palo Alto	11/22/21 – 11/21/23	\$499,744	\$499,744 (100%)
ET20-0174	Palmdale, Edwards AFB, Santa Cruz, Sunnyvale, Palo Alto	11/4/19 – 11/03/21	\$649,888	\$649,750 (99%)
18CS-0109	Palmdale	11/6/17 – 11/5/19	\$400,602	\$400,602 (100%)

### **DEVELOPMENT SERVICES**

The Company retained Marquis Group in Volente, TX assisted with development for a flat fee of \$31,000.

### **ADMINISTRATIVE SERVICES**

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

### **TRAINING VENDORS**

To Be Determined



## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Business Acumen
- Capture & Business Development
- Cost Management & Estimating
- Finance

#### **Computer Skills**

- 3DExperience
- Agile/SAFe
- Computer-Aided Three-Dimensional Interactive Application (CATIA)
- Cybersecurity
- Programming Languages
- Design, Analysis, & Testing Tools
- Information Technology Platforms
- Systems & Software Engineering

#### **Continuous Improvement**

- Advanced Aeronautics
- Control Account Management
- Earned Value Management
- Leadership Development
- Manufacturing Quality
- Problem Solving Methodologies
- Program/Project Management
- Subcontract Management

#### **Manufacturing Skills**

- Automation and Robotics
- Composites
- Electrical Systems
- Paint and Specialty Coatings
- Soldering
- Structures



*Aerospace/Defense Industry Related*  
*International Association of Machinists and Aerospace Workers*

39047 10th Street East, Palmdale, CA 93550  
(661) 273-1433 • FAX (661) 273-3813



April 17, 2024

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Lockheed Martin Corporation 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:

- 200 Production Workers

In strict adherence to ETP regulations, our letter of support is inclusive of the following language:

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,

*Richard Dees*

Richard Dees

IAM & AW Business Representative/Organizer

[rdees@iam725.org](mailto:rdees@iam725.org) (661) 717-4908



*International Association of Machinists and Aerospace Workers*

655 Vaqueros Avenue, Sunnyvale, CA 94086-3574  
(408) 739-1434 • FAX (408) 739-1439



April 3, 2024

Employment Training Panel  
1100 J Street  
Sacramento, CA 95814

Dear Panel Members,

We understand Lockheed Martin Corporation 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:

- 200 Production Workers

In strict adherence to ETP regulations, our letter of support is inclusive of the following language:

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,

James A. Kalani

IAM & AW Business Representative/ Organizer

[Jkalani@iam725.org](mailto:Jkalani@iam725.org) (408) 829-4563





**Training Proposal for:**

**Sun Hill Properties, Inc. dba Hilton Los Angeles/Universal City**

**Contract Number: ET25-0135**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 445	U.S.: 465	Worldwide: 465
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$600,360

<b>Total ETP Funding</b>
\$491,400

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Improvement	351	8-200	0	\$1,400	\$23.15
				Weighted Avg: 50			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$23.15 per hour for Los Angeles County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Food and Beverage Worker	\$20.65 - \$25.00	35
	\$25.01 - \$33.00	57
	\$33.01 - \$41.00	64
Front Desk Clerk	\$20.65 - \$25.00	15
	\$25.01 - \$30.00	24
	\$30.01 - \$41.00	20
Housekeeping Staff	\$22.50 - \$25.00	18
	\$25.01 - \$30.00	18
	\$30.01 - \$39.00	19
Accounting Staff	\$24.00 - \$25.00	3
	\$25.01 - \$30.00	5
	\$30.01 - \$57.00	5
Engineering Staff	\$24.00 - \$25.00	4
	\$25.01 - \$30.00	8
	\$30.01 - \$57.00	10
Sales and Marketing Staff	\$27.40 - \$30.00	4
	\$30.01 - \$74.00	10
Human Resources Staff	\$24.00 - \$25.00	1
	\$25.01 - \$30.00	1
	\$30.01 - \$60.00	2

Security Staff	\$23.00 - \$25.00	2
	\$25.01 - \$30.00	3
	\$30.01 - \$34.00	5
Manager/Supervisor	\$32.00 - \$75.00	23

## **INTRODUCTION**

Founded in 1989 and headquartered in Universal City, Sun Hill Properties, Inc. dba Hilton Los Angeles/Universal City, (Sun Hill), ([info@sunhillprop.com](mailto:info@sunhillprop.com)) owns and manages the franchise Hilton Los Angeles/Universal City. The Hilton Los Angeles/Universal City originally opened in 1984 as the Sheraton Premier Hotel, then the hotel was reflagged in 1990 as a Hilton when Sun Hill Properties Inc. purchased the building in 1989. It has 495 rooms in a 24-story building offering 32,000 square feet of event space and meeting rooms. Other Sun Hill Properties include The Courtyard by Marriott (Ventura & Simi Valley), TownePlace Suites by Marriott (Denver) and TownePlace by Marriott (Colorado Springs). Training will be conducted at its Universal City facility.

This will be Sun Hill's second ETP Contract, it's second in the last five years. In this proposal, Sun Hill plans to provide training to its employees in various occupations in the areas of Business Skills, Computer Skills, and Continuous Improvement. Even though some curriculum topics from the previous contract exist, the course material has been updated and there will be no duplication of training from its previous ETP Contract.

The Hilton Los Angeles/Universal City is a full-service hotel with a Green Seal Certified-Gold Level certification for environment lodging. It hosts dozens of weddings, business conferences, and other large-scale special events every month. It has three full-service kitchens (Kosher, Mandarin, and Western menus) and Café Sierra (possessing a Certificate of Excellence award by TripAdvisor for its consistent delivery of exceptional service). The hotel is walking distance to Universal Studios. It is also within close proximity of the Hollywood Hills, Warner Brothers Studio, and the Hollywood Bowl as the hotel has been a desired destination for over 30 years.

In preparation for the upcoming Summer Olympics in 2028, the Company plans to build a new addition adjacent to the existing 24-story hotel in Universal City. With record-breaking growth in tourism, new attractions at Universal Studios Hollywood and the surge of tourists and athletes attending the Summer Olympics in Los Angeles in 2028, this expansion will position the hotel to maximize potential profit and demand for its services and accommodation. This expansion will also create new job occupations and generate positions for upper mobility for existing staff.

## **Veterans Program**

Although there is no Veterans Job Number in this proposal, several of its employees are veterans. Additionally, the Company does recruit veterans to join its workforce via bulletin boards, websites, and agencies.

## **PROJECT DETAILS**

ETP funding will assist Sun Hill to compete with other destination resort hotels across the country, while drawing visitors from around the country and internationally. In order to compete in the market of the hotel industry, the Company plans to provide training to its employees that will upgrade their skillset and competence in providing a higher level of customer service. As stated previously, Sun Hill is in the process of adding a new hotel tower to its existing hotel premises that includes a new kitchen equipped with the latest technology. This expansion will double its current

number of staff and its business capacity. Sun Hill plans to train new employees over the next two years to fill these new positions created by its expansion plans who will be skilled, capable, and competent to support the full operation of a new hotel tower.

## Training Plan

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

**Business Skills:** This training will be offered to all occupations on Business Processes, Managing Workflow, Operating Procedures, Payroll Systems, Accounting Skills, Advanced Communication, and Telephone Skills wherein employees will gain higher level of functioning, competency, and confidence completing their job duties and fulfilling their job requirements.

**Computer Skills:** This training will be offered to all occupations on Computerized Inventory, Table Technology, Food Management Systems Software, Reservation Software Systems, and Opera Operating System Front Desk Application Skills to enhance technical capabilities in accessing information more quickly and with ease in staff's job performance to meet customer demands.

**Continuous Improvement:** This training will be offered to all occupations on Identifying/Meeting Guest Needs, Resolving Team Conflicts, Resolving Guest Complaints, Critical Thinking Skills, Leadership Skills, and Quality Improvement to create an effective company culture of increasing efficiencies across all functional areas by eliminating waste and redundancy in its workflow and internal processes.

## Commitment to Training

Sun Hill's training budget is \$375,000 annually in California, which includes new hire orientation, violence in the workplace, and sexual harassment training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Sun Hill's Director of Human Resources (dedicated administrator) will oversee the project. A designated a full-time Training Manager will also assist by overseeing training delivery, scheduling, and tracking of training. Training will be delivered by both in-house subject-matter experts and by outside vendors as needed. The Company has also retained a third-party subcontractor- National Training Company North (NTCN) to assist with ETP's administration requirements.

## PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0176	Universal City	8/6/18- 8/5/20	\$188,600	\$188,600 (100%)



## **DEVELOPMENT SERVICES**

Sun Hill retained NTCN in Middletown to assist with development of this proposal for a flat fee of \$10,000.

## **ADMINISTRATIVE SERVICES**

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

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Accounting Skills
- Advanced Communication Skills
- Advanced Telephone Skills
- Business Processes
- Confidentiality and Privacy of Client Data Procedures
- Customer Focused Selling
- Change Management
- Communication Skills
- Dealing With Difficult People
- Getting Results Through Accountability
- Integrated Kitchen Procedures
- Managing Workflow
- Negotiating Skills
- New Menu Presentation and Selling Skills
- Operating Procedures
- Point of Sale Skills
- Payroll Systems Skills
- PBX System Skills
- Reducing Negativity in the Workplace
- Resolving Guest Complaints
- Room Standards Techniques
- Service Standards
- Up-Selling and Closing Skills

#### **Computer Skills**

- Table Technology
- Computerized Inventory
- Customer Information Systems
- Delphi Sales and Catering Software Skills
- Food Management Systems Software Skills
- Inventory Software Skills
- HotSOS Software Skills
- Microsoft Point of Sale
- MS Office (Intermediate and Advanced)
- Outlook (Intermediate and Advanced)
- Opera Operating System Front Desk Application Skills
- Reservation Software Systems
- Sales Reports & Schedule Software

#### **Continuous Improvement**

- Quality Improvement
- Team Building Skills

- Identifying/Meeting Guest Needs
- Improving Communication Skills with Guests
- Resolving Team Conflicts
- Resolving Guest Complaints
- Exceeding Guest Expectations
- Leadership Skills
- Critical Thinking Skills
- Standard Work Procedures



**Training Proposal for:  
Terrakotta, Inc. dba Laguna Clay Co.**

**Contract Number: ET25-0131**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** M. Reeves

**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:	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: 94	U.S.: 125	Worldwide: 125
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>In-Kind Contribution</b>
\$118,410

<b>Total ETP Funding</b>
\$131,600

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Computer Skills, Continuous Impr., HazMat, Mfg. Skills, OSHA 10	94	8-200	0	\$1,400	\$23.15
				Weighted Avg: 50			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** \$23.15 per hour for Los Angeles County.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Administration Staff	\$20.65 - \$25.00	1
	\$25.01 - \$38.00	3
Manager/Supervisor	\$20.70 - \$25.00	2
	\$25.01 - \$45.00	8
Production Staff	\$20.65 - \$25.00	3
	\$25.01 - \$40.00	77

**INTRODUCTION**

Founded in 1976 and headquartered in the City of Industry, Terrakotta, Inc. dba Laguna Clay Co. (Laguna Clay) ([www.lagunaclay.com](http://www.lagunaclay.com)) manufactures clays, glazes, kilns, potter's wheels, spray booths and refractories for the ceramics industry. The Company's customers include schools, pottery distributors, potters, ceramicists, and tile manufacturers. It operates two additional locations in Ohio and Florida. Training will be delivered at its facility in the City of Industry.

This will be Laguna Clay's third ETP Contract, and the third in the last five years. Its prior ETP project began to lay the foundation for essential skills improvement as the Company strived to maintain its competitiveness during the challenging times associated with the COVID-19 pandemic. In this proposal, Laguna Clay will expand on the successful components of the previous project, as well as introduce several new initiatives designed to expand the Company's production capacity and avenues for growth. This proposal includes some curriculum topics from the previous contract; however, all of the course materials have been updated, and many of the targeted trainees are seeing the content for the first time. Accordingly, there will be no duplication of training from a previous ETP Contract.

**Veterans Program**

Laguna Clay has not included a separate Veterans (Job Number) component in this proposal. The Company does actively recruit veterans for various employment opportunities within the organization, and has utilized the Veterans Administration as a recruitment resource.

## **PROJECT DETAILS**

With more than 40 years in business, Laguna Clay has identified several antiquated business practices that need to be improved. As a result, the Company is seeking to upgrade various processes and procedures on the factory floor and in the office.

On the production side, it plans to establish Lean principles to enhance operational efficiency and to reduce costs. Areas of emphasis include supply chain and logistics, quality control measures, and new equipment to support the manufacturing of new lines of clay products. The Company will also be implementing the use of scan guns in the warehouse.

On the office administration side, Laguna Clay aims to improve in the areas of customer relations, product knowledge, accurate and timely billing, strategic planning, and E-commerce skills. It will implement various cross-training initiatives between factory and office personnel to reduce departmental bottlenecks with improved communication, teamwork and frontline leadership. In addition, the Company continues to roll out innovative ERP software that affects most departments throughout the organization. Significant training will ensure that all employees become familiar with the functionality of new business solutions and process improvements.

### **Training Plan**

Training will be conducted via Class/Lab and E-Learning delivery methods as outlined below:

**Business Skills:** This training will be offered to all occupations on topics such as Communication, Product Knowledge, Customer Satisfaction, Budgeting, Problem Solving, and Project Management.

**Computer Skills:** This training will be offered to all occupations. Employees across all departments will improve their proficiency in using business solutions and enterprise resource planning tools. Workers will also learn how to organize and process information, manage inventory, and coordinate product distribution channels more efficiently.

**Continuous Improvement:** This training will be offered to all occupations on process improvements, quality systems, and Lean methodologies that enhance productivity, improve quality control procedures, and reduce waste.

**Hazardous Materials (HazMat):** This training will be offered to Production Staff and Managers/Supervisors. Trainees will learn topics such as Flammable Liquids and Gases specific to Laguna Clay's manufacturing processes.

**Manufacturing Skills:** This training will be offered to Production Staff and will focus on the safe and efficient use of production tools such as mills, lathes, saws, and welding equipment. Some topics include Equipment Operation, Machine/Equipment Safety, Materials Handling and Storage, Job Costing, and Storm Water Pollution Prevention Program.

### **Certified Safety Training**

1. **OSHA 10.** Training will be offered to Production Staff. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers. The coursework is geared to construction work, and 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**

Laguna Clay has an annual training budget of approximately \$100,000 for its California location. Company-funded training includes new hire orientation and basic on-the-job training. ETP funds will not displace the Company's existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Laguna Clay's Human Resources Manager (dedicated administrator) will oversee this project. The Company's Office Manager will coordinate the scheduling, delivery, and documentation of training. Training will be provided by in-house subject-matter experts and by outside training vendors as needed. It has also retained a third-party subcontractor - Training Funding Source (TFS) to assist with ETP administration.

## **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0243	City of Industry	02/04/22 – 02/03/24	\$56,580	\$54,957 (97%)
ET18-0169	City of Industry	03/06/18 – 03/05/20	\$83,200	\$52,893 (64%)*

\*ET18-0169 – The Contractor reported that a disruption in business operations was caused by the gradual onset of the COVID-19 pandemic, and training planned for this prior contract was not fully implemented. For its subsequent ETP project, the Contractor successfully implemented a more structured training schedule that accommodated the limitations of social distancing and utilized E-Learning when necessary.

The Company has learned from the proven best practices of its most recent contract (ET22-0243) and believes that it now has the necessary training infrastructure in place to support the expanded training plan outlined in this proposal.

## **DEVELOPMENT SERVICES**

The Company retained TFS in Seal Beach to assist with development for a flat fee of \$1,900.

## **ADMINISTRATIVE SERVICES**

TFS was also retained to 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**

- Change Management
- Budgeting/Finance
- Building a Team
- Coaching Skills
- Collaboration
- Communication
- Conflict Management
- Customer Collections
- Customer Satisfaction
- Developing New Opportunities
- Leadership Training
- Planning
- Problem Solving
- Product Knowledge
- Risk Management
- Time Management
- Project Management

#### **Computer Skills**

- Adobe Illustrator and Photoshop
- Sage PFW ERP/Batch Master/Sage Payments
- Human Resources Software Applications
- Microsoft Office (Word, Excel, PowerPoint)
- Payroll Software Applications
- E-Commerce/Shopify

#### **Continuous Improvement**

- Productivity Improvement
- Quality Systems and Procedures
- Procurement/Supply Chain
- Quality Assurance and Control
- Lean (5S, Kaizen, Kanban)

#### **Hazardous Materials Skills**

- Flammable Liquids
- Gases
- Material Safety Data Sheet (MSDS)

#### **Manufacturing Skills**

- Equipment Operation
- Bagging Machines
- Machine/Equipment Safety



- Installation Procedures
- Job Costing
- Material Sourcing
- Materials Handling and Storage
- Power Tool Use and Guarding
- Site Logistics
- Slips, Trips and Falls
- SWPPP (Storm Water Pollution Prevention Program)

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

- OSHA 10



**Training Proposal for:  
MILGARD MANUFACTURING LLC**

**Contract Number: ET25-0132**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** Sacramento

**Analyst:** C. Kaiser

**Project Profile**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Riverside, Sacramento, and Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 1,500	U.S.: 5,885	Worldwide: 5,885	
<u>Turnover Rate:</u>	6%			
<u>Managers/Supervisors:</u> (% of total trainees)	4%			

**Funding Detail**

<b>In-Kind Contribution</b>
\$800,000

<b>Total ETP Funding</b>
\$411,600

**Training Plan Table**

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	420	8-200	0-0	35	\$980	\$22.55

\*Post-Retention Wage is the Contractual Wage.

<b>Published Minimum Hourly Wage by County:</b>	
Job Number 1:	Job Number 1: \$22.55 per hour for Riverside, Sacramento, and Ventura Counties.
<b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
<b>Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Health Benefits may be used to meet the Post-Retention Wage as follows:</b>	
Job Number 1:	\$1.30

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
<b>JOB NUMBER 1 - Priority Rate, Retrainee</b>					
Material Handling Inventory Delivery Staff	\$21.25 - \$30.00	20	0	18	2
Customer Care Inside Sales Staff	\$21.25 - \$37.00	22	0	5	17
Administrative Staff	\$21.25 - \$48.00	14	0	1	13
Production Staff	\$22.00 - \$34.30	228	0	153	75
Quality Control Staff	\$22.25 - \$29.00	8	0	4	4
Shipping Receiving Staff	\$22.50 - \$27.03	55	0	50	5
Maintenance Staff	\$23.75 - \$38.89	16	0	5	11
Field Service Technicians	\$25.00 - \$40.00	40	0	0	40
Managers/Supervisors	\$27.00 - \$65.00	17	0	0	17

**Introduction**

Founded in 1967 and headquartered in Tacoma, Washington, Milgard Manufacturing LLC (Milgard) ([www.milgard.com](http://www.milgard.com)), manufacturers windows and doors for homeowners and window and door distributors. Training under this proposal will be for the Company’s three locations in Sacramento, Simi Valley, and Temecula. This is Milgard's first ETP Contract.

**Veterans Program**

Milgard has identified five Veterans who will receive training. For ease of administrative purposes, they will be placed in Job Number 1.

