

PANEL PACKET

February 2025



Employment Training Panel



PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, February 28, 2025 at 9:30 a.m.
East End Complex Auditorium
1500 Capital Ave.
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 and passcode below and use the raise-hand feature during public comment to be called on.

Join Zoom Webinar:

<https://us06web.zoom.us/j/85701976806>

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Conference code: 1185529

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Call to Order by Chair

Rebecca Bettencourt

- Roll Call
- Action to Approve February Panel Meeting Agenda
- Action to Approve January Panel Meeting Minutes

Executive Report

- Legislative/Budget/Other
- Request Motion to Adopt Consent
Calendar Projects

Jessica Grimes
Tara Armstrong
Kumani Armstrong/
Michael Cable
Laura Campbell

Policy Committee Report Out

Gretchen Newsom

Review, *Public Comment and Action on Proposals

Heather Miguel
Jana Lazarewicz

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

*Public Comment on Matters Not on the Agenda

Public Meeting Adjourns

*Public comment can be done in person or virtual

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

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

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

REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, February 24, 2025, 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

Agenus West, LLC -----	\$127,400
Alpine Corporation -----	\$89,544
Brown's Construction Service, Inc.-----	\$98,560
Home Express Delivery Service, Inc. dba Temco Logistics -----	\$478,632
Hydro-Aire Aerospace Corp. dba Crane Aerospace & Electronics-----	\$599,200
NGM Biopharmaceuticals, Inc.-----	\$200,200
Reyes Coca-Cola Bottling, LLC-----	\$599,760
Workforce Development Corporation of Southeast Los Angeles County, Inc.-----	\$849,981

San Diego Regional Office

Buck Institute for Research on Aging dba Buck Institute -----	\$249,760
Global TekMed Holdings LLC -----	\$109,620
Karma Automotive, Inc. -----	\$327,600
Lam Research Corporation -----	\$599,760

San Francisco Regional Office

Altos Labs, Inc.-----	\$472,500
ORIC Pharmaceuticals, Inc. -----	\$186,648

Sacramento Regional Office

Dumont Printing, Inc. (Amendment) -----	\$0
Cornerstone Building Brands Services, Inc-----	\$243,712
Niagara Bottling, LLC-----	\$349,440

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 01/14/25 – 02/17/25

≤ \$75,000

**Approved
Date**

**Approved
Amount**

San Diego Regional Office

Pro-Tech LSS, Inc.

02/13/25

\$45,211



Employment Training Panel

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Panel Date: February 28, 2025

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Delegation Orders

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Pro Tech LSS, Inc.



M e m o r a n d u m

To: Panel Members

Date: February 28, 2025

From: Jessica Grimes
Executive Director

Subject: **Directions Meeting Sites**

The Employment Training Panel will meet on **Friday, February 28th, 2025 at 9:30 a.m.**

East End Complex Auditorium
Auditorium
1500 Capitol Avenue, Sacramento, CA 95814

Telephone (916) 737-4200 (ETP Central Office)

Directions to the CDPH Food and Drug Branch - Auditorium

From Sacramento International Airport:

- Take **Hwy 5 South**
- Exit on **J Street**.
- Take **J street to 15th street**
- Turn **Right** onto **15th street**
- Turn **Left** onto **Capitol Avenue**
- **1500 Capitol Avenue**

From San Francisco

- Take **I-80 E**
- Merge onto **US-50 East**
- Take **exit 5 to 15th street**.
- Continue on **15th Street to 16th Street**
- Turn **Left** on **16th street**
- Turn **Left** onto **Capitol Avenue**
- Turn **Left** onto **15th Street**
- Turn **Left** onto **Capitol Avenue**
- **1500 Capitol Avenue**



M e m o r a n d u m

To: Panel Members

Date: February 28, 2025

From: Jessica Grimes
Executive Director

Subject: **Future Meeting Sites**

<p><i>February Panel</i> <i>February 28th, 2025</i></p>	<p><i>In Person – East End Complex Auditorium</i> 1500 Capitol Ave. Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</p>
<p><i>March Panel</i> <i>March 27th, 2025</i></p>	<p><i>In Person – East End Complex Auditorium</i> 1500 Capitol Ave. Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</p>
<p><i>April Panel</i> <i>April 25th, 2025</i></p>	<p><i>In Person – CalEPA Coastal Room</i> 1001 I Street Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</p>
<p><i>May Panel</i> <i>May 30th, 2025</i></p>	<p><i>In Person – CalEPA Coastal Room</i> 1001 I Street Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</p>
<p><i>July Panel</i> <i>July 18th, 2025</i></p>	<p><i>In Person – CalEPA Coastal Room</i> 1001 I Street Sacramento, CA 95814 Friday 9:30 AM – 3:30 PM</p>



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

Friday, January 24, 2025

Panel Members

Rebecca Bettencourt
Chair

Dee 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

Kumani Armstrong
Assistant Director/Chief Counsel

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
East End Complex Auditorium
1500 Capitol Avenue
Sacramento, California 95814
Friday, January 24, 2025**

I. ROLL CALL

Present

Rick Smiles
Douglas Tracy
Gretchen Newsom (remote participation)
Chris Dombrowski
Madison Hull
Jennifer Fothergill
Madison Hull (remote participation)

Not in attendance

Mike Hill

Executive Staff

Jessica Grimes, Executive Director
Kumani Armstrong, Assistant Director/Chief Counsel
Peter Cooper, Assistant Director
Tara Armstrong, Deputy Director of Technical Branch
Laura Campbell, Chief of Program Operations

II. AGENDA

The January Agenda was reviewed.

ACTION: Member Smiles moved and Member Newsom seconded approval of the January Agenda. Panel Members present voted in the affirmative for approval of the Agenda as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

III. MINUTES

The December 13, 2024 Panel Meeting Minutes included in the Panel Packet were reviewed.

ACTION: Member Newsom moved and Member Smiles seconded approval of the Minutes, with the following corrections: Tab 21 PG&E, Member Newsom abstained; Tab 42 Valley Builders Exchange, second paragraph second sentence is a question; and Tab 43 Wonderful Orchard, Member Newsom voted nay. Panel Members present voted in the affirmative for approval of the Minutes as moved and corrected.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

IV. REPORT FROM THE EXECUTIVE DIRECTOR

There is an action item on today’s agenda to approve updates to the Rapid Employment Strategies on Natural Disaster or RESPOND program guidelines, which if approved will be posted on our website. We expect to see proposals from the RESPOND program and will provide updates on any developments. In addition, two Policy Committee items, the Electric Vehicle Infrastructure Training Program (EVITP), and the Certified Safety and Training guidelines will be presented. The Social Entrepreneurs for Economic Development (SEED) grant awardees will also be presented.

Today’s agenda includes 31 proposals plus five SEED grant awardees for approval—12 of which are delegation proposals, 15 single employer, three MECs, and one critical proposal. 54% of the proposals are from repeat contractors, 45% are from new contractors, and 45% are in the priority industry of manufacturing, while 45% are from small businesses. 16% of the proposals are serving small businesses while 21% are from High Unemployment Areas.

V. UPDATE OF CAL-E-FORCE

High Level Accomplishments for 2024:

1. Increased Security Maturity: significant efforts were made to improve our security to insure ongoing protection of sensitive information. This was seen in our military assessment performed last year
2. Large adoptions to automation boosting efficiency, for example the panel proposal development process and revision processing.
3. ETP has strengthened communications, we now have a new phone system to support a hybrid environment.

2025 Goals: ETP will be exploring trends and the use of data and AI. We will continue improving our automation efficiencies, we are improving our disaster recovery strategy leveraging cloud with built in redundancy protection and security as adopting an overall cloud smart environment.

VI. LEGISLATIVE AND LEGAL UPDATE

We just started the 2025-2026 Legislative Session. The last day for bills to be introduced is on February 21, 2025. Our next Panel Meeting is on February 28, 2025. Accordingly, you can anticipate a Legislative Memorandum for the next Panel Meeting. If there are any bills that you want us to track in the Legal Unit tracks, please let either Lis Testa or I know which bills.

VII. REPORT OF THE CHIEF DEPUTY DIRECTOR

Laura Campbell, Chief of Program Operations, provided the Chief Deputy Report as follows:

Regarding Funding:

Today's Panel meeting is for approximately \$6.4 million. It includes twelve Delegation Orders for a total of \$704,312. 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 22 delegation orders. We have 7 projects on the consent calendar for approximately \$1,148,504. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 31 projects.

Regarding Demand and Allocations:

There are 196 applications currently in demand, and 103 applications are with the Regional Offices in development, 23 applications are under review with the Applications and Assessment Unit, and 70 submitted applications are pending review. The estimated value of the 196 applications is \$103.7 million (\$32.6 million in demand for single employer contracts, \$11 million in demand for small business, \$59 million in demand for multiple employer contracts, \$446 million for apprenticeships and \$593 for critical proposals). We are currently within our total allocations for this fiscal year 2024-25.

VIII. POLICY COMMITTEE REPORT

Member Newsom provided a brief policy committee update. As mentioned in the policy report at the December 2024 Panel meeting, there was an opening on the ETP Policy Committee. Member Newsom stated that both Member Hill and Member Fothergill expressed interest in serving, and Member Newsom announced that both Member Hill and Member Fothergill would be joining the policy committee. Their first policy meeting will be in February.

IX. CONSENT CALENDAR

The Consent Calendar included in the panel packet was presented to the Panel, with the following changes: Tab 7 Scaled Composites was removed from Consent Calendar in order to be heard by Panel; and Tab 1 Alpine Corporation and Tab 5 Karma Automotive were withdrawn and will be presented at a future panel meeting.

ACTION: Member Smiles moved and Member Tracy seconded approval of the Consent Calendar with all stated changes. All Panel Members present voted in the affirmative for approval of the Consent Calendar as moved and changed.

Motion carried, 7 to 0.

Rebecca Bettencourt – aye
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

X. REVIEW AND ACTION ON CONSENT CALENDAR

Tab No. 7: Scaled Composites, LLC

Repeat contractor. Funding requested \$205,632 to train 204 workers. Training will take place at their locations in Kern County.

Panel had concerns regarding prior performance of 47% even though they are right sizing. What are they doing to insure success?

Scott McDiffit explained that they have several new programs on contract that means they will be hiring this year and need to train those employees. They have the personnel in place to coordinate and oversee training.

Panel asked what the average training hour per employee.

Scott McDiffit stated that their biggest program is around their manufacturing department and will have several employees go much higher than those 35 hours. A little over 30 hours for the duration.

ACTION: Member Smiles moved, and Member Fothergill seconded, motion to approve the proposal submitted by Scaled Composites, LLC in the amount of \$205,634. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

XI. ACTION ON PROPOSALS

SEED PROPOSALS

Request was made for SEED applicants to share stories of what the funding will do.

Tab No. 8: Afghan Coalition

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by Afghan Coalition in the amount of \$200,000. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 9: Chico Economic Planning Corporation

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by Chico Economic Planning Corporation in the amount of \$200,000. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 10: MCS, Economic Planning Corporation

Panel asked how they are finding the individuals that are suffering from silicosis.

Luis Luna responded that they are working with organizations or immigration organizations. Some of our unions are aware of the individuals and the need for support. Their focus and goal is to help them create an alternative and move away from these types of jobs.

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by MCS, Economic Planning Corporation in the amount of \$200,000. 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
Gretchen Newsom – aye

Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 11: Nuture

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by Nuture in the amount of \$200,000. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 12: UDW Resource Center

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by UDW Resource Center in the amount of \$200,000. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

SINGLE EMPLOYER CONTRACTS

Tab No. 14: Diamond Technologies, Inc. dba Diamond IT

Repeat contractor with good performance. Funding requested \$110,740 to train 35 retrainees. Training will take place at their location in Kern County.

Panel requested elaboration regarding what the new funds would be used for. This is your fourth contract and it looks like you are training all of your employees again and requesting nearly double from what you received last time.

Laura Mayo replied that their company has grown in the past several years. We are about 75% technical. Therefore, we have more technicians to train, technology is ever changing, and there are new things for our technical service team to learn. AI is the focus this year.

Panel asked about the wage modification from \$23.56 per hour down to \$20.00 per hour. Would you elaborate on wage progression as practiced by your company? How soon could the individuals receiving this training anticipate a wage progression?

Laura Mayo explained the wage sheet was filled out last year and there has already been a significant amount of increase in the wages.

Panel inquired since this is a two year contract could we have the post retention wage back at \$23.00 per hour? How about \$22 an hour?

Laura Mayo stated that \$22 was acceptable.

Panel asked if is this was allowing others to progress within the organization to higher-level roles? Career progression.

Laura Mayo stated that the past three to four years increased the amount of new employees and those that started out at the lower level have progressed up. They provide their employees with a career road map and are big into promoting within the company.

ACTION: Member Newsom moved, and Member Smiles seconded, motion to approve the proposal submitted by Diamond Technologies, Inc. dba Diamond IT in the amount of \$110,740 with a post retention wage of \$22.00 an hour. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 13: Carlton Forge Works LLC

First time contractor. Funding requested \$385,592 to train 224 retrainees. Training will take place in Los Angeles County.

Panel had a question around productive lab, what type of support staff is receiving productive lab and what type of productive lab?

Ivelis Salter explained it is one-on-one and it's supporting quality, quality inspectors, engineering, and the certificate process as well.

ACTION: Member Smiles moved and Member Hill seconded motion to approve the proposal submitted by Carlton Forge Works LLC in the amount of \$385,592. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 15: True Air Mechanical, Inc.

First time contractor. Funding requested \$310,464 to train 252 trainees. Training will take place at their statewide locations.

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by True Air Mechanical, Inc. in the amount of \$310,464. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 16: BAL Seal Engineering, LLC

First time contractor. Funding requested \$396,704 to train 322 workers. Training will take place at their location in Orange County. This project was approved for alternative record keeping.

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by BAL Seal Engineering, LLC in the amount of \$396,704 with the alternative record keeping that was approved and reviewed by Staff. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye

Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 17: CP Manufacturing, Inc.

Withdrawn

Tab No. 18: Hal Hays Construction, Inc.

Repeat contractor. Funding requested \$140,000 to train 324 workers. Training will take place at their headquarters in San Francisco and a facility in Oakland.

Panel questioned if this was a project that was submitted with a union letter of support and now they are coming back. Are you one of those affiliated companies that only uses a union some of the time?

Ahmed Lowe explained that they use the union all the time and did not understand why the union pulled there letter of support. The Hayes Group has several companies and one of those is Cal Pacific. They contract with Southern California Edison to do their transmission right of way work, which is all union work (which is required). This project for ETP now is all non-union; there has been a change in the training program.

ACTION: Member Newsom moved, and Member Fothergill seconded, motion to approve the proposal submitted by Hal Hays Construction, Inc. in the amount of \$140,000. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt – aye
Gretchen Newsom – aye
Rick Smiles - abstained
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 19: Chevron Corporation

Repeat contractor. Funding requested \$459,200 to train 410 workers. Training will take place at their refinery located in Contra Costa County. This is the eleventh ETP contract, first within last five years.

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by Chevron Corporation in the amount of \$459,200. 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 – aye
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 20: ADCO Drywall and Metal Framing, Inc.

Repeat contractor with good performance. Funding requested \$367,500 to train 375 workers.

ACTION: Member Newsom moved, and Member Smiles seconded, motion to approve the proposal submitted by ADCO Drywall and Metal Framing, Inc. in the amount of \$367,500. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 21: Applied Materials, Inc.

Critical proposal. Repeat contractor with good prior performance. Funding requested \$849,800 to train 607 workers. Applied Materials is currently in the process of building an advanced facility for semiconductor technology and manufacturing, which would create 2000 jobs in California over the next five years. Training will take place at their locations in Santa Clara and Sunnyvale.

Panel asked under the workforce development component it says that you will be relying on internships. Could you elaborate on the pipeline from internship into full time employee, what does that look like? Going forward how are you going about hiring another 100 new full time positions?

Lillian Chu stated that they do have an internship program. They are fully paid but are not included in this ETP program. There was a statement in the press release that was a miswording it should have been apprenticeship.

Phil Herrera explained how Applied Materials worked with DAS and other agencies to create the first apprenticeship position or occupation in the state, could be the country that is registered. It is a process technical mechanic.

ACTION: Member Smiles moved, and Member Newsom seconded, motion to approve the proposal submitted by Applied Materials, Inc. in the amount of \$849,800. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 22: Recology Service Center

First time contractor. Funding requested \$164,220 to train 255 workers Training will take place at their seven locations throughout Northern California.

Clarification regarding the wage modification being requested from \$32.12 to \$10.03 for 113 trainees in Job number 2. When looking at Job number two there are very few making that amount most are making over. There are 15 sorters who are at the \$20 wage and one operation support specialist, everyone else is over \$20.

Chanel Durkey replied that it was one of their high unemployment areas so typically the wage is lower.

Question is there are only 16 employees listed in the table under \$20 based on the numbers you project but in the proposal it is reading a wage modification for 113. Which one is correct?

Chanel Durkey clarified that is was the 16.

ACTION: Member Smiles moved, and Member Tracy seconded, motion to approve the proposal submitted by Recology Service Center in the amount of \$164,220. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

MULTIPLE EMPLOYER CONTRACTS (MEC)

Tab No. 23: California Baptist University

First time contractor. Funding requested \$531,840 to train 120 trainees. Training will take place

at their location in Riverside.

Panel requested elaboration on their practices and how they promote the training and advancement of marginalized or underrepresented workers, particularly those that identify as LGBTQ Plus.

Dave Pearson responded the same way that they do everyone, there is no discrimination in who they are working with. They work very, very hard to move all people through these levels and get them into careers all over Southern California and throughout the region.

Panel pointed out the financial aspects of the training program, with the average cost per trainee of \$4432, which is pretty expensive. Your proposal states that the medical scribe training program consists of 272 total hours with a request for ETP funding for 148 hours per trainee and it appear that Baptist University will be covering the remaining hours. What is the total cost of the program?

Tyler Combs yes they are covering the remaining program.

Panel asked what was being done to ensure that all the trainees that receive the ETP funding get to continue and fulfill the remaining hours that are connected into the 272 hours for the program.

Tyler Combs stated they are partnered with the employment partners. Working closely with the HR departments and administrators to become assimilated into the program. They have preceptors on site working closely with both the provider and student.

Panel questioned how did they anticipate being able to promote wage progression for these trainees because it's capped at \$18.00.

Tyler Combs responded that in order to be able to qualify for Cal Baptist and Efficient Care to come in or qualify us to come in the employers need to essentially commit to a \$1.00 to \$2.00 increase regardless of where this student starts. If it's at \$18 then the ability to earn up to \$19-\$20. If they are at \$22 then there is the ability to earn \$24-\$25 an hour. The next phase of this training will be presented next year.

