

PANEL PACKET

January 2024



Employment Training Panel



PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, January 26, 2024 at 9:30 a.m.
CalEPA, 1001 I Street
Coastal Room
Sacramento, CA 95814
Phone: (916) 327-5640

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

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

Join Zoom Meeting:

<https://us06web.zoom.us/j/85299695416>

Webinar ID: 852 9969 5416

One tap mobile: 888 278 0296 US Toll-free

Conference code: 1185529

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

Call to Order by Chair

Rebecca Bettencourt

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

Executive Report

Jessica Grimes

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

Tara Armstrong
Michael Cable
Jaime Gutierrez

Fiscal Presentation

Marcela Loza

Presentation and Action Item for Elimination of Retrainee Job Creation (RJC) Program

Laura Campbell

Panel Date: January 26, 2024

Review, *Public Comment and Action on Proposals

Kellen Hernandez
Chris Hoover
Jana Lazarewicz
Heather Miguel

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, January 22, 2024, although the Panel may still change the order at the meeting. In regards to those items indicated below as an Amendment, please note that the dollar amount only reflects the proposed amendment amount, and not the total funding amount for the contract. Funding proposals are reviewed by the Panel on a case-by-case basis, and any action on a funding proposal shall not be binding on any other funding proposal.

North Hollywood Regional Office

Key Code Media, Inc.-----	\$461,250
The Cerritos College Foundation-----	\$499,872
The Industrial Council of the City of Commerce, California-----	\$694,950

San Diego Regional Office

Walter Anderson Plumbing, Inc.-----	\$370,300
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San Francisco Regional Office

FreshPoint California, Inc.-----	\$237,998
Lyell Immunopharma, Inc.-----	\$198,375

Sacramento Regional Office

Apex Site Solutions, Inc. dba Apex Site Solutions-----	\$172,615
Bell Brother's Heating and Air, Inc. dba Bell Brothers Heating and Air-----	\$399,855

Program Projects Unit

Reiter Berry Farms, Inc.(Agriculture)-----	\$173,880
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PROPOSALS APPROVED
BY DELEGATION ORDER FOR 12/05/22 – 01/16/23

≤ \$75,000	Approved Date	Approved Amount
<u>North Hollywood Regional Office</u>		
DocuSource, Inc. dba Equipment Brokers Unlimited	01/11/24	\$67,390
Summit Machine, Inc.	12/27/23	\$74,382
<u>San Diego Regional Office</u>		
J. Geyer Plumbing, Inc.	12/14/23	\$64,400
<u>San Francisco Regional Office</u>		
Septerna, Inc.	12/29/23	\$74,152
Wood Connection, Inc.	12/14/23	\$36,340
<u>Sacramento Regional Office</u>		
McGagin Legacy Enterprise Corp.	12/27/23	\$46,920
Tarlton and Son Inc.	12/29/23	\$74,888
Thorsen's-Norquist, Inc.	12/27/23	\$46,920



State of California—Labor and Workforce Development Agency

Employment Training Panel

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- Prior Meeting Minutes
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REVIEW AND ACTION ON PROPOSALS

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SUMMARY OF DELEGATION ORDERS

Delegation Orders

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J. Geyer Plumbing, Inc.
McGagin Legacy Enterprises Corp.
Septerna, Inc.
Summit Machine, LLC
Tarlton and Son Inc.
Thorsen's-Norquist, Inc.
Wood Connection, Inc.



M e m o r a n d u m

To: Panel Members

Date January 26, 2024

From: Jessica Grimes
Executive Director

Subject: **Directions Meeting Sites**

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

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

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

Directions to the California Environmental Protection Agency - Coastal Room

From Sacramento International Airport:

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

From San Francisco

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



Memorandum

To: Panel Members

Date January 26, 2023

From: Jessica Grimes
Executive Director

Subject: **Future Meeting Sites**

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



**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL**

Friday, December 15, 2023

Panel Members

Rebecca Bettencourt
Chair

Dee Myers
Ex-Officio Member

Rick Smiles
Member

Ernesto Morales
Member

Gretchen Newsom
Member

Douglas Tracy
Member

Madison Hull
Member

Michael Hill
Member

Executive Staff

Jessica Grimes
Executive Director

Peter Cooper
Assistant Director

Jaime Gutierrez
Chief Deputy Director

Tara Armstrong
Deputy Director of Technical Branch

Michael Cable
Staff Attorney

**STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
California Environmental Protection Agency
1001 I Street, Coastal Room, Second Floor
Sacramento, California 95814
Friday, December 15, 2023**

I. PUBLIC PANEL MEETING CALL TO ORDER

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

II. ROLL CALL

Present

Rebecca Bettencourt
Gretchen Newsom
Madison Hull
Michael Hill
Lauren Greenwood

Not in attendance

Rick Smiles
Douglas Tracy
Ernesto Morales

Executive Staff

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

III. AGENDA

The December Agenda was reviewed.

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

Motion carried, 5 to 0.

IV. MINUTES

The October Meeting Minutes were reviewed.

ACTION: Member Newsom moved and Member Hill seconded approval of the October Meeting Minutes with the following corrections: As to Tab 7, the wages per hour should be \$22.66; and as to Tab 28, the motion was to table and not approve the proposal. All

Panel Members present voted in the affirmative for approval of the October Meeting Minutes as moved.

Motion carried, 5 to 0.

V. REPORT FROM THE EXECUTIVE DIRECTOR

Director Grimes introduced herself. If all proposals scheduled today are funded, the Panel will be approving 27 projects to support 7,625 trainees. The Legal Update Re: SB-544 (Bagley-Keene Open Meeting Act) will be conducted at a future Panel Meeting.

VI. REPORT FROM ASSISTANT DIRECTOR

Today is the last Literacy proposal for review. Bay Area Community Resources, Inc. (\$492,750). Regarding Apprenticeship ETP has partnered with CivicMakers on discussions around the apprenticeship funding. CivicMakers utilizes human centered design to solve challenges from an empathetic perspective. The CivicMakers team and an internal design team have completed the discovery phase of the process and expect to complete the Stakeholder Engagement phase in January. With the Ideation and Prototyping phases following early next year. Once completed the group will agree on recommendations, which will be brought to Panel in the spring.

VII. UPDATE ON CAL-E-FORCE

Under the Cal-E-Force program there have been some contract management enhancements that have been added such as a Performance by Job Number Report, Adding Workplace enhancements and a streamlined Monitoring report process. Two application enhancement have been added a validation for “estimated number of trainees between occupation table and training plan charts table” and collection of ‘individuals served in military’ (code 11019.11). Cal-E-Grants we are working with CA Workforce Development Board (CWDB) on the initial testing phase for Participant data entry. A new phone system in being implemented (VOIP).