**Project Details**

Training will focus on Field Service Technicians, Maintenance Staff, Material Handling Inventory Delivery Staff, Production Staff, Quality Control Staff, and Shipping and Receiving Staff. Training includes Machine Operation, Lean Manufacturing, Product Knowledge, Quality Assurance, and Material Handling. Managers/Supervisors will also receive training on Lean Manufacturing. Training is crucial for ensuring organizational success and upskilling current employees. The Company is currently expanding their production line and are in the final testing stages of a new product and at this time, both are proprietary information. Trainees will receive in depth training on the new product line as it requires precision and accuracy. Milgard also provides cross-training allowing trainees the opportunity to add to their skills knowledge, increase job security and opportunities for advancement. The Company plans to hire approximately 60 employees over the next two years. Majority of the hires are new to window manufacturing which will require in-depth training so new employees have the knowledge needed to perform their job duties with confidence.

Administrative Staff and Customer Care Inside Sales will receive training on Product Knowledge, Communication Skills, and Customer Relations. Training will provide the skill set needed for trainees to be proficient in their job duties.

Training builds a positive company culture with a high level of teamwork, cross-training activities, enhanced leadership, and accountability. It empowers the trainees, improves efficiency, increases motivation, engagement, work quality, and professional growth.

## Training Plan

Training will be delivered via Classroom/Laboratory, Productive 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 focus on time management and customer service. Training topics include Project Management and Sales Skills

**Computer Skills:** Training will be offered to all occupations. Training is intended to improve software skills. Training topics include Enterprise Resource Planning and Customer Relationship Management (CRM).

**Continuous Improvement Skills:** Training will be offered to all occupations. Training will focus on improving Company processes. Training topics include Process Improvement, Supply Chain Communication Technology, and Six Sigma.

**Management Skills:** Training will be offered to Managers/Supervisors. Training will focus on effective leadership, and promoting a positive work environment. Training topics include Leadership and Performance Management.

**Manufacturing Skills:** Training will be offered to all occupations except Administrative Staff. Training will focus on equipment operation. Training topics include Machine Operations and Material/Warehouse Handling.

## Certified Safety Training

- **OSHA 10** This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands

employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

- **Hazardous Materials (HAZMAT).** This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, at least 1 trainee from each occupation, except for 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.

**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. Upon completion of classroom training, all Production Staff and Quality Control Staff trainees are placed with the trainer to train on job duties while manufacturing the product. This reinforces what the trainee learned and demonstrates the trainees' knowledge. Training will decrease the production of goods but if the line was run outside of production, the cost of materials and waste produced would be excessive and unnecessary. Trainer-to-trainee ratio will be 1:1 with a maximum of up to 7 hours of training.

**Alternate Recordkeeping**

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

**Commitment to Training**

Milgard's annual-training budget is approximately \$750,000 for all locations in California. Training includes government-mandated safety regulations, new-hire orientation, and rudimentary job skills. Training is an ongoing initiative and Milgard 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**

Milgard's Plant Controller will oversee all ETP-funded training. In addition, the Human Resource Manager and Continuous Improvement Manager will aid with scheduling and roster completion. Training will be provided by in-house subject matter experts and/or to be determined third party vendors. Additionally, the Company has retained a third-party administrator to work closely with staff to complete the project successfully.

**Subcontractors**

Subcontractor Type	Subcontractor Name	City, State	Cost / %
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<b>Development</b>	Strategic360 Solutions, LLC	Roseville, CA	\$0.00
<b>Administrative</b>	Strategic360 Solutions, LLC	Roseville, CA	10% of Earned Amount

<b>Training Subcontractors</b>	<b>City, State</b>	<b>Cost</b>	<b>Description of Service</b>
To Be Determined	-	-	-

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Communication Skills
- Customer Relations
- Project Management
- Time Management
- Sales Skills
- Product Knowledge
- Transaction and Security Processing Controls

#### **Computer Skills**

- Intermediate/Advanced Microsoft Office
- Intermediate/Advanced Adobe Creative Suite
- Enterprise Resource Planning
- Customer Relationship Management (CRM)
- Cyber Security

#### **Continuous Improvement Skills**

- Process Improvement
- Frontline Decision Making & Problem Solving
- High Performance Work Teams
- International Standards Organization (ISO) Technical Skills
- Supply Chain Communication Technology
- Six Sigma
- 5S

#### **Hazardous Materials Skills**

- HazMat

#### **Management Skills (Managers/Supervisors/Leads Only)**

- Leadership
- Communication Skills
- Time Management
- Performance Management

#### **Manufacturing Skills**

- Forklift
- Industrial Lift Truck
- Installation Methods
- Inventory Management
- Lean Manufacturing Processes
- Machine Operations
- Machine Troubleshooting
- Machine Maintenance

- Material/Warehouse Handling
- Quality Assurance
- Quality Compliance
- Radio Frequency (RF) Barcoding
- Scissor Lift
- Shipping and Receiving

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

- OSHA 10

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

Trainees may receive any of the following:

**Manufacturing Skills**

- Machine Operations
- Machine Maintenance
- Material/Warehouse Handling
- Quality Assurance





**Training Proposal for:**

**Paul Baker Printing, Inc.**

**Contract Number: ET25-0137**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**Project Profile**

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No District Council 2, Affiliated with the Printing, Packaging & Production Workers Union of North America - 388M		
Number of Employees in:	CA: 235	U.S.: 235	Worldwide: 235
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

**Funding Detail**

<b>In-Kind Contribution</b>
\$475,000

<b>Total ETP Funding</b>
\$283,080

**Training Plan Table**

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	21	8-200	0-0	70	\$1,960	\$22.55
2	Retrainee	85	8-200	0-0	70	\$1,680	\$22.55
3	Job Creation Temp to Perm Retrainee	12	8-200	0-0	70	\$1,960	\$18.45
4	Retrainee	45	8-200	0-0	70	\$1,680	\$18.00

\*Post-Retention Wage is the Contractual Wage.

<b>Published Minimum Hourly Wage by County:</b>	
Job Number 1:	\$22.55 for Sacramento County
Job Number 2:	\$22.55 for Sacramento County
Job Number 3:	\$18.45 for Sacramento County
Job Number 4:	\$18.00 Collective Bargaining Agreement
<b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
<b>Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Health Benefits may be used to meet the Post-Retention Wage as follows:</b>	
Job Number 1:	\$2.50
Job Number 2:	\$2.50
Job Number 3:	\$0.45
Job Number 4:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
<b>JOB NUMBER 1 - Priority Rate, Retrainee</b>					
Sales Representative	\$20.25 - \$100	6	0	2	4
Sorter II	\$20.25 - \$25.00	4	0	4	0
Admin Support/Marketing	\$20.25 - \$27.00	1	0	1	0
Equipment Operator II	\$20.25 - \$42.00	5	0	5	0
Designer/Prepress	\$20.50 - \$33.00	1	0	1	0
Dept Supervisor/Manager	\$22.00 - \$72.00	2	0	0	2
CSR/Project Manager	\$25.00 - \$44.00	2	0	0	2
<b>JOB NUMBER 2 - Retrainee</b>					
Sales Representative	\$20.25 - \$100	5	0	0	5
Admin Support/Marketing	\$20.25 - \$27.00	4	0	0	4
Fulfillment Specialist	\$20.25 - \$40.00	9	0	9	0
Equipment Operator II	\$20.25 - \$42.00	27	0	18	9

<b>Wage Range by Occupation</b>					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
Designer/Prepress	\$20.50 - \$33.00	<b>5</b>	0	2	3
Dept Supervisor/Manager	\$22.00 - \$72.00	<b>12</b>	0	4	8
CSR/Project Manager	\$25.00 - \$44.00	<b>14</b>	0	0	14
Maintenance	\$28.00 - \$32.00	<b>1</b>	0	0	1
Data Processor/Analyst	\$28.00 - \$67.31	<b>4</b>	0	0	4
Quality Control	\$34.00 - \$36.00	<b>2</b>	0	0	2
Estimator/Purchaser	\$36.06 - \$46.00	<b>2</b>	0	0	2
<b>JOB NUMBER 3 - Job Creation, Temp to Perm, Retrainee</b>					
Bindery Associate	\$18.00 - \$26.00	<b>3</b>	3	0	0
Feeder	\$19.00 - \$25.00	<b>1</b>	1	0	0
Sorter	\$19.00 - \$25.00	<b>2</b>	2	0	0
Equipment Operator	\$19.00 - \$42.00	<b>2</b>	2	0	0
Sorter II	\$20.25 - \$25.00	<b>1</b>	0	1	0
Equipment Operator II	\$20.25 - \$42.00	<b>1</b>	0	1	0
CSR/Project Manager	\$25.00 - \$44.00	<b>2</b>	0	0	2
<b>JOB NUMBER 4 - Retrainee</b>					
Bindery Associate	\$18.00 - \$26.00	<b>6</b>	6	0	0
Feeder	\$19.00 - \$25.00	<b>2</b>	2	0	0
Sorter	\$19.00 - \$25.00	<b>9</b>	9	0	0
Equipment Operator	\$19.00 - \$42.00	<b>28</b>	20	8	0

### Introduction

Founded in 2008 and headquartered in Sacramento, Paul Baker Printing, Inc. (Paul Baker Printing) ([www.deltaprintgroup.com](http://www.deltaprintgroup.com)) offers full-service printing including commercial web, sheet fed, large format, complete prepress and digital printing products. The Company also provides bindery and mailing fulfillment services. Customers include commercial industries in healthcare, finance, banking, food, beverage, and local and state government.

Paul Baker Printing seeks training funds on behalf of itself and two of its affiliates, Metro Mailing Service, Inc. and Mailing Systems, Inc., which operates at both Sacramento locations. Training will be for its two locations in Sacramento. This is Paul Baker Printing's first ETP project.

### Veterans Program

Paul Baker Printing actively recruits Veterans through Veteran job boards.

### Union Support

Paul Baker Printing affiliate, Metro Mailing Service, Inc., is represented by District Council 2 affiliated with the Printing, Packing & Production Workers Union of North America Local 388M for the following occupations: Bindery Associate, Designer/Prepress, CSR/Project Manager, Data Processor/Analyst, Equipment Operator, Sorter, Estimator/Purchaser, Feeder, and Quality Control. The union has submitted a letter of support for this training project.

### **Project Details**

Due to ongoing upgrades in technology, Paul Baker Printing has implemented a training plan focused on technical skills training in order to stay up-to-date with advancements in technology. The Company has created more machine-specific training focused on cross-training its team members on different types of equipment. Cross training will allow team members to adapt to different types of equipment in different production areas where demand is needed. The Company has also invested over \$2M on additional equipment and upgrades including a new color management system, AP3000 adhesive mounting and unwinder system, and a Colorado M5WPro roll-fed printer. Training under this proposal will allow the Company to expand its ability to create additional products and improve awareness of quality while remaining competitive.

Paul Baker Printing is also implementing Service Organization Control (SOC) Type 2 Compliance training which ensures the Company can store and process client data in a secure manner. The Company anticipates an increase in business with new projects including financial and medical document printing from SOC Type 2 Compliance.

### **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.

Paul Baker Printing anticipates an increase in business as they expand their business base by being SOC Type 2 certified. The Company will hire 12 new employees (Job Number 3) including Bindery Associates, CSR/Project Managers, Feeders, Equipment Operators, and Sorters. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

### **Temporary to Permanent Hiring**

The Company will train 12 workers under Panel guidelines for the Temporary-to-Permanent program (Job Number 3). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

### **Training Plan**

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

**Business Skills:** Training will be delivered to all occupations and focus on project management and customer service. Training topics include Supply Chain Customer Service, Project Management, and Accounting Skills.

**Computer Skills:** Training will be offered to all occupations and will focus on the Company's internal software. Training topics include Management Information System and Customer Relationship Management.

**Continuous Improvement Skills:** Training will be offered to all occupations and will focus on process improvement. Training topics include Lean Manufacturing, Six Sigma, and 5S.

**Hazardous Materials Skills:** Training will be offered to all occupations focused on handling hazardous materials. Training topics include Hazardous Materials/Hazardous Waste Site Specific Training.

**Management Skills:** Training will be offered to all occupations in a supervisory role focused on improving supervisory skills. Training topics include Leadership Skills, Team Building, and Supervisory Skills.

**Manufacturing Skills:** Training will be offered to all occupations and will focus on machine operation. Training topics include Sabin Paper Cutter, Challenge Drill, and Cross-Training.

**Commitment to Training**

Paul Baker Printing invests \$240K annually on training for both its locations including training orientation and workplace safety. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**Training Infrastructure**

The Training Administration Team, which consists of the HR Manager, General Manager, Controller and 4 support staff, will be responsible for overseeing all training aspects of the project including scheduling training and collecting rosters. Additionally, the Company has hired a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully.

**Subcontractors**

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Strategic360 Solutions, LLC	Roseville, CA	\$0.00
Administrative	Strategic360 Solutions, LLC	Roseville, CA	13% of Earned Amount

<b>Training Subcontractors</b>	<b>City, State</b>	<b>Cost</b>	<b>Description of Service</b>
To Be Determined	-	-	-

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Accounting Skills
- Communication Skills
- Customer Relations
- Fraud, Waste and Abuse
- Product Knowledge
- Project Management
- Sales & Marketing in a Global Economy
- Sales Skills
- Supply Chain Customer Service
- Time Management
- Transaction and Security
- Processing Controls

#### **Computer Skills**

- .NET
- Adobe Creative Cloud
- Adobe Creative Suite
- ASP/VBScript
- Bootstrap – Website Development
- Client Computing Solutions III (CCS3)
- Customer Relationship Management (CRM)
- Enterprise Resource Planning (ERP)
- HTML5
- JavaScript/jQuery
- Jira
- JSON/XML/SOAP
- Management Information System (MIS)
- Microsoft Office (Intermediate/Advanced)
- Microsoft SQL – Database Language
- MySQL – Database Language
- Photoshop
- PHP - Website Development
- PostgreSQL – Database Language
- Python – Programming Language
- Ruby – Programming Language

#### **Continuous Improvement Skills**

- 5S
- Frontline Decision Making
- & Problem Solving
- High Performance Work Teams
- ISO Technical Skills

- Lean Manufacturing
- Process Improvement
- Root Cause Analysis
- Six Sigma
- Service Organization Control Type 2 (SOC2)
- Supply Chain Communication

**Hazardous Materials Skills**

- Hazardous Materials/Hazardous Waste Site Specific Training

**Management Skills (Managers/Supervisors/Leads Only)**

- Leadership Skills
- Performance Management
- Supervisory Skills
- Team Building

**Manufacturing Skills**

- 4-Station Inserter
- 6-Station Jumbo Inserter
- A&R Inline Dryer Base
- AP3000
- Bending / Changing Plates
- Bourg - Collating System
- Buskro BK530 & BK730 Tabber/Live Stamp/Label Applicator
- Buskro Dryer BK5000
- Buskro Inkjet System
- CET UV Flatbed Printer
- Challenge Drill
- Changing Blankets
- Coater Functions and Operation
- Color Control Console
- Colorado M5WPro
- Cross-Training
- Delivery Functions and Operations
- Dick Mole – Fold and Gluer
- Die Cutter Heidelberg Letter Press 22' X 30"
- Dri In Line Dryers
- Folder Unit
- Gerber M3000 CNC Routing and Cutting Table
- Gluing Unit
- Heidelberg Cylinder Press
- Horizon SPF-20 Booklet Maker
- HP Inkjets up to 4" x 6" on Kirk Rudy Base
- HP Pagewidth T250 Web Press with inline Harris and Bruno Coating Unit
- Iijima Die Cutting Machine
- Infeed Functions / Setup
- Ink Dispensing
- Inline Folding



- Inline Rotary Cutter
- Inscerco / Mailcrafter – 6 Station 9 x 12 Jumbo Envelope Inserter
- Inscerco / Mailcrafter – 6 Station Envelope Inserter
- Kirk Rudy – Auto Line Stackers
- Kirk Rudy In Line Quarter Folding Attachments
- Kirk Rudy Live Stamp Affix Attachment (for self adhesive stamps)
- Kirk Rudy Paper Labelers
- Kirk Rudy Tabbng Machines – Single or Double Tabbng
- Kirk Rudy Tipping Head
- Konica Minolta Accuriopress C12000
- Konica Minolta AccurioPress C3080
- Machine & Floor Safety
- Machine Maintenance
- Machine Troubleshooting
- Makeready Press
- Material/Warehouse Handling
- MBO folders with Gluing Capability
- Muller Martini – 10 station Alphaliner Inserter with In-Line Ink-Jet and Auto Stacker
- Muller Martini Perfectbinder
- Muller Martini Presto 6-Pocket Saddle Stitcher with 3 Knife Trimmer and Stacker
- OCE VarioPrint 6250
- PBS Plasticoil Machine Digital Production Floor
- Perf Unit
- Pitney Bowes DM1000 Postage Meter Offline
- Pitney Bowes FlowMaster RS with In-Line Stamping and MCS Inkjet Array
- Pitney Bowes Meter Infinity
- Polar Paper Cutter
- Prism Cutter 45" wide with Computerized Micro Cut
- Registration Console & Screens
- RF/Barcoding
- Right Angle Folder Attachments for all Folders
- Roll Stands
- Sabin Paper Cutter
- Scanner Functions
- Scitex High Speed Ink-Jet Mailing Machines
- Shankin Shrinkwrappers
- Sheeter Functions
- SL-99s - High Speed Shrink Wrapper
- Stahl Folder
- STL1000 Wire-0 Machine
- Tecna Stack C5251 Cut/Stacking Finishing Line
- Tex Lighting XtraCure UV Coater with Auto Feed & Stacker
- Washup Press



# DISTRICT COUNCIL 2

Affiliated with the Printing Packaging & Production Workers Union of North America  
 Affiliated Local Unions 388M, 747M, 28N, 541S, 543M, 625S

## Main Business Office

710 E. Commonwealth Avenue, Fullerton, CA 92831-3842

Northern California/Colorado/Utah/Nebraska  
 6111 Southfront Rd., Suite R, Livermore, CA 94551

Oregon/Washington/Idaho  
 2233 N. Lombard, Portland, OR 97217-5737

(800) 333-4388

(714) 447-3382

Fax (714) 447-3385

November 27, 2023

Employment Training Panel  
 1100 J Street  
 Sacramento, CA 95814

Dear Panel Members,

We understand River City Printers, LLC and Metro Mailing Service, Inc. are requesting ETP funding. The proposed training plan (Attachment A) for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:

### River City Printers, LLC

Department	Position	Est. # of Trainees
Bindery	Associate	4
Bindery	Operator	8
Customer Service	Project Manager	2
DMV	Sorter	2
Press	Feeder	3
Press	Operator	12
Digital	Operator	2
Large Format	Operator	3

### Metro Mailing Service, Inc.

Department	Position	Est. # of Trainees
Bindery	Associate	8
Creative Services	Designer	3
Customer Service	Project Manager	5
Data	Processor	2
Digital	Operator	7
Digital	Sorter	2
DMV	Sorter	3
Estimating	Estimator	2





Large Format	Operator	3
Mail	Operator	11
Mail	Sorter	6
Press	Operator	6
Press	Feeder	3
Quality Control	Quality Control	2
ROC	Project Manager	3
Shipping/Receiving	Driver	2
Shipping/Receiving	Material Handler	5

## Exhibit E

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

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

Sincerely,

A handwritten signature in blue ink that reads "Joe Rando".