ACTION: Member Smiles moved, and Member Tracy seconded, a motion to approve the proposal submitted by California Baptist University funding amount of \$531,840. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

Tab No. 24: California Consortium of Addiction Programs and Professionals

First time contractor. Funding requested \$453,300 to train 388 workers. Training will take place at their locations statewide.

ACTION: Member Smiles moved, and Member Tracy seconded, a motion to approve the proposal submitted by California Consortium of Addiction Programs and Professionals funding amount of \$453,300. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

AMENDMENT

Tab No. 25: Dumont Printing, Inc.

Withdrawn

XII. STUDIO ARTS UPDATE

Studio Arts explained they have had some challenges but are currently at 61% in terms of the allotted time for the training period and will be starting training within a week. We have 202 trainees enrolled and we have 62 companies that we are doing the training for. He thinks they are at roughly 45% of potential earnings.

Examples of wage progression for trainees was requested.

Studio Arts explained that they have both union and non-union trainees. The union trainees typically are dependent on the union they are with. One example for a junior animator would be around \$35.00 per hour, a senior animator can go to over \$100.00 per hour for non-union.

XIII. ACTION ITEMS

A. Electric Vehicle Infrastructure Training Program (EVITP) Guidelines

Laura Campbell, Chief of Program Operations, presented the Electronic Vehicle Infrastructure Training Program (EVITOP) Guidelines that were included in the panel packet, with a modification to the contractor eligibility section to include professional trade associations and apprenticeship training committees in the list of eligible multiple employer contractors.

ACTION: Member Newsom moved, and Member Hill seconded, a motion to approve the Electronic Vehicle Infrastructure Training Program (EVITOP) Guidelines that were included in the panel packet, with a modification to the contractor eligibility section as presented. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

B. RESPOND Guidelines

Laura Campbell, Chief of Program Operations, presented an Action Item coming out of the December Policy Committee Meeting to revise ETP's RESPOND Guidelines. Written materials discussing and explaining the revisions was included in the panel packet.

ACTION: Member Smiles moved, and Member Newsom seconded, a motion to approve the revisions to ETP's RESPOND Guidelines as presented to panel. 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
Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

C. Certified Safety Training Guidelines

Laura Campbell, Chief of Program Operations, presented an Action Item coming out of the December Policy Committee Meeting to revise ETP's Certified Safety Training Guidelines. Written materials discussing and explaining the revisions was included in the panel packet.

ACTION: Member Smiles moved, and Member Newsom seconded, a motion to revise ETP's Certified Safety Training Guidelines as presented to panel. 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

Gretchen Newsom – aye
Rick Smiles - aye
Doug Tracy – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye
Madison Hull – aye

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

Chair Bettencourt would like to look further into what is approved safety training and what is not. Member Newsom agreed.

XV. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

No comments.

XVI. MEETING ADJOURNMENT

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.

Gretchen Newsom – aye
Rick Smiles - aye
Madison Hull – aye
Mike Hill – aye
Chris Dombrowski – aye
Jennifer Fothergill – aye

Acting Chair Smiles Adjourned the meeting at 12:07 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 \$600,000.

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 \$850,000 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.



Training Proposal for:

Agenus West, LLC

Contract Number: ET25-0238

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: J. Garcia

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 76	U.S.: 210	Worldwide: 280	
<u>Turnover Rate:</u>	1%			
<u>Managers/Supervisors:</u> (% of total trainees)	11%			

Funding Detail

In-Kind Contribution
\$310,000

Total ETP Funding
\$127,400

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	70	8-200	0-0	65	\$1,820	\$30.00

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$25.70 for Alameda County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Operations Staff	\$30.00 - \$100.00	12	0	0	12
Manufacturing Staff	\$30.00 - \$70.00	20	0	0	20
Scientist and Engineering Staff	\$35.00 - \$110.00	30	0	0	30
Managers	\$40.00 - \$110.00	8	0	0	8

Introduction

Founded in 1994 and headquartered in Lexington, MA, Agenus West, LLC (Agenus) (<https://agenusbio.com/>) is a leading immuno-oncology company targeting cancer and infectious diseases with a comprehensive pipeline of immunological agents. The Company’s mission is to expand patient populations benefiting from cancer immunotherapy through combination approaches, using a broad repertoire of antibody therapeutics, adoptive cell therapies, and adjuvants.

Agenus' customers are a mix across the healthcare ecosystem, including other organizations developing medical therapies; patients with melanoma, sarcoma, colorectal, pancreatic, lung, and ovarian cancer; the healthcare providers and hospital systems treating these patients; and the payers and healthcare systems providing access to these therapies.

This will be Agenus' first contract with ETP. All training will take place at the Company's facility in Emeryville. The Company has an additional location in Cambridge, U.K.

Veterans Program

Although there is not a separate veterans Job Number in this proposal, Agenus is committed to veteran inclusion and encourages veterans to apply for positions within the

Company. Agenus currently has one veteran employed who is also a transitioning active duty veteran within one year prior to anticipated separation date from service.

Project Details

Agenus is establishing commercial manufacturing facilities in Emeryville to build upon the existing clinical current good manufacturing practices (cGMP) capabilities in Berkeley. Internalizing core infrastructure including cGMP manufacturing at commercial scale enables Agenus to reduce manufacturing timelines and costs, improve quality of manufacturing, de-risk development, and improve flexibility to advance its portfolio of pipeline programs. Agenus' clinical operations infrastructure includes over 100 personnel and spans a full suite of capabilities, ranging from medical writing, data management, safety management, statistics, regulatory affairs, clinical monitoring, and program management.

Agenus has a multifarious product pipeline with over 17 distinct products active and the vast majority of these are already in early clinical development. The Company has a robust and in-depth set of capabilities in the organization for biomedical research science; however, it is lacking general business, commercial and later-stage clinical development skills that are required to move the product pipeline into late-stage development, Phase Two and Phase Three, in order to obtain regulatory approval to market and sell products. These phases can take eight or more years to move through. The move into later-stage development requires the business to shift from pure research into more complex and larger-scale clinical development which requires a higher-skilled approach to strategic, financial and other resource planning. Management, project and team optimization, communication, and operational efficiencies through continuous improvement will ensure the Company optimizes resources over multiple years to move through all product development phases. ETP funding will allow the Company to deliver a systematic, structured learning curriculum.

Training Plan

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

Business Skills: This training will be offered to all occupations and will include course topics such as Strategic Planning, Scaling the Organization, Influencing & Stakeholder Management, and Effective Performance Management.

Commercial Skills: This training will be offered to all occupations and will include course topics such as Portfolio Management, Healthcare Economics, Preparing for Commercialization, and Product Lifestyle Management.

Continuous Improvement Skills: This training will be offered to all occupations and will include course topics such as Good Pharmaceutical Practices (GxP), Root Cause Analysis, Risk Management, and Change Management.

Alternate Recordkeeping

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

Impact/Outcome

Company employees will receive certificates of completion for each completed training program.

Commitment to Training

The Company has an annual training budget of \$10,000. Current training consists of performance management, manager training, in-house Excel training, harassment prevention, mental health awareness and wellness, individual development training, and manager collaboration with employees 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 Director of Benefits and Operations will be overseeing this training project, and will receive assistance from the HR Specialist. Agenus plans to utilize a third party administrative subcontractor to assist with administration of the training program, however, the Company has not identified the subcontractor at this time. In the interim, Agenus will handle the administration, and will be responsible for scheduling training, enrolling trainees, tracking training hours, and meeting with ETP staff. Training will be provided by a training vendor, Hands On, LLC, and in-house trainers as needed. Agenus has a detailed training plan in place and is ready to begin training upon approval.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

Training Vendor(s)	City, State	Cost	Description of Service
Hands On, LLC	San Francisco, CA	\$100,000.00	Hands On is a specialist learning provider in Life Sciences. They will support Agenus training in a variety of specialty topics, such as technical Life Sciences, as well as business and resource planning. They will provide both content and facilitation.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Strategic Planning
- Finance for Non-Finance Managers
- Budget & Resource Management
- Effective Meetings
- Decision-Making
- Team Optimization
- Scaling the Organization
- Ideation & Innovation
- Agile & Design Thinking
- Effective Communication Skills
- Influencing & Stakeholder Management
- Managing Others
- Setting Goals & Expectations
- Effective Performance Management

Commercial Skills

- Presenting Technical Information
- Project Management
- Portfolio Management (managing multiple projects simultaneously)
- Drug Discovery & Development
- Clinical Operations
- Regulatory Affairs
- Market Access
- Healthcare Economics
- Preparing for Investigational New Drug Applications (IND)
- Preparing for Phase 2 Clinical Trials
- Preparing for Phase 3 Clinical Trials
- Preparing for Commercialization
- Product Lifecycle Management

Continuous Improvement Skills

- Business Process & Continuous Improvement
- Good Pharmaceutical Practices (GxP)
- Root Cause Analysis
- Risk Management
- Change Management



**Training Proposal for:
Cornerstone Building Brands Services, Inc**

Contract Number: ET25-0244

Panel Meeting of: February 28, 2025

ETP Regional Office: Sacramento

Analyst: J. Dongallo

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Solano, Yolo	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: 793	U.S.: 18,000	Worldwide: 18,000	
<u>Turnover Rate:</u>	18%			
<u>Managers/Supervisors:</u> (% of total trainees)	5%			

Funding Detail

In-Kind Contribution
\$312,256

Total ETP Funding
\$243,712

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	272	8-200	0-30	32	\$896	\$23.56

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$23.56 per hour for Solano and Yolo Counties.
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Assembly Staff	\$21.06 - \$31.50	53	0	48	5
Production Staff	\$21.06 - \$35.21	125	0	101	24
Administrative Staff	\$21.06 - \$55.26	10	0	5	5
Operations Staff	\$21.21 - \$63.46	35	0	23	12
Warehouse/Logistics Staff	\$21.60 - \$38.31	21	0	6	15
Maintenance Staff	\$24.16 - \$57.68	15	0	2	13
Manager Staff	\$37.14 - \$67.71	13	0	0	13

Introduction

Founded in 2018 and headquartered in Cary, North Carolina, Cornerstone Building Brands Services, Inc (Cornerstone) (www.cornerstonebuildingbrands.com) is a leading manufacturer of exterior building products for residential and low-rise non-residential buildings in North America. The Company's portfolio of exterior building products spans vinyl windows and siding, stone veneer, metal roofing, wall systems and accessories. Cornerstone serves residential and commercial customers across the new construction, and repair & remodel markets, such as, big box stores and other construction related companies. Training under this proposal will be conducted for trainees at its West Sacramento and Vacaville locations. This will be Cornerstone's first ETP-funded Contract.

Veterans Program

The Company does not have a Veteran recruiting program; however, the Company actively support applicants with a military background.

Project Details

Cornerstone's West Sacramento location primarily offers products in six western states (California, Nevada, Utah, Colorado, New Mexico, Arizona). Therefore, the Company must stay in compliance with the codes in all states, along with federal energy codes. There are California Title 24 standards which are currently in the adoption stage and will be published in January 2025 to become effective January 1, 2026. The Company needs to be prepared on the Federal Energy Star standards before the 2026 date. To keep pace with the constant changes of regulatory standards, ongoing employee training is essential. Adaptation to these changes is necessary to maintain compliance and to leverage new manufacturing practices. Training will enable staff to proficiently integrate sustainable manufacturing techniques into daily operations, ensuring compliance with regulatory standards. This will maintain the Company's reputation for quality and sustainability, directly impacting production efficiency and product excellence.

Cornerstone will focus training on day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure operation infrastructures are aligned with quality customer service. The Company is developing adaptive and interactive platforms to manage costs and measure consumer needs and expectations. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures. In addition, enhancing employee skills will enable Cornerstone to remain competitive within the industry and offer higher workplace promotional opportunities.

In addition, 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. Training in LEAN Manufacturing, Process Improvement, Kaizen, Teamwork Development Skills, Supervisor Skills and Leadership will give trainees transferable skills while promoting the Company's culture.

Training Plan

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

Business Skills: Training will be offered to all occupations to increase customer satisfaction. Training topics include Business Writing, Conflict Resolution, Customer Relationship Management, Financial Analysis and Strategic Planning.

Computer Skills: Training will be offered to all occupations to ensure staff are competent on the Company's internal software systems. Training topics include Autodesk, CAD Software, Project Genesis, Financial Management System and CNC Programming/Operating.

Continuous Improvement: Training will be delivered to all occupations and include Cross Training, Communication Skills, Change Management, Kaizen, Process Improvement, Process Capability, Statistical Process Control and Systems Failure Analysis.

Manufacturing Skills: Training will be offered to Assembly Staff, Productions Staff, Operations Staff, Warehouse/Logistics Staff, Maintenance Staff, and Manager Staff. This training will improve the employee's knowledge of proper techniques for working with equipment and on-the-job experience. Training topics include Calibration, Computer Numeric Control, Crisis Management, Estimating, Fabrication, Framing, Inspections, Maintenance, Packing, Painting, Product Knowledge and Purchasing.

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees may receive between 0-30 hours of CBT for OSHA 10/30.

Commitment to Training

Cornerstone's annual CA training budget is approximately \$350,000 for safety and employee improvement. The Company is committed to improving performance and knowledge for all employees. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company has a structured training plan in place and is ready to start training upon approval. The Chief Financial Officer will oversee project administration along with the Office Managers, who will handle training rosters and tracking performance. A third party administrator will assist with contract implementation, compliance, reporting and reimbursement. Training will be provided by in-house experts and vendors as needed.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Sierra Consulting Services, Inc.	Cameron Park, CA	\$13,300
Administrative	California Manufacturers and Technology Association	Sacramento, CA	13% of Earned Amount

Secondary Subcontractor(s)

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	California Manufacturers & Technology Association	Sacramento, CA	\$5,700
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

- Business Fundamentals
- Business Writing
- Behavior Style Strategies
- Conflict Resolution
- Creative Marketing
- Customer Relationship Management
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for New Supervisor
- Financial Analysis
- Marketing/Sales Techniques & Strategy
- Negotiating
- Organizational Structure Development
- Planning and Organization
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Strategic Planning
- Time Management

Computer Skills

- Autodesk
- BIM Building Information Modeling
- CAD Software
- CNC Programming/Operating
- Computer Aided Design (CAD)
- Computer Aided Machining (CAM): GibbsCAM
- MasterCAM, SurfCAM
- Financial Management System
- GC Pay
- GES Estimating (Winbidpro) Machines/Optical/Electronic Tools Inspection Software
- Microsoft Office Intermediate and Advanced
- Project Genesis
- SAGE

- Textura
- WorkMax

Continuous Improvement Skills

- 5S
- Cross Training
- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- KAIZEN
- Leadership
- LEAN Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Statistical Process Control
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Visual Controls

Manufacturing Skills

- Aerial Platform
- Assembly
- Blueprints and Schematics
- Building Systems
- Calibration
- Coating
- Computer Numeric Control (CNC)
- Contractual Risk Transfer
- Crisis Management
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment Maintenance/Repair
- Equipment Operation
- Estimating
- Fabrication
- Finishing
- Foreman's Advantage
- Forklift/Scissor lift

- Framing
- Glass/Glazing
- Hand Tools
- How to complete a Work Authorization
- Inspections
- Insurance
- Inventory Management
- Job Planning & Preparation
- LEED Building Codes/Design
- Lien Law and Remedies
- Lock Out/Tag Out
- Logistics
- Machining
- Maintenance
- Manufacturing Practices
- Metallurgy
- Operations Skills
- Packing
- Painting
- Planning and scheduling
- Product Knowledge
- Purchasing
- Shipping
- Supply Chain Management
- Troubleshooting
- Unit Cost Tracking
- Unitized System
- Warehousing
- Welding
- Windows
- Work Order Processing

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Caught In or Between – 60 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocutation – 60 Minutes
- Excavations – 30 minutes
- Falls –90 Minutes

- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 60 Minutes
- Materials Handling, Storage, Use and Disposal – 60 minutes
- Personal Protective and Lifesaving Equipment – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 60 Minutes
- Tools – Hand and Power – 30 minutes

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

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



**Training Proposal for:
Global TekMed Holdings LLC**

Contract Number: ET25-0249

Panel Meeting of: February 28, 2025

ETP Regional Office: San Diego

Analyst: L. Hughes

Project Profile

Contract Attributes:	Priority Rate Retrainee SB < 100	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 89	U.S.: 89	Worldwide: 89	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

Funding Detail

In-Kind Contribution
\$144,236

Total ETP Funding
\$109,620

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 SB < 100 Retrainee	87	8-200	0-0	45	\$1,260	\$23.72

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$23.72 for San Diego County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Client Support	\$21.22 - \$35.00	13	0	3	10
Accounting Personnel	\$21.22 - \$35.00	5	0	1	4
Administration	\$21.23 - \$35.00	5	0	2	3
Sales Associates	\$21.40 - \$40.00	59	0	9	50
Managers & Supervisors	\$21.50 - \$40.00	5	0	1	4

Introduction

Founded in 2016, and headquartered in Chula Vista, Global TekMed Holdings LLC (Global TekMed) (<https://www.globaltekmed.com>), is a technology and consulting company dedicated to streamlining workflows and developing applications that simplify processes such as VA benefits and medical services for both their Veteran and business clients. Global TekMed's primary business operation is to guide veteran clients through complex government systems by providing support, information, and technology to assist its efforts in completing application processes. In addition, the Company provides businesses with accounting, bookkeeping, payroll, and financial analysis to assist leaders at those businesses make operational decisions. Training is conducted on-site at the Company's headquarters. This will be Global TekMed's first ETP Contract.

Veterans Program

Although the Company is not requesting a separate veterans Job Number, Global TekMed, actively encourages veterans to apply and provides them with special consideration during the hiring process. The Company utilizes their foundation, VETERAN INK, as a dedicated digital platform aimed at positively impacting the lives of veterans coping with mental health challenges following their service to the country.

Project Details

Global TekMed has identified a pressing need to enhance employee skills in analysis and processing of client records, as well as specialized training on its internally developed Customer Relationship Management (CRM) system. The Company plans substantial business expansion over the next two years. This growth will necessitate workforce increases to support both internal operations and customer-facing activities. Specific teams such as IT, Finance, and Accounting, require targeted training in areas like systems architecture and updated accounting standards to meet evolving business demands.