VIII. REPORT OF THE CHIEF DEPUTY DIRECTOR

Regarding Funding:

Today’s Panel meeting for approximately \$8.2 million, includes three Delegation Orders for a total of \$173,190. Delegation Orders are Proposals capped at \$75K and approved under delegated authority by the Executive Director on a continuous flow basis. ETP has approved a total of 19 delegation orders for this State Fiscal Year. If all proposals scheduled for this Panel Meeting are funded today, the Panel will be approving 27 projects.

Regarding Demand and Allocations:

There are 94 applications currently in demand and 66 applications are with the Regional Offices in development. With 16 applications under review with the applications and assessment unit and 12 submitted applications pending review. The estimated value of the 94 applications is \$19.7 million (\$14.5 million for single employers, \$2.9 million for multiple employer contracts, \$110,537 for small business, \$2.1 for apprenticeship proposals, and zero in demand for Critical Proposals. We are currently within our total allocations for this fiscal year 2023-24.

We do not have a Consent Calendar for this Panel meeting.

IX. POLICY COMMITTEE MEETING

Policy Committee met at 1:00 p.m. Thursday, December 14th via Zoom. There were two discussion items: 1) Potential Elimination of the Retrainees Job Creation Program (RJC) 2) Repeat contractors. There were no action items, but based on the discussion and feedback received, staff will soon present to full Panel the retirement of the RJC pilot program. Committee also engaged in discussion regarding repeat contracts. Using a strategic approach, ETP will be implementing some additional practices to help handle some of the issues we are seeing with repeat contracts, such as contractors meeting goals and expectations for matching our mission statement and reporting out on progress toward contract completion rates prior to coming back to Panel for another contract.

X. UPDATE ON AGRICULTURE INITIATIVE

Being presented to Panel as an action item today the initiative was brought before the October Policy Committee as an informational item. The initiative is in conjunction with the work of the California Labor and Workforce Development Agency and EDD on a recently release SFP to assist farm workers. They are working with DIR on the introduction of the safe program to ensure farm worker safety. Labor Agency has entered into an MOU between Mexico's Ministry of Foreign Affairs to strengthen labor rights and protections for Mexican works. They are also working to provide direct services to farm workers with the Agricultural Role Labor Relations Board. Within the collaborative context ETP is proposing to set aside 10 million dollars in funding to serve businesses and workers in the agriculture industry. The majority of the funding would be pulled from ETPs SET fund. Funding will prioritize all sectors in the agriculture industry as noted in the memo. Prioritizing food, packing, processing and irrigation. Staff are proposing higher caps for contractors within these industries to single employers at \$600,000 and MEC's up to \$1 million (in order to receive funding over \$750,000-\$250,000 of that must be agriculture. It is expected that many of the contracts will leverage our seasonal worker program. There are two applications in development.

ACTION: Member Newsom moved and Member Hill seconded approval of the \$10 million dollars for the agricultural initiative as stated in the report with the increased caps for single employers of up to \$600,000 and MECs up to \$1 million (exclusively for agriculture over the \$750,000). All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

XI. ACTION ON PROPOSALS

WORKFORCE LITERACY PILOT PROGRAM

Tab No. 1: Bay Area Community Resources, Inc.

Funding requested \$492,750 to train 90 new hire trainees. Training will take place at their 2 locations in San Francisco.

ACTION: Member Hill moved and Member Hull seconded approval of the proposal submitted by Bay Area Co, Inc. in the amount of \$492,750. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

SINGLE EMPLOYER CONTRACTS

Request was made by Panel that proposals be updated when they come out for review to save time in the future.

Tab No. 2: Avid Bioservices, Inc.

Repeat contractor. Funding requested \$109,181 to train 101 retrainees located in Orange County.

Elaboration was requested regarding career progression and the type of training plan that will be used. The curriculum looks more like general business skills and not manufacturing. The curriculum should reflect the career progression.

Marisol Nikett responded that they are creating an internal mobility program.

ACTION: Member Smiles moved and Member Hill seconded approval of the proposal submitted by Avid Bioservices, Inc. in the amount of \$101,181. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 3: Bandy Manufacturing LLC

Repeat contractor. Funding requested \$85,997 to train 28 retrainees and 15 job creation trainees at their location in Burbank. Burbank is a HUA but the contractor is not requesting the HUA wage waiver.

Request for Job number 2 wages to match those of Job number 1, so the post retention wage is \$22.66 instead of \$18.78 and the healthcare provision of \$2.50 could be used. Question was raised as to what the Bandy Way curriculum was about.

Roger Seaman agreed to wage changes and stated that the Bandy Way curriculum will be removed.

Question was raised regarding the turnover in the prior contract of 41% or 75 employees were these voluntary or involuntary? Job creation of 15 is a high percentage what is driving that growth?

Roger Seaman stated that the turnover was due to the downturn during COVID in aerospace. The growth is due to aerospace recovery.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Bandy Manufacturing LLC in the amount of \$85,997 with the notion that the wages of Job number 2 be increased to those of Job number 1 from \$18.78 to \$22.66 and that the Bandy Way curriculum be removed. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 4: Cinnabar California, Inc.

Correction they are a first time contractor. Funding requested \$95,680 to train 74 retrainees and 15 job creation trainees located within Los Angeles.

Clarification was requested regarding curriculum specifically OSHA training and the number of CBT hours which is showing as 0-25.

Alex Whitman replied that CBT for OSHA is an average of 0-30.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Cinnabar California, Inc. in the amount of \$95,680 with the notion that CBT training be corrected to 0 to 30 hours. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 5: Falck Mobile Health Corp.

Pulled

Tab No. 6: Goforth & Marti dba GM Business Interiors

First time contractor. Funding requested \$227,700 to train 200 retrainees and 20 job creation trainees throughout Southern California.

Question regarding what the productive lab difference is between Job 1 and Job 2? How are your trainers being trained? The last contract was at 75% how are you setting up for success?

Luana de Kuna responded that the retrainees would be focused on new product lines and job creation everything from ground up. Our trainers are the first to be trainers so they can convey to their crew. There was a group of employees that did not qualify due to wages, there was turnover and the person who was overseeing left.

Recommendation to apply productive lab to Job number 2 not Job number 1, this recommendation was seconded.

Luana de Kuna agreed that they would make the productive lab changes.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Goforth & Marti dba GM Business Interiors in the amount of \$227,700

with the notion that post retention wage for Job number 2 will match that of Job number 1 moving from \$18.54 per hour to \$22.66 per hour and that the productive lab curriculum will only be applied to those employees listed for Job number 2. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 7: Pharmavite LLC

Repeat contractor. Funding requested \$410,435 to train 487 retrainees and 20 job creation trainees located in LA County.

Question regarding if the mechanics are the only ones utilizing the CBT curriculum?

John Solomon responded that currently it's just the maintenance team that does.

ACTION: Member Newsom moved and Member Hill seconded approval of the proposal submitted by Pharmavite, LLC in the amount of \$410,435 with the notion that the post retention wage in Job number 2 be moved from \$18.78 to match that in Job number 1 at \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 8: Automatic Data Processing, Inc.