Joe Rando  
District Council 2  
Representative / IT Specialist



## Attachment A Proposed Training Plan

Participants will receive one or more of the following trainings / training topics:

### BUSINESS SKILLS

- Performance Management
- Sales & Marketing in a Global Economy
- Supply Chain Customer Service
- Communication Skills
- Customer Relations
- Project Management
- Time Management
- Sales Skills
- Product Knowledge
- HIPAA Compliance
- Fraud, Waste and Abuse
- Transaction and Security Processing Controls
- Accounting Skills

### COMPUTER SKILLS

- Intermediate & Advanced Microsoft Office
- Intermediate & Advanced Adobe Creative Suite
- Enterprise Resource Planning (ERP)
- Photoshop
- Management Information System (MIS)
- Customer Relationship Management (CRM)

T

### CONTINUOUS IMPROVEMENT

- Process Improvement
- Lean Manufacturing
- Frontline Decision Making & Problem Solving
- High Performance Work Teams
- ISO Technical Skills
- Supply Chain Communication
- Six Sigma
- 5S
- Root Cause Analysis

### HAZARDOUS MATERIALS

- Hazardous Materials/Hazardous Waste Site Specific Training

### MANUFACTURING SKILLS

- Muller Martini 10-color UV web press
- Sanden 8-Color variable UV web press
- Komori 540
- Komori 640
- Halm Jet Press







- HP Indigio 12000
- HP Indigio 7900
- Konica Minolta Accuriopress 613 P
- Canon ImagePress C10000
- Xerox Iridesse
- Konica Minolta AccurioPress C3080
- Konica Minolta Accuriopress C12000
- HP Pagewide T250 Web Press with inline Harris and Bruno coating unit
- OCE VarioPrint 6250
- CET UV Flatbed Printer
- Gerber M3000 CNC routing and cutting table
- Die Cutter Heidelberg Letter Press 22' X 30"
- Muller Martini Pefectbinder
- Muller Martini Presto 6-Pocket saddle stitcher with 3 knife trimmer and stacker
- MBO folders with gluing capability
- Stahl folder
- Right Angle folder attachments for all folders
- Shankin Shrinkwrappers
- Sabin Paper Cutter
- Polar Paper Cutter
- Prism cutter 45" wide with computerized micro cut
- Tex Lighting XtraCure UV coater with auto feed & stacker
- Bourg - collating system with 20 Stations 2 towers doc-u-tek double deckers
- Horizon SPF-20 booklet maker
- STL1000 Wire-0 machine
- PBS Plasticoil machine Digital Production Floor
- Heidleberg cylinder press
- Iijima die cutting machine
- Challenge Drill
- Tecnaue Stack c5251 cut/stacking finishing line
- Buskro Inkjet system
- Buskro BK530 & BK730 tabber/live stamp/label applicator
- Buskro Dryer BK5000
- A&R inline dryer base
- 6-station jumbo inserter
- 4-station inserter
- Pitney Bowes FlowMaster RS with in-line stamping and MCS inkjet array
- Pitney Bowes DM1000 postage meter offline
- Pitney Bowes Meter Infinity
- Kirk Rudy Paper labelers
- Scitex High Speed Ink-Jet mailing machines
- Kirk Rudy – Auto Line Stackers
- Dri In Line Dryers (for gloss stock ink-jet drying)
- Kirk Rudy In Line Quarter Folding attachments
- Kirk Rudy Live Stamp affix attachment (for self adhesive stamps)





- Kirk Rudy tabbing machines – Single or Double tabbing
- HP inkjets up to 4" x 6" on Kirk Rudy base
- Kirk Rudy tipping head
- SL-99s- High Speed Shrink Wrapper- (overlap static seal auto-line)
- Dick Mole – Fold and Gluer for packaging, capabilities for presentation folders, CD sleeves and boxes
- Muller Martini – 10 station Alphaliner inserter with in-line ink-jet and auto stacker
- Inscerco / Mailcrafter – 6 Station 9 x 12 Jumbo Envelope inserter
- Inscerco / Mailcrafter – 6 Station Envelope Inserter
- RF/Barcoding
- Machine Troubleshooting
- Machine Maintenance
- Material/Warehouse Handling
- Machine & Floor Safety
- Cross-Training

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

### Productive Lab Hours

0-80

#### MANUFACTURING SKILLS (1:1 Ratio)

- Sheeter Functions
- Color Control Console
- Registration Console & Screens
- Gluing Unit
- Perf Unit
- Folder Unit
- Inline Folding
- Inline Rotary Cutter
- Bending / Changing Plates
- Changing Blankets
- Makeready Press
- Washup Press
- Roll Stands
- Infeed Functions / Setup
- Coater Functions and Operation
- Ink Dispensing
- Delivery Functions and Operations
- Scanner Functions

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee (with the exception of the programmer where CBT is capped at 75% of total training hours). PL is capped at 80 hours per-trainee.





**Training Proposal for:**

**JVS SoCal**

**Contract Number: ET25-0117**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** S. Turner

**PROJECT PROFILE**

Contract Attributes:	New Hire SET Multiple Barriers Priority Rate	Industry Sector(s):	MEC Finance/Insurance Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$498,176		\$47,816 12%		\$545,992

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

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	New Hire SET Multiple Barriers Priority Rate	Commercial Skills Job Readiness	139	8-260	0	\$3,928	\$19.30
				Weighted Avg: 128			

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

<p><b>Minimum Wage by County:</b> \$19.30 for Los Angeles County.</p> <p><b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p><b>Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe</p> <p>Up to \$2.30 per hour may be used to meet the Post-Retention wage.</p>
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Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Office & Administrative Support Worker	\$17.00-\$20.00	22
	\$20.01-\$25.00	26
Maintenance & Repair Worker	\$17.44-\$20.00	16
	\$20.01-\$25.00	22
	\$25.01-\$30.00	15
Financial Clerk	\$17.50-\$20.00	19
	\$20.01-\$25.00	19

**INTRODUCTION**

JVS SoCal (JVS) ([www.jvs-socal.org](http://www.jvs-socal.org)) was founded in 1931 during the Great Depression serving job seekers who were struggling to survive amid overt workplace discrimination. Nine decades later, and headquartered in Los Angeles, JVS has evolved into a recognized regional leader in workforce development. As a non-sectarian, nonprofit organization, JVS is dedicated to enhancing lives one job at a time. Its mission and Business Mantra “We Change Lives Together,” encapsulates support and empowerment to help transform and improve marginalized and historically excluded individuals achieve dignity and economic independence through sustainable training and employment opportunities. JVS Operating training Centers provide access to on-line skills assessments, career exploration tools, job readiness resources and job posting, in-person and virtual individualized case management, career coaching, job readiness workshops, assistance with job placement, vocational training/certification, and employment retention support. These Operating Centers are located throughout Southern California (West LA, South LA, Lancaster and Palmdale), however, training for this project takes place at the training center in Los Angeles.



The trainee recruitment and employment placement process entails an intensive Marketing Plan from JVS' Marketing department, featuring year-round informational sessions, social media outreach, employer connections, bus advertisements, flyers and word-of-mouth promotion. The students apply online through a questionnaire and receive a follow-up call to gauge their candidacy, followed by a reading/math assessment, and an interview. Upon training completion, trainees participate in a graduation ceremony, immediately followed by interviews with numerous employers in attendance. These employers conduct interviews on the spot and quite frequently offer immediate employment. The core group of participating employers for BankWork\$® are Banc of California, Bank of America, BMO, Citizens Business Bank, City National Bank, First Bank, First Citizens Bank, Pacific Premier Bank, Umpqua Bank, US Bank, and Wells Fargo; ApartmentWorks® are Greystar, Avalon Bay, Related, Abode Communities, Community Corporation of Santa Monica, and Jones and Jones; CareerWork\$® are Children's Hospital, Cedars Sinai, RadNet, UCLA Health, and Southern California Hospital. This is will be JVS' sixth ETP Contract, and the fourth in the last five years.

### **Veterans Program**

While the proposed training does not include a specific component for Veterans, 10% of JVS participants are Veterans. The organization remains steadfastly dedicated to the advancement of all military Veterans, particularly Women Veterans and post 911 Veterans. This commitment extends to career coaching, transferable skill assessments, case management, job readiness workshops, access to vocational training, and job placement in high growth career sectors. JVS serves over 2,000 Veterans annually through the Veterans America's job center location and through its privately funded JVS Veterans First program. Also, JVSWorks® cohorts and recruitment dates are shared with the Veteran Services Department and in its weekly distribution lists.

### **PROJECT DETAILS**

Previous training focused on connecting dislocated workers whose industries were no longer available to them and workers who needed new careers to survive the labor market as a direct result of the covid pandemic. However, this project focuses on implementing JVSWorks® the no-cost training portion of JVS SoCal, incorporating training specifically centered on BankWork\$®; ApartmentWorks®; and CareerWork\$®. This hybrid training programming is in response to employers pivoting to a digital and technology-based remote/hybrid work environment. To facilitate the transition to this updated work setting, JVS has integrated Litmos, a next-Generation Learning Management System, providing trainees with enhanced portable accessibility to an array of interactive training and educational resources.

According to the National Skills Coalition, February 2023 report, 92% of jobs require digital skills due to underinvestment and structural economical inequities. Additionally, despite recent increases to the minimum wage, underemployment continues to be a significant contributor to poverty for many families. The Cost of Living index published by the Council for Community and Economic Research indicates that the daily cost of living in Los Angeles is 6% higher than the state's average and 50% higher than the national average. As of August 2023, the Bureau of Labor Statistics reveals that Los Angeles County's unemployment rate is at 6.2%, exceeding the statewide rate of 4.6%. According to a June 2023 California Department of Housing and Community Development report, a single person was considered low-income if they made less than \$70,650 annually.

All JVSWorks® participants meet the criteria for low-to-moderate-income by Federal Standards, with a notable portion falling below the poverty threshold. However, JVS provides each individual the skill-set to access opportunities and improve their economic situation. JVS has a 17-year

record of providing training in high-growth industries that offer sustainable wages and career development by adopting a comprehensive approach that has effectively tackled employment obstacles, addressed skill deficiencies, and expanded job prospects. This initiative fosters the creation of secure and fulfilling employment by offering rewarding jobs with career mobility, thus enabling individuals and their families to attain financial independence. Trainees are being prepared for careers in industries of Finance, Administration and Maintenance. Each JVSWorks® program offers an eight week career training curriculum with a dual focus on essential soft skills and technical skills, including providing professional attire, work uniforms, equipment, and tools to those who may face barriers to success due to cost.

### **Curriculum Development**

Each JVSWorks®'s proprietary career training program is created in partnership with relevant trade associations and/or employer partners, and is guided by labor market research available through the Bureau of Labor Statistics and EDD. The curriculum was developed in partnership with industry experts to ensure it is responsive to the labor market and remains relevant as labor market changes occur. They consistently convene to regularly update, revise, and improve the curriculum to ensure it remains in sync with shifting industry demands.

### **BankWork\$®**

The BankWork\$® (financial services) curriculum was developed in response to the financial sector's needs. This program was designed to recruit, screen, train, and place individuals in positions within the banking industry. JVS's bank partners continue to demonstrate an ongoing need for qualified candidates to fill positions at their brick-and-mortar locations, despite the growing popularity of online banking. However, to address these needs and increase digital awareness, the BankWork\$ program has added curriculum focused on technological advancements. This includes training on Interactive Teller Machines, Mobile Banking, Electronic Services, and Technical Problem Solving, while still focusing on empathy, customer care and product recommendations.

Moreover, JVS confirmed with its banking partners that positions are being consolidated into Universal Banker roles, instead of standard separate roles for tellers, customer service representatives, and loan officers. In response, JVS pivoted its programming by implementing Universal Banker simulations allowing participants to interact with a variety of virtual customers. This facilitated hybrid training session offers trainees the ability to practice, test, communicate, and improve their interviewing skills, both in-person and remotely. JVS continues to monitor the financial services climate to ensure BankWork\$ curriculum is in alignment with their employer partners.

To continue to stay informed about these evolving industry shifts, a banking consortium was established specifically to offer insights into the content and structure of the BankWork\$® program. Participating financial institutions include Banc of California, Bank of America, BMO, Citizens Business Bank, City National Bank, Comerica Bank, First Bank, First Citizens Bank, Pacific Premier Bank, Umpqua Bank, U.S. Bank, and Wells Fargo. The consortium meets regularly, offering feedback and input for vital updates and refinements to the training program.

Notably, the employment projection from 2018 to 2028, according to the EDD Labor Market Information Division for Los Angeles show a 5.8% uptick for the financial industry.

## ApartmentWorks®

The National Apartment Association (NAA) estimated that over the next decade the number of renter households is likely to rise from 360,000 to 470,000 annually. As a result, the apartment industry will need new employees to replace retiring employees, expansion of the number of apartment renters, new apartment development and construction, redevelopment of aging apartment communities, and increase in seniors opting for age-restricted retirement or senior communities.

The Employment projection from 2018 to 2028, according to the EDD Labor Market Information Division for Los Angeles show an 8.6% increase for maintenance. Representatives of the NAA and JVS conducted in-depth interviews and held several industry forums to identify the specific hiring needs of apartment community owners and property management firms in the area for apartment maintenance technicians in the Greater Los Angeles area. Participating firms and hiring apartment communities included AvalonBay, Greystar, IMT Residential, Jones and Jones Communities, Winn Companies, Abode Communities, and Related Management.

The ApartmentWorks® (maintenance services) curriculum meets the standards for the Certificate for Apartment Maintenance Technicians developed by the NAA. JVS collaborated with a cross-section of apartment owners and property management firms to ensure that the curriculum met its specific needs.

## CareerWork\$®

CareerWork\$® (administrative services) provides low-income individuals who face barriers to employment with access to high demand, entry-level, non-clinical positions with professional advancement and benefits at local hospitals, clinics, and medical practices

The Employment projection from 2018 to 2028, according to the EDD Labor Market Information Division for Los Angeles, show a 9.2% increase in demand for Administrative Support Workers.

## Training Plan

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

**Commercial Skills:** Training will be offered to all occupations in new job skills needed to gain full-time employment. Training topics include Communication, Customer Service Skills, Problem Solving, Transactions, and Bookkeeping for Financial Clerks; Electrical Systems Operations, Heating, Ventilation and Air Conditioning Operations for Maintenance and Repair Workers; Scheduling for Office and Administrative Support Workers.

**Job Readiness Skills:** Training will be offered to all occupations and include Career Planning and Assessment, Interviewing Skills, Personal Financial Records & Planning, and Workplace Etiquette training will be offered to individuals who do not have work experience. This training will prepare them for the job market, enhance their employability, and increase the likelihood of finding suitable employment at the end of training.

## Special Employment Training/Multiple Barriers (New Hire)

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

All trainees have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills, or some similar impediment) preventing them from readily entering or fully participating in the labor force. These trainees are subject to ETP's Reduced Standard New Hire Wage rather than the Statewide Average Hourly Wage (25% below ETP Minimum Wage). JVS requests this wage modification from \$30.75 per hour to \$17.00 per hour for these trainees.

The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 272 days. JVS requests a retention modification for these trainees.

### **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

JVSWorks®'s Director of Operations and Assistant Support Manager will oversee the project implementation and administration. As a repeat ETP Contractor, JVS has established a robust system for administering its contracts. Training Instructors for BankWork\$® include a Director of Bank Management and Instructor who has over 30 years of banking experience; the team of instructors for ApartmentWorks® and CareerWork\$® include a Program Manager that provides training for essential skills and a Technical trainer for each industry. Training will be conducted at JVS training facilities, participating employers' worksites and/or an E-Learning platform.

### **Impact/Outcome**

Upon completion of the training program, all trainees will receive a certificate of completion. ApartmentWork\$® graduates will receive a National Apartment Association Certificate for Apartment Maintenance Technicians.

### **Marketing and Support Costs**

JVS promotes its training programs through a variety of channels. This includes orientations and flyers at the four JVS-operated America's Job Centers of California and other workforce development agencies. JVS also promotes its programs on its website and various social media platforms, including LinkedIn and Facebook. Several community partners, including Pacific Gateway, the Canoga Park Work Source Center, and EXPO Center have hosted various JVS activities, including participant recruitment and assessment as well as training on its site.

For employer recruitment, JVS has developed relationships with core employers in the field who recognize the excellent quality of its graduates. JVS continues to expand by reaching out to prospective employers to consider its candidates for open positions at their organization.

For trainee recruitment, each potential trainee is assessed utilizing a specialized testing and screening process developed by the JVS Assessment department which includes literacy and math skills assessment, a career interest inventory, and an emotional assessment for

commitment to the career. JVS also provides wrap-around support services for trainees such as comprehensive case management and referral to additional supportive services (e.g., child care, transportation, family counseling, and interview clothing). This built-in support network plays a key role in ensuring that trainees can successfully complete the training program, obtain required certifications, get placed, and retain employment. These services require increased staff outreach efforts and expanded advertising and marketing; therefore, JVS requests, and staff supports, 12% support costs.

**Trainer Qualifications**

Trainers are JVSWorks®’s in-house instructors who have extensive expertise in the subject matter with experience working in financial, administrative or apartment industries.

**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.

**Prior Covid Performance**

JVS has a prior ETP Contract under the COVID Pilot project (ET21-0255) with a term of 03/01/2021 to 02/28/23. Of the estimated 164 trainees, 45 trainees were placed, which resulted in a low performance rate of 45% and \$90,000 payment earned of the \$200,000 approved amount. Challenges arose due to the impact of Covid-19 on the health industry. The expected job openings shifted from administrative roles to direct healthcare roles. ET21-0255 training program primarily focused on the non-clinical healthcare administration, causing healthcare providers to temporarily halt new hires. Additionally, the state’s certification testing centers closed for 18 months as they were not considered essential. Consequently trainees were unable to obtain their certifications necessary for employment, leading to low placement and a dismal training performance rate.

**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) (\$ %)
ET24-0200	\$622,630	08/28/2023-03/30/2027	95	0	\$79,324 (13%)

\* As of review of this 4-year term HWAF ALT funded Contract, potential earnings reported in ETP systems were at \$79,324 (13%). Of an estimated 95 trainees, 26 have been enrolled with 3,146 training hours. Training is currently in its infancy stage, thereby, the Contractor projects final earnings of 100% based on employer commitments through the training completion date of 12/30/2026

**PRIOR PROJECTS**

The following table summarizes Contractor’s performance by JVS under ETP Contracts that were completed within the last five years.

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0275	Statewide	03/28/22-03/27/24	\$598,950	\$(0%)*
ET20 -0103	Statewide	07/01/19-12/27/21	\$748,638	\$670,347 (89%)
ET18-0172	Statewide	04/23/18-04/22/20	\$949,742	\$949,742 (100%)

\*ET22-0275 - As of review of this proposal, potential earnings reported in ETP systems are at \$525,086.55 (88%). Since the July panel, JVS has worked with the Fiscal unit to submit additional trainees for reimbursement, resulting in an increased potential performance of 88% from 79%. Due to unexpected shortages in training staff during the latter part of the contract term, the company’s organizational restructuring disrupted the training program. Subsequently, to prevent a reoccurrence and to ensure a performance of 100%, the Contractor has not only replaced but also increased their training management/staff and executive leadership.