A formal needs assessment was conducted, highlighting gaps in technical proficiency and process efficiency that the proposed training aims to address. The Company is undergoing significant technological advancements, including the development of new software and applications for consumer, business, and medical professional use. Furthermore, Global TekMed is implementing a CRM system featuring more up-to-date software capabilities to streamline processes and improve client support. Training will focus on new software applications and systems integration. The proposed training plan, featuring business and computer skills training, will enable employees to better understand and execute Global TekMed's business processes while effectively utilizing the new software. This will boost internal productivity and enhance customer service outcomes.

Training Plan

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

Business Skills: Training will be provided to all occupations and will focus on Contract and Proposal Writing, Customer Relations, and Risk Management. All employees will need to learn new business processes that are being implemented as a result of changes in the business.

Computer Skills: Training will be provided to all occupations and will focus on Accounting Software (Paycom), Database Management, and Microsoft Office (Intermediate/Advanced), to meet the business demands of clients.

Continuous Improvement: Training will be provided to all occupations and will focus on Process Improvement and Leadership Skills. Improvements in these areas will help to reduce costs and improve software production and knowledge.

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. ETP funding will enable Global TekMed to introduce new training topics and offer enhanced training opportunities to all employees in a secure environment. Global TekMed has a training budget of \$144,236.00 for its CA locations.

➤ Training Infrastructure

Training will be delivered by Global TekMed’s in-house trainers. The project will be overseen by 3 in house HR Managers that are SME's in each job function. Additionally, Global TekMed has retained an administrative subcontractor to assist with project administration.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13% of Earned Amount

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

- Coaching and Communication
- Contract and Proposal Writing
- Customer Relations
- Goal Setting
- Project Management
- Risk Management
- Sales and Presentation Skills
- Time Management

Computer Skills

- Accounting Software (Paycom)
- Adobe (Acrobat, Dreamweaver, Illustrator, Photoshop; DocuSign)
- Customer Relationship Management (CRM)
- Database Management
- Xactimate for Estimating
- IT Software (Email, Server, etc.)
- Microsoft Office (Intermediate/Advanced)

Continuous Improvement Skills

- Process Improvement
- Leadership Skills



**Training Proposal for:
NGM Biopharmaceuticals, Inc.**

Contract Number: ET25-0234

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: J. Garcia

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 119	U.S.: 125	Worldwide: 125	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	18%			

Funding Detail

In-Kind Contribution
\$510,000

Total ETP Funding
\$200,200

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	110	8-200	0-0	65	\$1,820	\$35.00

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$25.70 per hour for San Mateo County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Operations Staff	\$35.00 - \$110	30	0	0	30
Technical Staff (Scientists and Engineers)	\$40.00 - \$115	60	0	0	60
Managers and Supervisors	\$40.00 - \$120	20	0	0	20

Introduction

Founded in 2007 and headquartered in South San Francisco, NGM Pharmaceuticals, Inc. (NGM) (<https://www.ngmbio.com/>) is a biopharmaceutical company focused on discovering and developing novel, life-changing medicines for people whose health and lives have been disrupted by disease. The company leverages a biology-centric drug discovery approach to uncover novel mechanisms of action, and generates proprietary insights that enable them to move biologic drug candidates rapidly into proof-of-concept clinical studies. Guided by a therapeutic area-skeptical mindset, NGM's in-house discovery engine prioritizes scientific understanding and unmet patient needs. This approach has led to a pipeline of innovative biological pathways underlying liver and metabolic diseases, extreme morning sickness, and cancer.

At NGM, innovation is perpetual. The company's discovery engine is continuously exploring potential new research programs. There are currently three strong product candidates, two of which are in Phase I clinical development, and one is in Phase II clinical development. It takes five to eight years to move a product through pre-clinical to Phase III to regulatory approval.

NGM is currently advancing a pipeline of drug candidates, all discovered in-house, to address rare conditions with significant unmet needs and to combat cancer. NGM is an organization with proprietary research science methodologies and technology platforms that potentially enable products to be leveraged across any disease areas. The customers are the patients

dealing with rare diseases, unmet needs, and/or cancer, as well as the healthcare providers and hospital systems treating these patients, and the payers and healthcare systems that will ultimately list the products for patient access. The Company's research and technology platform also lends itself to collaborations with other biomedical science organizations, including potential licensing opportunities.

Veterans Program

Although NGM does not actively recruit for veterans, the company encourages veterans to apply for open positions, and currently has veterans employed.

Project Details

NGM has considerable experience in biomedical research science and technology. However, the company is lacking capabilities in the current employee population that are needed to advance the product pipeline into later-stage development, such as project management, portfolio management (managing multiple projects simultaneously), business, financial and resource planning, and many technical areas in life sciences associated with skills outside of research, such as clinical development phases, clinical operations, and healthcare economics.

As at least one product has moved into Phase II clinical development, the approach and scale needed to advance the products into later-stage development is different from the skills needed to get through pre-clinical stages and the early stages of clinical. The company needs employees who understand how to appropriately plan strategies and implement short and long range financials, as well as understand how to optimize projects for efficient use of resources to accomplish milestones to handle more advanced clinical development phases, such as understanding clinical operations.

By training employees in project and team optimization, business, financial, resource planning and management, and later-stage clinical development requirements, they will be equipped with the capabilities needed to meet advanced clinical trial endpoints. If these endpoints are not met, NGM will not achieve commercialization, where they are able to market and sell the products to generate revenue. If these capabilities cannot be developed internally, NGM will need to look for alternative, external resources to do so.

Training Plan

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

Business Skills: This training will be offered to all occupations and will include course topics such as Healthcare Economics, Portfolio Management, Team Optimization, and Effective Performance Management.

Commercial Skills: This training will be offered to all occupations and will include course topics such as Presenting Technical Information, Product Lifecycle Management, Market Access, and Negotiation Skills.

Continuous Improvement Skills: This training will be offered to all occupations and will include course topics such as Good Pharmaceutical Practices (GxP), Root Cause Analysis, Risk Management, and Leading Change.

Alternate Recordkeeping

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

Commitment to Training

NGM has an annual training budget of \$25,000. The current training consists of general communication and leadership 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

This training project will be overseen by the Principal People Operations Partner and the Director of People. They will be receiving support from the People Operations Associate. All training will take place at the company's sole location in South San Francisco and remotely as needed. Training will be provided by a training vendor and internally by subject matter experts. NGM has a detailed training plan prepared and is ready to begin training upon approval.

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

- Drug Discovery & Development
- Clinical Operations
- Healthcare Economics
- Project Management
- Portfolio Management
- Effective Meetings
- Decision Making
- Team Optimization
- Setting Goals & Expectations
- Effective Performance Management
- Effective Communications
- Finance for Non-Finance Managers

Commercial Skills

- Presenting Technical Information
- Marketing
- Product Lifecycle Management
- Market Access
- Strategic Planning
- Budget & Resource Management
- Influencing & Stakeholder Management
- Negotiation Skills

Continuous Improvement Skills

- Business Process & Continuous Improvement
- Good Pharmaceutical Practices (GxP)
- Root Cause Analysis
- Risk Management
- Leading Change



Training Proposal for:
ORIC Pharmaceuticals, Inc.
Contract Number: ET25-0246

Panel Meeting of: February 28, 2025

ETP Regional Office: San Francisco Bay Area

Analyst: S. Ramakrishnan

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Mateo and San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 105	U.S.: 114	Worldwide: 114	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	12%			

Funding Detail

In-Kind Contribution
\$455,000

Total ETP Funding
\$186,648

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	101	8-200	0-0	66	\$1,848	\$30.00

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County: Job Number 1: \$25.70 for San Mateo County; \$23.72 for San Diego County	
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: \$0.00	

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Operations Staff	\$30.00 - \$115.00	31	0	0	31
Technical Staff	\$30.00 - \$145.00	58	0	0	58
Managers and Supervisors	\$35.00 - \$145.00	12	0	0	12

Introduction

Founded in 2014 and headquartered in South San Francisco, ORIC Pharmaceuticals, Inc. (ORIC) (www.oricpharma.com) is a clinical stage biopharmaceutical company. The Company was established with the vision of overcoming cancer treatment resistance by discovering and developing innovative therapies that benefit patients with cancer, as well as making existing therapies more effective for a longer period of time. ORIC's novel therapies target cancer resistance mechanisms by focusing on the areas of precision oncology, key tumor vulnerabilities, and hormone-dependent cancers. The Company currently has three clinical stage products in its pipeline targeting diseases such as Non-Small Cell Lung Cancer (NSCLC), prostate cancer, and multiple myeloma. It also is in the process of developing multiple precision medicines targeting other hallmark cancer resistance mechanisms. The Company's primary customers are patients with cancer and undergoing cancer treatments, healthcare providers, hospital systems, and insurance companies.

Training will occur at its facilities in South San Francisco and San Diego. This will be ORIC's first contract with ETP.

Veterans Program

Although ORIC does not actively recruit for veterans, the Company encourages veterans to apply for open positions. There are currently veterans employed by the Company.

Project Details

ORIC is transitioning to clinical trials with three products in the pipeline for Phase I clinical trial development, along with multiple drug discovery candidates in the pre-clinical pipeline. As it moves into later stage product development, the Company recognizes the need for additional skills training that go beyond scientific research. Specifically, its staff would require business and clinical development skills such as strategic planning, product and project management, financial management, and a broader knowledge of drug discovery and clinical operation procedures and regulatory compliance. ETP training will focus on the Company's strategic plan to help scale its business by accelerating product pipeline advancement while being cross-functional and commercially-oriented.

Additionally, ORIC intends to expand its workforce by adding approximately 60 new employees to its California locations over the next two years. With adequate training and upskilling in critical areas, the expanded workforce is expected to accelerate product candidates through clinical stages at a faster pace towards commercialization and revenue generation. ETP funds will help provide a holistic and systemic training compared to the existing ad hoc training efforts, which the Company expects will promote overall leadership within the organization and higher employee engagement.

Training Plan

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

Business Skills: This training will be offered to all occupations on course topics that include Communication Skills, Leadership Skills, Strategic Planning, and Project Management.

Commercial Skills: This training will be offered to all occupations on topics that include Drug Discovery and Development, Clinical Trials, Marketing, and Product Lifecycle Management.

Continuous Improvement: This training will be offered to all occupations on topics that include Good Pharmaceutical Practices, Total Quality Management, Root Cause Analysis, and Problem Solving.

Alternate Recordkeeping

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

Commitment to Training

ORIC has an annual training budget of \$30,000 for both locations in California. At present, training consists of company orientations, soft skills, and other rudimentary job skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Vice President of People (dedicated administrator) will oversee the project with support from two Administrative Assistants who will assist in the scheduling of training, collecting training records, and other internal administrative duties. Training will be delivered by a

combination of in-house experts and training vendors. ORIC is prepared with a detailed training schedule that it is ready to implement upon approval.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

Training Vendor(s)	City, State	Cost	Description of Service
Hands On, LLC	San Francisco, CA	\$100,000.00	Hands On will provide the majority of curriculum content and program materials for training in Business Skills, Commercial Skills and Continuous Improvement Skills. Specialist facilitators will lead each training program.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Finance for Non-Finance Managers
- Strategic Planning
- Budget & Resource Management
- Project Management
- Portfolio Management
- Communication Skills
 - Decision Making
 - Effective Meetings
 - Effective Communications
 - Presentation Skills
- Leadership Skills
 - Leading Teams
 - Change Management
 - Hybrid Team Optimization

Commercial Skills

- Drug Discovery & Development
- Clinical Operations
- Clinical Trial Phases
- Marketing
- Product Lifecycle Management
- Regulatory Affairs
- Healthcare Economics
- Market Access

Continuous Improvement Skills

- Good Pharmaceutical Practices
- Good Manufacturing Practices
- Risk Management
- Business Process & Continuous Improvement
- Root Cause Analysis & Problem-Solving
- Total Quality Management
- Agile & Design Thinking
- Ideation & Innovation



Training Proposal for:

Alpine Corporation

Contract Number: ET25-0223

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: M. Reeves

Project Profile

Contract Attributes:	Priority Rate Retrainee SB < 100	Industry Sector(s):	Transportation and Warehousing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Ventura	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 39	U.S.: 41	Worldwide: 41	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

Funding Detail

In-Kind Contribution
\$89,580

Total ETP Funding
\$89,544

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 SB < 100 Retrainee	39	8-200	0-0	82	\$2,296	\$23.56

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$24.01 for Los Angeles County, \$23.56 for Ventura County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Senior Director	\$105.75 - \$105.75	1	0	0	1
President	\$144.23 - \$144.23	1	0	0	1
Junior Data Analyst	\$21.06 - \$22.00	2	0	2	0
Account Executive	\$21.06 - \$22.00	1	0	1	0
Accounting Specialist	\$21.06 - \$22.00	1	0	1	0
Photographer/Videographer	\$21.06 - \$28.00	2	0	1	1
Graphic Designer	\$21.06 - \$28.82	3	0	1	2
Warehouse Associate	\$21.50 - \$26.00	8	0	6	2
Logistics Manager	\$22.00 - \$45.19	3	0	1	2
Order Puller	\$25.00 - \$25.00	2	0	2	0
Account Manager	\$25.00 - \$36.05	2	0	1	1
Logistics Lead	\$25.01 - \$28.33	1	0	0	1
Vice President, Finance	\$25.01 - \$38.46	1	0	0	1
Operations Supervisor	\$25.01 - \$40.86	3	0	0	3
Human Resources Manager	\$25.01 - \$40.86	1	0	0	1
Buyer	\$25.01 - \$43.26	2	0	0	2
Warehouse Manager	\$25.01 - \$45.67	1	0	0	1
Senior Commerce Sales Manager	\$25.01 - \$67.30	1	0	0	1
Controller	\$25.01 - \$72.11	1	0	0	1
Graphic Design Manager	\$43.26 - \$43.26	1	0	0	1

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
Product Marketing Manager	\$63.46 - \$63.46	1	0	0	1

Introduction

Founded in 1999, Alpine Corporation (Alpine) (www.alpine4u.com) designs, manufactures, and distributes lawn and garden products such as fountains, pond supplies, garden décor, and gift products. Alpine is headquartered in Commerce and has an additional location in Simi Valley. Alpine's products can be found in industries such as agriculture, aquarium, irrigation, and grocery stores. The Company's customer base includes garden centers and shops, pond supply stores, fountain manufacturers, farm and fleet stores, gift shops, catalog companies, and specialty craft stores. This will be Alpine's fourth ETP Contract, and the second in the last five years.

Veterans Program

Alpine actively recruits and hires Veterans through its normal hiring practices. The Company also hosts annual events that specifically target Veterans for employment opportunities.

Project Details

Alpine has been growing rapidly over the past two years and is forecasting 15% additional growth in 2025. Steady increases in personnel have occurred throughout the Company. Over the past two years, Alpine spent a significant amount of time reassessing all aspects of its business and has built a valuable team of new product developers, graphic artists, marketing staff, account managers, and administrative support. The Company now designs 70% of its product line, which has given Alpine an advantage over its competitors and has enabled the Company to claim a larger share of the market.

Other examples of growth include Alpine's plan to purchase a photo studio this year, which will require extensive training for approximately 10 employees who will manage the new studio. The Company purchased a new Salesforce Customer Relationship Management system to support growing numbers in domestic sales. Alpine also purchased new online business analytics technology to keep pace with increasing e-commerce traffic via online platforms such as Amazon and Wayfair. These business investments reflect Alpine's ongoing commitment to improving its merchandising strategy, customer relations, and profit margin. The proposed training plan will help Alpine equip workers with the skills to improve productivity, support business expansion, and increase employee retention and in-house advancement.

For a small business, Alpine has demonstrated the ability to deliver a relatively high number of training hours to its employees. In its previous ETP Contract, the Company successfully delivered an average of approximately 100 hours of training per trainee. For this proposal, Alpine's plan to deliver an average of 82 hours per trainee is comparable to prior performance and is primarily driven by the Company's reliance on various delivery and sales systems across multiple platforms. Alpine's level of supply chain automation requires employees to receive updated training on a consistent basis. The Company has also added an operations manager to ensure that training continues to be scheduled regularly and delivered in a manner that maintains optimal employee knowledge and productivity.

Training Plan

Training will be delivered via Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations. Training topics include Product Knowledge, Customer Relations, Marketing, Sales Skills, Inventory Control, and Strategic Planning.

Computer Skills: Training will be offered to all occupations. Training will focus on learning to work more efficiently. Training topics include Salsify - Product Management Software, Accounting Systems - Specific to OMS, Designing and Developing Software and Applications, Purchase Order Tracking, and Salesforce - CRM.

Continuous Improvement: Training will be offered to all occupations. Training will focus on process improvements and problem-solving methodologies. Training topics include Production Operations/Workflow, Leadership, Quality Concepts, and Team Building.

Manufacturing Skills: Training will be offered to Logistics Leads, Warehouse Associates, Order Pullers, Logistics Managers, Senior Commerce Sales Managers, Operations Supervisors, and Warehouse Managers. Training topics include Equipment Operation - Fork Lift and Warehouse - Process and Procedure for Logistics.

Certified Safety Training

OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or Computer-Based-Training (CBT) 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. Training will be provided to Logistics Leads, Warehouse Associates, Operations Supervisors, Logistics Managers, Order Pullers, and Warehouse Managers.

Commitment to Training

Alpine has an annual training budget of approximately \$50,000 for its California facilities. Company-funded training includes basic computer skills, industry mandated training, and new hire orientation. 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

Alpine's Controller will oversee administration of this project. An Administrative Assistant and Department Managers will assist with coordinating the scheduling, delivery, and documentation of training. Training will take place at the Company's locations in Commerce and Simi Valley. Training will be delivered by in-house experts and outside training vendors as needed. Alpine has also retained a third-party administrative subcontractor to assist with ETP project administration requirements.

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	
			\$	%
ET22-0328	06/30/22 - 06/29/24	\$107,870	\$83,134	(77%)

Based on ETP systems, 36 trainees completed training and retention. The contractor delivered 3,614 reimbursable hours for total earnings of \$83,134 (77% of contract amount).