Repeat contractor. Funding requested \$456,120 to train 543 retrainees training will take place throughout Southern California.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Automatic Data Processing, Inc. in the amount of \$456,120. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried, 5 to 0.

Tab No. 9: Axelgaard Manufacturing Co., Ltd

First time contractor. Funding requested \$140,300 to train 120 retrainees located in San Diego County.

Request was made for Job number 2 post retention to wages listed to that of Job number one.

Suzie R. Sepich agreed to the change.

Question regarding productive lab hours being used as ERP system or used in product making? Are incumbent workers being up skilled to higher wages as well?

Reminder was given that productive lab is very specific you are making a product.

Suzie R. Sepich stated that it is in product making. Yes, we have three different levels of operators as they succeed they are promoted to the next level with wage increases.

Staff noted that the productive lab percentage for Job 1 is approximately 24% average weighted hours and 25% for Job 2.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Axelgaard Manufacturing Co., Ltd. in the amount of \$140,300 with the acknowledgement that the post retention wage for Job number 2 will increase from \$20.01 to that of Job number 1 at \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 10: Kana Subsurface Engineering

First time contractor. Funding requested \$146,372 to train 74 retrainees over two job numbers. Training will take place at their Riverside location.

Question of how many hours are under productive lab?

Guadalupe Ansinger stated they would max out the 20 hours with one on one training. All of the superintendents are certified and receive regular training.

ACTION: Member Hill moved and Member Hull seconded approval of the proposal submitted by Kana Subsurface Engineering in the amount of \$146,372. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 11: Taylor-Listug, Inc. dba Taylor Guitars

Repeat contractor. Funding requested \$488,060 to train 544 retrainees over two job numbers.

Comment to increase wages 94 job creation trainees are earning a post retention wage of \$19.07 per hour. That wage needs to be moved up to match Job number 1 at \$22.66.

Joe Peterson agreed to the wage increase.

Reservations were given as to funding more job creation, turnover is lower and there is about 25% growth but you are asking for an average cost of \$2,990 per new trainee vs the \$460 for retrainees. In the last couple of contracts the numbers have been very different than what actually came back, 2 contracts ago there were 80 proposed in Job 2 but you came up with 196 and reduced your Job 1 from 458 to 123 in your most current contract you had 65 proposed and only 30 actual, these are big drops. The numbers should be more accurate on what is proposed. That is more than a 30% variance on the training. ETP funds should not be viewed as a new hire bucket of funding on an ongoing basis. Workforce needs to be maintained.

Joe Peterson explained that they have 3 additional brands and new products.

Comment was made to maintain the estimated number of trainees at 450 for Job number 1 and reduced the estimated number of trainees for Job number 2 down to 50.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Taylor-Listug, Inc. dba Taylor Guitars in the revised funding amount of \$356,500 with the notion that the post retention wage for Job number 2 increase from \$19.07 per hour to match that of Job number 1 at \$22.66 per hour, and training will only be provided for 50 trainees instead of 94 under Job number 2. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 12: Walter Anderson Plumbing, Inc.

Withdrawn

Tab No. 13: Abbott Cardiovascular Systems, Inc. dba Abbott Vascular, Inc.

Repeat contractor. Funding requested \$499,905 to train 345 workers, including 75 new employees. Training will take place at their facilities in Santa Clara, Temecula and Menlo Park.

Comment was made that they just closed out a contract prior to the May 2024 deadline with 100%, however in June of 2023 you requested adjustments to categories of jobs and number of trainees. So Job creation went from 50 employees to 20. Now you are asking for 75 job creations when you cut 30 to close out the contract. Why not just keep it open and retain those new hires and meet that 50. It feels like you are coming for more money.

Phil Herrera replied that we could just not start this contract until 24 month have pass and move the Job 2 money into Job 1.

Comment was made that both contracts are pretty much the same as far as curriculum. How is the training plan going to differ if you move those 75 employees? This needs to be tightened up so we know what we are funding.

Recommendation to table until future meeting or reducing the number of trainees from 75 in Job number 2 down to 50.

ACTION: Member Newsom moved and Member Hull seconded approval of the proposal submitted by Abbott Cardiovascular Systems, Inc. dba Abbott Vascular, Inc. in the amount of \$499,905, with the contract and funding amount not to commence until May 2024, and reducing the number of trainees in Job 2 from 75 to to 50, and reducing estimated Job 1 trainees from 295 to 270. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 14: Dompe U.S., Inc.

First time contractor. Funding requested \$97,060 to train 57 workers, including 20 new employees. Training will take place at headquarters in San Mateo.

Question as to if they produce product or sell. What is the turnover calculation based on?

Adam April stated that the product is made in Italy. They are more of a Sales commercial/clinical RD advancement. The wages are not commission or bonus based. Yes, they can match the 2 ranges wages. Involuntary turnover is less than 3%.

Recommendation was to move job creation number of trainees down to 10 instead of 20 and move them up to Job number 1, in order to help them be successful.

ACTION: Member Newsom moved and Member Hill seconded the motion to approve the proposal submitted by Dompe U.S., Inc. in the revised amount of \$74,060, and lowering the number of trainees in Job number 2 from 20 to 10, and still maintaining 37 trainees in Job number 1. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 15: FreshPoint California, Inc.

Withdrawn

Tab No. 16: Mammoth Biosciences, Inc.

First time contractor. Funding requested \$256,450 to train 135 workers, including 35 new employees. Training will take place at headquarters in Brisbane.

Question regarding training vendor for a fee of \$150,000, which is a huge chunk of the proposal, can you elaborate why them? Are they designing the training or delivering? What percent is being delivered by hands on?

Dave Qual responded that they have worked with them before. They help bio tech companies with training in person or online and they understand the regulatory and how we do best practices. It's very hard to develop those internally. They will be training our trainers and classes, about 60% hands on.

Recommend reducing trainees in Job 2 down to 25.

ACTION: Member Hill moved and Member Newsom seconded the motion to approve the proposal submitted by Mammoth Biosciences, Inc. in the revised funding amount of \$235,750, and lowering the number of trainees in Job number 2 from 35 to 25. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 17: North Bay Heating, Air Conditioning and Sheet Metal, Inc. dba Henry Mechanical

First time contractor. Funding requested \$173,075 to train 135 workers, including 35 new employees. Training will take place at headquarters in Windsor.

Request to move post retention wages of Job number 2 from \$25.01 to those of Job number 1 at \$30.90, including health care to meet the wage.

Joe Henry agree to wage change. Jill Meewsen stated that productive lab is not included it is a typo.

Recommendation to lower Job 2 trainees to 25.

Public comment on line from David Vincent recommended that the contractors training practices seem to be duplicative of multiple existing DAS program. The current wage is \$32.80 being paid to apprentices regardless of whom they are working for with no experience.