**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**

##### **BankWork\$®**

- Introduction to financial services
- Communications skills
- Customer service skills
- Problem solving
- Technical problem solving
- Interactive teller machine skills
- Mobile banking skills
- Electronic Services skills
- Types of financial institutions
- Types of financial jobs
- Types of accounts
- Transactions
- Confidentiality
- Bookkeeping
- Handling cash
- Industry norms and expectations

##### **ApartmentWorks®**

- Inside the apartment business
- People, projects and finance
- Interior and exterior maintenance and repair
- Electrical systems operation
- Plumbing systems operation
- Heating, ventilation and air conditioning operations
- Appliances maintenance and repair

##### **CareerWork\$®**

- Scheduling
- Customer service
- Communications
- Problem solving
- Culture of safety
- Confidentiality
- Empathy vs sympathy
- Types of insurance
- Basic terminology
- Regulations
- Business etiquette

#### **Job Readiness Skills**

- Career planning & assessment
- Resume building
- Interviewing skills
- Workplace etiquette

- Presentation/appearance
- Personal financial records & planning
- Customer service/bed side manners
- Basic computer literacy





**Training Proposal for:  
California Institute of Arts and Technology Inc.**

**Contract Number: ET25-0126**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** San Diego

**Analyst:** L. Hughes

**PROJECT PROFILE**

Contract Attributes:	Priority Rate Retrainee SB <100	Industry Sector(s):	MEC Construction Manufacturing Professional, Scientific, Technology  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**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$784,000		\$54,600 8%		\$838,600

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,386,000
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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	Computer Skills	140	8-200	0	\$5,990	\$22.55
				Weighted Avg: 200			

\*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 all other counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Cloud Support Technician	\$20.05 - \$25.00	20
	\$25.01 - \$35.00	15
Network Support Technician	\$20.05 - \$25.00	20
	\$25.01 - \$35.00	15
IT Support Technician	\$20.05 - \$25.00	45
	\$25.01 - \$30.00	25

**INTRODUCTION**

Founded in 2008 and headquartered in National City, California Institute of Arts and Technology Inc. (CIAT) (<https://www.ciat.edu/>) is a technical college with IT programs designed to upskill the workforce. CIAT specializes in skill-based, career-focused courses across computer hardware, software, networking, cybersecurity, cloud administration, software development and data analytics. The College's unique approach combines interactive online classes, flexible schedules, hands on training through "build your own" computer and networking kits and a one of a kind unlimited certification policy from top organizations such as CompTIA, Microsoft, Amazon Web Services, Cisco, and more. CIAT serves a diverse range of industries, including defense, manufacturing, construction, transportation, finance and healthcare.

Training is conducted at employer locations, through virtual learning platforms, and on-site at the company's National City campus, providing flexible learning options to accommodate the needs of students and corporate partners. All courses are taught by experienced industry professionals who bring real-world expertise to the classroom. This is CIAT's first ETP Contract.

## **Veterans Program**

Although, this project does not include a Veterans component most participating employers (PE) recruit and employ Veterans.

## **PROJECT DETAILS**

Continuous training in IT and cybersecurity is vital for maintaining strong defenses against cyber threats, complying with regulations, and ensuring the resilience and competitiveness of a California company in the current digital environment. Investing in training is essential for IT professionals to remain relevant, effectively contribute to their organizations, and advance in their careers.

CIAT continually updates its training programs to meet the changing needs of participating employers. This proposal includes a curriculum focused on the latest advancements in computer operating systems, cloud administration, networking, and cybersecurity. ETP-funded training equips participating employers with the skills necessary to compete for, secure, and fulfill new business opportunities. This training is especially crucial for small businesses that may lack the internal resources to master complex software applications.

CIAT's security and network computer software courses listed in the Menu Curriculum requires 200 hours of training to complete. These courses may be combined in various ways to meet the needs of PE's. Courses may be customized or combined for various certifications to include certification in Computer Technician (Computer Fundamentals, IT Fundamentals, Computer Hardware Fundamentals, Computer Operating Systems), Computer Information Systems (Computer Hardware Fundamentals, Computer Operating Systems, Networking Fundamentals Part 1 and Part 2, Networking Security Part 1 and Part 2 ), Cloud Administration (Windows and Microsoft 365, Windows Server to Azure Cloud Concepts, Microsoft Azure Cloud Administrator, Amazon Web Services- Certified Cloud Practitioner), and Network Technician (Networking Fundamentals Part 1 and Part 2, Cisco Certified Network Associate (CCNA), Part 1 and Part 2).

## **Training Plan**

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

**Computer Skills:** Training will be offered to all occupations to improve employee skills and increase efficiencies. Training will include various computer platforms including CompTIA ITF+, CompTIA A+, CompTIA Network +, CompTIA Security+, Microsoft 365 Fundamentals, Microsoft Azure Administrator, Amazon AWS Cloud Practitioner, CCNA and Windows Server to Azure Cloud Concepts.

## **Alternate Recordkeeping**

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

## **Commitment to Training**

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

## ➤ Training Infrastructure

CIAT has a training plan prepared and is ready to begin upon approval. The Vice President of Strategy Analytics, the Academic Partnerships Manager, and the Compliance Coordinator will oversee this project, alongside six Admissions Advisors and Academic Partnerships Liaisons who will provide administration. Staff will manage all aspects of the project, including employer recruitment, certification, and ETP documentation and reporting. Additionally, staff members will be assigned as needed to conduct employer assessments, schedule training sessions, and support marketing efforts.

### **Employer Demand**

CIAT requests ETP funding for 140 trainees. The core group of employers consists of 28 large employers and 9 small businesses statewide, of which, all are priority industries. These employers have been determined to meet out-of-state competition.

### **Marketing and Support Costs**

CIAT's marketing strategy utilizes various channels including affordable and accessible training programs designed to support career advancement goals. CIAT utilizes multiple scholarships, including the Women in Tech scholarship and the Presidential Scholarship to support students in groups typically left behind in advancing STEM fields. CIAT reaches prospective employers through digital marketing, community partnerships, sponsored events, face-to-face interactions, and word-of-mouth referrals. The focus of CIAT's marketing endeavors for this project is specifically aimed at employers rather than prospective trainees.

Upon qualification, eligible companies receive a certification statement and are guided through enrollment procedures for participation. Marketing activities persist throughout the duration of the Contract, prompting CIAT to request, with staff backing, an 8% allocation towards support costs.

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. CIAT is approved by Accrediting Council for Continuing Education and Training, Bureau for Private Postsecondary Education, California Department of Education, U.S. Department of Veteran Affairs, and General Services Administration to provide computer software training.

### **Trainer Qualifications**

Trainers are CIAT employees with professional experience in the industries participating in this training. No training will be provided by outside vendors.

### **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.

**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**

##### Computer Fundamentals

- Intermediate Microsoft Word, Teams, Excel & PowerPoint for IT Professionals
- Document Management
- Data Entry
- Computer Storage Mechanisms
- Text-Formatting Techniques
- Graphics and Image Modification
- Integrating 3rd-Party Platform Images into Presentations

##### IT Fundamentals

- Anatomy of a Computer
- Recognize Databases
- Data Management
- Cloud Computing for IT Professionals
- Internet of Things Principles
- Subscription Based Supply Chain Solutions and Alternative Options for IT Professionals
- Use of Robotics in IT industry
- CIA Security Triad at Organizational Level
- Intrusion Detection System for Cybersecurity Attack
- Security Risk Assessments for Preventing Attacks

##### Computer Hardware Fundamentals

- Breaking Down and Rebuilding Computers for IT Professionals
- Troubleshooting Computer Hardware
- CPUs (Central Processing Unit)
- Understanding Motherboards for IT Professionals
- Understanding and Identifying Computer Memory Types for IT Professionals
- Understanding and Identifying Processors for IT Professionals
- Cooling Systems
- Expansion Card types
- Peripheral Cables and Connectors
- PC Ports
- Power Supplies
- Storage Issues and Troubleshooting
- Network Types and Components
- OSI (Open Systems Interconnect) Model 7 Layers
- Understanding TCP/IP for IT Professionals
- Public vs Private IP Addresses
- Wireless Networking Basics
- Overview of PC Network Services
- PC Virtualization Concepts

- Cloud Computing Basics
- Mobile Device Operation and Troubleshooting
- Laser Printing
- Network and Hardware Troubleshooting

#### Computer Operating Systems

- Operating System Basics
- Working with Operating Systems
- Windows Editions and Features
- Microsoft Command-Line and Control Panel
- Computer Applets
- Computer Power Management
- Computer Hardware Compatibility
- IP Address Configuration
- Operating System Security Considerations
- Operating System Troubleshooting, Scripting and Remote Access
- Operating System Upgrades and Installations
- Computer Working Safety, Documentation and Professionalism
- Malware Detection, Prevention and Removal
- Environmental Responsibility and Proper Disposal of E-Waste
- Ticketing Systems for User Support
- Software Privacy Policies and Licensing

#### Windows and Microsoft 365

- Application Management in Windows 11
- Windows Maintenance and Backup
- Creating Secure Accounts
- File and Device Management
- Network Connection and Shared Resource Management
- Protecting and Securing Windows
- Updating, Recovering, and Restoring Windows
- Linux and MAC OS Features, Functions and Tools
- Cloud Computing for Windows
- Cloud-Delivered and Alternative Operating Systems
- Desktop Personalization and Privacy

#### Windows Server to Azure Cloud Concepts

- Cloud Computing Fundamentals
- Cloud Models: Public, Private, Community and Hybrid
- IaaS (Infrastructure as a Service)
- PaaS (Platform as a Service)
- SaaS (Software as a Service)
- Microsoft Azure Fundamentals
- Core Architecture and Structure Requirements for Azure
- Managing Azure Processes for IT Professionals including AI, Security, Identity

#### Management and Developer Tools

- Scalability Cloud Benefit

- Big Data Solutions, Use Cases and Pipeline Tools
- Data Analytics in Azure
- Development Security Operations
- Development Test Labs and Development Operations (Software Practice)
- Azure Monitoring Techniques

#### Microsoft Azure Cloud Administrator

- Azure Identity using Active Directory
- Azure Governance and Compliance
- Azure Administration and Storage
- Azure Resource Manager
- Virtual Machines for Azure
- Serverless Computing
- Virtual Networking
- Intersite Connectivity
- Network Traffic Management
- Azure Data Protection
- Azure System Monitoring Techniques

#### Amazon Web Services – Certified Cloud Practitioner

- AWS Cloud Concepts
- AWS Cloud Architecture Design Principles
- AWS Shared Responsibility Model
- AWS Cloud Security and Compliance
- AWS Cloud Costs, Economics and Billing Practices
- AWS Storage and Computer Nodes
- AWS Global Infrastructure
- AWS Access Management Capabilities
- AWS Networking and Use Cases

#### Networking Fundamentals, Part 1 and Part 2

- Cabling Standards, Cable Types and Wireless Media Channels
- TCP/IP Protocol Suite (internet Model) layers
- Network Cloud Computing
- Analog & Digital Data Transmission Signals
- Network Encoding Schemes
- Network Contention-Based Protocols
- APIs (Application Programming Interface)
- Data Link Frames and Components
- Network Noise and Signal Error Detection and Control
- Wired and Wireless Local Area Networks
- Access Control Method by Wireless LANs
- Network System and Software
- Modern Internet and common network applications
- Internet Protocol (IP)
- Network Risk, Security & Compliance
- Wide Area Networks
- Connecting Networks and Resources



- Network Design and Management
- Ethernet Standards
- IAM (Identity and Access Management) Tools
- AAA Framework: Authentication, Authorization and Accounting

#### Network Security, Part 1 and Part 2

- Cybersecurity Management
- Cybersecurity Training
- Cybersecurity Blueprint
- Top-Down and Bottom-Up Implementation Approaches
- Data Protection and Responsibilities
- Enterprise Information Security Policy (EISP)
- Issue-Specific Security Policy (ISSP)
- Systems-Specific Policy (SysSP)
- (Cyber) Security Education, Training, and Awareness Program (SETA)
- Malware Defense techniques
- Cybersecurity Risk Management
- Password Management
- Incident Response and Contingency Planning
- Disaster Recovery
- Cybersecurity Crisis Management
- Legal and Ethical Issues in Cybersecurity
- Cybersecurity Workforce Analysis
- Cybersecurity Risk Appetite
- Access Control Mechanisms in Information Systems
- Authentication Methods
- Biometrics
- Firewall Technologies
- Virtual Private Networks (VPNs)
- Intrusion Detection and Prevention Systems
- Cyber Honeypots
- Virtual Machines for Cybersecurity
- Cryptography
- Symmetric Encryption
- Cybersecurity Project Environment
- Planning for Cybersecurity Maintenance
- Vulnerability Assessment

#### Cisco Certified Network Associate (CCNA), Part 1 and Part 2

- Implementing Ethernet LANs (local area network)
- Implementing VLANs (virtual local area network)
- STP (Spanning Tree Protocol)
- IPv4 Addressing and Routing
- Device Access Control via Local Passwords
- OSPF (Open Shortest Path First)
- Wireless LANs (local area network)
- IP Access Control Lists
- Cisco Security Protocols and Procedures

- IP Services for Cisco
- Cisco Network Architecture and Automation
- OSI (Open Systems Interconnection) Model

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 1 of 10

Company: Accenture	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1003 E. 4th Pl., Ste. 800	
City, State, Zip: Los Angeles, CA, 90013-2775	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 624,000	
Total # of full-time company employees in California: 4,500	

Company: Affordable Engineering Services, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1455 Frazee Road, Suite #860	
City, State, Zip: San Diego, CA 92108	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 500-1000	
Total # of full-time company employees in California: 85	

Company: Amax	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1565 Reliance Way	
City, State, Zip: Fremont, CA 94539	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 201-500	
Total # of full-time company employees in California: 145	

Company: American Systems	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2878 Camino Del Rio S, Suite 502	
City, State, Zip: San Diego, CA 92108	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,500	
Total # of full-time company employees in California: 151	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 2 of 10

Company: Becton Dickinson	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2350 Qume Dr.	
City, State, Zip: San Jose, CA 95131	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 75,000	
Total # of full-time company employees in California: 3,510	

Company: Chevron	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6001 Bollinger Canyon Road	
City, State, Zip: San Ramon, CA 94583	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 45,600	
Total # of full-time company employees in California: 6,769	

Company: FSI (Foward Slope Inc.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2020 Camino Del Rio N., Ste. 400	
City, State, Zip: San Diego, CA 92108	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 100	

Company: Fuse Integration	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4863 Shawline St., #D	
City, State, Zip: San Diego, CA 92111	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract:5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 100	
Total # of full-time company employees in California: 77	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 3 of 10

Company: GDIT (General Dynamics Information Technology)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 677 Anita St.	
City, State, Zip: Chula Vista, CA 91911	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 30,000	
Total # of full-time company employees in California: 815	

Company: Glanbia Nutritionals, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2840 Loker Ave. E	
City, State, Zip: Carlsbad, CA 92010	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 5,500	
Total # of full-time company employees in California: 5.500	

Company: GMS Industrial Supply, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2702 Southport Way, Ste. F	
City, State, Zip: National City, CA 91950	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 37	
Total # of full-time company employees in California: 17	

Company: Huntington Ingalls Industries	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9444 Balboa Ave., Ste. 400	
City, State, Zip: San Diego, CA 92123-4378	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 44,000	
Total # of full-time company employees in California: 1,200	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 4 of 10

Company: Imagination Media Group, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 591 Telegraph Canyon Rd., Suite 739	
City, State, Zip: Chula Vista, CA 91910	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 591	
Total # of full-time company employees in California: 25	

Company: KOAM Engineering Systems, Inc. (KES Inc.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 7807 Convoy Ct., #200	
City, State, Zip: San Diego, CA 92111	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 310	
Total # of full-time company employees in California: 109	

Company: Kontron America	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9477 Waples St.	
City, State, Zip: San Diego, CA 92121	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 6,000	
Total # of full-time company employees in California: 49	

Company: Kros-Wise	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 435 E. Carmel St.	
City, State, Zip: San Marcos, CA 92078	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 150	
Total # of full-time company employees in California: 77	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 5 of 10

Company: L3 Harris Technologies	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9201 Spectrum Center Blvd., Ste. 105	
City, State, Zip: San Diego, CA 92123	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 50,000	
Total # of full-time company employees in California: 3,400	

Company: Leidos	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4161 Campus Point Ct., Stop EM3	
City, State, Zip: San Diego, CA 92121	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 45,000	
Total # of full-time company employees in California: 2,169	

Company: Lockheed Martin	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1011 Lockheed Way	
City, State, Zip: Palmdale, CA 93599	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 115,000	
Total # of full-time company employees in California: 10,312	

Company: Milvets System Technology, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3111 Camino Del Rio N, #400	
City, State, Zip: San Diego, CA 92108	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 170	
Total # of full-time company employees in California: 170	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 6 of 10

Company: NDTI (New Direction Technologies, Inc.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 137 Drummond Ave., # A	
City, State, Zip: Ridgecrest, CA 93555	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 210	
Total # of full-time company employees in California: 105	

Company: NAVSEA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1999 Fourth Street	
City, State, Zip: Norco, CA 92860	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 86,886	
Total # of full-time company employees in California: 755	

Company: Northrop Grumman	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1 Space Park Blvd.	
City, State, Zip: Redondo Beach, CA 90278	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 100,000	
Total # of full-time company employees in California: 26,218	

Company: ODME Solutions, LLC	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12526 High Bluff Dr., Suite 300	
City, State, Zip: 300 San Diego, CA 92130	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 46	



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 7 of 10

Company: Raytheon	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2200 E. Imperial Hwy	
City, State, Zip: El Segundo, CA 90245-3504	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 182,000	
Total # of full-time company employees in California: 8,056	

Company: Sayres and Associates	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 750 B St., #1950	
City, State, Zip: San Diego, CA 92101	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 274	
Total # of full-time company employees in California: 74	

Company: Schneider Electric	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 26521 Rancho Pkwy S.	
City, State, Zip: Lake Forest, CA 92630	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 144,000	
Total # of full-time company employees in California: 1076	

Company: SCS Communications	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3650 Maricopa Rd.	
City, State, Zip: Atascadero, CA 93422	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract:5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 25	
Total # of full-time company employees in California: 25	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 8 of 10

Company: SRC (Scientific Research Corporation)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2356 Moore St., Suite 206	
City, State, Zip: San Diego, CA 92110	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,250	
Total # of full-time company employees in California: 118	

Company: Stretch Forming Corporation	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 804 S Redlands Ave.	
City, State, Zip: Perris, CA 92570	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 66	
Total # of full-time company employees in California: 66	

Company: T3W Business Solutions	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3921 Ampudia St.	
City, State, Zip: San Diego, CA 92110	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 100	
Total # of full-time company employees in California: 36	

Company: Tactical Engineering Analysis	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6050 Santo Rd., Suite 250	
City, State, Zip: San Diego, CA 92124	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 160	
Total # of full-time company employees in California: 100	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.	CCG No.: ET25-0126
Reference No: 24-0419	Page 9 of 10

Company: TechFlow	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9889 Willow Creek Rd., Suite 100	
City, State, Zip: San Diego, CA 92131	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 400	
Total # of full-time company employees in California: 400	

Company: Tel Tech/Tel Tech Plus	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 393 Enterprise St.	
City, State, Zip: San Marcos, CA 92078	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 30	
Total # of full-time company employees in California: 30	

Company: Tetra Tech	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3475 E Foothill Blvd.	
City, State, Zip: Pasadena, CA 91107	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 28,000	
Total # of full-time company employees in California: 1,402	

Company: Vsolvit	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 4171 Market St, Suite 2	
City, State, Zip: Ventura, CA 93003	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 361	
Total # of full-time company employees in California: 361	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Institute of Arts and Technology Inc.		CCG No.: ET25-0126
Reference No: 24-0419		Page 10 of 10
Company: WerFen		Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 9900 Old Grove Rd.		
City, State, Zip: San Diego, CA 92131		
Collective Bargaining Agreement(s): N/A		
Estimated # of employees to be retrained under this Contract: 5		Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 6,000		
Total # of full-time company employees in California: 275		



**Training Proposal for:  
Chaffey Community College District, Chaffey College**

**Contract Number: ET25-0127**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** San Diego

**Analyst:** L. Hughes

**PROJECT PROFILE**

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

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$532,800		\$37,080 8%		\$569,880

In-Kind Contribution:	50% of Total ETP Funding Required	\$8,820,000
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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, Continuous Impr, HazMat, HazWoper, Literacy Skills, Manufacturing Skills, OSHA10/30	300	8-200	0	\$1,198	\$22.55
				Weighted Avg: 40			
2	Retrainee Priority Rate	Business Skills, Commercial Skills, Continuous Impr, HazMat, HazWoper, Literacy Skills, Manufacturing Skills, OSHA10/30	25	8-240	0	\$7,188	\$22.55
				Weighted Avg: 240			
3	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, HazMat, HazWoper, Literacy Skills, Management Skills, OSHA 10/30	30	8-200	0	\$1,026	\$22.55
				Weighted Avg: 40			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Job Numbers 1-3: \$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 all other counties.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wages for Job Numbers 1-3.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$20.05 - \$25.00	10
	\$25.01 - \$70.00	10
Logistics Staff	\$20.05 - \$25.00	30
	\$25.01 - \$80.00	20
Maintenance Staff	\$20.05 - \$25.00	20
	\$25.01 - \$80.00	17
Industrial Electrical Technician	\$20.05 - \$25.00	25
	\$25.01 - \$80.00	10

Production Staff	\$20.05 - \$25.00	15
	\$25.01 - \$80.00	10
Operator	\$20.05 - \$25.00	10
	\$25.01 - \$80.00	10
Manufacturing Staff	\$20.05 - \$25.00	30
	\$25.01 - \$70.00	25
Supervisor	\$25.01 - \$80.00	30
Manager	\$20.05 - \$25.00	3
	\$25.01 - \$80.00	25
<b>Job Number 2</b>		
Maintenance Staff	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	4
Industrial Electrical Technician	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	8
Production Staff	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	2
Manufacturing Staff	\$20.05 - \$25.00	3
	\$25.01 - \$70.00	2
<b>Job Number 3</b>		
Administrative Staff	\$25.01 - \$70.00	2
Logistics Staff	\$25.01 - \$80.00	5
Maintenance Staff	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	4
Industrial Electrical Technician	\$25.01 - \$80.00	3
Production Staff	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	2
Operator	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	2
Supervisor	\$25.01 - \$80.00	2
Manager	\$20.05 - \$25.00	2
	\$25.01 - \$80.00	2

## **INTRODUCTION**

Founded in 1883, Chaffey Community College District, Chaffey College (Chaffey College) ([www.chaffey.edu](http://www.chaffey.edu)), is a two-year public community college. Chaffey offers training across four campuses in San Bernardino County: the main campus and headquarters in Rancho Cucamonga; a campus in Chino; and two campuses in Fontana, one of which is the Industrial Technical Learning Center (InTech). Training will be provided at Chaffey's campus locations in Rancho Cucamonga, Chino, and Fontana as well as facilities identified by participating employers.