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Judith's Training Services	Los Angeles, CA	\$8,954
Administrative	Judith's Training Services	Los Angeles, CA	11% of Earned Amount

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

- Accounting
- Payroll
- Marketing
- Administration
- Merchandising
- Strategic Planning, Evaluations, Monitoring
- Inventory Control
- Product Knowledge
- Business Report Writing and Editing
- Negotiating
- Interpersonal Skills
- Customer Relations
- Sales Skills

Computer Skills

- Salsify - Product Management Software
- Studio Software - For New Studio
- Acumatica - Will Replace Office Master System (OMS) IN 25-26
- CIQ - Online Business Analytics
- Click-Up - Management Tool
- Designing and Developing Software and Applications
- Accounting Systems - Specific to OMS
- Salesforce - CRM
- Purchase Order Tracking

Continuous Improvement Skills

- Statistical Process Control (SPC)
- Problem-Solving
- Team Building
- Quality Concepts
- Production Operations/Workflow
- Process Improvement
- Decision Making
- Leadership

Manufacturing Skills

- Equipment Operation – Fork Lift
- Warehouse - Process and Procedure for Logistics

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30



**Training Proposal for:
Brown's Construction Service, Inc.**

Contract Number: ET25-0239

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: J. Garcia

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SET	Industry Sector(s):	Construction	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Kern, Ventura, Los Angeles, Tulare, Fresno	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 125	U.S.: 125	Worldwide: 125	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

Funding Detail

In-Kind Contribution
\$98,560

Total ETP Funding
\$98,560

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 Temp to Perm HUA SET Retrainee	88	8-200	0-0	40	\$1,120	\$20.00

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	HUA: \$17.67 for Kern, Ventura, Tulare, Fresno Counties. HUA: \$18.00 for Los Angeles County.
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Temp to Perm, HUA, SET, Retrainee					
Herbicide and Vegetation Management Frontline Workers	\$20.00 - \$23.00	20	2	18	0
Construction Frontline Workers	\$20.00 - \$23.00	59	0	59	0
Office and Administrative Staff	\$21.00 - \$23.00	1	0	1	0
Business Operations Specialists	\$21.00 - \$23.00	1	0	1	0
Herbicide and Vegetation Management Frontline Supervisors	\$21.00 - \$25.00	2	0	2	0
Construction Frontline Supervisors	\$22.00 - \$25.00	5	0	3	2

Introduction

Founded in 1980 and headquartered in Bakersfield, Brown's Construction Service, Inc. (Brown's Construction) (<https://brownsservicesinc.com/>) provides construction and site maintenance services in the oil and gas industry. The Company is experienced in environmental remediation and implementing technologies to enhance service quality and safety. Brown's Construction has been in the energy sector since its inception, from the oilfields to windfarms. The Company delivers services such as: oilfield construction and maintenance, commercial construction earthwork, environmental remediation, well abandonment, and

vegetation management. Brown's Construction strives to provide customers with the safest and most environmentally conscious commercial construction services possible.

The Company's customers include general contractors, oil companies, energy companies, public entities (transportation and forestry, etc.), developers, engineers, and property managers.

Training will take place at the Company's locations in Bakersfield, Palmdale, Porterville, and Clovis. This will be Brown's Construction's first contract with ETP.

Veterans Program

Brown's Construction partners with a veteran organization and has four veterans currently employed. Outreach to the veteran community is a priority and the Company specifically looks for veterans when looking through job applications. Brown's Construction contributes to the World War 2 Memorial, a local veterans organization. Although the Company employs veterans, is not requesting a separate job number for this population.

Project Details

As a result of the increased demand for services, Brown's Construction continues to experience steady growth. In order to stay competitive within the industry and to deliver the highest quality services to the client base, there is a need to increase and maintain the skill of the workforce and to be up-to-date on the latest training and regulations. New training will ensure that workers gain the skills necessary to meet company demands as well as problem solve in the field all while maintaining safety, efficiency, and productivity. In addition, training will help maintain competitiveness to bid on public works projects in support of green energy and Just Transition. California's Just Transition is a plan to shift the state's economy from fossil fuels to clean energy while ensuring that workers and communities are not left behind.

ETP funding will help the Company foster a culture of ongoing learning and will provide workers with the opportunity to advance their careers and obtain better wages. Brown's Construction creates career opportunities with a strong worker voice as they develop profitable, industry-leading approaches to improve the environment, while promoting alignment of labor, community, and progressive business practices to power local economic development, and increase quality of life.

Workers in the construction industry are regularly required to re-certify for many types of certifications, which creates a high need for ongoing training in the industry. Construction is a broad industry that involves a wide range of complex tasks, so training can be highly specialized due to the vast number of situations and materials the trainee could encounter out in the field. It is the goal of Brown's Construction to provide employees with the necessary trainings to prevent any potential skills gaps, which will allow the Company to be more economically competitive, and a stronger contributor to the region and the State of California.

The rising high unemployment rates have created a supply of at-risk workers in under served communities that are in need of work. With the capacity Brown's Construction has already created (new job openings and diversifying the types of private and public contracts the Company partakes in) and the additional capacity that ETP funding will allow them to create, the Company will be able to better meet the needs of the community. With opportunity for growth in mind, Brown's Construction will provide leadership training to existing and newly hired workers. As the Company grows, strong leadership skills from department heads will be needed. The Company will provide training and promote from within to fill these new leadership

positions, which will allow new hiring opportunities for individuals looking to start a career in construction.

Brown's Construction has invested \$500k in upgraded heavy equipment such as Global Positioning System (GPS) grading units and other heavy equipment. Training will provide workers with an understanding of the GPS grading technology and work practices related to environmental remediation and heavy equipment operations. Additionally, workers will gain new knowledge of emerging technology in the industry, which will provide avenues for advancement in their career.

Temporary to Permanent Hiring

The Company will train 20 workers under panel guidelines for the Temporary-to-Permanent program (Job Number 1). The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. The average time for “converting” temporary workers into full-time permanent employment is 3 months. It is expected that these workers will receive employer-paid share-of-cost for healthcare premiums while on temporary status, and upon hire into full-time permanent employment.

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

Training Plan

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

Business Skills: This training will be offered to Herbicide and Vegetation Management Frontline Workers, Herbicide and Vegetation Management Frontline Supervisors, Construction Frontline Supervisors, Construction Frontline Workers, Office and Administrative Staff, and Business Operations Specialists. It will include course topics such as Bidding and Negotiation Skills, Contracts, Payroll Compliance, Recordkeeping & Documentation, and Time Management.

Commercial Skills: This training will be offered to all occupations and will include course topics such as Blueprint Reading, Operational Techniques, Equipment Operation, and Risk Assessments.

Computer Skills: This training will be offered to all occupations and will include course topics such as Mobile Device Usage and QuickBooks.

Hazardous Materials Skills: This training will be offered to all occupations and will include course topics such as Hazardous Waste Management, Silica and Dust Control, Oil and Gas Remediation Processes, and Sampling, Monitoring and Reporting.

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 training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment

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

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

Special Employment Training

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

➤ Wage and Retention Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$42.83 to \$32.12).

The 88 trainees in Job Number 1 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Kern, Los Angeles, Tulare, and Fresno Counties are in HUAs.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. The Company is requesting a wage modification of \$20 rather than the SET wage of \$32.12.

Approximately 20 Herbicide and Vegetation Management Frontline Workers, 2 Herbicide and Vegetation Management Frontline Supervisors, 5 Construction Frontline Supervisors, 59 Construction Frontline Workers, 1 Office and Administrative Staff, and 1 Business Operations Specialist will need the wage modification.

Impact/Outcome

Trainees will have the opportunity to earn the following certifications:

Industry Recognized Certifications: Blueprint Reading, Electrical Exposure & Power Lines, Line Locating, Emissions and Air Permitting, H2S in Oil and Gas Production, Oil and Gas Remediation Processes, Threatened and Endangered Species, Communicable Disease Prevention, Risk Assessments (JHA, Environmental), Transportation Load Securement.

State Recognized Certifications: Excavation Competent Person, Powered Industrial Truck Operator, Silica and Dust Control, Welding, Cutting, and Hot work, Drug and Alcohol Reasonable Suspicion, Walking and Working Surfaces.

Federal Recognized Certifications: Lead and Asbestos Sampling, Monitoring, and Reporting, RCRA, HAZWOPER 8 Hour, HAZWOPER 24 Hour, HAZWOPER 40 Hour, OSHA 30 Hour.

Commitment to Training

Brown's Construction has an annual training budget of \$250,000 for their CA locations. The Company will set aside whole or half days for training that will allow them to train a high volume of people in one day. Several trainings sessions will be provided. Current training consists of annual silica training, ergonomic training, equipment operation training, material handling training, and a one day orientation with basic safety and defensive driving 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 Environmental Health and Safety Director will oversee this training project, and will have support from the Operations Manager, Training Program Manager, Controller, and Safety Supervisors. Brown's Construction will have staff at each location to coordinate training. The Company has retained an administrative vendor, Arthur and Hansen, LLC, to assist with project administration, including collecting and uploading training rosters, and meeting with ETP staff. Training will be provided internally by subject matter experts.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Arthur and Hansen, LLC	Bakersfield, CA	\$4,928
Administrative	Arthur and Hansen, LLC	Bakersfield, CA	13% of Earned Amount

Training Subcontractors	City, State	Cost	Description of Service
Not Applicable	-	-	-

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Bidding and Negotiation Skills
- Business Development
- Communication Skills
- Contracts
- Payroll Compliance
- Problem Solving & Decision Making
- Recordkeeping for Certified Payroll
- Recordkeeping & Documentation
- Social Media Advertising
- Time Management
- Written Safety Program Development

Commercial Skills

- Disaster Site Worker
- Blueprint Reading
- Operational Techniques
- Equipment Operation
- Forklift Training
- Risk Assessments

Computer Skills

- Microsoft Office Applications (Intermediate)
- Mobile Device Usage
- QuickBooks

Hazardous Materials Skills

- Lead and Asbestos
- Hazardous Waste Management
- Silica and Dust Control
- Emissions and Air Permitting
- H₂S (Hydrogen Sulfide) in Oil and Gas Production
- Herbicide Applicator Training for Vegetation Management and Wildfire Protection
- Oil and Gas Remediation Processes
- Sampling, Monitoring, and Reporting
- Threatened and Endangered Species

HazWoper

- HazWoper Regulations and Standards
- Terminology
- Advanced/Basic Hazard and Risk Assessment Techniques
- Offensive/Basic Material Control Procedures

- Advanced/Basic Decontamination Procedures
- Refresher Training for Control and Decontamination Procedures and Regulatory Updates

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Home Express Delivery Service, Inc.
dba Temco Logistics

ET25-0229

WITHDRAWN



Training Proposal for:

Hydro-Aire Aerospace Corp. dba Crane Aerospace & Electronics

Contract Number: ET25-0237

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: M. Reeves

Project Profile

Contract Attributes:	Priority Rate Retrainee	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: 622	U.S.: 2,239	Worldwide: 2,500	
<u>Turnover Rate:</u>	8%			
<u>Managers/Supervisors:</u> (% of total trainees)	7%			

Funding Detail

In-Kind Contribution
\$859,532

Total ETP Funding
\$599,200

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	535	8-200	0-0	40	\$1,120	\$24.01

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$24.01 for Los Angeles County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Operations/Production Staff	\$21.51 - \$47.22	315	0	290	25
Engineering Staff	\$22.84 - \$65.63	142	0	90	52
Information Technology Staff	\$23.10 - \$52.46	8	0	6	2
HR/Admin Staff	\$24.00 - \$37.86	20	0	17	3
Financial/Accounting Staff	\$30.00 - \$56.94	10	0	0	10
Manager	\$34.81 - \$67.80	40	0	0	40

Introduction

Founded in 1943 and headquartered in Lynnwood, Washington, Hydro-Aire Aerospace Corp. dba Crane Aerospace & Electronics (Crane) (www.craneae.com) manufactures critical systems and components for the aerospace and defense markets. Crane provides cabin systems, fluid management, and landing systems for both government and commercial customers. Training will take place at Crane’s California facility in Burbank and only target employees at this facility. The Company has additional locations in the United States, France and Taiwan. This will be Crane’s fourth ETP Contract, and the second in the past five years.

Veterans Program

Crane recruits and hires Veterans through its normal hiring practices. The Company utilizes multiple recruitment resources including Hire Heroes USA, Military and Veterans Affairs, San Fernando Valley Veterans Employment Committee, Verdugo Woman Veterans, and other Veterans employment programs.

Project Details

Crane has added more than 100 new employees over the past two years in response to rising customer demand and new business needs. Over the same period, the Company saw a 30% increase in demand for its aerospace and defense products. Crane is also seeing significant growth in its second shift workforce to accommodate demand. The Company is currently preparing for a projected 70% increase in product demand beginning in 2025/2026 due to newly acquired customer programs.

Crane plans to continue ramping up over the next two years, with an emphasis on upskilling entry level positions to account for the shortage of experienced aerospace workers. The Company's commitment to training entry level associates continues to yield success by providing employees with growth opportunities in a defined production worker career path within the organization.

To facilitate Crane's ramp up in production, the Company must refine its work processes through advanced continuous improvement, manufacturing, and computer skills training. Crane's training initiatives will target both direct and non-direct labor positions. This training will allow the Company to upgrade the skill and knowledge of production employees, as well as those in support roles. The proposed training differs from Crane's previous ETP Contract by focusing on more production-oriented skills for new and existing employees. The Company also recently hired a Production Trainer to help formulate production-specific curriculum courses and identify related training needs for employees performing support functions.

Training Plan

Training will be delivered via Class/Lab and E-Learning as outlined below:

Business Skills: Training will be offered to all occupations. Training topics will include New Product Process Review, Sales and Marketing, Conflict Resolution, Vendor Development/Management, Revenue Growth Strategies, and Time Management.

Computer Skills: Training will be offered to all occupations. Employees will learn to work more efficiently through the use of various business software solutions. Training topics will include Data Analysis, Powerpoint-Developing Presentations, Calendar and Scheduling-Outlook Planning, and Cybersecurity Awareness.

Continuous Improvement: Training will be offered to all occupations. Training topics will include Process Improvement, Problem Solving, Production Waste (Time, Material) Reduction, Costs Analysis, Quality Systems and Process, Teambuilding, Crane Business System/Lean Training, Six Sigma, and Kaizen.

Management Skills: Training will be offered to Managers. This training will help Crane's management team to develop the leadership and mentoring skills to effectively guide personnel through changes in technology and business processes. Training topics will include Change Management, Supervising/Leadership, and Coaching/Mentoring.

Manufacturing Skills: Training will be offered to Operations/Production Staff and Engineering Staff. Training topics will include Assembly/Subassembly/Fabrication, Quality Assurance/Quality Control, Equipment Operation, and Troubleshooting. This training will improve product quality, reduce errors/waste, and enhance the Company's overall production process.

Alternate Recordkeeping

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

Commitment to Training

Crane has an annual training budget of approximately \$75,000 for its California facility. Company funded training includes new employee onboarding, general on-the-job training, and industry mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Crane's Human Resources Director will oversee project administration. The Director of Learning & Development and the Production Training Manager will work closely with Human Resources and all department heads regarding training coordination, tracking, and documentation. Training will be delivered by in-house experts and vendors as needed. The Company has also retained a third-party administrative consultant to assist with ETP program requirements.

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	
			\$	%
ET23-0160	10/03/22 - 10/02/24	\$429,640	\$428,521	(100%)

Based on ETP systems, 393 trainees completed training and retention. The contractor delivered 18,631.33 reimbursable hours for total earnings of \$428,521 (99.7% of approved amount).

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Abbott Consulting Group	West Hollywood, CA	\$10,000
Administrative	Abbott Consulting Group	West Hollywood, CA	10% of Earned Amount

Training Subcontractors	City, State	Cost	Description of Service
Not Applicable	-	-	-

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Conflict Resolution
- Critical Conversations
- Time Management
- Scheduling, Budgeting and Cost Control
- New Product Process Review
- Product Performance Review
- Business Review
 - Account Financials/Performance Review
 - On Time Delivery Review
- Vendor Development/Management
- Dealing with Difficult Customers
- Supplier Development and Performance
- Supplier Quality
- Sales and Marketing
- Supply Chain Process
- Pipeline Management
- Sales Metrics and Reporting
- Branding and Positioning
- Content Creation
- Customer Journey Mapping
- Revenue Growth Strategies

Computer Skills

- Intermediate/Advanced MS Office Skills
- Email Management-Outlook Sorting, Filing and Prioritizing
- PowerPoint-Developing Presentations
- Calendar and Scheduling-Outlook Planning
- Data Analysis-Interpreting Reports, Identifying Trends, Making Data-Driven Decisions
- Document Collaboration
- Cybersecurity Awareness

Continuous Improvement Skills

- Strategic Planning
- Problem Solving
- Teambuilding
- Frontline Leadership
- Emotional Intelligence
- Crane Business System/Lean Training
- Production Waste (Time, Material) Reduction
- Process Mapping

- Customer Shipping Requirements
 - Customer Return Process
 - Customer Product Requirements
 - Customer Order/Request Process
- Engineering and Design Process
- Gemba/Managing for Daily Improvement
- Kaizen/JDI (Just Do It)
- Material Handling
- KPI (Key Performance Indicator) Review/Improvement
- Process Improvement
- Program Management
- Project Management
- Quality Systems and Process
- 5S
- Six Sigma
- Scheduling and Planning
- Costs Analysis

Management Skills (Managers/Supervisors/Leads Only)

- Change Management
- Supervising/Leadership
- Coaching/Mentoring

Manufacturing Skills

- New Product Introduction and Development
- Certified Operator Training
- Work Order Practices
- Production Operations/Techniques
- Equipment Operation
- Inventory Control
- Manufacturing Practices
- Blueprint Reading
- Assembly/Subassembly/Fabrication
- Product Tear Down
- Troubleshooting
- Quality Assurance/Quality Control



**Training Proposal for:
Reyes Coca-Cola Bottling, LLC**

Contract Number: ET25-0236

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: M. Niquet

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Los Angeles, Alameda, Orange, San Bernardino, Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 6,372	U.S.: 23,728	Worldwide: 23,728	
<u>Turnover Rate:</u>	7%			
<u>Managers/Supervisors:</u> (% of total trainees)	17%			

Funding Detail

In-Kind Contribution
\$1,431,000

Total ETP Funding
\$599,760

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	714	8-200	0-0	30	\$840	\$32.00

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

Published Minimum Hourly Wage by County:	
Job Number 1:	\$24.01per hour for Los Angeles County; \$25.70 per hour for Alameda County; and \$23.56 per hour for Orange, San Bernardino and Sacramento Counties
Health Benefits:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Facility Management Staff	\$32.00 - \$70.00	186	0	0	186
Manager/Supervisor	\$35.00 - \$122	120	0	0	120
Sales Staff	\$37.00 - \$110	87	0	0	87
Operations Staff	\$44.00 - \$94.00	321	0	0	321

Introduction

Founded in 1976 and headquartered in Irvine, Reyes Coca-Cola Bottling, LLC (RCCB) (reyescocacola.com) manufactures and distributes Coca-Cola, Dr. Pepper, and Monster products to restaurants, sports venues, businesses, health care facilities, schools, convenience stores and supermarkets.