Jill Meewsen remarked that the curriculum was already vetted, she worked closely with ETP staff.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by North Bay Heating, Air Conditioning and Sheet Metal, Inc. dba Henry Mechanical in the revised ETP funding amount of \$53,525, with the caveat that the post retention wage stated in Job number 2 be increased from \$25.01 to \$30.90 as stated in Job 1, and that the number of trainees in Job number 2 be reduced from 35 to 25. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 18: Peter Levi Plumbing, LLC

First time contractor. Funding requested \$137,080 to train 75 workers, including 35 new employees. Training will take place at locations in Novato and Vacaville.

Comment you have a significant turnover of 14% and an aggressive job creation with 35 and present workforce of 40.

Request to move the post retention wage of \$23 an hour to \$30.90. Move the 10 to Job number 1.

Felita Estes agree to the wage change. Jill Meewsen agreed to move the 10 to Job number 1.

ACTION: Member Newsom moved and Member Hill seconded the motion to approve the proposal submitted by Peter Levi Plumbing, LLC in the revised ETP funding amount of \$133,400, with the caveat that the post retention wage in job number 2 be increased from \$23 to \$30.90 per hour as in Job number 1, and that the 10 estimated number of trainees under job creation under Job number 2 be moved to Job number 1. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 19: R. Torre & Company, Inc. dba Torani

First time contractor. Funding requested \$371,450 to train 315 workers, including 40 new employees. Training will take place at headquarters in San Leandro.

Request to move the post retention wage stated in Job number 2 from \$21 per hour to those state in Job number 1.

Subcontractor agreed to the wage change.

ACTION: Member Newsom moved and Member Hill seconded motion to approve the proposal submitted by R. Torre & Company, Inc. dba Torani in the funding amount of \$371,450, with the caveat that the post retention wage stated in Job number 2 of \$21 per hour be increased to that stated in Job number 1 which is \$24.72 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 20: Bell Brother's Heating and Air, Inc.

Repeat contractor. Funding requested \$486,082 to train 372 workers including 145 new employees. Training will take place in their Elk Grove, Mather and Manteca.

Question regarding the 50% growth what is driving that? Training takes 12-16 weeks are they earning something?

Kyle Kamplinsky replied that they are a subscription based program and have an opportunity to grow. During the 12-16 weeks they earn anywhere from \$17, \$18 to about \$22, they are not commission eligible.

Request to move the post retention wage from Job number 2 to match those of Job number 1 at \$22.66 per hour. Question regarding if the commission and or bonus is included in these wages. Concern was expressed regarding safety and piecemeal workers.

Kyle Kamplinsky stated that maintenance and service technicians are base. Base plus commission vs installers who are paid on piece rate basis. \$22.66 is the base rate, commission takes it to the \$35-\$40.

Recommend due to the aggressive job creation and high turnover the number of estimated trainees under the job creation be reduced by 45 down to 100.

Legal stated that Section 4418 is likely the pertinent wage criteria regulation at issue.

Member Newsom moved and Member Hull seconded approval of the proposal submitted by Bell Brother's Heating and Air, Inc. in the revised ETP funding amount of \$403,282, with the caveat that the post retention wage stated in Job number 2 \$18.54 be increased to match the Job number 1 wage, and that there be no supplemental wage, either commission or piecemeal rate to meet the post retention wages stated in Jobs 1 or 2.

Public comment on line from David Vincent that the training program does look a lot like DAS training. He found that CalOSHA labor standards and enforcement division in the last 16 months have given them 3 violations, one of which was given a gravity of 10, which is the highest possible. This should be looked into.

Clarification was requested regarding these violations.

Kyle Kampinsky stated that they are doing daily trainings and doing much more ladder training and other safety initiatives.

Public comment by Michael Mark commented that OSHA concerns are enlightening especially when piecework commission based wages which make a worker try to work quicker, which could cause a lack of safety. He stressed that this particular contractor since those safety violations happened while under previous ETP contracts.

Motion was withdrawn by Member Newsom, with a request to revise the Panel proposal to include the safety concerns. No objection was made.

ACTION: Member Newsom moved and Member Hull seconded approval to table this proposal to a future panel meeting. All Panel Members present voted in the affirmative to table the proposal as moved.

Motion carried, 5 to 0.

Tab No. 21: North State Electrical Contractors, Inc.

Repeat contractor. Funding requested \$296,240 to train 212 workers, including 57 new employees. Training will take place at its Rancho Cordova location.

Jason Alexander stated they would raise the Job 2 wage to \$22.66 to match Job 1. They hold 6 Golden Gate OSHA awards and received sub-contractor of the year last year from OSHA.

Comment regarding high turnover and low wages especially for electricians. Question regarding addition of EV.

Jason Alexander replied that EV is now mandatory on new construction so they are structuring a full solar and EV Department. They are starting to do installs on private work jobs with certified journeyman and apprentices. In response to the high turnover he explained that they take on high school graduates. They have a 6 month review process and could earn \$2 an hour every 6 months. They are using the WICA ET program for their electrical trainees. About 10% are transitioning over.

Question for staff as to the retention wage of \$22.66 an hour instead of \$30.90.

Staff clarified that they filled out the supplement portion of the application stating that 25% of their business is located out of state and they do have out of state competitors coming in. It looks like the 3 competitors are in Nevada (Sparks and Reno).

Recommendation to adjust the number of retrainees.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by North State Electrical Contractors, Inc. in the ETP revised funding amount of \$261,050, with the notion that the post retention wage for the occupation title of Electrician be increased to \$30.90 per hour, and the remaining categories to \$22.66 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Staff clarified that a new job category “Electricians” would be added.

Motion carried, 5 to 0.

Tab No. 22: POM Wonderful LLC

Repeat contractor. Funding requested \$295,780 to train 311 workers, including 35 new employees. Training will take place in Fresno.

Question regarding why the post retention wage is starting at \$17?

Gladys Laurion replied that they are located in an area of high unemployment and that some of their workers do not have a high school education or speak English so all trainings need to be conducted in English and Spanish. They are requesting a wage lower than \$22.66 for both Job numbers 1 and 2, what would the Panel suggest.

Suggestion was \$20 per hour.

Gladys Laurion agreed to that amount.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by POM Wonderful, LLC in the amount of \$295,780, with the caveat that the post retention wage for Job numbers 1 and 2 increase from \$17 per hour to \$20 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 23: Sierra Nevada Brewing Co.

Repeat contractor. Funding requested \$173,420 to train 377 workers. Training will take place at their Chico location.

ACTION: Member Newsom moved and Member Smiles seconded the motion to approve the proposal submitted by Sierra Nevada Brewing Co. in the amount of \$173,420. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 24: Sunrise Medical (US) LLC

Repeat contractor. Funding requested \$345,230 to train 213 workers, including 20 new employees. Training will take place at headquarters in Fresno.

Request to increase the wages to \$22.66 per hour instead of \$17.

Kerry Morris agreed to increase the wages if they could use medical benefits to reach it.