This will be Chaffey's twelfth ETP Contract, and the sixth in the last five years. In Chaffey's prior ETP project, Chaffey provided training to immigrants, refugees, and other English Language Learners in the manufacturing, logistics, and distribution sectors.

In this project Chaffey will provide training to both large and small businesses within the manufacturing, transportation, distribution, and healthcare industries in the Inland Empire (Riverside and San Bernardino Counties), San Diego, Los Angeles, Orange and other counties statewide.

### **Veterans Program**

Although this project does not include a Veterans component, the training population of Chaffey's participating employers may potentially include Veterans.

### **Core Group of Employers**

These employers have been determined to meet out-of-state competition. Chaffey requests ETP funding for 360 trainees.

The core group of 9 employers consists of 2 small businesses and 7 large employers across California, of which, 6 are priority industries.

## **PROJECT DETAILS**

The manufacturing industry is undergoing a significant transformation with the increased adoption of automation and robotics, along with demographic changes due to the retirement of "baby boomers." These changes not only necessitate comprehensive training for individuals moving into middle and advanced technical roles but also create opportunities for entry-level technical positions. The growing use of automation and robotics, especially mechatronics, is driving demand for skilled technicians in the region.

Additionally, the Inland Empire region is witnessing rapid job growth. Over the next five years, industry employment in this sub-region is projected to increase by 8.9%. Furthermore, over 172,000 jobs fall under the high-quality industry group, with average earnings exceeding the living wage standard of \$53,518 annually. These jobs constitute 22.2% of the sub-regional employment and are anticipated to account for 42% of the sub-regional job growth through 2027. Manufacturing and Transportation/Warehousing are among these high-quality industry groups.

Chaffey College provides training for roles in Industrial Maintenance and Automation, covering both the Manufacturing and Transportation industry. In 2022, there were 18,425 jobs in occupations related to Transportation management in the Inland Empire region. Employment in this occupation group is projected to increase by 11% through 2027, with 2,217 annual job openings expected. Manufacturing jobs related to industrial maintenance and automation are expected to grow by 13% in this region, with 434 annual job openings. The median hourly earnings in the manufacturing industry for these occupations range from \$29.05 to \$29.86, exceeding the regional living wage of \$21.82 per hour. Wages for middle-skill occupations in the Transportation industry, targeted by Chaffey College programs, have salaries averaging \$66,214 (\$31.84 per hour).

Over the years, Chaffey College has built specialized training programs focused on the Advanced Manufacturing industry. Since receiving a federal grant in 2014, Chaffey has significantly enhanced our training programs by investing in state of the art equipment, ensuring that the training is hands-on and not only theoretical. This level of investment has set a high standard that is difficult to replicate, making Chaffey's programs uniquely valuable to companies in the Advanced Manufacturing sector. As a result, businesses from outside of Chaffey's county recognize the value of their program and are ready to invest in sending employees to their training.



Chaffey has successfully partnered with companies in Orange County for over two years, providing their employees with the specialized skills they need. Additionally, Chaffey is receiving interest from companies from San Diego, Los Angeles and the Central Coast.

ETP funds will enable employers to promote employees from within, opening more entry-level positions. Additionally, this training will create a high-performance workforce, enabling employers to compete globally and stimulate growth within the regional economy.

## Training Plan

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

**Business Skills:** Training topics will be provided to all occupations and will include but are not limited to Customer Service, Decision making, Emotional Intelligence, and Presentation Skills.

**Commercial Skills:** Training topics will be provided to Logistics Staff, Maintenance Staff, Industrial Electrical Technicians, Production Staff, Operators, and Manufacturing Staff. Training will include but are not limited to Control Systems Technology, AC & DC Variable Speed Drives, Analog Communications, AVO (Amps/Volts/Ohms), and High Voltage.

**Computer Skills:** Training topics will be provided to all occupations and will include but are not limited to Budgeting, Computer Networking, and Cloud Based Training.

**Continuous Improvement:** Training topics will be provided to all occupations and will include but are not limited to Black Belt Certification, Change Management, Inventory Control, Six Sigma, and Cost Reduction.

**Literacy Skills:** Training topics will be provided to all occupations and will include but are not limited to Language Comprehension, Reading Letters & Reports, Understanding Numbering Systems, Understanding Verbal Direction, and Shop/Workplace Math.

**Management Skills:** Training topics will be provided to Administrative Staff, Operators, Supervisors, and Managers. Training will include but are not limited to Conflict Management for Managers, Essential Interviewing Skills, Leadership for Managers, and Planning for Managers.

**Manufacturing Skills:** Training topics will be provided to Logistics Staff, Maintenance Staff, Industrial Electrical Technicians, Production Staff, Operators, and Manufacturing Staff. Training will include but are not limited to Assembly Procedures, Cross-Functional Production/Equipment Skills, Food Processing, Manufacturing Practices, Non-Destructive Testing, and Blueprint Reading.

## 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.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher

course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Maintenance Staff, Manufacturing Staff and Production 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, certification is by PHMSA (U.S Department of Transportation’s Pipeline and Hazardous Materials Safety Administration).

### **Training Hours Limitation**

Retraining hours are capped at 200 per-trainee. However, Chaffey is asking for a modification of the cap. As requested in previous contracts, Chaffey College has identified a strong demand from manufacturers and logistics companies for highly skilled maintenance staff, industrial electrician technicians, production staff, and manufacturing staff proficient in servicing manufacturing equipment and machines. In response to discussions with employers, Chaffey College developed a comprehensive 472-hour training course designed to impart intermediate to advanced technical skills. Over the past year, Chaffey College has collaborated with employers and trainers to analyze the successful components of the training program. Using this feedback, Chaffey College has streamlined the courses to 440 hours, ensuring the program’s integrity and effectiveness remains intact.

To increase transparency, the Maintenance Staff, Industrial Electrical Technicians, Production, and Manufacturing Staff retrainees in Job Number 2 have been separated from the other Job Numbers. Chaffey is requesting to increase the maximum training hours for Job Number 2 from 200 to 240.

The request for a modification to maximum training hours has been approved by the Panel within Chaffey College’s previous contracts: ET23-0292, ET22-0193, ET20-0237, and ET19-0239.

### **Alternate Recordkeeping**

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

### **Commitment to Training**

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

#### ➤ Training Infrastructure

Chaffey has a training plan in place and is ready to begin the training plan upon approval. Chaffey’s Director of Economic Development will oversee project activities and manage overall administration along with three of Chaffey’s fulltime employees. Staff will coordinate all aspects of the project including employer recruitment, employer certification and ETP documentation and

reporting. Staff will also be assigned as needed to complete employer assessments, schedule training, and assist with marketing.

### **Marketing and Support Costs**

Chaffey's marketing strategy utilizes various channels such as web advertisements, direct mailings, telephone, email, and face-to-face interactions. Additionally, the Company regularly attends meetings with organizations such as the Distribution Management Association of Southern California (DMA), the Manufacturer's Council of the Inland Empire (MCIE), the High Desert Manufacturing Advisory Council and the Council of Supply Chain Management Professionals (CSCMP) to actively network with local employers and promote training programs. The focus of Chaffey's marketing endeavors for this project is specifically aimed at employers rather than prospective trainees.

Marketing endeavors involve subsequent communication with potential participating employers interested in the training facilitated by Chaffey. Marketing activities persist throughout the duration of the contract, prompting Chaffey to request, with staff backing, an 8% allocation towards support costs.

### **Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Chaffey is approved by Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (ACCJC).

### **Trainer Qualifications**

Chaffey's trainers are engaged by the College as industry/subject-matter experts. The trainers undergo a vetting/screening interview process by the department staff. Most of the trainers have a minimum of a bachelor's degree, with many having a master's or doctoral degree, along with industry-recognized certifications and credentials. Trainers are also required to have several years of business and industry-related experience.

### **Tuition Reimbursement**

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

### **Prior CTP (AB118) or COVID Performance**

ETP COVID-19 Pilot project (ET21-0275) centered on COVID-19 response-related training within the advanced manufacturing sector. The participating employers, from the food, beverage, and medical device manufacturing industries, experienced increased product demand and had to hire additional staff to meet the specific production needs brought on by COVID-19. However, they faced challenges in training these new hires on updated and additional processes.

The training included a newly developed "COVID Training Bundle" covering topics such as COVID Safety Fundamentals, Personal Protective Equipment, Customer Service during COVID, Managing COVID-Related Stress, Collaborating with Remote Teams, and Technology Adaptation due to COVID Changes. These sessions were delivered either live via video platforms like Zoom or in person at employer sites, adhering to proper COVID safety protocols. Of the \$200,000 requested, Chaffey successfully invoiced \$176,000, representing 88% of the contract, which was fully reviewed and approved by ETP.

**ACTIVE PROJECTS**

The following table summarizes Contractor's performances under active ETP Contracts:

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET24-0118 (Workforce Literacy)	\$467,100	7/24/2023- 7/23/2025	692	0	\$0.00 (0%)
ET23-0292	\$599,752	3/27/2023- 3/26/2025	468	231	\$174,202 (29%)

\*ET24-0118: Despite some initial challenges with the Workforce Literacy Pilot Program, Chaffey has successfully initiated training sessions and are now seeing positive momentum. Chaffey is working closely with their PE's to identify solutions to the challenges they are facing related to organizing training sessions for the segment of their workforce that would utilize this training. At the end of August, Chaffey is projected to have a total of 240 hours of training completed.

\*ET23-0292: As of August 2024, performance on this contract is at 87% and is on track to reaching potential earnings of \$599,752 (100% of approved amount). Chaffey projects 100% performance by December. However, only around 25% of the hours are uploaded into CEF, due to a large percentage of trainees being tied into a previous contract (ET22-0193) and is the reason for the figures above. Administration staff is currently working on uploading rosters into CEF and completion is expected by early September. In summary, Chaffey has performed training for around \$520,000 as of date.

**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 (\$ %)
ET22-0193 (CCCCF)	Statewide	12/20/21- 03/31/24	\$881,244	\$0 (0%)
ET20-0237	Statewide	12/23/19- 03/22/22	\$749,994	\$749,994 (100%)
ET19-0239	Statewide	11/1/2018 - 10/31/2020	\$949,958.00	\$908,760 (95.6%)

\*ET22-0193: Based on ETP Systems, Chaffey's reimbursable hours have been tracked for potential earnings of \$881,244 (100% of approved amount), and a final invoice was submitted as of 4/24/24 and awaiting processing. Chaffey projects 100% performance based on hours delivered.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

N/A

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Business Impact
- Communication Skills
- Conflict Management
- Customer Service
- Decision making
- Emotional Intelligence
- Presentation Skills
- Finance for the Non-Financial Managers
- Getting Business Results

#### **Commercial Skills**

- Advanced Math
- Automotive Repair
- AC & DC Variable Speed Drives
- Analog Communications
- AVO (Ams/Volts/Ohms)
- High Voltage
- Basic/Intermediate PLCs (Programmable Logic Controllers)
- Cable Networking
- Control Systems Technology
- Piping
- Drills & Related Tools
- Electro Pneumatics I & II
- Cabling
- Gaskets
- Lubrication
- Industrial Mechanical
- Furnaces
- Heat Exchangers
- Cooling Towers and Fin Fans
- High Pressure Steam Systems and Auxiliaries
- HVAC EPA 608 & 609
- Hydraulics I & II
- Instrumentation & Process Controls I & II
- Intermediate - Advanced Electricity and Motor Operation for Manufacturing
- Material Handling & Hand Rigging Mechatronics
- Low Pressure Steam Systems
- Machining
- Oxyfuel Cutting
- Precision Measuring Tools
- Predictive & Preventive Maintenance Pumps & Drivers

- Semi-Conductor Devices SMAW Equipment
- Transistor Amplifier Circuits
- Electrical Control Values
- Welding

### **Computer Skills**

- Budgeting using Microsoft Office
- Company Specific Software
- Networking
- Cloud Based Training
- Document Control Management
- Resource Planning

### **Continuous Improvement Skills**

- 5S
- Basic Logistics Standard Practices
- Black Belt Certification
- Certified Logistics Associate
- Certified Logistics Technician
- Change Management
- Coaching/Motivating Employees
- Communicating Effectively
- Communicating Effectively with ELL (English Language Learners)
- Cost and Analysis
- Cost Reduction
- Green Belt Certification
- Interaction Management
- Inventory Control
- Leadership Skills for Frontline Workers
- Lean Manufacturing/Operations
- Monitoring
- Problem Solving
- Process Corrective Action
- Quality Technician Certification
- Resource Management Certification
- Scheduling and Planning
- Six Sigma
- Strategic Planning
- Supervisor/Lead Role
- Supply Chain Elements
- Teambuilding
- Time Studies & Line Balancing
- TQM – Total Quality Management Understanding Work Group Dynamics
- Yellow Belt Certification

### **Hazardous Materials Skills**

- Hazardous Material (Hazmat)

**HazWoper**

- Hazardous Waste Operations and Emergency Response (HAZWOPER)

**Literacy Skills**

- Basic Math
- Language comprehension
- Reading Letters & Reports
- Understanding Numbering systems
- Understanding Verbal Direction
- Workplace English (Vocational English)
- Shop/Workplace Math
- Writing Letters & Reports

**Management Skills (Managers/Supervisors/Leads Only)**

- Basic/Advanced Supervisory and Management Skills
- Conflict Management for Managers
- Essential Interviewing Skills
- Leadership for Managers
- Managing a High-Performance Workplace
- Planning for Managers
- Project Management for Managers

**Manufacturing Skills**

- Assembly Procedures
- Cross-Functional Production/Equipment Skills
- Equipment Operation
- Food Processing
- Manufacturing Practices
- Non-Destructive Testing
- Production Operation
- Warehousing
- Blueprint Reading
- Geometric Dimensioning & Tolerancing
- Inspection Techniques
- Computer Numerical Control (CNC)
- Prototyping

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

- OSHA 10 (Certified OSHA Instructor)

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

- OSHA 30 (Certified OSHA Instructor)

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET25-0127
Reference No: 24-0402	Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Bbraun	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2525 McGaw Ave	
City, State, Zip: Irvine, CA 92614	
Collective Bargaining Agreement(s): No	
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: 64,000	
Total # of full-time company employees in California: 1,950	
Company: California Steel Industries Inc..	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14000 San Bernardino	
City, State, Zip: Fontana, CA 92335	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 130	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 830	
Total # of full-time company employees in California: 830	
Company: MTNA	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 8950 Rochester Ave	
City, State, Zip: Rancho Cucamonga, CA 91730	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 6	Small Business? Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 115	
Total # of full-time company employees in California: 101	
Company: Noark Electrical USA Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2188 Pomona Blvd	
City, State, Zip: Pomona, CA, 91768	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 27	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 27	
Total # of full-time company employees in California: 27	



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET25-0127
Reference No: 24-0402	Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Okuma Fishing USA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2310 E Locust Ct	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 10	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 41	
Total # of full-time company employees in California: 40	
<hr/>	
Company: Q&B Foods	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15547 E. First St	
City, State, Zip: Irwindale, CA 91706	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 162	
Total # of full-time company employees in California: 162	
<hr/>	
Company: Target Corporation	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 14750 Miller Ave	
City, State, Zip: Fontana, CA 92336	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 72,000	
Total # of full-time company employees in California: 12,000	
<hr/>	
Company: Taylor Farms Southern California Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1975 E. Locust St	
City, State, Zip: Ontario, CA 9761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 160	
Total # of full-time company employees in California: 160	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Chaffey Community College District, Chaffey College	CCG No.: ET25-0127
Reference No: 24-0402	Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: Winpak Lane Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1365 N Ayala Drive	
City, State, Zip: Rialto, CA 92376	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 124	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 125	
Total # of full-time company employees in California: 124	



**Training Proposal for:**  
**Riverside Community College District**  
**Contract Number: ET25-0130**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** San Diego

**Analyst:** P. Duarte

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Transportation/Warehousing Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$441,760		\$30,708 8%		\$472,468

In-Kind Contribution:	50% of Total ETP Funding Required	\$417,000
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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, Cont. Impr., Literacy Skills, Mfg. Skills, Mgmt Skills OSHA 10/30	337	8-200	0	\$1,198	\$22.55
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Cont. Impr., Literacy Skills, Mfg. Skills, Mgmt Skills OSHA 10/30	67	8-200	0	\$1,026	\$22.55
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Numbers 1 & 2: \$22.55 per hour for Riverside & San Bernardino Counties.  
**Health Benefits:**  Yes  No This is employer share of cost for healthcare premiums – medical, dental, vision.  
**Used to meet the Post-Retention Wage?:**  Yes  No  Maybe  
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Administrative Staff	\$20.05 – \$25.00	20
	\$25.01 – \$100.00	40
Frontline Staff	\$20.05 – \$25.00	25
	\$25.01 – \$100.00	25
Maintenance/Technician Staff	\$20.05 – \$25.00	3
	\$25.01 – \$100.00	23
Manager/Supervisor	\$20.05 – \$25.00	35
	\$25.01 – \$100.00	35
Manufacturing Staff	\$20.05 – \$25.00	36
	\$25.01 – \$100.00	45
Warehouse/Distribution Staff	\$20.05 – \$25.00	25
	\$25.01 – \$100.00	25

<b>Job Number 2</b>		
Administrative Staff	\$20.05 – \$25.00	10
	\$25.01 – \$100.00	10
Frontline Staff	\$20.05 – \$25.00	5
	\$25.01 – \$100.00	5
Maintenance/Technician Staff	\$20.05 – \$25.00	5
	\$25.01 – \$100.00	5
Manager/Supervisor	\$20.05 – \$25.00	5
	\$25.01 – \$100.00	5
Manufacturing Staff	\$20.05 – \$25.00	10
	\$25.01 – \$100.00	10
Warehouse/Distribution Staff	\$20.05 – \$25.00	5
	\$25.01 – \$100.00	5

## **INTRODUCTION**

Founded in 1916, Riverside Community College District (RCCD), (<https://wed.rccd.edu/>) is a Western Association of Schools and Colleges approved public training agency that provides academic instruction leading to a degree, certificate or transfer to a four-year college, serving 1.4 million residents in its service area. RCCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College. RCCD also provides vocational training through its Workforce and Economic Development programs which include the Upskill RCCD Employment Training Services that creates and markets customized, vocational training to incumbent workers employed by local businesses across Southern California. The focus is primarily with manufacturing, transportation and logistics, distribution, aerospace, and engineering companies. This proposal will reach large and small priority and non-priority businesses located in Riverside and San Bernardino Counties.