RCCB is a subsidiary of Reyes Holding Company and has fifty-five locations throughout the United States in California, Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Nevada, Tennessee and Wisconsin. Twenty-six of those locations are in California and include Eureka, Redding, Sacramento, Benicia, Modesto, San Leandro, San Jose, Fresno, Salinas, Bakersfield, Bishop, Santa Maria, Ventura, Sylmar, Los Angeles, City of Industry, Victorville, Downey, Montebello, Orange, Irvine, Oceanside, Rancho Cucamonga, San Diego, Coachella, and El Centro. Training will take place at RCCB's Sacramento, Rancho Cucamonga, Irvine, Downey and San Leandro locations.

This will be RCCB's first ETP Contract.

Veterans Program

RCCB actively recruits veterans and is a certified member of the veteran Jobs Mission. The Company has completed a project that allows for service members to search RCCB roles based upon their Military Occupational Specialties code/number. This tool was designed to help the Company better match candidates. Currently, there are 102 self-identified veterans employed throughout RCCB's California locations.

Project Details

RCCB is experiencing substantial growth across the United States, and in particular the West Coast. As the looming 2026 FIFA World Cup, 2026 Super Bowl and 2028 Olympics in Los Angeles all continue to be on the forefront of the Company's mind. RCCB must continue to ensure it has the capacity, workforce and leadership to meet the expected demand. Additionally, the Company has focused and improved on several locations on the West Coast, particularly the five locations identified in this proposal. Focusing training on these employees will set them up for success while also promoting opportunities in leadership roles within RCCB's California locations.

Additionally, RCCB is committed to building out and enhancing its leadership-training program to develop strong leaders who will support RCCB's growth and facility upgrades as well as ensuring that they can lead teams effectively, maintaining high standards of safety and operational excellence. Investing in the personal and professional development of its employees at every level of the organization promotes the understanding that staff growth is integral to their collective success. As the Company continues to expand its footprint within California, RCCB is committed to have 80% of its promotions at the leadership level come from internal employees and ETP training will help facilitate this effort. The proposed training will empower employees to become the future company leaders and presents a unique chance for employees to advance their careers and take on new responsibilities.

This training will allow RCCB to continue to stay competitive in the marketplace by enhancing the skillset of its staff to ensure the Company continues to provide a high-quality service. In addition, ETP training will not only support RCCB's employee retention as it places employees in the best position for career advancement, but will also assist in maintaining the Company's commitment to the personal and professional development of each one of these individuals. Training under this proposal will primarily focus on leadership skills within the employee's respective units. Training will also focus on warehouse operation, communication, project management and coaching and will provide staff with business acumen, process knowledge and project management techniques. This training is designed to develop employees' functional skills and leadership capabilities, directly contributing to the Company's goals.

Training Plan

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

Continuous Improvement: Training will be offered to all occupations and include operational essentials, leadership skills, communication skills and project management.

Management Skills: Training will be offered to Managers/Supervisors and will include coaching skills.

Alternate Recordkeeping

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

Commitment to Training

RCCB’s annual training budget for its California locations is approximately \$680,000 and includes government-mandated safety regulations and new-hire orientation. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Learning and Development Managers and the Business Capability Manager at each of the five locations will oversee ETP administration. A team of fourteen leaders including Business Capability Managers, Learning and Development Managers, Directors, HRIS Analyst, HR Technology Specialist, Director of Capabilities, the Human Resource Manager, Generalists and Coordinators will assist in coordinating and executing the training plan and ensuring all ETP requirements are met. Training will be delivered by in-house experts and vendors as needed.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Deloitte Tax LLP	San Francisco, CA	\$52,605
Administrative	N/A	-	-

Training Subcontractors	City, State	Cost	Description of Service
Not Applicable	-	-	-

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

Trainees may receive any of the following:

Continuous Improvement Skills

- Operations Essential Warehouse I
 - Business Acumen
 - Conflict Management
 - Planning & Scheduling
 - Business Administration/Reporting
- Operations Essential Warehouse II
 - Motivation Tactics
 - Time Management
 - Warehouse Management Systems/Optimization
 - Lean/6 SIGNMA
 - Budgeting Skills
- Operations Essential Production
 - Advanced Equipment Knowledge
 - Quality Team Good Manufacturing Practices
 - Quality Control Compliance Designs
- Operations Essential Customer Care
 - Employee Relations
 - Team Building Skills
- Leadership Skills
- Communication Skills
- Project Management

Management Skills (Managers/Supervisors/Leads Only)

- Coaching Skills



**Training Proposal for:
Buck Institute for Research on Aging dba Buck Institute**

Contract Number: ET25-0245

Panel Meeting of: February 28, 2025

ETP Regional Office: San Diego

Analyst: P. Duarte

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Marin	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 250	U.S.: 260	Worldwide: 260	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	0%			

Funding Detail

In-Kind Contribution
\$516,000

Total ETP Funding
\$249,760

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	223	8-200	0-0	40	\$1,120	\$25.70

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$25.70 for Marin County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$1.70

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Research Associates	\$24.00 - \$70.00	61	0	10	51
Operations Staff	\$25.00 - \$100.00	41	0	0	41
Manager/Supervisor	\$25.00 - \$100.00	30	0	0	30
Research Scientists	\$25.00 - \$110.00	91	0	1	90

Introduction

Founded in 1999 and headquartered in Novato, Buck Institute for Research on Aging dba Buck Institute (Buck Institute) (<https://www.buckinstitute.org>) is a non-profit biomedical research organization specializing in researching the life sciences areas of aging, mechanisms of cellular degeneration, disease and disability. Buck Institute recruits scientists from diverse disciplines within the field of aging to bring specialized methods and expertise to its strategic research efforts focused on uncovering the cellular mechanisms in the human body that contribute to age-related diseases, even before they manifest. In addition, the organization’s strategic research objectives encompass scientific data publication, clinical trials, early-stage drug discovery, and the creation of spin-off companies. Through collaborative partnerships with other research and medical institutions, Buck Institute advances new technologies and protocols for aging research and related fields. Furthermore, Buck Institute also trains graduate students and postdoctoral researchers to become independent scientists, shaping the next generation of researchers. Its educational efforts extend to organizing symposia, workshops, and training programs for the wider aging research community.

Buck Institute’s customer base includes pharmaceutical companies, biotech businesses and essentially all University of California Medical Schools and their life science departments. Buck Institute currently has four products on the market that include: MetabolicSwitch™, CognitiveSwitch™, GLYLO™, and Rejuvant Lifetabs™. Additionally, Buck Institute has 30

active United States patents. Training will be delivered at the organization's headquarters in Novato. This will be Buck Institute's first ETP Contract.

Veterans Program

Although Buck Institute does not have a formal Veteran outreach program, the organization welcomes and encourages Veterans to apply for employment through its standard hiring process.

Project Details

Buck Institute conducts ongoing research aimed at advancing medical and technological innovations in aging. Training is required in order to stay competitive and support the organization's goals to advance in alignment with the industry's growing demand for healthcare solutions. Buck Institute has identified the need for training in the areas of commercial and technical skills to ensure progress and advancement on its research objectives, as well as in business and computer skills to enhance operational efficiency. Furthermore, the industry's continuous innovation and industry specifications require workers to strengthen their knowledge of the broader life sciences ecosystem and landscape. Trainees will have opportunities for continued career development and will be equipped with necessary skills to advance in the scientific field in an era where computer and artificial intelligence is rapidly evolving.

Additionally, Buck Institute plans to hire approximately 30 new employees over the next two years. The organization's goal to train its workforce is imperative in order to pioneer in the latest life science innovations that will make a difference in the medical industry. Commercial and Computer Skills training delivered to Research Scientist will provide Buck Institute Staff the skills necessary to gain insight into the critical molecular and biological drivers of aging leading to new products, services and therapies that will improve the human health-span. Buck Institute has various laboratories focused on specific research for age related diseases that include: AI and Computation Biology, Basic Mechanism of Aging, Cancer Associated with Aging, Cellular Stress and Disease, Female Reproductive Longevity and Equality, Mitochondria and Bioenergetics, Neurodegeneration and Brain Aging, Senescence and Inflammation and Stem Cells and Regenerative Medicine. Each one of the laboratories listed in this proposal will drive significant training time as Buck Institute Staff receive specialized training to conduct their research associated with each laboratory's strategic research objectives.

Training Plan

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

Business Skills: Training will be offered to all occupations on course topics that include, Budgeting and Financial Management, Communication skills, Project Management, Conflict Resolution.

Commercial Skills: Training will be offered to all occupations on course topics that include Scientific Writing, Bioethics/Research Integrity, Hazard Communication and Data/Specimens Only Research.

Computer Skills: Training will be offered to all occupations on course topics that include Jagger/Nexus, Adobe Acrobat Pro, MS Office Suite (Intermediate/Advanced) and Programming: Python, Bioinformatics Techniques.

Alternate Recordkeeping

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

Impact/Outcome

Trainees will be equipped with the necessary industry knowledge to become more efficient, remain competitive, improve quality products, and adequately respond to the increased industry demand. In addition, ETP funds will support the Buck Institute in providing opportunities for employee growth and career development.

Commitment to Training

Buck Institute’s annual training budget is approximately \$100,000 and its ongoing training includes required safety training and continuous improvement training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. The training budget applies to the California location in Novato.

Ø Training Infrastructure

Buck Institute’s Senior HR Manager will oversee all aspects of the ETP project including coordination of training development, delivery, scheduling, tracking and reporting. Training will be delivered at the organization’s site, by in-house subject-matter experts and vendors, as needed.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

Training Vendor(s)	City, State	Cost	Description of Service
Hands On, LLC	San Francisco, CA	\$200,000.00	Hands On will be our primary specialist, external facilitator. They will provide training content and specialist facilitation for business and technical skills pertinent to life sciences organizations.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Budgeting and Financial Management- for non-Finance
- Coaching
- Communication Skills
- Conflict Resolution
- CV/Resume Writing/ Cover letter
- Emotional Intelligence
- Executive Presence
- Fundraising Essentials
- Goal Setting
- Imposter Syndrome
- Interviewing Skills
- Leadership
- Mentoring
- Presentation Skills
- Project Management
- Social Media Use
- Team Building
- Time Management

Commercial Skills

- Aseptic Surgery
- Basic Biosafety: Training for Investigators, Staff, and Students Handling Biohazards
- Bioethics/Research integrity
- Biomedical Responsible Conduct of Research
- Conflicts of Interest
- Data or Specimens Only Research
- Equipment Operation (core facilities, e.g., microscope training)
- Grant Writing
- Graphics and figures for manuscripts
- Human Subjects Research
- NIH Recombinant DNA Guidelines
- OSHA Bloodborne Pathogens Working with the IACUC
- Responsible Conduct of Research training
- Review of research manuscripts
- Scientific poster presentations
- Scientific writing
- Working with Mice in Research Settings
- Working with Rats in Research Settings

Computer Skills

- Adobe Acrobat Pro

- Adobe: Photoshop/Illustrator
- BenchIng
- ChatGPT
- CompTIAA+ certificates: A+ Networking+, Security+
- EARS (Effort Allocation and Reporting Solution)
- EAS (Employee Action Site), BEAR (Buck Employee Action Record), TEAR (Tenant Employee Action Site)
- EndNote
- Jaggaer/Nexus
- JetReports (Finance and Grants for ERP Reporting)
- Linux administration
- Microsoft Administration: Azure Stack, Azure AI Fundamentals, Windows Server 2025 Administration, M365 Administration, M365 Endpoint Administration, D365 App Solutions Architect
- MS Office Suite (intermediate and advanced): Outlook, Word, Excel, Powerpoint, CoPilot
- Professional Audio/Visual Design and Operations
- Programming: Microsoft AL, Dynamics 365 Business Central Developer Associate, Power Platform Developer Associate, SharePoint Developer Training, PowerAutomate, Sylogist tutoring
- Programming: R, Python, Bioinformatics Techniques
- Zoom conference rooms



Training Proposal for:

Karma Automotive, Inc.

Contract Number: ET25-0231

Panel Meeting of: February 28, 2025

ETP Regional Office: San Diego

Analyst: T. Ky

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Orange, Riverside	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 260	U.S.: 260	Worldwide: 260	
<u>Turnover Rate:</u>	11%			
<u>Managers/Supervisors:</u> (% of total trainees)	6%			

Funding Detail

In-Kind Contribution
\$400,523

Total ETP Funding
\$327,600

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	260	8-200	0-28	45	\$1,260	\$23.56

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

Published Minimum Hourly Wage by County:	
Job Number 1:	\$23.56 per hour for Orange and Riverside Counties.
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Technician	\$21.06 - \$45.00	125	0	15	110
Engineer	\$24.00 - \$45.00	80	0	5	75
Administration Staff	\$25.01 - \$40.01	40	0	0	40
Managers & Supervisors	\$25.02 - \$50.00	15	0	0	15

Introduction

Founded in 2014 and headquartered in Irvine, Karma Automotive, Inc. (Karma) (www.karmaautomotive.com) is a manufacturer of ultra-luxury hybrid and all-electric vehicles. Karma has an office in Irvine, a dealership in Newport Beach, and a manufacturing facility in Moreno Valley. ETP training will be delivered at the Irvine and Moreno Valley locations.

Karma produces plug-in hybrids using Extended-Range Electric Vehicle (EREV) technology, and all-battery electric vehicles. As part of both the Electric Vehicle (EV) and technology industries, the Company distinguishes itself in the ultra-luxury automotive market with its limited production volume and innovations in software and digital technologies used in the manufacture of these premium vehicles. Karma is currently building its third generation Revero model, developing a special edition model Invitus for 2025, and finalizing its battery line to support new model Gysera, an all-electric vehicle set for release in 2026. This will be Karma’s third ETP Contract, and its second in the last five years.

Veterans Program

Although this project does not include a Veterans component, the training population of Karma may potentially include Veterans. The Company welcomes Veteran applicants for open positions.

Project Details

The previous contract focused on delivering technical skills training to the Engineering Staff, cross-training within departments, and increasing efficiency in production routines within the body shop.

In this proposal, ETP funding will continue to help Karma invest in its employees' professional and technical skills, leading to stable, long-lasting careers in a rapidly evolving EV industry. The Company plans to scale up production of their EV vehicles within the next decade, and immediate plans to support this growth include hiring approximately 40 additional employees in the next year and identifying and training internal leaders in all departments to guide the growth.

Karma is transitioning from plug-in hybrids to all-battery electric vehicles due to market demand and advancing technology. Company-wide training will thus be focused on newer, more efficient battery technology and high-voltage battery systems, the associated environmental impact, and maintaining regulatory compliance. Reliable software is needed to support the EV infrastructure, so with the understanding that it is difficult to pivot if reliant on outside technology vendors, Karma will also work towards continued upskilling of its engineering staff with the goal of bringing all technology expertise in-house.

The Company's manufacturing equipment, specialized computers, and software that automate the machines and robotics are routinely updated, requiring updated training for employees. Trainees will therefore continue to be cross-trained and upskilled to create a workforce able to meet industry and consumer demand with increased flexibility and productivity, and with added opportunities for career development and advancement as a result.

Training Plan

Training will be delivered via Class/Lab, E-Learning, Productive Lab, and Computer Based Training.

Business Skills: Training will be offered to all occupations on topics such as Customer Experience/Customer Support, Marketing/Sales Skills, Patents and Intellectual Property, Presentation Skills, and Procurement/Supply Chain Management. This training will improve the ability of the workforce to better manage the overall business while implementing the new products and processes.

Computer Skills: Training will be offered to all occupations on systems and computer applications that are applicable to their job role and responsibilities. Course topics include 3DX, CRM (Customer Relationship Management), Cyber Security, Engineering Software, and Computer Programming and Software Maintenance.

Continuous Improvement Skills: This training will be offered to all occupations and includes courses on Environmental Sustainability Practices, Process Improvement/Efficiency Skills, Risk Management Skills, Inspection Skills, and Quality Improvement. Training will address skills and proficiency necessary for increased efficiency, quality, and improved customer service.

Hazardous Materials Skills: Training will be offered to Supervisors & Managers, Engineering, and Technician staff. Staff will be instructed on courses in Hazardous Materials training, High-Voltage Batter and Systems Awareness, and KICC HAZWOPER.

Manufacturing Skills: Training will be offered to Managers & Supervisors, Engineer, and Technician staff. Covered manufacturing skills topics include Battery Technology, Equipment Operations, Manufacturing Processes, Manufacturing Techniques, and Motor Controls. These skills will ensure new and existing employees are up-to-date with the latest developments in the manufacture and assembly of emerging technologies to ensure efficiency and quality during production.

Certified Safety Training

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

2. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Engineer and Technician staff will receive up to 2 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 JJ Keller.

Productive Laboratory

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

Karma’s business requires that trainees possess many skills that must be learned via observation and hands-on experience. The use of PL allows for practical, “hands-on” experience that cannot be duplicated in a classroom setting. Additionally, the Company has some equipment that is in limited supply and requires special power connections and therefore can only be used on the operations line.

Karma will administer approximately 11 hours of PL-Manufacturing Skills training to approximately 100 staff in the following occupations: Engineer and Technician. This portion of the training program allows trainees the opportunity to benefit from one-on-one training with a dedicated trainer.

PL trainers are supervisors or leads with extensive process experience and are fully qualified to conduct training in the processes and/or equipment used for training. In an ongoing process during PL training, trainers will evaluate the effectiveness of training through review of the trainee’s work to ensure that trainees have obtained the necessary knowledge and skills, and are able to meet the requirements of the job. Decreased production output level is expected during PL training as the focus will be on quality and the successful completion of training tasks.

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 0-28 hours of CBT.

Alternate Recordkeeping

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

Commitment to Training

Karma spends \$1,256,000 on training annually. Training includes new employee orientation and up to three months on the job training based on the position and experience. Employees receive training on such topics as automotive safety standards, software and computer skills, and quality and process improvement. Training budget applies to the headquarters in Newport Beach and the manufacturing plant in Moreno Valley.

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 Global Director, Human Resources and Head of People Strategy will oversee ETP administration. They will work with department heads to coordinate and execute the training plan to ensure proper record-keeping procedures are in place. Training will be delivered by in-house experts and vendors as needed. Karma also retained an administrative subcontractor to provide additional administrative support.