Recommendation was to increase to \$20 per hour since the location is in Fresno and that there are a wide range of occupations. With the post retention wage at \$22.66 an hour and using the \$2.50 in medical coverage drops the wage down to \$20.16 per hour.

Comment was given that the curriculum from the prior contract to this contract is very similar. Given the number of people you are almost training every employee who may have also received training in the las contract. How is that helping the progression of wages to those higher jobs rather than the lower wage jobs?

Kerri Morris stated they are retraining on new updated product lines. It does allow for wage progression and there is an annual increase. Agreed to the \$22.66 per hour post retention wage with the \$2.50 medical coverage.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by Sunrise Medical (US) LLC in the amount of \$345,320, with the contention that the post retention wage be increased to \$22.66 an hour, and that they can use the health benefits. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 25: Vellutini Corporation dba Royal Electric Company

Repeat contractor. Funding requested \$499,675 to train 460 workers, including 135 new employees. Training will take place in Sacramento.

Request was made to match Job number 2 post retention wage of \$30 per hour to those of Job number 1 \$30.90 per hour.

Erica the Director of HR for Royal Electric agreed.

Clarification was requested regarding Job number 2 and the high turnover 11% with 33% growth. What is fueling the turnover? We funded new hires in the last contract with a 5% turnover. What's happening?

Erica the Director of HR for Royal Electric stated that due to a backlog they were unable to retain those employees. They are now in the process of developing an employee retention program and the company is adding a distribution center.

Comment was made to reduce the number of new trainees and agreement was given.

ACTION: Member Newsom moved and Member Hill seconded the motion to approve the proposal submitted by Velluntini Corporation dba Royal Electric Company in the revised amount of \$461,725, and reducing the number of trainees in Job number 2 from 135 to 105, and that the post retention contractual wages of Job number 2 increase from \$30 per hour to \$30.90 per hour. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

MULTIPLE EMPLOYER CONTRACTS (MEC)

Tab No. 26: El Camino Community College District

Repeat contractor. Funding requested \$746,922 to train 733 retrainees and 30 job creation trainees located statewide.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by El Camino Community College District in the amount of \$746,922. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 27: Mt. San Antonio College

Repeat contractor. Funding requested \$743,161 to train 692 trainees, including 50 job creation.

Request to move the post retention wage of Job number 3 from \$20 per hour to match those state in Job 1 and 2 \$22.66 per hour.

Debbie Wong agreed if the health benefits could be considered in that number.

ACTION: Member Newsom moved and Member Hull seconded the motion to approve the proposal submitted by Mt. San Antonio College in the amount of \$743,161, with the understanding that the post retention wage for Job number 3 be increased from \$20 per hour to \$22.66 per hour as in Job numbers 1 & 2, with the ability to use health benefits to reach that post retention wage. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

Tab No. 28: San Bernardino Community College District

Repeat contractor. Funding requested \$749,672 to train 728 trainees.

ACTION: Member Hull moved and Member Hill seconded the motion to approve the proposal submitted by San Bernardino Community College District in the amount of \$749,672. All Panel Members present voted in the affirmative to approve the proposal as moved.

Motion carried, 5 to 0.

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

No comments were made.

XIII. PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

No comments were made.

XIV. MEETING ADJOURNMENT

Chair Bettencourt asked for motion to adjourn the panel meeting.

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

Motion carried, 5 to 0.

Chair Bettencourt Adjourned the meeting at 2:03 p.m.

Single Employer Contractor

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

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

These features apply to core program funding.

Multiple Employer Contractor

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

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

Retraining

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

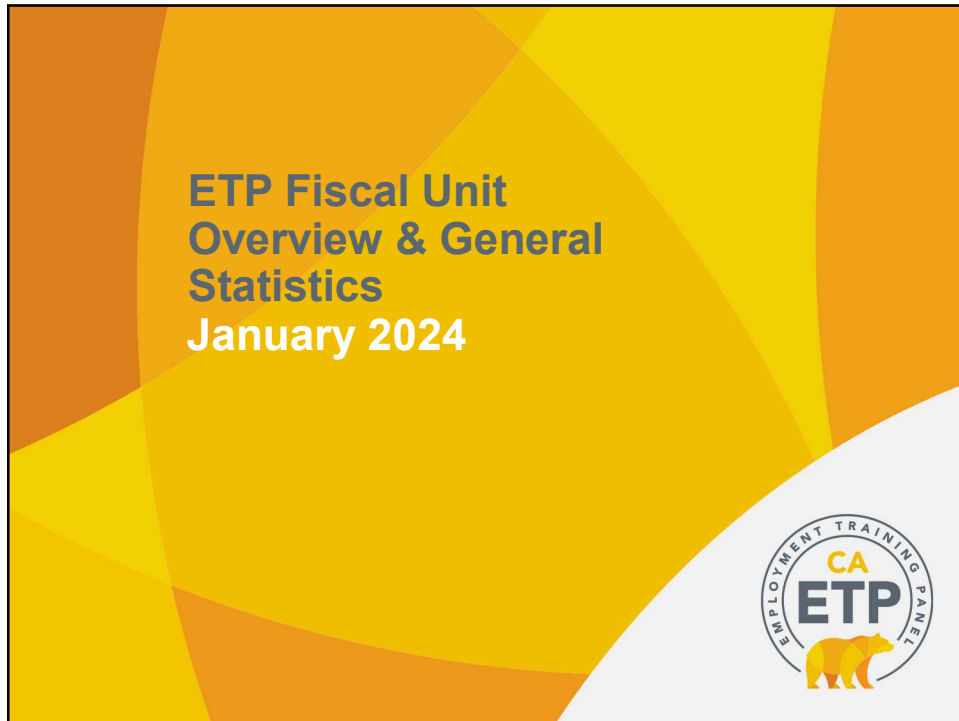
New Hire Training

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

These features apply to core program funding.

Delegation Order Process

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



ETP Fiscal Unit Team

Fiscal Manager

Marcela Loza

Analysts

Cari Uda

Hong Nguyen

Deborah Rivas

Safdar Kandhro

Michael Galang

Monica Linhthasack



Fiscal Functions

In conjunction with the Employment Development Department, Fiscal performs two main functions:

1. Budget Administration
2. Fiscal Oversight of Training Contracts



Fiscal Functions

Budget Administration

- Governor's Budget including Budget Letters
- Develop and track our ETP Budget appropriation
- Track revenues
- Accounting Functions; Financial Statements
- Liaison with other Departments



Fiscal Functions

Fiscal Oversight of Training Contracts

- Enforce performance standards on training contracts as we process invoices
- Track monthly contract allocations and determine available funding
- Reconcile ETP's General Ledgers and Accounting Reports
- Establish funding details at a contract level
- Track and process returned funds resulting from Overpayments
- Provide fiscal analysis and payment processing related to appeals



Contractor Invoicing

Responsibilities

- Submit timely and accurate invoices
- Closeout invoices submitted no later than 30 days after contract term end date

A trainee must be enrolled and must have completed at least minimum hours of training before any payments will be made. Payments may be made in three stages on a per-trainee basis, by Job Number.