This is will be RCCD's third ETP Contract in the last five years. RCCD's first contract was a COVID-Pilot project and the second contract was a California Community College Fund project.

### **Veterans Program**

The Participating Employers that RCCD works with may recruit Veterans, however RCCD is not requesting a Veteran Job Number.

## **PROJECT DETAILS**

RCCD has extensive experience working with a variety of public and private partners, including nonprofits, government agencies, and community-based organizations, on education and training projects. For this project, through its UpSkill RCCD Employment and Training Services (UpSkill RCCD) program, RCCD will conduct outreach through new and existing established relationships with the region's workforce agencies, nonprofit community organizations, and professional organizations to identify targeted training initiatives. In addition, training will be assessed by distributing surveys to both employers and training participants to collect feedback on their training experiences and outcomes in order to identify future training needs. UpSkill RCCD is committed to helping the business community by identifying those training needs in key areas for business success, development of employability skills, safety training, computer proficiency, and industry-specific training. UpSkill RCCD connects with employers individually and works collaboratively to

identify those training needs and opportunities to develop a skilled workforce in order to address the employer demand.

UpSkill RCCD serves as a key regional partner, supporting employers that are keen on recruiting individuals equipped with fundamental soft skills and a degree of technical proficiency. Through these relationships many of the new and prior participating employers have expressed their commitment and are prepared to participate in the ETP training program. This approach will not only enhance new and incumbent workers' capabilities but enable career advancement opportunities and meet the evolving demands of employers.

### **Core Group of Employers**

These employers have been determined to meet out-of-state competition. RCCD requests ETP funding for 417 trainees. The core group of employers consists of 6 large businesses and 3 small employers primarily in Riverside and San Bernardino Counties.

### **Training Plan**

Training will be delivered at participating employer sites. Training will be delivered via class/lab and E-Learning in the following:

**Business Skills:** All trainees will be offered courses in Business Strategies, Conflict Resolution, Communication Skills, Cost Control and Customer Service Skills, Presentation Skills.

**Computer Skills:** All trainees will be offered courses in Adobe Applications, CAD Cam, Cost Tracking & Analysis, Database Management, Document Control and Purchase Order Tracking.

**Continuous Improvement:** All trainees will be offered courses in Problem Solving, Supply Chain Elements & Management, Workflow & Scheduling, Coaching and Mentoring, Root Cause Analyst and Six-Sigma Certification.

**Literacy Skills:** All trainees will be offered courses in Basic Writing & Reading, Language comprehension and Vocational English as a Second Language (VESL).

**Management Skills:** Manager/Supervisor/Lead trainees will be offered courses in Certified Logistics Manager, Strategic Planning for Managers and Root Cause Analysis.

**Manufacturing Skills:** Manufacturing Staff trainees will be offered courses in Advanced Mechanical Crafts, Blueprint & Schematic Drawings, Electrical Skills, Nanotechnology Technician's Training and Equipment Operation.

### **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 Frontline Staff, Manufacturing Staff, Warehouse/Distribution Staff, and Maintenance/Technicians Staff and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

### **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.

UpSkill RCCD works with employers to customize their development training plan to meet their specific needs. Training may be adjusted or modified as needed and based on both industry changes and participating employers' feedback. The proposed training will help upgrade job skills of workers by training in new technologies to increase overall efficiencies and improve frontline worker leadership skills.

➤ **Training Infrastructure**

This project will be overseen by RCCD's Director of Workforce and Economic Development and Economic Development Assistant. They will coordinate with participating employers and trainers to schedule and manage training. In addition RCCD has retained SBCCD to assist with the administration of the project including data entry and tracking of training rosters.

Training will be delivered at PE's worksites by subject matter experts with real-life experience and theoretical knowledge from each PE, RCCD and SBCCD instructors with more than two years of experience and according education levels for the specific topics.

### **Marketing and Support Costs**

Employer marketing and recruitment are conducted by the UpSkill RCCD Team which maintains a database of partners in the industry that include manufacturers, distribution businesses and other eligible organizations. UpSkill RCCD's outreach plan includes attending industry events and conferences where multiple employers meet, contacting employers directly for potential training, and advertising through our website and via social media. Outreach efforts also include attending regular meetings with the employer associations including, Corona, Moreno Valley and Riverside Chambers of Commerce, Hispanic Chamber of Commerce, and Inland Empire Latina Women's Business Association. UpSkill RCCD also partners with regional workforce initiative organizations, including IE Rise and Inland Growth and Opportunity (IEGO), serving in a leadership role. In the nonprofit area, it work with the Academy for Grassroots Organizations, which is a nonprofit focused on developing nonprofit capacity across the Inland Empire.

RCCD is requesting 8% in support costs. This will cover the cost of related human resources, payroll, and accounts payable and receivable activity that occurs over the agreement period. In addition, it will cover the necessary data entry, tracking, eligibility, and overall training to partner colleges and agencies.

### **Impact/Outcome**

Trainees enrolled in these programs will receive applicable industry certifications including, but not limited to: Safety certifications (OSHA 10/30), Lean/Six Sigma certifications (white, green, yellow, and black belts); and ISO certification.

### **Alternate Recordkeeping**

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

### **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).

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

- Certification by Western Association of Schools and Colleges

### **Tuition Reimbursement**

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

### **PRIOR PROJECTS**

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET22-0252 (CCCF)	Riverside	5/17/2022- 5/16/2024	\$221,495	\$220,848	(99%)
ET19-0401	Riverside	3/4/2019- 11/28/2021	\$688,534	\$401,532	( 58% )

The contract amount for ET19-0401 RCCD was \$470,005. RCCD applied for ETP Phase 2 funding to include Job #s 5, 6, 7, and 8. \$218,529 of additional funding was approved at the June 26, 2020 Panel Meeting and making the total awarded amount \$688,534, including an additional 8 months to the ending term of the contract. RCCD faced numerous challenges during the COVID-19 pandemic trying to implement the ETP contract as they transitioned from working on-site to remotely. In addition, participating companies repeatedly delayed training, awaiting a full return to in-person training. Furthermore, during that period reorganizational changes took place impacting the overall performance of the additional funding that was requested.

RCCD remains committed to utilizing ETP funding, regardless of extenuating circumstances, and building on the high performance results subsequently demonstrated in the recent Contract ET22-0252.

### **DEVELOPMENT SERVICES**

RCCD retained San Bernardino Community College District (SBCCD) in San Bernardino to assist with development of this proposal for a flat fee of \$4,000.

### **ADMINISTRATIVE SERVICES**

RCCD retained SBCCD in San Bernardino to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

SBCCD of San Bernardino has been retained to provide Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, Literacy Skills, Management Skills, Manufacturing Skills and OSHA 10/30 training for a fee of up to 40% of the gross reimbursement training. Other trainers will be identified for ETP record-keeping purposes, as they are retained.



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

Trainees may receive any of the following:

**Business Skills**

- Customer Service Skills
- Conflict Management
- Crisis Management
- Interpersonal Skills
- Project Management
- Time Management
- Negotiation Skills
- Budgeting
- Cost Control & Accounting
- Leadership Skills
- Supervisory Skills
- Performance Management
- Presentation Skills
- Sales & Marketing Skills
- Professional & Human Resources Prep Course
- Change Management
- Goal Setting
- Communication Skills
- Understanding Work Group Dynamics
- Accountability
- Business Strategies
- Business Reports
- Financial Strategies
- Contextualized Math
- Standard Office Procedures
- Scheduling & Planning
- Strategic Planning

**Computer Skills**

- Software Applications
- Adobe Applications
- Microsoft Office Skills for Business (Intermediate/ Advanced)
- Computer-Aided Drafting & CAM
- Database Management
- Solid Works Modeling
- Shipping Solutions & Related Logistics Software Applications
- Computer Networking
- Inventory Control
- Purchase Order Tracking
- Cost Tracking & Analysis
- Document Control

- World Wide Web
- Managing Email

### **Continuous Improvement Skills**

- TQM-Total Quality Management
- Decision Making
- AGILE
- Tracking & Monitoring Production
- SCRUM
- Supply Chain Elements & Management
- Problem Solving
- Lean /5S
- Inventory Control
- Innovation
- Risk Management
- Basic Logistics Standard Practices
- Teambuilding
- Root Cause Analysis
- Six Sigma
- Strategic Process Control (SPC)
- ISO & AS Standards
- Just-In-Time Manufacturing (JIT)
- Workflow & Scheduling
- Internal & External GFSI Audits
- Process Improvement
- Coaching & Mentoring
- Human Centered Design (HCD)
- Managing a High-Performance Workplace
- Manufacturing Resource Planning
- Material Resource Planning
- Cyber Security

### **Literacy Skills**

- Basic Writing & Reading
- Language Comprehension
- Vocational English as a Second Language (VESL)

### **Management Skills (Managers/Supervisors/Leads Only)**

- Certified Logistics Manager (CLM)
- Strategic Planning for Managers
- Root Cause Analysis for Managers
- Communicating & Teambuilding for Managers
- Manager Boot Camp

### **Manufacturing Skills**

- Manufacturing Practices & Procedures
- Production Operations
- Production & Machinery

- FSMA Preventive Controls for Human & Animal Foods
- FSPCA for Human Food Compliance
- HACCP for Manufacturing
- SQF Quality Systems for Food Manufacturers
- SQF Advanced Practitioner
- Parts & Products Manufacturing
- Equipment Operation
- Warehousing
- Advanced Mechanical Crafts
- Intermediate Mechanical Crafts
- Manufacturing Skills
- Electrical Skills
- Implementing SQF
- Welding Skills
- PLC (Programmable Logic Controllers)
- CNC (Computer Numerical Controlled Machinery)
- Forklift Training
- Lubrication/Reliability
- Blueprint & Schematic Drawings
- Shop Math
- Equipment Maintenance & Repair
- Production Maintenance Mechanic
- Nanotechnology Technician's Training
- 3D Printing Layouts

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

- OSHA 10

**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: Riverside Community College District	CCG No.: ET25-0130
Reference No: 24-0416	Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: ACT Fulfillment	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3155 Universe Dr.	
City, State, Zip: Jurupa Valley, CA 91752	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 200	
Company: Clover Needlecraft	Priority Industry? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Address: 1441 S. Carlos Ave	
City, State, Zip: Ontario, CA 91761	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 4	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 17	
Total # of full-time company employees in California: 16	
Company: Developlus	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1575 Magnolia Ave.	
City, State, Zip: Corona, CA 92879	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 109	
Total # of full-time company employees in California: 105	
Company: Dirt Cheap Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1060 Wineville Ave.	
City, State, Zip: Ontario, CA 91764	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 265	
Total # of full-time company employees in California: 265	

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Riverside Community College District	CCG No.: ET25-0130
Reference No: 24-0416	Page 2 of 3

Company: Eibach, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 264 Mariah Circle	
City, State, Zip: Corona, CA 92879	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 130	
Total # of full-time company employees in California: 130	

Company: Index Fresh	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1250 Corona Pt	
City, State, Zip: Corona, CA 92879	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 85	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 85	
Total # of full-time company employees in California: 75	

Company: Ingram Micro, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12510 Micro Dr.	
City, State, Zip: Eastvale, CA 91752	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 30,139	
Total # of full-time company employees in California: 1,168	

Company: International EZ Up	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1900 2 <sup>nd</sup> Street	
City, State, Zip: Norco, CA 92860	
Collective Bargaining Agreement(s): No	
Estimated # of employees to be retrained under this Contract: 5	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 112	
Total # of full-time company employees in California: 107	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Riverside Community College District  
Reference No: 24-0416

CCG No.: ET25-0130  
Page 3 of 3

Company: Phenix Technology

Priority Industry?  Yes  No

Address: 3453 Durahart St.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): No

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

Small Business?  Yes  No

Total # of full-time company employees worldwide: 30

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



**Training Proposal for:**  
**Murrieta Chamber of Commerce**  
**Contract Number: ET25-0138**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

**Project Profile**

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	MEC Agriculture, Forestry, Fishing and Hunting Information Manufacturing Professional, Scientific, and Technical Services Transportation and Warehousing
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤ 20%	Managers/Supervisors: (% of total trainees)	≤ 20%

**Funding Detail**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$793,800		\$54,999		\$848,799

In-Kind Contribution:	50% of Total ETP Funding Required	\$875,235
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**Training Plan Table**

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	567	8-200	0-0	50	\$1,497	\$22.55

\*Post-Retention Wage is the Contractual Wage.

**Published Minimum Hourly Wage by County:**

Job Number 1: \$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.  
 \$22.55 per hour for 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

**Health Benefits may be used to meet the Post-Retention Wage as follows:**

Job Number 1: \$2.50

**Wage Range by Occupation**

Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
<b>JOB NUMBER 1 - Priority Rate, Retrainee</b>					
Administrative	\$20.20 - \$35.00	<b>105</b>	0	25	80
Customer Service	\$20.20 - \$35.00	<b>95</b>	0	10	85
Technician	\$20.20 - \$36.00	<b>172</b>	0	27	145
Production	\$21.10 - \$35.00	<b>160</b>	0	35	125
Supervisor/Manager	\$21.50 - \$50.00	<b>35</b>	0	5	30

**Introduction**

Founded in 1915 and located in Murrieta, the Murrieta Chamber of Commerce (Murrieta Chamber) (<https://www.murrietchamber.org>) is a nonprofit membership organization that



creates and fosters sustainable business environments in the Murrieta area through networking, promotion, and advocacy to assist businesses to grow and achieve business goals through education, mentorship, and training to develop a high performing workforce.

Murrieta Chamber partners with the city of Murrieta, surrounding cities and counties, and other chambers to form the Southwest California Legislative Council. The Chamber also works with the Southwest Cluster of the Riverside County Manufacturers and Exporters Association. This Association helps identify the needs of manufacturers and links employers to tools and resources to help them become more successful.

This is Murrieta Chamber's ninth ETP-funded project, and eighth within the last five years. Although some of the participating employers are the same from prior contracts, no trainees will receive duplicative training.

### **Veterans Program**

The Murrieta Chamber has a Military Affairs committee and works closely with local organizations that focus on Veteran needs and job placement assistance, education, and training. Although this proposal does not include a separate Veterans component, many of the participating employers do actively hire and employ veterans.

### **Project Details**

Murrieta Chamber's participating employers consist of companies in manufacturing, aerospace, biotechnology, medical device manufacturing and food processing industries. Murrieta Chamber has focused significant resources cultivating relationships with manufacturers in their region to link them to training opportunities that will support the growth of manufacturing in their region. With unemployment low, training will focus on upskilling the existing workforce.

Participating employers have expressed that job training has direct impact on their company's productivity and performance. Murrieta Chamber has customized training plans to meet employer demand. Training will include specialized manufacturing equipment training. Training will support each participating employer's goal of improving productivity, efficiency, and effectiveness. Murrieta Chamber will continue its training efforts to develop participating employer's workforce, grow their business, and remain competitive in a rapidly changing global economy.

### **Training Plan**

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

**Business Skills:** Training will be offered to all occupations and will focus on the development of core skills for a cohesive and high-functioning workforce. Training topics include Communication Skills, Project Management and Team Building.

**Computer Skills:** Training will be offered to all occupations and will focus on enhancing computer skills. Training topics include E-Commerce, Quickbooks and Accounting Software and Microsoft Office Suite (Intermediate/Advanced).

**Continuous Improvement:** Training will be offered to all occupations and will focus on Lean Training to improve efficiency and productivity. Training topics include Lean Enterprise, 7S and Root Cause Analysis.

**Manufacturing Skills:** Training will be offered to Production, Supervisor/Managers and Technicians and will focus equipment operation. Training topics include Inventory Management, Equipment Operation, and Blue Print Reading.

### **Commitment to Training**

Participating employers provide basic on the job training and basic skill development to ensure that all employees can perform their respective job duties. This training proposal will allow for in-depth training that will build upon and enhance those core training skills. Many of the small businesses do not have the resources to provide advanced training therefore are relying and fully committed to the proposal to ensure employees receive as much training as possible.

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

#### ➤ Training Infrastructure

The President and CEO of Murrieta Chamber will oversee and market the program to partners, external business partners, and other participating employers. In addition, the Business Relations Coordinator will assist with outreach and maintain all class/lab attendance rosters. The Chamber has also retained a third party administration to assist with the administration of this project.

### **Marketing and Support Costs**

Murrieta Chamber is requesting 8% support costs. The Chamber will market this training project through its website, including live presentations at monthly meetings, sending out flyers, and advertising on Social Media to the community, its members, and partners. The Chamber will also work with community partners such as the Riverside County Manufacturers and Exporters Association and other local Chambers of Commerce to promote the training program.

### **Trainer Qualifications**

Trainers from Custom Corporate Communications have a minimum of five years of experience in their respective fields as well as all pertinent required degrees to provide instruction on various topics. Western Training Group hold certification for topics of instruction and both have gone through a thorough vetting process that included verified background checks and reference checks.

### **Tuition Reimbursement**

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

### Active Projects

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET24-0203	\$749,808	08/28/23 - 03/30/27	381	0	\$0 (0%)
ET23-0343	\$586,710	06/12/23 - 06/11/25	530	522	\$471,188 (80%)

ET23-0343: Based on ETP Systems, 19,930 reimbursable hours have been tracked for potential earnings of \$490,278 (84% of approved amount). Murrieta Chamber projects final earnings of 100% based on training committed through March 2025.

ET24-0203 (HAAF): The Contractor is in the process of collecting rosters from participating employers to reflect training.