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 \$ %
ET18-0187-000	03/28/18 - 03/27/20	\$302,400	\$232,431 (77%)

Reported Audits

Contract Number	Final Audit Report Date	Unearned/Disallowed Costs	Audit Findings
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ET16-0287-000	10/11/2021	\$0.00	<ul style="list-style-type: none"> • We obtained a reasonable assurance that the Contractor complied with the terms of the Contract, ETP regulations, and the applicable provisions of the California Unemployment Insurance Code. • Our report also includes a Noteworthy Accomplishment by the Contractor regarding maintenance of accurate training records.
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Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13% of Earned Amount

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

- 3D modeling in Blender & Alias
- Brand Lifestyle Products
- Business Acumen
- Car Design, from Digital Sketching & Rendering
- Communication Skills
- Customer Experience/Customer Support
- Data Collection and Recordkeeping
- Effective Business/Technical Writing
- Finance/Accounting Skills
- Marketing/Sales Skills
- Materials Selection/Product Optimization
- New and Revised Standard Operating Procedures
- Patents and Intellectual Property
- Presentation Skills
- Procurement/Supply Chain Management
- Visualization in VRED
- Warranty Claims

Computer Skills

- 3DX
- Adobe Skills
- Cloud Services
- Cloud Platforms
- Cloud Analytics
- Computer-Aided Design (CAD) Systems
- Computer Programming and Software Maintenance
- Concur System Skills
- Connected Vehicles
- CRM (Customer Relationship Management)
- Cyber Security
- Document Management Software Systems
- Engineering Software
- Information Security
- Kronos System Skills
- Learning Management System Skills
- Microsoft Office Intermediate
- Microsoft Project/Server
- SAP (System Analysis Program) Skills
- SharePoint
- Skills in DevOps
- Skype for Business Skills

- Tableau
- Workterra System Skills

Continuous Improvement Skills

- Belt Certification
- Change Management
- Environmental Sustainability Practices
- Inspection Skills
- ISO (International Organization for Standardization) Skills
- Leadership Skills
- Lean/Six Sigma
- Process Improvement/Efficiency Skills
- Product Quality Planning/Product Liability
- Project/Program Management
- Risk Management Skills
- Team Building
- Time Management
- Troubleshooting/Root Cause Analysis
- Quality Improvement

Hazardous Materials Skills

- Hazardous Materials Training
- High-Voltage Battery and Systems Awareness
- KICC HAZWOPER

Hazardous Materials Skills - Certified

- Hazardous Materials (HAZMAT)

Manufacturing Skills

- Adhesives
- Automotive/Electrical Safety
- Battery Technology
- Body Shop Equipment Operation/Maintenance
- CNC (Computer Numerical Controls)
- Composites
- Electro Mechanical/Maintenance Skills
- Engineering/Systems Skills
- Equipment Operations
- Fasteners
- Forklift Training
- Fuel Efficiency Best Practices
- Hybrid Vehicle Manufacturing/Assembly/Quality Control Processes
- Lean Manufacturing Certification
- Manufacturing Processes
- Manufacturing Techniques
- Motor Controls
- Programmable Logic Control
- Welding Skills

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Manufacturing Skills

- Body Shop Equipment Operation/Maintenance
- Hybrid Vehicle Manufacturing and Assembly Processes
- Hybrid Vehicle Power Electronics
- Manufacturing Equipment Skills/ Maintenance
- Manufacturing Fit and Finish/Quality
- Paint Shop Equipment Operation/Maintenance

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- Learning Path: Communication (2.5 hours)
- Learning Path: Conflict Management & Resolution (1 hour)
- Learning Path: Effective Sales Proposals, Pitch, and Closing (1.5 hours)
- Learning Path: Electric Vehicles Fundamentals (2 hours)
- Learning Path: Finance for Non-Finance Managers (2.5 hours)
- Learning Path: Karma Culture (30 minutes)
- Learning Path: Project Management Essentials (2.5 hours)
- Learning Path: Time Management (2 hours)
- Learning Path: Change Management (1 hour)
- Learning Path: Leadership Skills II (1.5 hours)
- Learning Path: Leadership Skills I (1.5 hours)

Computer Skills

- Learning Path: Microsoft 365 Excel (5 hours)
- Learning Path: Microsoft 365 Outlook (2 hours)
- Learning Path: Microsoft 365 Power Point (2.5 hours)



Training Proposal for:
Lam Research Corporation
Contract Number: ET25-0248

Panel Meeting of: February 28, 2025

ETP Regional Office: San Diego

Analyst: T. Ky

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Alameda	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 4,635	U.S.: 9,271	Worldwide: 13,390	
<u>Turnover Rate:</u>	10%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

Funding Detail

In-Kind Contribution
\$2,150,980

Total ETP Funding
\$599,760

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	510	8-200	0-60	42	\$1,176	\$31.86

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$25.70 per hour for Alameda County.
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Administrator	\$31.86 - \$48.95	65	0	0	65
Technician	\$31.86 - \$48.95	122	0	0	122
Engineer	\$40.31 - \$59.35	273	0	0	273
Manager	\$40.31 - \$64.90	50	0	0	50

Introduction

Founded in 1980 and headquartered in Fremont, Lam Research Corporation (Lam) (www.lamresearch.com) designs, manufactures, markets, and services semiconductor processing equipment used in the fabrication of integrated circuits. Lam’s wafer fabrication equipment, products, and services are designed to help computer-chip makers build smaller, faster, and better-performing products to be used in a variety of electronics including mobile phones, personal computers, servers, wearables, automotive systems, and storage devices. Training will be conducted at the Company’s facilities in Fremont and Livermore.

Lam’s customer base is comprised of leading semiconductor memory, foundry, and integrated device manufacturers such as: NVIDIA, Qualcomm, Samsung, Intel, Micron, Texas Instruments, Advanced Micro Devices, and Taiwan Semiconductor Manufacturing Company.

This will be Lam’s eleventh ETP Contract, and its fifth in the last five years.

Veterans Program

Although this project does not include a Veterans component, the Company partners with Orion Talent, a recruitment firm that operates a web portal to help Veterans translate their military experiences into career opportunities at Lam. This recruitment tool, along with staff resources dedicated to hiring and training Veterans, supports Lam’s commitment to Veterans.

Project Details

Previous training focused on upskilling Lam's engineering and technical workforce in the design, development, production, maintenance, and calibration of new/updated semiconductor manufacturing tools and equipment.

In this project, ETP funding will help Lam provide additional training to employees on the Company's proprietary technology. Although not a recipient of CHIPS Act (Creating Helpful Incentives to Produce Semiconductors for America Act) funding, Lam's products directly support the growth of the semiconductor industry in California. Given the specialized, scientific nature of the business, training will be focused on enhancing innovation, improving product reliability, and expanding employee knowledge of manufacturing tools and equipment used in the creation of computer chipsets. Lam is committed to hiring, retaining, and training highly skilled scientific, technical, and managerial personnel. The Company has committed \$200 million to plant expansions in Fremont and Livermore, with the targeted completion date of December 2026 for new Research and Development facilities in Fremont. Lam also plans to hire at least 93 additional full-time employees during the next two years.

Semiconductor development is a highly complex and iterative process, and this training plan will update worker skill sets, so that they better understand the underlying technologies and manufacturing procedures to make the next generation of semiconductor tools and equipment. To address the challenge of identifying appropriate courses, Lam implemented an AI-based HR talent management tool that creates tailored reskilling and upskilling pathways for employees to advance their careers in the industry. This tool will be used to help the Company close skills gaps, adapt to industry shifts, and attract and retain top talent by assessing individual trainee needs and adapting training plans to meet those needs. To this end, the training courses offered are different from those in previous ETP Contracts, and trainees will not repeat training topics, only participating in courses that directly relate to their job and career trajectory.

Proposed training will focus on Computer Skills, Continuous Improvement Skills, and Manufacturing Skills. Trainees will earn training certificates, enhance their skills, and ensure the workforce remains at the forefront of the semiconductor equipment manufacturing industry. Lam's top priority is cultivating a culture of growth and mobility within the organization by equipping employees with marketable skills, and proposed training will provide trainees with transferable skills that can be applied across the industry.

Training Plan

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

Computer Skills: This training will be offered to all occupations and will support staff usage of advanced productivity, eBusiness, manufacturing lab applications, and manufacturing control systems. Training topics will include Agile Project Management for Software Development, Big Data Analytics for Business Systems, Lean Manufacturing and Process Automation Tools, Industrial Control Systems Security, and Systems Integration and Automation in Manufacturing.

Continuous Improvement Skills: This training will be offered to all occupations and will cover all aspects of quality improvement and customer relations. Training topics will include Creative Problem Solving and Innovation, Decision-Making Strategies for Leaders, Goal Setting and Performance Management, Presentation Skills for Business Leaders, and Sales and Customer Service Excellence.

Manufacturing Skills: This training will be offered to Engineer, Technician, and Manager occupations and will support advanced manufacturing design and processes. Training topics will include Advanced Computational Methods for Materials Engineering, High-Speed Digital Circuit Design and Testing, Microfabrication Techniques and Semiconductor Processes, Reliability Engineering for Manufacturing Systems, and Thermodynamics and Fluid Mechanics in Industrial Applications.

Certified Safety Training

Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Engineer, Technician, and Manager occupations will receive up to 8 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entities may include ISO 14001, 45001, SEMI Global Care, LAM Environmental Health & Safety Systems, and Occupational Health and Assessment Series 18001.

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 0-60 hours of CBT.

Electronic Recordkeeping/LMS

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

Commitment to Training

Lam’s annual training budget in CA is approximately \$1,500,000. The Company currently funds all training in OSHA and FDA-mandated safety regulations, sexual harassment prevention, rudimentary job skills, basic desktop training in Microsoft Word, Excel, and PowerPoint, and executive development programs. The resources provided by ETP will supplement Lam’s training budget by helping the Company to further its efforts to deliver additional, higher quality 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

Lam’s Senior Director of Organizational Learning and Development (dedicated administrator) will oversee the ETP-funded project. Training will be administered under the Company’s training department, which oversees the workforce training across the organization and

operates under the direction of its Divisional Vice President. Several full-time training staff will be responsible for administering the ETP program, while entering training hours into the LMS. Training will be coordinated by the facility’s training supervisor with at least one training coordinator at each facility, and training will be delivered by in-house experts or by a vendor if needed. Lam also retained an administrative subcontractor to provide additional administrative support.

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	
			\$	%
ET24-0195	08/28/23 - 08/27/25	\$749,800	\$749,800	(100%)
ET22-0153-000	11/22/21 - 11/21/23	\$494,500	\$494,500	(100%)
ET20-0159-000	10/07/19 - 10/06/21	\$562,350	\$562,350	(100%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Herrera & Company	Stockton, CA	\$8,750
Administrative	Herrera & Company	Stockton, CA	13% of Earned Amount

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:

Computer Skills

- Agile Project Management for Software Development
- Artificial Intelligence and Machine Learning in Manufacturing
- Automation and Robotics Software Integration
- Big Data Analytics for Business Systems
- Blockchain Technology for Business Applications
- Cloud Computing and Virtualization Technologies
- Cybersecurity for Manufacturing Systems
- Data Integration and Interoperability in Manufacturing
- Database Management and SQL Programming
- Digital Twins and Simulation in Manufacturing
- Enterprise Resource Planning (ERP) Systems
- Human-Machine Interface (HMI) Development
- Industrial Control Systems Security
- Internet of Things (IoT) for Manufacturing Control Systems
- IT Infrastructure and Network Management
- Lean Manufacturing and Process Automation Tools
- Mobile Application Development for Business Processes
- SCADA Systems and Industrial Automation
- Systems Integration and Automation in Manufacturing
- Web Application Development and Deployment

Continuous Improvement Skills

- Advanced Customer Relationship Management (CRM)
- Building High-Performance Teams
- Conflict Resolution and Negotiation Skills
- Creative Problem Solving and Innovation
- Cross-Functional Team Collaboration
- Decision-Making Strategies for Leaders
- Digital Marketing Strategies and Analytics
- Emotional Intelligence in Leadership
- Executive Communication and Influence
- Finance for Non-Financial Managers
- Fundamentals of Project Management
- Goal Setting and Performance Management
- Negotiation and Conflict Management in Sales
- Organizational Change Management
- Presentation Skills for Business Leaders
- Product Lifecycle Management
- Sales and Customer Service Excellence
- Supply Chain Management and Logistics
- Time Management and Personal Productivity
- Workplace Ethics and Professional Conduct

Hazardous Materials Skills - Certified

- Restricting of Hazardous Substances
- Risk Management and Waste Management

Manufacturing Skills

- Advanced Computational Methods for Materials Engineering
- Battery Design and Thermal Management Systems
- Data Analytics in Manufacturing Systems
- Embedded Systems and Real-Time Software Development
- Energy Storage Systems and Electrochemical Processes
- Finite Element Analysis in Engineering Applications
- High-Speed Digital Circuit Design and Testing
- Industrial Internet of Things (IIoT) in Manufacturing
- Machine Learning for Industrial Automation
- Materials Characterization Techniques for Energy Devices
- Microfabrication Techniques and Semiconductor Processes
- Power Electronics for Renewable Energy Systems
- Quantum Mechanics for Nanotechnology Applications
- Reliability Engineering for Manufacturing Systems
- Robotics and Control Systems Engineering
- Simulation and Modeling for Advanced Manufacturing
- Surface Engineering and Thin Film Deposition Techniques
- Thermodynamics and Fluid Mechanics in Industrial Applications
- Wireless Sensor Networks for Industrial Applications
- Additive Manufacturing and 3D Printing Technologies

Computer-Based Training

Trainees may receive any of the following:

Computer Skills

- Advanced Data Visualization and Dashboard Tools (1.5)
- Agile Methodologies for Software Development (2.0)
- Artificial Intelligence Applications in Business Systems (0.5)
- Automation Software for Manufacturing and Logistics (1.5)
- Big Data and Analytics for Decision Making (0.5)
- Business Intelligence (BI) Tools for Enterprise Systems (0.5)
- Cloud-Based ERP Systems and Integration (1.5)
- Collaborative Project Management Tools and Platforms (1.0)
- Cybersecurity for Enterprise Resource Planning Systems (1.0)
- Data Governance and Compliance in Enterprise Systems (1.0)
- DevOps Tools and Continuous Integration (0.5)
- Digital Transformation with Enterprise Software (1.5)
- IT Service Management (ITSM) Tools (0.5)
- Mobile App Development for Business Systems (1.5)
- Predictive Analytics in Manufacturing Control Systems (4.0)
- SAP and Oracle ERP System Configuration (1.0)
- Supply Chain Management Software Tools (1.5)
- Systems Integration and Interoperability (2.0)

- User Experience (UX) Design for Business Applications (0.5)
- Virtualization and Cloud Computing for Business Applications (5.0)

Continuous Improvement Skills

- Advanced Business Analytics and Decision-Making (1.0)
- Business Process Optimization and Reengineering (1.5)
- Change Management and Organizational Transformation (2.5)
- Collaborative Leadership in Cross-Functional Teams (3.0)
- Continuous Improvement and Lean Manufacturing (1.0)
- Customer Experience (CX) Design and Management (1.0)
- Data-Driven Decision Making in Finance (0.5)
- Emotional Intelligence for Business Leaders (1.0)
- Enterprise Risk Management (1.0)
- Ethics and Compliance in Manufacturing (1.5)
- Global Supply Chain and Logistics Management (1.0)
- Innovation Management and Business Strategy (1.5)
- Inventory Control and Warehouse Management (1.5)
- Key Account Management and Customer Retention (3.0)
- Lean Six Sigma Tools and Techniques (4.0)
- Operational Excellence in Manufacturing (1.5)
- Performance Metrics and KPI Management (0.5)
- Procurement and Vendor Management (0.5)
- Product Lifecycle Management and Innovation (2.0)
- Sustainability in Manufacturing and Operations (1.5)



Training Proposal for:

Altos Labs, Inc.

Contract Number: ET25-0247

Panel Meeting of: February 28, 2025

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Professional, Scientific, and Technical Services	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	San Mateo, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 417	U.S.: 417	Worldwide: 565	
<u>Turnover Rate:</u>	2%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

Funding Detail

In-Kind Contribution
\$900,000

Total ETP Funding
\$472,500

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	375	8-200	0-0	45	\$1,260	\$27.00

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$25.70 for San Mateo County; \$23.72 for San Diego County
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Health Benefits may be used to meet the Post-Retention Wage as follows:	
Job Number 1:	\$0.00

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Administrative Staff	\$27.00 - \$90.00	15	0	0	15
Technical Staff (Scientists and Engineers)	\$30.00 - \$115.00	200	0	0	200
Operations Staff	\$30.00 - \$115.00	125	0	0	125
Managers/Supervisors	\$35.00 - \$125.00	35	0	0	35

Introduction

Founded in 2022 and headquartered in Redwood City, Altos Labs, Inc. (Altos) (<https://www.altoslabs.com/>) is a biotechnology research company that focuses on restoring cell health and resilience through cell rejuvenation to reverse diseases, injuries, and disabilities. Altos aims to develop life extension therapies that can halt and reverse the human aging process. ETP-funded training will be delivered at its Redwood City and San Diego locations.

This will be Altos' first ETP Contract. The Company's customer-base includes other life sciences organizations who can accelerate and advance its product research and development by leveraging our science, platforms, and methodologies. In addition, Altos also serves the broader patient and healthcare provider communities worldwide.

Veterans Program

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

Project Details

ETP training will focus on upskilling trainees on business development capabilities. As Altos' research is progressing from pre-clinical research and science into later-stage biomedical product development, its staff will need additional business capabilities beyond research science. Even though many of the staff have experience in life sciences, they have little experience in the building and responsibilities for business expansion. Therefore, staff will be trained on more advanced capabilities such as strategic planning, financial analysis and planning, budget and resource planning, project management, and team optimization. This advancing knowledge and capabilities are required in order to advance the product pipeline into commercialization.

Training Plan

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

Business Skills: This training will be offered to all occupations in courses such as Agile & Design Thinking, Budget & Resource Management, Effective Communication, and Strategic Planning.

Commercial Skills: This training will be offered to Technical Staff (Scientists and Engineers), Operations Staff, and Managers/Supervisors in courses such as Drug Discovery & Development, Clinical Operations, and Product Lifecycle Management.

Continuous Improvement: This training will be offered to all occupations in courses such as Business Process & Continuous Improvement, Good Pharmaceutical Practices, and Root Cause Analysis.