Payment Types

- First Progress Payment (P1) - will be approximately 25% of the Average-Cost-per Trainee.
- Second Progress Payment (P2) - will be paid upon completion of all training hours.
- Progress Payment (P1) and (P2) combined cannot exceed 75% of the Actual Cost per trainee.
- Final Payment (F) - payable at the end of retention, based on hours of training completed.
- Closeout - the last Final invoice used to closeout the contract

Fiscal Oversight of Training Contracts



Fiscal Processing Timeframes

	Progress Payments	Final Payments
Target Processing Timeframe	15 Days	60 Days
Within Timeframe	221	54
Outside of Timeframe	181	134
Percentage Within Timeframe	55%	29%
Total	402	188

Notes:

- Invoices Approved from July 1, 2023 – October 31, 2023 (590 Invoices)
- Timeframes don't include EDD processing and mailing times.

Fiscal Oversight of Training Contracts



Invoice Submittal Statistics

	Progress Payments		Final Payments	
1st Year of Contract	103	26%	18	10%
2nd Year of Contract	260	65%	92	49%
Past Contract End Date	39	10%	78	41%
Total	402	100%	188	100%

Fiscal Oversight of Training Contracts



Approved Payments – Common Delays

Progress Payments (P1 and P2)

- Technical Issues
- Fiscal year-end reconciliation for State Controller's Office and EDD
- Revisions
- Missing STD 204/STD 205
- Trainee Hour Issues

Finals/Closeout Payments

- Wage Data Availability
- Certification Issues
- Special Reviews

Fiscal Oversight of Training Contracts



Recommendations to Reduce Common Delays

- Timely submittal will help ensure delays can be prevented at Finals and Closeouts
- Inform ETP right away if address changes and complete the STD 204/205
- Hour delays - Review hours throughout life of agreement
- Certifications delays - submit as early as possible
- Special Reviews – are intended to be used for things outside contractors control (i.e. death, voluntary quit, etc.)

Fiscal Oversight of Training Contracts



Thank you!





M e m o r a n d u m

Employment Training Panel

To: Panel Members Date: January 26, 2024
From: Jessica Grimes, Executive Director File:
Subject: Action item: Elimination of Retrainee Job Creation Program

I. Background Information:

The Retrainee Job Creation (RJC) Program became effective on January 1, 2011 in response to the still elevated unemployment rates from the preceding years of recession. The RJC program was originally designed to incentivize hiring among Single Employers. It launched as a pilot program, and in that first year, \$2M in ETP Core funds were reserved for Critical Proposals that contained a job creation component.

This pilot program is still in effect, but ETP is no longer allocating any funds specifically for RJC projects. Additionally, the higher unemployment rates from the previous decade are no longer at such elevated levels. Similarly, the RJC Program has morphed over the past decade, with some of the changes making the RJC Program less effective in its original mission – for example, the removal of the net new job requirement, and the expansion of the RJC program into MECs. ETP has also received feedback from stakeholders that running an RJC component in their projects is administratively cumbersome. Lastly, the ‘lowered wage incentive’ contained in the RJC program has been raising some concerns recently with Panel.

The Policy Committee addressed this topic at the December 2023 meeting. After much discussion, the Committee decided to recommend eliminating the RJC program.

II. Recommendation

ETP staff is requesting an action item, based on the recommendations of the Policy Committee, to eliminate the RJC program. If approved, this means that any applications that have been received before today’s date that have an RJC component will be processed, but no new RJC components can be requested as of today’s date. This means that most likely, the March Panel will be the last Panel where RJC components will appear in Panel Proposals. Also note that any existing contract with an RJC component will not be affected.



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

Contract Number: ET24-0289

Panel Meeting of: January 26, 2024

ETP Regional Office: San Diego

Analyst: L. Hughes

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 297	U.S. 297	Worldwide: 297
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

FUNDING DETAIL

In-Kind Contribution
\$658,150

Total ETP Funding
\$370,300

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial skills, Computer Skills, OSHA 10	230	8-200	0	\$1,610	\$23.50
				Weighted Avg: 70			

*Post-Retention Wage is the Contractual Wage.

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Installer	\$23.50 - \$40.00	90
Comfort Advisor	\$23.50 - \$70.00	25
Technician	\$23.50 - \$40.00	75
Support Staff	\$23.50 - \$40.00	40

INTRODUCTION

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

Veterans Program

Anderson Plumbing has a hiring preference targeted at Veterans. The Company has assembled a marketing campaign aimed at specifically attracting Veterans. Anderson Plumbing also partners with the organization “Hire a Vet” “Troops to Trades” which is a local organization that aids in placing veterans in local jobs. Therefore, Anderson Plumbing plans to hire at least 25 Veterans within the next 18 months. However, the Company is not seeking a separate job number for Veterans at this time.

PROJECT DETAILS

In its prior projects, Anderson Plumbing focused on training its staff on a program targeted at decreasing the carbon footprint within the community. Training included new technologies, new product lines, and skills upgrades for lower skilled staff. This new project will focus on new technology and brand specific product training that supports Title 24 changes and moving away from fossil fuel appliances. This new technology along with accompanying products is changing

every 6-8 months. Trainees previously trained will not receive duplicative training provided in the last ETP project.

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

Additionally, the Company has new contracts with San Diego and Imperial Valley water districts to improve water efficiency, necessary to assist with California's water shortage. Anderson Plumbing has been tasked with Wi-Fi water metering and Wi-Fi enabled irrigation controllers to mitigate water losses.

The training in this program in no way duplicates any apprenticeship training and is primarily aimed at specific equipment, product knowledge, programs and processes.

Training Plan

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

Business Skills: Training will be offered to all occupations and will include Effective Customer Service, How to be an Effective Communicator, Building Trust, and Negotiating Skills.

Commercial Skills: Training will be offered to all occupations except Support Staff, and will include whole home connectivity, On Demand hot water systems, High flow Wi-Fi water metering systems, and Heat Pump Systems.

Computer Skills: Training will be offered to all occupations and will include Trenchless Video x-ray, Water leak video inspection tools, Chemical remediation software, and Tablet applications for field sales and technician scheduling and installation.

Certified Safety Training

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

Green/Clean Operations

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

Commitment to Training

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

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

➤ Training Infrastructure

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

Impact/Outcome

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

Alternate Recordkeeping

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

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0263	\$404,340	3/28/2022-3/27/2024	280	0	\$404,340 (100%)

*ET22-0263: Based on ETP Systems, Anderson Plumbing reimbursable hours have been tracked for potential earnings of \$404,340 (100% of approved amount). Anderson Plumbing projects 100% performance based on hours delivered.