### Prior Projects

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

Contract No.	Term	Approved Amount	Payment Earned \$ %
ET22-0285	03/28/22 - 03/27/24	\$598,346	\$486,188.00 (81%)
ET21-0233-000	12/14/20 - 12/13/22	\$200,000	\$200,000.00 (100%)
ET21-0231-000	12/14/20 - 12/13/22	\$398,840	\$398,840.00 (100%)
ET20-0170-000	11/04/19 - 11/03/21	\$749,040	\$742,735.00 (99%)
ET19-0285-000	10/29/18 - 10/28/20	\$948,169	\$948,169.00 (100%)

ET21-0233: Murrieta Chamber had a prior ETP Contract under the COVID Pilot with a term of 12/14/2020 to 12/13/2022. Murrieta Chamber has successfully placed 100 trainee and has earned the full contract amount of \$200,000.

### Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$0.00
Administrative	Training Funding Source	Seal Beach, CA	10% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
Custom Corporate Communications	Redondo Beach, CA	\$0.00	Leadership Skills, Problem Solving, Team Building training

Western Training Group	Playa Del Rey, CA	\$0.00	Sales Skills, Managing Change training
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## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Business Skills**

- Business Writing Skills
- Communication Skills
- Finance for Non-Finance People
- Leadership Skills
- Managing Change
- Performance Management Skills
- Problem Solving
- Project Management
- Sales Skills
- Social Media Marketing
- Team Building

#### **Computer Skills**

- Ecommerce
- Microsoft Office Suite (Intermediate/Advanced)
- Networking
- QuickBooks and Accounting Software
- Search Engine Optimization (SEO)

#### **Continuous Improvement Skills**

- 7S
- ISO Auditor
- Kaizen
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Process Improvement
- Process Mapping
- Quality Engineering
- Root Cause Analysis
- Set Up Time Reduction
- Six Sigma
- Statistical Process Control
- Time and Priority Management

#### **Manufacturing Skills**

- Advance Measurement Skills
- Blue Print Reading
- Electrical Fundamentals
- Equipment Operation
- Inventory Management

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 24-0493

CCG No.: ET25-0138  
Page 1 of 3

ALPHABETIZE BY COMPANY NAME

Company: Alps Logistics

Priority Industry?  Yes  No

Address: 2150 195<sup>th</sup> St

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): n/a

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

Small Business?  Yes  No

Total # of full-time company employees worldwide: 5,844

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

Company: American Range

Priority Industry?  Yes  No

Address: 13592 Desmond Street

City, State, Zip: Pacoima, CA 91331

Collective Bargaining Agreement(s): n/a

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

Small Business?  Yes  No

Total # of full-time company employees worldwide: 552

Total # of full-time company employees in California: 90

Company: AMS Group/Sytem Technical Corporation

Priority Industry?  Yes  No

Address: 960 Knox Street

City, State, Zip: Torrance, CA 90502

Collective Bargaining Agreement(s): n/a

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

Small Business?  Yes  No

Total # of full-time company employees worldwide: 125

Total # of full-time company employees in California: 25

Company: AnaptysBio, Inc.

Priority Industry?  Yes  No

Address: 10770 Wateridge Circle, Suite 210

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): n/a

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

Small Business?  Yes  No

Total # of full-time company employees worldwide: 111

Total # of full-time company employees in California: 109

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Murrieta Chamber of Commerce  
Reference No: 24-0493

CCG No.: ET25-0138  
Page 2 of 3

Company: Aspire Bakeries

Priority Industry?  Yes  No

Address: 6701 W. Center Drive, #850

City, State, Zip: Los Angeles, CA 90045

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 70

Small Business?  Yes  No

Total # of full-time company employees worldwide: 3,633

Total # of full-time company employees in California: 893

Company: FoodPharma, LLC

Priority Industry?  Yes  No

Address: 10012 S. Painter Avenue

City, State, Zip: Santa Fe Springs, CA 90670

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 25

Small Business?  Yes  No

Total # of full-time company employees worldwide: 140

Total # of full-time company employees in California: 140

Company: Karma Automotive, LLC

Priority Industry?  Yes  No

Address: 9950 Jeronimo Rd.

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 70

Small Business?  Yes  No

Total # of full-time company employees worldwide: 221

Total # of full-time company employees in California: 199

Company: Meridith Baer Homes

Priority Industry?  Yes  No

Address: 4100 Ardmore Avenue

City, State, Zip: South Gate, CA 90280

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Contract: 55

Small Business?  Yes  No

Total # of full-time company employees worldwide: 248

Total # of full-time company employees in California: 194

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: Murrieta Chamber of Commerce	CCG No.: ET25-0138
Reference No: 24-0493	Page 3 of 3

Company: Previa	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 22895 Eastpark Dr.	
City, State, Zip: Yorba Linda, CA 92887	
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: 60	
Total # of full-time company employees in California: 60	

Company: Quanta Manufacturing Fremont (QMF)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 452 Northport Court	
City, State, Zip: Fremont, CA 94538	
Collective Bargaining Agreement(s): n/a	
Estimated # of employees to be retrained under this Contract: 150	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 70,000	
Total # of full-time company employees in California: 389	

Company: Robinson Helicopter	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2901 Airport Dr.	
City, State, Zip: Torrance, CA 90505	
Collective Bargaining Agreement(s): n/a	
Estimated # of employees to be retrained under this Contract: 125	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 1,100	
Total # of full-time company employees in California: 1,100	

Company: Zamboni Company USA	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 15714 Colorado Ave.	
City, State, Zip: Paramount, CA 90723	
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: 40	
Total # of full-time company employees in California: 40	





**Training Proposal for:**

**California Plumbing & Mechanical Contractors Association**

**Contract Number: ET25-0118**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** PPU-Central Office

**Analyst:** K. Alexander-Paiva

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Southern California Pipe Trades District Council 16		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	+	<b>Support Costs</b>	=	<b>Total ETP Funding</b>
\$584,640		\$40,716 8%		\$625,356

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,094,263
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Commercial Skills, Computer Skills, Cont. Imp.	522	8-200	0	\$1,198	\$30.75
				Weighted Avg: 40			

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

**Minimum Wage by County:** Job Number 1: (SET/Modified Priority Industry) \$30.75 per hour

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Project Manager	\$40.00 - \$60.00	155
Administrative Support Staff	\$30.75 - \$35.00	175
Engineers	\$31.00 - \$50.00	87
Superintendents	\$40.00 - \$60.00	55
Plumbers and Pipefitters – Journeyworkers	\$53.51 - \$53.51	20
Plumbers and Pipefitters – Foreman	\$59.66 - \$59.66	30

**INTRODUCTION**

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

CPMCA represents employers in collective bargaining agreements (CBA) with the Southern California Pipe Trades District Council District 16 and works to expand union work in the pipe trades industry. It also provides training for supervisory and administrative workers in the industry and in related fields. While some of the trainees included in this project are represented by a CBA, much of this training will focus on the staff employed by those contractors who are not covered under the CBA. Headquartered in Burbank, CPMCA provides a partnership for progress between labor and management. This will be CPMCA's sixth ETP Contract, the third in the last five years.

## **Veterans Program**

CPMCA is always looking to train and hire individuals of all backgrounds and specifically seeks out ways to employ veterans. However, CPMCA does not currently have a specific veteran's recruitment program in place

## **Union Support**

Plumbers and Pipefitters – Journeyworkers and Plumbers and Pipefitters – Foreman are represented by Southern California Pipe Trades District Council 16. The union has submitted a letter of support for this training project.

## **PROJECT DETAILS**

The CPMCA membership has expressed the need to train full-time permanent administrative workers, frontline project administrators, superintendents, plumbers and pipefitters, and engineers to keep pace with construction industry practices. Trainees will acquire proficiency in specific project management systems, such as estimating, energy conservation codes and requirements, and the utilization of construction documents. They will also develop skills in setting project priorities and meeting deadlines. Furthermore, as construction activity continues to grow, new employees are being hired who often lack formal training in construction practices and systems.

CPMCA's training plan encompasses a wide range of subjects related to project planning and management, including estimating, administering construction contracts, and specialized technical skills such as anchoring systems in concrete and seismic bracing. Additionally, trainees will acquire general business skills, such as improved communications, successful negotiation techniques, marketing, leadership and supervision, as well as industry-specific computer software.

Participating employers will be drawn largely from the Association's membership. They will include large and small pipe trades companies serving Imperial, Inyo, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara and Ventura Counties. CPMCA has seen a rise in employers participating in and supporting ETP contracts, leading to increased training opportunities and improved success in meeting ETP retention requirements. At CPMCA's recent board meeting, CPMCA welcomed 9 new participating employers.

CPMCA has tripled the number of its training locations in response to demand. Previously, the only training location was in Los Angeles. The Association has expanded to include training locations in San Diego and Orange Counties. CPMCA has also increased the number of instructors hired annually for training. Since the last contract in 2022, the number of instructors hired has increased by 30%, from 20 to 26 instructors. In addition, the number of class rotations has doubled from 25 classes to over 50 classes annually across all training locations. Further, the Association's last two projects were at the start and end of COVID, the most recent project trained over 500 trainees. Despite the challenges the pandemic created for training, CPMCA was able to perform successfully on those projects. As a result, the Association has significantly expanded its training efforts to serve more of its employers.

## **Training Plan**

Training will be delivered via class/lab at employer worksites, union sites or CPMCA training facilities in Southern California by in-house experts and vendors in the following:

**Business Skills:** Training will be provided to all occupations to enhance skills in project management, customer service, and specific construction administration and management activities

**Commercial Skills:** Training will be provided to Project Administrators, Engineers, Superintendents, Plumbers and Pipefitters (both Journey Level Workers and Foremen) to acquire specialized technical skills.

**Computer Skills:** Training will be provided to all occupations to improve computer skills for project management and administrative applications

**Continuous Improvement:** Training will be provided to all occupations to gain proficiency in quality and performance improvement concepts and implementation procedures.

### **Commitment to Training**

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

#### ➤ Training Infrastructure

Training under this ETP project will be overseen by the Director of Special Projects with assistance from two part-time administrative staff dedicated to ETP administration. Further, CPMCA will be hiring a Training Director in the coming weeks who will take the lead on the ETP project. Trainers will assist the Training Director and her team through the collection of training rosters and trainee information.

### **Marketing and Support Costs**

CPMCA markets to association members through web postings, mailings, and presentations at meetings and is requesting 8% support costs to cover expenses related to recruiting employers and assessing their individual training needs.

### **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.

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 Association's request to use an alternate recordkeeping method.

## **Trainer Qualifications**

Training will be provided by both in-house staff and external instructors. The in-house trainers are experienced staff members who will primarily teach their own employees. These instructors are experts in their respective fields, with years of professional teaching experience. Similarly, external instructors will be individuals who share the same caliber as the trainers that CPMCA will use.

## **Tuition Reimbursement**

CPMCA 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.

## **Union Support**

Journey Level Workers and Foreman who are Plumbers and Pipefitters are represented by Southern California Pipe Trades District Council 16. The union has submitted a letter of support for this training project.

## **PRIOR PROJECTS**

The following table summarizes Contractor's performance by California Plumbing & Mechanical Contractors Association under an ETP Contract that was completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0126	Burbank	08/23/2021- 08/22/23	\$191,880	\$177,075 (92%)
ET20-0160	San Diego	11/04/2019- 11/03/2021	\$123,460	\$123,460 (100%)

## **DEVELOPMENT SERVICES**

CPMCA retained Betat Advisors in Auburn to assist with development of this proposal for a flat fee of \$15,000.

## **ADMINISTRATIVE SERVICES**

Betat Advisors 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**

- Administering construction contracts
- Building information modeling concepts and applications
- Communications skills
- Cost projection process
- Customer service
- Developing and coaching employees
- Estimating
- Forecasting
- Foreperson development
- Green building and LEED certification
- Interpreting construction documents
- Job budgets
- Legal issues in construction management
- Managing change orders
- Negotiating
- Construction contracts
- Project management
- Body of Knowledge system
- Blueprints
- Leadership and Human Management Skills
- Sales and Service
- Service Technical Training

#### **Commercial Skills**

- Anchoring systems in concrete
- Seismic bracing
- Fabrication
- Engineering

#### **Computer Skills**

- Construction applications
- Cost tracking systems
- Estimating applications
- Paperless documentation
- Project management software
- Sharing data
- Using advanced applications in construction
- Artificial Intelligence

**Continuous Improvement Skills**

- Advanced foreman training
- Becoming a high performance business
- Conflict resolution
- Creative problem solving
- Dealing with difficult people
- Effective decision making
- Leadership training for the construction industry
- Performance improvement
- Planning, goal setting
- Quality management tools for construction management

**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Plumbing & Mechanical Contractors Association	CCG No.: ET25-0118
Reference No: 24-0165	Page 1 of 2

ALPHABETIZE BY COMPANY NAME

Company: ACCO Engineered Systems	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 888 E. Walnut St.

City, State, Zip: Pasadena, CA 91101

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

Estimated # of employees to be retrained under this Contract: 115	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 1,400

Total # of full-time company employees in California: 1,400

Company: Jackson & Blanc	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 7929 Arjons Dr.

City, State, Zip: San Diego, CA 92126

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

Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
---	---

Total # of full-time company employees worldwide: 144

Total # of full-time company employees in California: 144

Company: Murray Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 18414 Santa Fe Ave.

City, State, Zip: Rancho Dominguez, CA 90221

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

Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
---	---

Total # of full-time company employees worldwide: 650

Total # of full-time company employees in California: 650

Company: Pan-Pacific Mechanical	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 18250 Euclid Ave.

City, State, Zip: Fountain Valley, CA 92708

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

Estimated # of employees to be retrained under this Contract: 100	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 1,200

Total # of full-time company employees in California: 950



**Participating Employers in Retrainee  
Multiple Employer Contracts**

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

Contractor's Name: California Plumbing & Mechanical Contractors Association CCG No.: ET25-0118  
Reference No: 24-0165 Page 2 of 2

ALPHABETIZE BY COMPANY NAME

Company: Suttles Plumbing and Mechanical Priority Industry?  Yes  No

Address: 2267 Agate Ct.

City, State, Zip: Simi Valley, CA 93065

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

Estimated # of employees to be retrained under this Contract: 25 Small Business?  Yes  No

Total # of full-time company employees worldwide: 130

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

Company: Verne's Plumbing Inc Priority Industry?  Yes  No

Address: 8561 Witaker St.

City, State, Zip: Buena Park, CA 90621

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

Estimated # of employees to be retrained under this Contract: 5 Small Business?  Yes  No

Total # of full-time company employees worldwide: 65

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



Agriculture Initiative  
**Training Proposal for:**  
**Ag Force, LLC**

**Contract Number: ET25-0134**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** Sacramento

**Analyst:** J. Dongallo

**Project Profile**

Contract Attributes:	HUA Retrainee SET Agriculture Initiative	Industry Sector(s):	Agriculture, Forestry, Fishing and Hunting	
		Priority Industry:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Fresno	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 420	U.S.: 420	Worldwide: 420	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

**Funding Detail**

<b>In-Kind Contribution</b>
\$600,000

<b>Total ETP Funding</b>
\$132,000

### Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	HUA SET Retrainee	110	8-200	0-0	50	\$1,200	\$16.91

\*Post-Retention Wage is the Contractual Wage.

<b>Published Minimum Hourly Wage by County:</b>	
Job Number 1:	\$16.91 for Fresno County
<b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
<b>Used to meet the Post-Retention Wage?:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<b>Health Benefits may be used to meet the Post-Retention Wage as follows:</b>	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
<b>JOB NUMBER 1 - HUA, SET, Retrainee</b>					
Farmworker	\$16.91 - \$25.00	110	80	30	0

#### Introduction

Founded in 2005 and headquartered in Fresno, AG Force, LLC (AG Force) ([www.agforce.us](http://www.agforce.us)) is an agricultural service supply agency. The Company provides workers to various farms in the area to harvest fresh fruits and vegetables. Its customer base includes small and large farms across the central valley. Training will take place at the Company’s Fresno facility. AG Force is associated with another ETP contractor Fowler Packing, Inc. as they provide AG related employees to Fowler Packing, Inc.

This is AG Force’s second ETP Contract and second in the past five years.

#### Veterans Program

Although this proposal does not include a Veteran's component AG Force values the Veteran workforce. The Company actively recruits Veterans by utilizing local Job Fairs and Career websites.

#### Project Details

Previous training focused on process improvements related to the pandemic. This Contract will expand, but not duplicate, previous training and include more detailed training on higher level topics and courses. Training will upskill current farmworkers, which will allow them to work in quality jobs with good wages and benefits. With an improved skillset, farmworkers will experience more opportunities for advancement. as well as, give farmworkers a voice to express the needs within the industry. This training will give the necessary tools/skills to cross

train and work in other departments, which can allow the workers to be promoted to Leads, Supervisors, Assistant Managers, and Managers within their respective place of employment.

In addition, the Company will focus training on day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure operations are aligned with quality customer service. AG Force is developing adaptive and interactive methods to measure consumer needs and expectations. Training will ensure all current regulations are met while improving quality processes, outcomes and measures. In addition, enhancing employee skills will enable AG Force to remain competitive within the industry and offer higher workplace promotional opportunities. Pago software is the first product to serve both farm labor contractors and growers by offering a platform where the two parties can work collaboratively to carry out crucial labor activities. These include everything from scheduling crews and calculating time rate and piece rate to monitoring crew activity in real time and simplifying payroll systems and contract negotiations through easy-to-use digital systems. Pago is the creation of the same AG-Tech software team that built Lotpath Quality, a leading quality control system for fruits and vegetables that improves food chain visibility and ensures the highest quality products travel through the fresh supply chain.

### **Agriculture (Ag) Initiative**

AG Force is focused on staff advancement by improving their skills in the Agriculture industry. This will be achieved 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 the Company when they are interested in other opportunities within AG Force so they can receive training and mentoring to help attain their desired goals. The Company remains committed to creating promotional growth opportunities for its labor force and has created various structured training plans focused on increasing skill sets and creating a positive working environment to encourage retention and promotion.

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 and provide health benefits packages to its employees and their families. In addition, AG Force maintains an open door policy 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:

**Continuous Improvement Skills:** Training will be offered to all occupations to enhance process efficiencies and teamwork among incumbent staff. Training will focus on expectations and accountability within the department. Training topics include Analyzing Improvement Opportunities, Eliminating Waste, Just-In-Time Processes and Production Scheduling.

**Computer Skills:** Training will be offered to all occupations to improve software operational skills. Training topics include Agrarian Software - Pago AF Workload Platform, Computerized Scheduling, Inventory Control, Purchase Order (PO) Tracking, Sales Forecasting and Zetadocs Payables Approvals.

**Literacy Skills:** Training will be offered to all occupations to improve literacy skills. Training topics include Basic Math, Basic Reading and Vocational English as a Second Language.

**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.

**High Unemployment Area (HUA)**

All trainees work in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For SET, these trainees qualify for the ETP Minimum Wage (\$22.55 per hour) rather than the Statewide Average Hourly Wage (\$41.00 per hour).

**• Wage Modifications**

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. Ag Force requests this wage modification for these trainees, from \$22.55 per hour to \$16.91 per hour. Approximately 100 Farmworkers will need the wage modification.

**• Retention Modifications**

The Panel may also modify the retention period for these trainees, making it 90 days out of 120 consecutive days with up to three employers. The Company is not requesting this modification.

**Commitment to Training**

The current combined annual training budget is approximately \$80,000 and includes new hire orientation, general safety, efficient processes and food 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 Human Resources will oversee the ETP Contract, along with assistance from two full-time Human Resource Administrators, to track training reports and collect internal data. A team of Supervisors/Managers and Production leads will assist in the delivery of training within the Company. Training will be provided by qualified in-house trainers.

**Prior COVID Performance**

AG Force had a prior ETP Contract, ET21-0215, under a COVID Pilot Program with a term from 12/14/2020 to 12/13/2022. The Contract amount for this project was \$100,000 and the Company was able to earn 100% of the funds.