Alternate Recordkeeping

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

Commitment to Training

The Company's annual training budget in California is \$100,000. This training includes rudimentary job skills, new-hire orientation, and business skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Altos' Chief People Officer (dedicated administrator) will oversee the project along with the People Operations Associate to assist in the scheduling of training, collecting training records, and other internal administrative duties. Training will be delivered by a combination of in-house experts and vendors.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	N/A	-	-
Administrative	N/A	-	-

Training Vendor(s)	City, State	Cost	Description of Service
Hands On, LLC	San Francisco, CA	\$200,000.00	Hands On will provide Altos Labs with expert training content and facilitation in a number of areas, including business and commercial skills, as well as technical life sciences skills.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Agile & Design Thinking
- Building Organizational Culture
- Budget & Resource Management
- Change Management
- Decision-Making
- Effective Communications
- Effective Meetings
- Finance for Non-Finance Managers
- Giving & Receiving Feedback
- Healthcare Economics
- Ideation & Innovation
- Managing Performance
- Market Access
- Portfolio Management
- Presentation Skills
- Presenting Technical Information
- Project Management
- Scientific Communications
- Setting Goals and Expectations
- Strategic Planning
- Team Optimization
- Technical Writing
- Time Management and Organization
- Working in Hybrid Teams

Commercial Skills

- Clinical Operations
- Drug Discovery & Development
- Patient Centricity
- Product Lifecycle Management
- Regulatory Affairs

Continuous Improvement Skills

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



Training Proposal for:

Niagara Bottling, LLC

Contract Number: ET25-0242

Panel Meeting of: February 28, 2025

ETP Regional Office: Sacramento

Analyst: J. Dongallo

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee	Industry Sector(s):	Manufacturing	
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Kern, Los Angeles, San Bernardino, San Joaquin	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 2,680	U.S.: 6,831	Worldwide: 7,082	
<u>Turnover Rate:</u>	12%			
<u>Managers/Supervisors:</u> (% of total trainees)	10%			

Funding Detail

In-Kind Contribution
\$539,504

Total ETP Funding
\$349,440

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	312	8-200	0-0	40	\$1,120	\$23.56

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

Published Minimum Hourly Wage by County:	
Job Number 1:	\$24.01 per hour for Los Angeles County; \$23.56 per hour for San Bernardino, San Joaquin, and Kern Counties.
Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Distribution/Logistics Staff	\$21.51 - \$68.00	42	0	12	30
Manufacturing/Mechanic Staff	\$21.63 - \$70.00	122	0	47	75
Corporate Support/Operations	\$21.63 - \$84.00	66	0	16	50
Customer Service Staff	\$23.00 - \$57.18	14	0	4	10
Engineering/Information Technology Staff	\$30.00 - \$90.00	38	0	0	38
Managers	\$34.61 - \$84.00	30	0	0	30

Introduction

Founded in 1963 and headquartered in Ontario, Niagara Bottling, LLC (Niagara) (www.niagarawater.com) is the largest private-label bottled water supplier in the United States. With over 60 years of experience in advanced bottling technology, Niagara leads the industry in product innovation and environmental sustainability efforts in PET (polyethylene terephthalate) recyclable bottle manufacturing and is the first North American bottling plant to be TRUE Zero Waste certified. Niagara manufactures almost all component parts in-house including the water bottles and caps. The only parts it purchases are resin, labels, and shrink wrap. The Company’s customers include grocery stores, convenience stores, club stores, and wholesale customers across the country.

There are nine operating facilities participating in this proposal. The Southern California facilities are located in Diamond Bar, Rialto, and Ontario (2). The Northern California facilities are located in Stockton (4) and Delano. This is Niagara’s fifth ETP Contract, and the third in the last five years.

Veterans Program

Although there is not a dedicated Veterans job number, Niagara is committed to hiring and retraining Veterans. In addition, the Company is a Department of Defense SkillBridge Industry Partner. SkillBridge specializes in recruiting transitioning service members who can also be a part of Niagara's six-month Military Internship through the program to gain valuable, hands-on manufacturing experience in Maintenance, Production or Quality Assurance. Niagara also works with Operation Gratitude, a non-profit organization dedicated to supporting the military, first responders and Veterans through the power of gratitude. The Company provides care packages filled with essential items and letters of appreciation to those who serve our nation. Niagara's mission is to lift the spirits of those who protect and defend us, reminding Veterans that they are valued and appreciated. Lastly, the Company has a Veterans outreach program through online employment websites for recruiters to source and contact Veterans. Niagara has worked with the Veteran Association (VA) to conduct outreach programs in areas where its production facilities are located.

Project Details

The global bottled water market, valued at USD 303.95 billion in 2022, is projected to grow at a compound annual growth rate (CAGR) of 5.9% from 2023 to 2030. This expansion is primarily driven by consumer health and wellness trends, with a strong preference for hydration options perceived as healthier alternatives to sugary drinks. The convenience and accessibility of bottled water further contribute to its popularity, particularly in urban settings where busy lifestyles fuel demand for portable and on-the-go hydration solutions. Additionally, innovations in production, such as eco-friendly packaging and enhanced filtration technologies, are playing a significant role in driving this growth by catering to environmentally conscious consumers.

Previous training focused on the reduction of the use of materials, new technology upgrades, and the conversion of some production lines from flavored water to premium water. The premium segment, especially mineral and sparkling water, is growing even faster, spurred by consumer perceptions of these products as both healthier and more luxurious. This trend reflects a broader shift toward wellness-oriented spending, where consumers are willing to pay a premium for added benefits like natural minerals and carbonation. As a result, premium bottled water brands are increasingly competing with functional beverages in the wellness market. In this proposal, Niagara's training will focus on the Company's expansion from six operating sites to nine. This new project will focus on the industry's current growth trajectory, skills, and knowledge needed, as well as new manufacturing lines and technology meant to enhance product diversity and quality. Niagara's expansion in Delano has created more manufacturing lines and opportunities for more efficient production processes. New staff at the Delano location will require extensive training on how to effectively operate machines and manage the facility.

Additionally, Niagara will focus training on day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure operation infrastructures are aligned with quality customer service. In order to keep up with increased demand, Niagara is implementing the following:

- Cloud integration with other software including Oracle Database Skills
- An increase within the Company's beverage options related to non-water products
- Greater outreach of sustainability best practices across the business
- Increased Data Management initiatives – The Company has a Data Management project designed to make its data more accurate, consistent, and easier to understand. This will help the workforce manage inventory more effectively by simplifying item

transactions, reducing duplicate item codes, and improving communication across the organization.

- New training opportunities for Project Management – The Company is building a multi-level project management training that focuses project management methodology and tools for the workforce to be more productive when working cross collaboratively on projects of all sizes. This new process will also help those in heavily focused project management roles to be ready to earn their Project Management Institute (PMI) certification if it is applicable for their role.

Training will ensure all regulatory changes are met while improving quality processes, outcomes, and measures. In addition, enhancing employee skills will enable Niagara to remain competitive within the industry and offer higher workplace promotional opportunities.

Lastly, Niagara remains strongly dedicated to the growth and advancement of its team members, providing internal development opportunities and implementing innovative workplace initiatives. The Company fills approximately 25% of positions from within and continues to prioritize internal promotion and development. This focus on internal advancement will involve comprehensive training to equip each promoted team member with the skills needed for their new roles and responsibilities.

Some training topics may be repeated from prior projects and some trainees in this project participated in the previous contract. However, there will be no duplication of training in any course.

Training Plan

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

Business Skills: Training will be delivered to all occupations and focus on Conflict to Collaboration, Customer Support and Service, Marketing and Sales Techniques, Presentation Skills, and Train-the-Trainer Programs.

Computer Skills: Training will be offered to all occupations to improve software skills. Training topics include Adobe Acrobat and Reader, AutoCAD Proficiency, Cloud Computing, and SharePoint Utilization.

Continuous Improvement: Training will be delivered to all occupations on Effective Leadership Practices, Lean and Six Sigma Methodologies, Product Development and Innovation, Project Management, and Team Collaboration Skills.

Manufacturing Skills: Training will be offered to Manufacturing/Mechanic Staff and Distribution/Logistics Staff. Training will improve the trainees' knowledge of proper techniques for working with equipment and provide on-the-job experience. Training topics include Aseptic Beverage Production Techniques, Blow Molding Operations, Electrical Safety Standards, Injection Molding Proficiency, Logistics and Distribution Skills, Palletizing Procedures, Product Wrapping Skills, and Sterilization Procedures.

Electronic Recordkeeping/LMS

ETP staff has reviewed and approved the use of a Learning Management System for recordkeeping. Niagara will be using Workday for this training program.

High Unemployment Area

112 trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s locations in San Joaquin and Kern counties are in an HUA.

➤ **Wage Modification**

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

Commitment to Training

Niagara’s annual training budget, for all nine California facilities, is approximately \$2.7 million for safety and employee improvement. The Company is committed to making sure all staff are up-to-date with the new safety plan and are able to efficiently operate the new equipment and software. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ **Training Infrastructure**

The Project Manager will oversee the ETP project. A Training Administrator at each location will assist with training events and ensuring data is entered correctly into the CEF system. In addition, Niagara has also retained the services of a third-party subcontractor with extensive ETP experience to assist with administration. Training will be delivered by in-house experts who will be responsible for managing the design, scheduling, delivery, and documentation of training for all California facilities. Niagara has a detailed training schedule in place and is ready to start training upon approval.

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	
			\$	%
ET23-0264	02/01/23 - 01/31/25	\$299,000	\$0	(0%)
ET21-0127-000	08/03/20 - 08/02/22	\$276,000	\$276,000	(100%)

The Company's current performance on ET23-0264 is 95%. Based on the system, Niagara has 15,856 hours tracked which equates to 100% potential earnings. Six Progress Payments have been submitted and approved. Niagara's final invoice was submitted on January 17, 2025 and is pending approval.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
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Development	Training Funding Partners	Fountain Valley, CA	\$20,966
Administrative	Training Funding Partners	Fountain Valley, CA	13% of Earned Amount

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

- Conflict to Collaboration
- Communicating with Impact
- Cross-Functional Training
- Customer Support and Service
- Marketing and Sales Techniques
- New and Updated Product Knowledge
- Presentation Skills
- Train-the-Trainer Programs

Computer Skills

- Adobe Acrobat and Reader
- AutoCAD Proficiency
- Cloud Computing
- Oracle Database Skills
- SharePoint Utilization

Continuous Improvement Skills

- Effective Leadership Practices
- Lean and Six Sigma Methodologies
- Navigating Change
- Problem Solving and Troubleshooting
- Process and Performance Optimization
- Product Development and Innovation
- Project Management Institute (PMI)
- Talent Development and Selection
- Team Collaboration Skills

Manufacturing Skills

- Aseptic Beverage Production Techniques
- Blow Molding Operations
- Bottle and Cap Processing
- Electrical Safety Standards
- Injection Molding Proficiency
- Logistics and Distribution Management
- Equipment Operation and Maintenance
- Packaging Techniques
- Palletizing Procedures
- Product Wrapping Skills
- Quality Control Practices
- Reverse Osmosis and Water Treatment
- Sterilization Procedures



**Training Proposal for:
Workforce Development Corporation of Southeast Los
Angeles County, Inc.**

Contract Number: ET25-0241

Panel Meeting of: February 28, 2025

ETP Regional Office: North Hollywood

Analyst: M. Reeves

Project Profile

Contract Attributes:	Priority Rate Retrainee SB < 100	Industry Sector(s):	MEC Accommodation and Food Services Administrative and Support and Waste Management and Remediation Services Agriculture, Forestry, Fishing and Hunting Arts, Entertainment, and Recreation Construction Information Manufacturing Professional, Scientific, and Technical Services Transportation and Warehousing Utilities Wholesale Trade
		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%
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Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
\$794,640		\$55,341		\$849,981

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,700,000
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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	246	8-200	0-0	60	\$1,797	\$23.56
2	Priority Rate Small Business Retrainee	227	8-200	0-0	60	\$1,797	\$23.56

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:

Job Number 1: \$25.70 for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties, \$25.00 for Contra Costa County, \$24.01 for Los Angeles County, \$23.72 for San Diego County, and \$23.56 for all other counties.

Job Number 2: \$25.70 for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties, \$25.00 for Contra Costa County, \$24.01 for Los Angeles County, \$23.72 for San Diego County, and \$23.56 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

Health Benefits may be used to meet the Post-Retention Wage as follows:

Job Number 1: \$2.50
 Job Number 2: \$2.50

Wage Range by Occupation

Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Warehouse/Distribution Staff	\$23.18 - \$27.59	12	0	4	8
Network Technician	\$24.06 - \$60.88	5	0	2	3

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	\$20 and Under	\$20.01 to \$25	Over \$25.01
Administrative Staff	\$24.14 - \$35.16	28	0	13	15
Machinist	\$24.18 - \$45.08	9	0	4	5
Logistics Staff	\$24.93 - \$66.92	23	0	10	13
IT Technician	\$25.22 - \$58.66	28	0	0	28
Production Staff	\$25.48 - \$42.79	21	0	0	21
Supervisor/Manager	\$26.01 - \$51.22	6	0	0	6
Construction Worker	\$27.27 - \$41.91	7	0	0	7
Maintenance/Technical Staff	\$27.39 - \$38.30	27	0	0	27
Customer Service/ Sales Representative	\$36.65 - \$80.09	22	0	0	22
Manufacturing Staff	\$37.17 - \$81.96	37	0	0	37
Engineering Staff	\$40.98 - \$85.67	21	0	0	21
JOB NUMBER 2 - Priority Rate, Small Business, Retrainee					
Warehouse/Distribution Staff	\$23.18 - \$27.59	11	0	3	8
Network Technician	\$24.06 - \$60.88	3	0	1	2
Administrative Staff	\$24.14 - \$35.16	26	0	12	14
Machinist	\$24.18 - \$45.08	8	0	4	4
Logistics Staff	\$24.93 - \$66.92	21	0	9	12
IT Technician	\$25.22 - \$58.66	24	0	0	24
Production Staff	\$25.48 - \$42.79	20	0	0	20
Supervisor/Manager	\$26.01 - \$51.22	4	0	0	4
Construction Worker	\$27.27 - \$41.91	6	0	0	6
Maintenance/Technical Staff	\$27.39 - \$38.30	24	0	0	24
Customer Service/ Sales Representative	\$36.65 - \$80.09	19	0	0	19
Manufacturing Staff	\$37.17 - \$81.96	36	0	0	36
Engineering Staff	\$40.98 - \$85.67	19	0	0	19
CEO/CFO/COO	\$41.50 - \$245.67	4	0	0	4
Owner	N/A	2	0	0	2

Introduction

Workforce Development Corporation of Southeast Los Angeles County, Inc. (SELACO) (www.selacowdb.com) was formed in 1983. SELACO specializes in providing customized business solutions to foster the economic growth of employers and the upskilling of individuals through workforce education and training. SELACO provides services to businesses mainly located in the Southeast Los Angeles and Orange County areas. SELACO works collaboratively with employers, economic development agencies, and labor organizations to address the challenges of business growth and employee retention.

The proposed training will be provided primarily to manufacturing and logistics employers; however, companies from additional business sectors facing out-of-state competition are also expected to participate. The core group of participating employers represents more than 80% of the requested funding amount, and approximately 45% are small businesses. Training will be provided statewide; however, most of the training is expected to take place in Los Angeles and Orange counties. This will be SELACO's 22nd ETP Contract, and the fifth in the last five years.

Veterans Program

Although SELACO is not including a separate job number for veterans, its participating employers regularly employ veterans through normal hiring practices. SELACO also works closely with several veterans-related organizations.

Project Details

SELACO utilizes employer assessments to identify industry challenges and areas for improvement that can be effectively addressed through customized training initiatives. Specific areas of concern include employee retention, skill gaps among workers, and rapid changes in technology. The training outlined in this proposal will help employees adapt to new technology and processes, improve workflow and task management, and help companies maintain a competitive edge under challenging economic conditions.

The proposed training plan is intended to foster a more flexible workforce that promotes a culture of continuous learning and innovation. Training will focus on proven skills and solutions to increase workforce knowledge, productivity, upward mobility, and operational efficiency. Some companies may have participated in a previous ETP project, and several topics from the proposed curriculum are repeated from prior contracts. However, SELACO's course content is continuously updated, and no trainees who participated in prior ETP projects will receive duplicative training in this proposal. All courses are customized to the participating employer's current needs.

Training Plan

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

Business Skills: Training will be offered to all occupations to teach workers how to perform their duties effectively in a professional business setting. Training will include customer service, project management, financial principals, sales skills and resource management.

Commercial Skills: Training will be offered to Construction Workers, Engineering Staff and Supervisors. Training will cover construction fundamentals and industry-specific construction management skills.

Computer Skills: Training will be offered to all occupations. Trainees will learn to work more efficiently through the use of innovative software solutions including database technology, logistics software, automated reports, artificial intelligence and project management software.

Continuous Improvement: Training will be offered to all occupations to enhance problem solving and decision making skills through effective process improvement techniques. These

courses will help workers improve efficiencies that lead to lower operating costs, reduced waste, and higher profit margins.

Green/Clean Skills: Training will be offered to Construction Workers, Engineering Staff and Warehouse/Distribution Staff. Training will focus on the knowledge, abilities and values needed to develop and support energy efficient/sustainable environments.

Job Readiness Skills: Training will be offered to Production Staff and Warehouse/Distribution Staff who require more focused instruction in skills specifically designed to improve success in the workplace.

Literacy Skills: Training will be offered to Production Staff and Warehouse/Distribution Staff to help workers overcome language barriers that impede productivity and teamwork.

Management Skills: Training will be offered to Supervisors/Managers to enhance their ability to communicate, lead, motivate and plan. This training will also be provided to Owners and C-Level executives of small businesses in Job Number 2.

Manufacturing Skills: Training will be offered to Manufacturing Staff, Machinists, Maintenance/Technical Staff, Production Staff, and Engineers. Courses will include equipment operation and maintenance, Kaizen methods, material handling, power tools and manufacturing resource planning. This training is designed to improve production efficiency, product quality and safety.

Certified Safety Training

1. OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Production Staff, Warehouse/Distribution Staff, Construction Workers, Logistics Staff, Machinists, and Maintenance Staff. OSHA 30 training will be provided to Managers/Supervisors and Engineers to ensure a safe work environment.

2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER): This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (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. Training will be provided to Warehouse/Distribution Staff, Engineering Staff, Production Staff, and Maintenance/Technical Staff.

3. Hazardous Materials (HAZMAT): This training is also a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Machinists, Maintenance/Technical Staff, Engineering Staff, Logistics Staff, Supervisors, Manufacturing

Staff, Production Staff, and Warehouse/Distribution Staff will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, certification is by the certified trainers.

Alternate Recordkeeping

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

Commitment to Training

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

➤ Training Infrastructure

SELACO's Deputy Director will oversee administration of this project. SELACO has three staff members with ETP administrative experience dedicated to business development, needs assessments, employer recruitment, training customization, scheduling, and ETP administration. Approximately 95% of the proposed training will be delivered at employer worksites and the remaining 5% will be provided in a center-based setting.