PRIOR PROJECTS

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

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

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Effective Customer Service
- How to Be an Effective Communicator
- Building Trust
- Building Strong Relationships
- Intra-Company Communication/ Advanced Communication
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills in the Field
- Active Listening Skills
- Understanding and Managing Expectations

Commercial Skills

- Whole Home Connectivity
- Heat Pump Systems
- System Sizing
- Advanced Diagnosis
- Metering Devices
- Nest/ Honeywell System Controls/Smart System
- Maintenance Tune Up Procedures
- Air Quality Diagnostics and Methodologies
- Insulation
- Maintenance of Fixtures Drains
- Compression Fittings
- Fixtures and Faucets Including Install
- Switches and Electrical Components
- Air Conditioning Systems
- Ventilation Systems
- Diagnostics
- HVAC Maintenance Service
- Pipes and Fittings (plastic)
- Copper Pipe and Fitting
- Disposals
- Valves
- Heat Pump Water Heaters
- On Demand Hot Water Systems
- Locating Buried Water and Sewer Lines
- Pipes and Supply Lines
- Video Inspection
- Trenchless Systems and Tooling
- Plumbing Code

- Wifi Enable Smart Water Meters
- High Flow WiFi Water Metering Systems
- WiFi Irrigation Systems
- Certifications- Blower Door/ Weatherization
- Certification-Duct Testing
- Certification-Air Filtration
- Certification-NGAT (natural gas appl testing)-NATE
- Certification- Home Energy Auditing

Computer Skills

- Service Champion (The Anderson Tech System, Proprietary HVAC Management Software) Skills
- Microsoft Office and Google Suites (Intermediate)
- Using Tablets in the Field
- Zoom and Microsoft Teams
- Tablet Applications for Field Sales and Technician Scheduling and Installation
- Trenchless Video X-Ray
- Water Leak Video Inspection Tools
- Chemical Remediation Software

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



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

Panel Meeting of: January 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: N. Shafqat

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee HUA SET	Industry Sector(s):	Wholesale Trade/Distribution Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 350	U.S.: 2,258	Worldwide: 69,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$436,100

Total ETP Funding
\$237,998

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee HUA SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	180	8-200	0	\$1,140	\$17.75
				Weighted Avg: 57			
2	Retrainee Job Creation Initiative SET	Business Skills, Comm'l. Skills, Computer Skills, Cont. Impr., PL-Comm'l. Skills	23	8-200	0	\$1,426	\$18.45
				Weighted Avg: 62			

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

Minimum Wage by County: Job Number 1 (SET/HUA): \$16.91 per hour in Stanislaus County
 Job Number 2(SET/Job Creation): \$18.45 per hour for Stanislaus County

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

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

Up to \$0.70 per hour may be used to meet post-retention wage in Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff	\$17.75 – \$20.00	5
	\$20.01 – \$25.00	5
	\$25.01 – \$27.51	10
Frontline Manager/Supervisor	\$22.70 – \$25.00	5
	\$25.01 – \$42.86	5
Support Staff	\$22.72 – \$24.99	25
Technical Staff	\$24.10 – \$25.00	5
	\$25.01 – \$31.67	5
Transportation Staff	\$25.19 – \$31.09	60
Warehouse Staff	\$17.75 – \$20.00	10
	\$20.01 – \$25.00	10
	\$25.01 – \$26.34	35
Job Number 2: Job Creation		
Administrative Staff	\$17.75 – \$20.00	1
	\$20.01 – \$25.00	1
	\$25.01 – \$27.51	2

Frontline Manager/Supervisor	\$22.70 – \$25.00	1
	\$25.01 – \$42.86	1
Support Staff	\$22.72 – \$24.99	3
Technical Staff	\$24.10 – \$25.00	2
	\$25.01 – \$31.67	4
Transportation Staff	\$25.19 – \$31.09	3
Warehouse Staff	\$17.75 – \$20.00	1
	\$20.01 – \$25.00	1
	\$25.01 – \$26.34	3

INTRODUCTION

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

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

Veterans Program

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

PROJECT DETAILS

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

Retrainee - Job Creation

In this proposal, the Company plans to hire approximately 23 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or

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

Due to an increase in business capacity, FreshPoint is now engaging in hiring activities driven by the expansion of its customer base. As new food related businesses open, FreshPoint will have the opportunity to further expand business nationally and globally.

Training Plan

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

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

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

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

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

Productive Laboratory

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

FreshPoint has assessed the need of PL-Commercial Skills training for hands-on instruction while using jobsite-specific heavy equipment and working in location-specific environment. Some of the important functions the workers need to use and perform are Assembly Procedures, Docking Gate Operations, Heavy Equipment Operation, Labeling Equipment, Machine Operation, Refrigeration Operation, Sanitizing Work Spaces and Selecting Methods; prompting the need for PL training.

PL training will be provided to 65 workers from Job Number 1 and 10 workers from Job Number 2. Occupations receiving the PL training include Technical, Transportation, and Warehouse Staff will be trained at the warehouse and production floor of FreshPoint's Turlock facility.

The PL trainer-to-trainee ratio is 1:1. Trainees will be trained on approximately 20 hours of PL for Job Number 1 and 25 hours of PL for Job Number 2, during which they will observe the training and operate the equipment as part of the work assignments.

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

Special Employment Training

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

High Unemployment Area

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

➤ Wage and Retention Modifications

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

Approximately 180 employees from Job Number 1 will need the wage modification. The Company is requesting this wage modification from \$41.00 per hour to \$17.75 per hour for Job Number 1 (Retrainee). FreshPoint is not requesting a wage modification for trainees in Job Number 2 (Job Creation).

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

Alternate Recordkeeping

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

Impact/Outcome

The proposed training aims to help produce the following results:

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

Commitment to Training

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

➤ Training Infrastructure

The Training Coordinator (dedicated administrator) will manage the training program, rosters, and oversee the project with the assistance of one Human Resources Coordinator. Additionally, each

Department Manager will assist in developing and managing staff training and ensuring the training is completed on time. Training will be delivered by 30 in-house experts. The Company has also hired a third-party subcontractor for assistance with ETP administration.