**Subcontractors**

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

<b>Training Subcontractors</b>	<b>City, State</b>	<b>Cost</b>	<b>Description of Service</b>
To Be Determined	-	-	-

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **Computer Skills**

- Agrarian Software - Pago AF Workload Platform
- Computerized Scheduling
- Cost Accounting
- Enterprise Resource Planning (ERP)
- Inventory Control
- Material Requirement Planning (MRP)
- Microsoft Office Suite (Intermediate and Advanced)
- Purchase Order (PO) Tracking
- Sales Forecasting
- Suggested Retail Price (SRP)
- Zetadocs Payables Approvals

#### **Continuous Improvement Skills**

- Analyzing and Reporting Data
- Analyzing Improvement Opportunities
- Eliminating Waste
- Food Safety
- Just-In-Time (JIT) Processes
- Leadership
- Production Scheduling
- Safe Working Conditions

#### **Literacy Skills**

- Basic Math
- Basic Reading
- Vocational English as a Second Language (VESL)



Agriculture Initiative  
**Training Proposal for:**  
**Blue Diamond Growers**

**Contract Number: ET25-0136**

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** Sacramento

**Analyst:** M. Sladewski

**Project Profile**

Contract Attributes:	HUA Priority Rate Retrainee Agriculture Initiative	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Sacramento, Stanislaus	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: 1,571	U.S.: 1,611	Worldwide: 1,614	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	5%			

**Funding Detail**

<b>In-Kind Contribution</b>
\$743,000

<b>Total ETP Funding</b>
\$575,960



### Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	1,210	8-200	0-0	17	\$476	\$22.55

\*Post-Retention Wage is the Contractual Wage.

<b>Published Minimum Hourly Wage by County:</b>	
Job Number 1:	\$22.55 per hour for Sacramento and Stanislaus Counties
<b>Health Benefits:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
<b>Used to meet the Post-Retention Wage?:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Health Benefits may be used to meet the Post-Retention Wage as follows:</b>	
Job Number 1:	\$2.50

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$15 to \$20	\$20.01 to \$25	Over \$25.01
<b>JOB NUMBER 1 - Priority Rate, Retrainee</b>					
Lift Truck Driver	\$20.05 - \$27.35	178	0	45	133
Inventory Specialist	\$20.05 - \$32.12	45	0	15	30
Quality Inspector	\$21.20 - \$30.85	148	0	59	89
Machine Operator	\$22.95 - \$31.65	554	0	70	484
Maintenance Staff	\$23.50 - \$44.80	101	0	2	99
Administrative Staff	\$25.00 - \$59.23	84	0	0	84
Information Technology	\$26.44 - \$77.16	26	0	0	26
Team Manager	\$28.85 - \$67.31	15	0	0	15
Manager/Supervisor	\$28.94 - \$86.54	46	0	0	46
Engineer	\$38.46 - \$77.16	10	0	0	10
Plant Manager	\$43.27 - \$71.63	3	0	0	3

### Introduction

Founded in 1910 and headquartered in Sacramento, Blue Diamond Growers (Blue Diamond), ([www.bluediamond.com](http://www.bluediamond.com)) is the world’s largest almond processing and marketing company. Blue Diamond is a cooperative owned by half of the State’s almond growers who produce more than 80% of the world’s almond supply. The Company produces snack almonds, nut-based crackers, almond milk, and packaged almonds for cooking and baking. Blue Diamond’s customers include Nestle, Kellogg, Mars, See’s Candies and retail consumers. The Company has three facilities located in Sacramento, Modesto, and Turlock, which will all receive training.

This is Blue Diamond’s sixth ETP Contract, and the fourth in the last five years.

## **Veterans Program**

Annually Blue Diamond attends ten Veteran Career Fairs and actively recruits Veterans through its Junior Military Officer Recruiting Program in partnership with Alliance. Additionally, the Company recruits Junior Military Officers as they transition to civilian life.

A portion of the Veteran population participating in this project may include transitioning active duty Veterans who are within one year prior to their anticipated separation date from service.

## **Project Details**

Prior training focused on new equipment, including a flour mill, flour loader, and electronic sorter, as well as training new staff hired for added production lines. Training also included new software, Ignition/Red Zone and Poka. For this contract, Blue Diamond has invested \$65M in new equipment upgrades, including Almond Sorting, Grading, Packaging, Sanitation, Boiler, and waste water treatment equipment. Maintenance Staff and Machine Operators will need training on how to efficiently operate the new equipment. Blue Diamond has several expansion projects that require training. These projects include upgrading the almond sorting equipment, new drying and processing methods, and upgrading the main processing line. New Cablevey Systems have been installed to transport almonds in a sanitized manner, and a palletizer robotic machine will be added to the can-line. Production staff including machine operators, maintenance staff, inventory specialists, and lift truck drivers will need training on these systems.

The company will also implement new software, including Ignition SPC, which captures Quality Spec data, and Ignition Downtime, which records automated and manual downtime incidents. Quality Inspectors and Machine Operators will require training to use the new software. Another software, POKA, is a centralized platform that facilitates communication, issue identification, collaboration, and troubleshooting across the manufacturing floor. All team members will need training on the added features to this software. While some training topics are similar to those from the previous contract, trainees will not repeat courses they have already completed.

To support these changes, the company is implementing a new standardized training methodology, including the Training Within Industry (TWI) approach. While regulatory training will remain the same, production training is being refocused under a new Education and Training (E&T) pillar, led by three Site Training Leads. This new focus will improve structure and consistency in training across the three sites. Most occupations will be cross-trained using these approaches. As new manufacturing technologies and equipment are added, all team members will receive the necessary training to keep their skills up-to-date. The company aims to continuously upskill its staff as it innovates and grows.

## **Agriculture (Ag) Initiative**

Blue Diamond is committed to creating growth opportunities for its employees by offering training plans focused on cross training, upskilling and promoting from within. The company offers management skills training to its front line work force through its Emerging Leader program and grow from within program.

The company improves employees' quality of life by offering comprehensive health benefits, including dental and vision, and matching 401K retirement contributions up to 4.5%. The company provides a safe work environment and gives employees opportunities for their voices to be heard. Blue Diamond's programs like the Employee Suggestion Program, Good Catch Program, Food Safety Good Catch Program, and Reliability Good Catch Program allow

employees to share their ideas on safety hazards, food safety, quality concerns, and better workflows and processes.

## Training Plan

Training will be delivered via Classroom/Laboratory and E-Learning by in-house experts in the following:

**Business Skills:** Training will be offered to all occupations to provide the skills to efficiently perform business operations. Training topics include Customer Service and Project Management.

**Computer Skills:** Training will be offered to all occupations to learn the new software. Training topics include Ignition SPC Software, Ignition Downtime Software, and an updated version of POKA software.

**Continuous Improvement:** Training will be offered to all occupations and will focus on Cross-training employees and improving work processes. Training topics include LEAN Training, Certified Trainer (Train the Trainer), and Emerging Leader.

**Management Skills:** Training will be offered to Managers/Supervisors, Plant Managers, and Team Managers to focus on developing strong leadership and managerial skills. Training topics include Developing High Performance Teams and Development Planning.

**Manufacturing Skills:** Training will be offered to all occupations except Administrative Staff. Training will include cross-training production staff, and training on how to operate new equipment and production systems. Training topics include Boiler Training, Cablevey Training, and Water Waste Treatment Process Training.

## Certified Safety Training

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

## 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 two locations in Stanislaus County (Modesto and Turlock) are in a HUA.

### ➤ Wage Modification

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

**Commitment to Training**

The current annual training budget is approximately \$450,000 for all locations and includes new hire orientation and safety training across 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

The Senior Talent Learning and Organizational Development Manager will oversee the ETP Contract. Training Leads will oversee training plans and training strategies for the plants. Three Site Training Leads will schedule site-specific training, and collect, review, and upload rosters. Training will be provided by qualified in-house trainers and training vendors to be determined.

**Prior Projects**

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

Contract No.	Term	Approved Amount	Payment Earned \$ %
ET22-0344	06/30/22 - 06/29/24	\$497,122	\$0.00 (0%)
ET20-0284-000	03/10/20 - 03/09/22	\$566,260	\$566,260.00 (100%)
ET19-0322-000	12/17/18 - 12/16/20	\$312,780	\$312,780.00 (100%)

**ET22-0344:** Based on ETP Systems, 26,022 reimbursable hours have been tracked for potential earnings of \$497,122 (100% of approved amount). The Contractor projects final earnings of 100% based on training hours tracked. Blue Diamond recently submitted their final closeout invoice that is in process.

**Subcontractors**

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

Training Subcontractors	City, State	Cost	Description of Service
To Be Determined	-	-	-

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

Trainees may receive any of the following:

**Business Skills**

- Change Management
- Coaching Skills
- Communication Skills
- Conflict Management
- Customer Service
- Grower Relations
- Strategic Thinking & Foresight
- Listening Skills
- Project Management
- Teambuilding
- Time Management

**Computer Skills**

- Adage Orientation
- Ariba
- Concur
- Excel (Intermediate/ Advanced)
- High-Performance Analytic Application (SAP 4HANA)
- HighQ
- Ignition Downtime Software
- Ignition SPC Software
- Ignition/Red Zone
- I-Maintenance
- Kronos
- Microsoft Office (Intermediate/ Advanced)
- Poka Software
- Workday Learning

**Continuous Improvement Skills**

- 5 Why's Six Sigma
- 5S Organizational Training
- Bloodborne Pathogens
- Certified Trainer (Train the Trainer )
- Change Management
- Forklift Safety
- Gemba Philosophy
- Key Performance Indicators
- Ladder Safety
- LEAN Training (Improving manufacturing processes and reducing wastes)
- Lock Out, Tag Out, Try Out
- Machine Guarding
- Rapid Problem Solving
- Slips, Trips, and Falls

**Management Skills (Managers/Supervisors/Leads Only)**

- Developing High Performance Teams
- Developmental Planning
- Emerging Leader
- Employee Engagement
- Employee Relations Management
- Frontline Leader
- Leadership Skills
- Shop Floor Leadership

**Manufacturing Skills**

- Allen Bradley Controls
- Allergens
- Almond Sized Grading Machine Training
- Automation Training
- Blending Line Training
- Boiler Training
- Cablevey Training (conveyor that moves almonds through the facilities)
- Calibration Training
- Chemical Training
- ESM (Electronic Sorting Machine) Training – used for almonds
- Food Safety/ Food Fraud
- GMP (Good Manufacturing Practices) Training
- HACCP (Hazardous Analysis & Critical Control Points) Metal Detector Training
- HMI (Human Machine Interface) Controls & Instrumentation Training
- Line Testing
- Machine Maintenance
- Machine Operation
- Machine Sanitation
- Packaging Operations Training
- Palletizer Training
- Powered Industrial Truck Training
- Preventative Controls
- Programmable Logic Controller Operation
- Quality Assurance Byproduct Testing
- Quality Control Technician Training
- Water Waste Treatment Process Training
- Welding
- Yard Truck Training (Shipping and Receiving Truck and Trailer trainings)

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

- OSHA 10

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

- OSHA 30



**Agriculture Initiative**

**Training Proposal for:**

**Famoso Nut Company LLC**

**Delegation ≤ \$75,000 Single Employer**

**Contract Number: ET25-0120**

**Approval Date:** July 26, 2024

**Panel Meeting of:** August 30, 2024

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

**PROJECT PROFILE**

Contract Attributes:	Retrainee SB <100 HUA SET	Industry Sector(s):	Agriculture Trade/Wholesale Manufacturing  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Counties Served:	Kern	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: 36	U.S.: 36	Worldwide: 36	
Turnover Rate:	2%			
Managers/Supervisors: (% of total trainees)	N/A			

<b>In-Kind Contribution</b>
\$17,848

<b>Total ETP Funding</b>
\$19,712

<b>Small Business Only:</b>	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
<b>Occupations to be Trained:</b>	Custodian Staff, Driver, Equipment Operator, Maintenance Staff, Manager/Supervisor, Quality Control Staff

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100 HUA SET	Business Skills Computer Skills Continuous Impr. HazMat Mfg. Skills	32	8-200	0	\$616	\$16.91
				Weighted Avg: 22			

\*Post-Retention Wage is the Contractual Wage.

**Minimum Wage by County:** Reduced Standard Wage (HUA): \$16.91 per hour for Kern County.  
**Health Benefits: Used to meet the Post-Retention Wage?:**  Yes  No

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Custodian Staff	\$18.00 - \$18.54	1
Driver	\$17.16 - \$20.00	5
	\$20.01 - \$22.88	2
Equipment Operator	\$17.09 - \$18.00	6
Maintenance Staff	\$17.09 - \$19.24	4
Manager/Supervisor	\$18.00 - \$20.00	5
	\$20.01 - \$21.06	1
Quality Control Staff	\$16.64 - \$18.00	8

**OVERVIEW**

<b>Year Company Founded:</b>	1989	<b>Company Headquarters:</b> <input checked="" type="checkbox"/> Single location McFarland, CA
<b>Total Number of Facility locations in California</b>	2	



<b>Facility location(s) where training will occur</b>	<ul style="list-style-type: none"> <li>• McFarland (Kern County)</li> </ul>
<b>Nature of Business:</b>	<ul style="list-style-type: none"> <li>• Famoso Nut Company LLC (Famoso) (<a href="http://www.famosonut.com">www.famosonut.com</a>) is a locally owned almond huller, sheller, handler, and sales organization that is dedicated to producing quality products.</li> <li>• Famoso has two processing facilities, both located in McFarland. The Company packs and ships un-shelled and shelled almonds in 50-2,200 pound capacity to customers worldwide.</li> </ul>
<b>Customer Base:</b>	<ul style="list-style-type: none"> <li>• Retail and wholesale food distributors like Lidl Grocery Store, Intersnak, ProV Foods, Bazana, Vinnie Food, and Nut Food.</li> </ul>
<b>Business / Industry Needs / Changes</b>	<ul style="list-style-type: none"> <li>• Keep up with current and future business needs, industry requirements, and technological advances.</li> <li>• Cross train, upgrade, and develop skill sets of its workforce to meet customers' demands and expectations.</li> <li>• New equipment and upgraded machinery (man-lift, forklift, front loader, yard loader, and bob cat).</li> <li>• Invested \$255,000 in new Fenix Optical Sorter.</li> <li>• Company-wide initiative to maximize efficiency and minimize downtime by training all employees to efficiently use sophisticated equipment, adapt to current business operations, and improve customer service and processes.</li> </ul>

**Training Plan:**

<b>Need for Training:</b>	<ul style="list-style-type: none"> <li>• The Company's goal is to provide workers with the necessary skills required to integrate products and services, adapt to new equipment and technology, improve services, increase operational efficiencies, and standardize processes and procedures across all departments.</li> <li>• Famoso has developed a company-wide training program, which includes Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, and Manufacturing Skills. Trainees will gain the knowledge and skills necessary to operate sophisticated equipment, exceed customers' expectations, attract new customers, and improve performance to advance in their career.</li> <li>• Upgrade job skills of its workforce to support the Company as it continues to grow and compete within the industry.</li> <li>• This will be Famoso's first ETP Contract.</li> </ul>
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**Agriculture Initiative**

Famoso is focused on the advancement of its workers to improve their skills in the Agriculture industry by utilizing a variety of training such as technical skills related to machinery operation, safety protocols, and skill building workshops. Training under this proposal will provide workers the required knowledge and skills to operate and maintain the latest machinery, streamline processes, and follow standardize procedures. In addition, the Company will fill basic gaps in literacy so workers can become high-skilled workers. By implementing this training, staff members will be empowered to take ownership of their career growth, acquire valuable skills, and pursue opportunities for advancement within the Company.

Famoso promotes work life balance throughout the organization and allows flexibility where needed for its employees to take time off as necessary. It has established anonymous feedback channels through which workers can share their thoughts, concerns, and suggestions. In addition, workers may approach supervisors or management with any issues or ideas they may have. It also has problem-solving sessions, where workers brainstorm and work together with management to identify solutions to common challenges or issues encountered in their work.

Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/Lab
- E-Learning

<b>Business Skills</b>	<b>Computer Skills</b>	<b>Continuous Improvement</b>
<b>HazMat</b>	<b>Manufacturing Skills</b>	

**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.

**High Unemployment Area**

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

➤ **Wage Modification**

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. Famoso requests a wage modification from the ETP Standard Minimum Wage to the HUA wage (from \$22.55 to \$16.91) per hour for all trainees.

Approximately 30 Custodian Staff, Drivers, Equipment Operators, Maintenance Staff, Managers/Supervisors, and Quality Control Staff will need the wage modification.

**Frontline Worker**

Famoso will train Custodian Staff, Drivers, Equipment Operators, Maintenance Staff, Managers/Supervisors, and Quality Control Staff. These employees communicate and interact

with customers, and are available to provide services at all time. These individuals spend 100% of their time performing frontline work and do not hire, fire, or make company policy. Based on the nature and scope of their job duties, these trainees meet the Panel’s definition of frontline workers. As frontline workers, these trainees qualify for SET funding.

**Veterans Program**

<b>Number of Veterans</b>	Although the Company does not have a separate Veterans’ Job Number, Famoso encourages veterans to apply into its workforce through job postings.
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**Training Infrastructure & Administrative Plan**

<ul style="list-style-type: none"> <li>• <b>Trainers:</b> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, and Manufacturing Skills</li> <li><input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined (TBD)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Administration:</b> <p>HR Manager, Safety Coordinator, and HR Assistant</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> In-house</li> <li><input type="checkbox"/> Subcontractor</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Oversight:</b> <p>Famoso’s HR Manager (dedicated administrator) will oversee the project at both locations with the assistance of the Safety Coordinator and HR Assistant. These three staff will also oversee the ETP administrative responsibilities including scheduling training, coordinating with staff, securing rosters, enrollment, data tracking, invoicing, monitoring activities, and ensuring compliance with all ETP requirements. A detailed training schedule is in place, and Famoso is ready for training to commerce upon approval.</p> </li> </ul>

**SUBCONTRACTORS**

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendors	To be Determined	TBD	TBD

## **Exhibit B: Curriculum**

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

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- Business Processes
- Coaching and Mentoring Skills
- Communication Skills
- Conflict Resolution
- Cost Effective Solutions
- Employee Awareness (Monitoring Performance)
- Inventory Checklist
- Problem Solving and Decision Making
- Product Knowledge
- Product Specifications
- Time Management

#### **COMPUTER SKILLS**

- Computer Security
- Customer Applications
- Internal Applications
- Inventory Integration Procedures
- Microsoft Office
- Project Management Software

#### **CONTINUOUS IMPROVEMENT**

- Compliance Tracking
- Eliminating Waste
- Product Testing
- Production Operations
- Productivity Improvement
- Quality Improvement
- Root Cause Analysis
- Standard Operating Procedures
- Team Building

#### **HAZARDOUS MATERIALS (HazMat)**

- Hazardous Materials Training

#### **MANUFACTURING SKILLS**

- Electrical Systems
- Equipment Cross Training
- Equipment Maintenance
- Equipment Set-Up and Testing
- Food Guidelines
- Forklift Procedures and Operations
- Inspection Equipment

- Job Instructions
- Manuals and Reports
- Manufacturing Operating Procedures
- Operating Heavy Equipment
- Packing Procedures
- Preventative Maintenance
- Product Loading and Storage
- Production Equipment Training
- Production Metrics
- Production Tools
- Quality Control Procedures
- Resolving Production Problems
- Standard Operating Procedures
- Transportation Procedures