Marketing and Support Costs

SELACO markets its program through flyers, email, trade shows, recruitment events, and other forms of advertising. SELACO maintains numerous relationships with business, labor, and economic development agencies. SELACO also promotes programs through its work with community organizations (e.g., Society of Manufacturing Engineers, Professionals in Human Resources Association, American Production and Inventory Control Society, Aerospace and Defense Forums and Trade Shows, Small Business Development Centers, various Chambers of Commerce, and other industry sector partners). SELACO is requesting 8% Support Costs to assist with recruitment and training assessments.

Trainer Qualifications

SELACO utilizes a combination of its own highly skilled trainers and outside training vendors. All trainers are experienced course instructors.

Tuition Reimbursement

Trainees will not be charged tuition, fees or any other costs associated with training. The representation will be made a condition of the Contract.

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) (\$ %)
ET24-0162	\$749,808	08/28/23 - 08/27/25	508	49	\$614,549 (82%)

Based on ETP Systems, 457 trainees have completed 24,757 reimbursable hours for potential earnings of \$609,014 (81% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through May 2025.

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 \$ %
ET23-0132	08/29/22 - 08/28/24	\$599,625	\$596,433 (99%)
ET21-0333-000	06/28/21 - 06/27/23	\$511,803	\$492,522 (96%)
ET20-0129-000	08/26/19 - 11/23/21	\$749,786	\$716,704 (96%)

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

- Project Management
- Scheduling, Budgeting, and Cost Controls
- Managing Resources
- Quality Control
- PERT/Critical Path Charts
- Multicultural Organizations
- Customer Service
- Increasing Customer Satisfaction
- Goal Setting
- Planning for Results
- Inventory Control
- Negotiation Techniques
- Increasing Productivity and Quality
- Finance Principals
- Sales Skills

Commercial Skills

- Estimating and Budgeting
- Surveying
- Land Analysis
- Entitlement Documentation
- Blueprint Reading for Construction
- Fundamentals of Construction
 - Estimating
 - Bidding
 - Spreadsheets
- Construction Management
- Project Planning and Control
- Risk Management

Computer Skills

- Word Processing, Intermediate and Advanced
- Data Processing, Intermediate and Advanced
- Spreadsheets, Intermediate and Advanced
- QuickBooks, Adobe, Visual Basics, Crystal Reports
- Databases
- Search Engines
- Content Control, Editing
- Queries and Reports
- Cyber Security Issues
- Artificial Intelligence
- Social Media Marketing

- Address Books, Group Mailings
- Help Desk Support
- Logistics Software
- Project Management Software
- Computer Aided Design
- Enterprise Resource Planning (ERP) Software
- Computer Skills for Construction Trades
- MS Office (Intermediate & Advanced)

Continuous Improvement Skills

- Lean Manufacturing/Operations
- 5-S Work Area Organization
- Six Sigma
- Problem Solving
- Change Management
- Communication Skills
- Flow Charts, Process Analysis, Cause and Effect
- Decision Making
- Managing Interactions
- Standard Work and Standard Operations
- Takt Times and Cycle Times
- Set Up Time Reduction
- Operation Tools and Kaizen
- Supply Chain Elements and Management
- Cost and Analysis
- Scheduling and Planning
- Purchasing and Inventory
- Capacity Management
- Time Management
- Basic Logistics and Shipping
- Logistics Documentation and Terminology
- Terms of Sale
- Import/Export Process Flow
- Frontline Leadership
- ISO 9002 9001/AS 9100
 - Quality Management Process
 - Resource Management Process
 - Needs Assessment
 - Document Control
 - Communication
 - Monitoring and Measurement
 - Data Analysis
 - Planning
- Applying 5S to Safety
- Workplace Assessment for Safety
- Industry Specific Security

Green/Clean Skills

- Green Business Practices
- Conversion to Solar, Wind, Tidal Power
- Conversion to Electric Energy
- Controlling Environmental Contamination
- Sorting Recyclable Materials
- Preservation and Protection of the Environment
- Greenhouse Emissions
- Renewable Energy Strategies

Hazardous Materials Skills

- Hazardous Materials for Logistics and Goods Transportation
- Environmental Management of Hazardous Materials and Industrial Waste
- Blood-Borne Pathogens
- Electric Safety

HazWoper

- Hazardous Waste Operations and Emergency Response (HAZWOPER)

Job Readiness Skills

- Soft Skills
- Job Retention Skills
- Interpersonal Skills
- Responsibility
- Listening Skills
- Empathy
- Work Ethics
- Work Under Pressure
- Flexibility
- Adaptability
- Decisiveness
- Critical Thinking

Literacy Skills

- SMART Goals
- Work Flow and Occupations
- Effective Listening Skills
- Basics of Problem Solving
- English Communication Skills
- Reading, Writing, and Speaking English
- English Pronunciation
- Work Related Vocabulary and Terminology

Management Skills

- The Lead Supervisor Role
- Motivating Employees
- Coach And Counseling
- Planning And Controlling
- Understanding Work Group Dynamics

- Teambuilding
- Leadership Principles
- Cost Control

Manufacturing Skills

- Programmable Logic Control
- Manufacturing Resource Planning
- Blueprint Reading for Manufacturing
- Gauges Calibration
- Shop Math
- Balances And Variance Calculations
- Geometric Dimensioning & Tolerancing (GD&T)
- Data Collection and Intolerances
- Operation Of Tools and Kaizen Methods
- Elementary Chemical Knowledge
- Material Handling - Lifting Devices
- Walking/Working Surfaces
- Machinery And Machine Guarding
- Proper Usage of Hand Tools, Power Tools
- Welding, Cutting and Brazing
- Electrical
- Equipment Maintenance
- Computer Numeral Control (CNC)
- Food Safety

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: SELACO

CCG No.: ET25-0241

Reference No: 25-0105

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ALPHABETIZE BY COMPANY NAME

Company: A-Tech Consulting, Inc.

Priority Industry? Yes No

Address: 1640 N. Batavia St

City, State, Zip: Orange, CA 92867

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 87

Small Business? Yes No

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 94

Company: Amphenol CIT

Priority Industry? Yes No

Address: 12900 Alondra Blvd

City, State, Zip: Cerritos, CA 90703

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 38

Small Business? Yes No

Total # of full-time company employees worldwide: 1,300

Total # of full-time company employees in California: 252

Company: Custom Power

Priority Industry? Yes No

Address: 10910 Talbert Ave

City, State, Zip: Fountain Valley, CA 92708

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 78

Small Business? Yes No

Total # of full-time company employees worldwide: 105

Total # of full-time company employees in California: 105

Company: Dekra-Lite

Priority Industry? Yes No

Address: 3102 W. Alton Avenue

City, State, Zip: Santa Ana, CA 92704

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: 55

Total # of full-time company employees in California: 55

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: SELACO

CCG No.: ET25-0241

Reference No: 25-0105

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ALPHABETIZE BY COMPANY NAME

Company: Dependable Hawaiian Express	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 19201 S. Susana Rd	
City, State, Zip: Compton, CA 90221	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 62	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 368	
Total # of full-time company employees in California: 190	
<hr/>	
Company: Mission Microwave Technologies	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 6060 Phyllis Drive	
City, State, Zip: Cypress, CA 90630	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 78	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 81	
Total # of full-time company employees in California: 81	
<hr/>	
Company: Mitsubishi	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1822 Reynolds Ave	
City, State, Zip: Irvine, CA 92614	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 23	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 415	
Total # of full-time company employees in California: 365	
<hr/>	
Company: NicoNat Manufacturing	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2624 Yates Ave	
City, State, Zip: Commerce, CA 90040	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 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: SELACO

CCG No.: ET25-0241

Reference No: 25-0105

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ALPHABETIZE BY COMPANY NAME

Company: Valence Surface Technologies

Priority Industry? Yes No

Address: 7061 Patterson Drive

City, State, Zip: Garden Grove, CA 92841

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Contract: 69

Small Business? Yes No

Total # of full-time company employees worldwide: 1,191

Total # of full-time company employees in California: 235



**Panel Amendment #1 Proposal for:
Dumont Printing, Inc.
Contract Number: ET24-0313**

Amendment Effective Date: April 6, 2024

Panel Meeting of: February 28, 2025

ETP Regional Office: Sacramento

Analyst: J. Dongallo

CURRENT PROJECT PROFILE

Contract Type:	Retrainee	Industry Sector(s):	Manufacturing
	Priority/SB<100		
	HUA - Retrainee		
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	Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current Contract Term:	April 5, 2024 to April 4, 2026	Substantial Contribution:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

CURRENT FUNDING

Current Funding
\$44,712

AMENDMENT FUNDING

Requested Funding	Total Funding
\$0	\$44,712

AMENDMENT TRAINING PLAN TABLE

Job No.	Job Description (By Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority SB<100 HUA	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	54	8-200	0	\$828	\$16.91
				Weighted Avg: 36			

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

Minimum Wage by County: Job Number 1: \$16.91 per hour for Fresno County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Title	Actual Wage Range	Estimated Number of Trainees
Job Number 1: Retrainee		
Administration	\$16.91 - \$20.00	4
	\$20.01 - \$25.00	5
	\$25.01 - \$33.00	4
Owner	N/A	1
Production Operator	\$16.91 - \$20.00	9
	\$20.01 - \$25.00	11
	\$25.01 - \$28.00	10
Research and Development	\$25.00 - \$30.00	1
Sales	\$25.00 - \$80.00	4
Shipping & Fulfillment	\$16.91 - \$20.00	2
	\$20.01 - \$25.00	2
	\$25.01 - \$30.00	1

INTRODUCTION

Founded in 1959 and headquartered in Fresno, Dumont Printing, Inc. (Dumont) (www.dumontprinting.com) is a full service provider of print and marketing products. Services include offset, digital and large format printing; graphic design; and complete bindery and fulfillment services. The Company’s customer base include banking, manufacturing, hospitals, non-profit organizations, fire departments, police departments, zoos, casinos, educational institutions, and city/county offices. Training is provided at Dumont’s two locations in Fresno.

AMENDMENT DETAILS

Dumont requests to use an Out-of-State Training Vendor, Bindery Machine Repair. The training vendor is a Company approved trainer that provides specific installation and maintenance training for Dumont's machinery. The Company reviewed all potential options within California but was unable to find a specialist for their unique machinery. The trainer has knowledge of the Company's advanced machinery with unique moving parts that require precision installation/maintenance for accurate production. Additionally, Bindery Machine Repair is the seller of the machinery and it is the best option to train and assist with reassembly of its machinery after it has been shipped across the country.

Bindery Machine Repair is located in Oakdale, Pennsylvania. Training was delivered April 9, 2024 to April 12, 2024 for a total of 22 training hours via Class/Lab at Dumont's location in Fresno.

Dumont also requests a retroactive effective date of April 6, 2024 to be able to include training hours that have already occurred.

CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by Dumont Printing under the current ETP Contract:

Contract No.	Approved Amount	Term	No. Trainees Enrolled	No. Completed Training	No. Retained
ET23-0313	\$44,712	4/5/2024 – 4/4/2026	53	0	0

Based on ETP Systems as of January 3, 2025, 305 reimbursable hours have been tracked for potential earnings of \$7,015 (16% of approved amount). The Contractor projects final earnings of 100% based on adding training hours from Binder Machinery Repair and training currently committed to and in progress through April 2026.

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

Trainees may receive any of the following:

Business Skills

- Accounting
- Communication Skills
- Job Estimating
- Order Writing
- Sales

Computer Skills

- Demand Bridge Fulfillment Software
- Digital Store Front Software
- Electronics For Imaging (EFI) Fiery Rip Software
- EFI Pace Operating System Software
- MS Office – Intermediate & Advanced
- Print Stream Software
- XMPIE (Xerox Makes Personalization Incredibly Easy) Software

Continuous Improvement Skills

- Leading Change
- Quality Standards

Manufacturing Skills

- Binding Machine
- Horizon Booklet Maker
- Horizon Folder
- HP 72' Flatbed Industrial Printer
- Jet Envelope Press
- Machine Operation
- MBO Continuous Folder
- Spiral Binding Machine

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

Trainees may receive any of the following:

Manufacturing Skills

- Binding Machine
- Horizon Booklet Maker
- Horizon Folder
- HP 72' Flatbed Industrial Printer
- Jet Envelope Press
- Machine Operation
- MBO Continuous Folder
- Spiral Binding Machine



Employment Training Panel

**LIST OF PROPOSALS \leq \$75,000 APPROVED
BY DELEGATION ORDER FOR 01/14/25 – 02/17/25**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET25-0235	Pro-Tech LSS, Inc.	02/13/25	\$45,211

Total -----\$45,211



**Training Proposal for:
Pro Tech LSS, Inc.**

Contract Number: ET25-0235

Panel Meeting of: February 28, 2025

ETP Regional Office: San Diego

Analyst: L. Hughes

Project Profile

Contract Attributes:	New Hire Priority Rate Veterans	Industry Sector(s):	MEC Health Care and Social Assistance
		Priority Industry:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside, San Bernardino, Orange, 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:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
\$38,976		\$6,235		\$45,211

In-Kind Contribution:	50% of Total ETP Funding Required	\$51,200
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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 Veterans New Hire	29	8-200	0-0	48	\$1,559	\$24.01

*Post-Retention Wage is the Contractual Wage.

Published Minimum Hourly Wage by County:	
Job Number 1:	\$24.01 per hour for Los Angeles County; and \$23.56 per hour for Orange, Riverside and San Bernardino counties
Health Benefits:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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	\$20 and Under	\$20.01 to \$25	Over \$25.01
JOB NUMBER 1 - Priority Rate, Veterans, New Hire					
Emergency Medical Technician	\$21.51 - \$28.76	24	0	7	17
Medical Technician	\$21.51 - \$28.76	5	0	2	3

Introduction

Founded in 2015, Pro Tech LSS, Inc. (Pro Tech) (www.pro-techlifefesafetyservices.com), is a training agency that specializes in providing Emergency Medical Technician (EMT) training to Veterans in Orange County pursuing careers in Medical, Fire and Police fields. Pro Tech partners with local employers to place graduates in job opportunities. This will be Pro Tech's second ETP Contract, and the second in the last five years.

Veterans Program

This training proposal focuses on Veterans, including transitioning active-duty members within a year of separation. Pro Tech partners with organizations including National Veterans Transition Services, Inc., and local workforce agencies to connect Veterans with entry-level medical jobs. Higher support costs are allocated to reach these participants.

Project Details

Pro Tech serves the growing Emergency Services industry, where demand for skilled workers continues to rise due to the pandemic. To address workforce shortages and support Veterans entering high-wage medical careers, Pro Tech provides targeted training aligned with employer

needs. With partnerships across Southern California, including 4 committed employers, Pro Tech will train 29 Veterans for priority industry roles, with all training conducted in Orange County.

Training Plan

Training will be provided via class/lab (Didactic) and E-Learning in the following:

Medical Skills-Didactic: Training topics include Advanced Cardiac Life Support, Airway Management, Allergic Reactions, Ambulance & Medical Equipment Operation and Anatomy & Physiology.

Curriculum Development

Pro Tech's training program follows National Highway Traffic Safety Administration guidelines, ensuring trainees can take the National Registry of Emergency Medical Technicians (NREMT) exam. The curriculum is updated regularly to meet new standards and tailored to employers' needs through assessments, resulting in job placements.

Faculty and subject matter experts develop and test the curriculum with pilot cohorts, incorporating feedback before full implementation. Employers complete evaluations for each cohort, enabling Pro Tech to refine the program continuously. Graduates who complete the training can apply for California State and local EMT licenses.

Retention Modification

Pro Tech requests a retention period modification to 500 hours within 272 days with one or more participating employers, supporting future trainee placements after completing the program. EMT's work in an industry where a standard 30-hour workweek is uncommon, as their schedules often include nights, weekends, and holidays to accommodate emergency response needs.

Impact/Outcome

Upon completing Pro Tech's training program, trainees will qualify for the NREMT exam and placement with select Participating Employers for full-time roles. The customized training equips trainees with the skills needed to meet employer demands and secure long-term employment.

Incidental Placement

Trainees will primarily be placed with companies specializing in Emergency Transport Services, such as Emergency Ambulance, Premier Ambulance, West Anaheim Medical Center, and PRN Ambulance. Up to 25% of placements may include public and nonprofit entities as allowable for Veteran 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

The President of Pro Tech and an administrative assistant will be responsible for overseeing this project. In addition, the Company has hired an administrative subcontractor to provide ETP administrative support.

Marketing and Support Costs

Pro Tech is requesting 20% support costs to cover recruitment, assessment of employer-specific training needs, and the training and placement of Veteran New Hires. Employer recruitment and assessment activities will continue throughout the contract term.

Training Agency Certification

Pro Tech is certified by the Bureau for Private and Postsecondary Education (BPPE).

Trainer Qualifications

All trainers are subject-matter experts with at least two years of experience in their field. They undergo a thorough vetting and screening process to ensure eligibility for the program.

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 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 \$ %
ET21-0335-000	06/28/21 - 06/27/23	\$173,264	\$46,997 (27%)

*ET21-0335: Pro Tech faced challenges in their first contract resulting in only earning 27% of the contract amount. The Contractor trained 32 Veterans but only placed 14 trainees due to obstacles in serving this population. To address this, Pro Tech has implemented stricter trainee qualification standards to improve placement rates and increase the number entering the medical field.

The pandemic’s impact on the EMS sector continues, with lessons learned leading to enhanced mental health focus, advanced training, and greater adoption of technology. These changes have modernized operations and strengthened the EMS system’s preparedness for future health emergencies.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	National Training Company, Inc.	Irvine, CA	\$2,500

Administrative	National Training Company, Inc.	Irvine, CA	13% of Earned Amount
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Training Subcontractors	City, State	Cost	Description of Service
Not Applicable	-	-	-

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Medical Skills (Didactic)

- Advanced Cardiac Life Support
- Airway Management
- Allergic Reactions
- Ambulance & Medical Equipment Operation
- Anatomy & Physiology
- Assessments
- Bleeding and Shock
- Cardiac Emergencies
- Chest and Abdominal Trauma
- Covid-19 Procedures
- Critical Think Skills
- Emergency Medical Services
- Head, Neck, and Spine Trauma
- Highway Safety
- HIPPA Requirements
- Lifting and Moving Patients
- Medical Conditions
- Medical Service Operations
- Medical Standard Operating Procedures
- Medical Terminology
- Monitoring Vital Signs
- Musculoskeletal Trauma
- Obstetrics
- Patient Management
- Pediatric Advanced Life Support
- Pharmacology
- Poisoning and Overdose Emergencies
- Scene Evaluation
- Soft-Tissue Trauma