DEVELOPMENT SERVICES

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

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

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

Commercial Skills

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

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

Computer Skills

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

Continuous Improvement Skills

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

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

Trainees may receive any of the following:

Commercial Skills

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



Retrainee-Job Creation
Training Proposal for:
Lyell Immunopharma, Inc.
Contract Number: ET24-0256

Panel Meeting of: January 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: S. Wang

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB<100	Industry Sector(s):	Services Professional, Scientific Technology Biotechnology/Life Sciences Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 83	U.S.: 147	Worldwide: 230
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

In-Kind Contribution
\$236,000

Total ETP Funding
\$198,375

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB<100	Business Skills, Comm. Skills, Cont. Impr.	75	8–200	0	\$1,495	\$26.00
				Weighted Avg: 65			
2	Retrainee Priority Rate Job Creation Initiative SB<100	Business Skills, Comm. Skills, Cont. Impr.	50	8–200	0	\$1,725	\$26.00
				Weighted Avg: 75			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$24.72 per hour for San Mateo County.
Job Number 2 (Job Creation): \$20.60 per hour for San Mateo County.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainee)		
Business Operation Staff	\$26.00 - \$130.00	15
Professional Staff	\$26.00 - \$116.00	20
Scientists and Engineers	\$28.00 - \$120.00	40
Job Number 2 (Job Creation)		
Professional Staff	\$26.00 - \$116.00	20
Scientists and Engineers	\$28.00 - \$120.00	30

INTRODUCTION

Founded in 2018 and headquartered in South San Francisco, Lyell Immunopharma, Inc. (Lyell) (<https://lyell.com/>) is a clinical-stage therapy company that manufactures products and T-cell reprogramming technologies designed to address major barriers to successful adoptive cell therapy for solid tumors. Some of the Company's product pipeline includes: chimeric antigen receptor, tumor-infiltrating lymphocytes and T-cell receptor therapies to help generate T-cells. These therapies use the patient's own cells as the starting point to generate highly tumor-reactive, longer-lasting functional T-cells with enhanced ability to defeat solid tumors. ETP training will be delivered at the headquarter location in South San Francisco.

Lyell's customer-base includes medical centers, researchers, and hospitals throughout the world. This will be Lyell's first ETP Contract.

Veterans Program

Although Lyell 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

Training will focus on the Company's strategic plan to help scale business, while being cross-functional and commercially-oriented. Lyell's business is progressing into the later-stage drug development; thus, the skill requirement for staff shifts from research science to clinical development. Clinical development is the shift into in-human clinical trials, which requires an in-depth understanding of medical and clinical operations and requirements. Some of the clinical development training includes clinical trial design, clinical trial recruitment and execution, clinical data management, analysis, and reporting, and more routine interactions with regulatory agencies who govern the work of biopharma organizations. ETP training is needed to help the Company advance its product pipeline towards commercialization.

Retrainee - Job Creation

In this proposal, the Company will hire 50 new employees (Job Number 2). The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be subject to a lower post-retention wage.

Due to business-capacity growth, Lyell has shifted from a primarily research and development company to soon having a number of marketed products and solutions to deliver to its customers. Due to this shift, Lyell will need more staff to be able to meet customer demands in the next two years and beyond.

Over the past 2 years, Lyell has grown by approximately 30%, adding over 80 employees in California. Looking at 2024 and 2025, 25 new hires a year would cover conservative growth in hiring that comes with expanding programs from early stage (Phase 1) Clinical Trials to Pivotal Trials (pre-commercial phase).

Training Plan

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

Business Skills: Training will be offered to all occupations and will include course topics like Business Acumen, Effective Communication Skills, Marketing 101, and Presentation Skills to ensure staff will have the latest knowledge of business processes

Commercial Skills: Training will be offered to all occupations and will include course topics like Clinical Data Science, Clinical Operations, Drug Discovery & Development 101, and Preparing for Commercialization to ensure staff knows the procedures to deliver the commercialized products.

Continuous Improvement: Training will be offered to all occupations and will include course topics like Good Pharmaceutical Practices, Risk Management, and Root Cause Analysis & Problem Solving to ensure staff knows how to troubleshoot issues.

Commitment to Training

The Company's annual training budget in California is \$50,000. This training includes rudimentary job skills, new-hire orientation, and Business Skills. ETP funds will not displace the existing

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

➤ Training Infrastructure

Lyell's Senior Director, People Partner (dedicated administrator) will oversee the project with two People Coordinators 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.

Impact/Outcome

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

Alternate Recordkeeping

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

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Hands On, LLC in San Francisco has been retained to provide Business Skills, Commercial Skills, and Continuous Improvement training for a fee of \$75,000. Other trainers will be identified as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Budget & Resource Management
- Business Acumen
- Change Management
- Decision Making
- Delegation & Prioritization
- Effective Communication Skills
- Effective Meetings
- Finance for Non-Finance Managers
- Healthcare Economics
- Ideation & Innovation
- Increasing Resiliency
- Leading Change
- Leading High Performing Teams
- Leading Large Teams & Leading Through Others
- Managing Others
- Marketing 101
- Marketing 201
- Negotiation Skills
- Presentation Skills
- Project Management
- Strategic Planning
- Team Optimization
- Values-Based Healthcare & Market Access

COMMERCIAL SKILLS

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

CONTINUOUS IMPROVEMENT

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



Retrainee-Job Creation

Training Proposal for:

Apex Site Solutions, Inc. dba Apex Site Solutions

Contract Number: ET24-0298

Panel Meeting of: January 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Priority Rate SB <100	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 87	U.S.: 87	Worldwide: 87
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	14%		

FUNDING DETAIL

In-Kind Contribution
\$228,236

Total ETP Funding
\$172,615

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate SB <100	Business Skills, Comm. Skills, Comp. Skills, Cont. Impr., OSHA 10/30	79	8-200	0-2	\$1,380	\$22.55
				Weighted Avg: 60			
2	Job Creation Initiative Retrainee Priority Rate SB<100	Business Skills, Comm. Skills, Comp. Skills, Cont. Impr., OSHA 10/30	35	8-200	0-2	\$1,817	\$19.00
				Weighted Avg: 79			

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

Minimum Wage by County: Job Number 1: \$22.55 per hour in Sacramento County;
Job Number 2: \$18.45 per hour in Sacramento County.
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
Up to \$1.55 per hour may be used to meet the Post-Retention Wage in Job Number 1

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff	\$24.00 - \$25.00	2
	\$25.01 - \$54.09	9
Executive Staff	\$36.06 - \$62.31	2
Field Crew	\$21.00 - \$25.00	15
	\$25.01 - \$32.00	24
Project Manager	\$40.87 - \$50.24	5
Supervisor Staff	\$29.00 - \$50.48	20
Warehouse Staff	\$24.90 - \$25.00	1
	\$25.01 - \$40.87	1
Job Number 2: Retrainee/Job Creation		
Administrative Staff	\$21.00 - \$25.00	2
	\$25.01 - \$40.00	1
Executive Staff	\$25.01 - \$35.00	1
Field Crew	\$19.00 - \$20.00	10
	\$20.01 - \$25.00	8
	\$25.01 - \$32.00	6

Project Manager	\$35.00 - \$50.00	1
Supervisor Staff	\$25.00 - \$35.00	4
Warehouse Staff	\$21.00 - \$25.00	1
	\$25.01 - \$35.00	1

INTRODUCTION

Founded in 2010 and located in Elk Grove, Apex Site Solutions, Inc. dba Apex Site Solutions (Apex) (<https://apexsitesolutions.com>) specializes in the construction of wireless telecommunication towers. Apex's customers include property owners, cell phone carriers and cell phone station owners such as Verizon, AT&T, T-Mobile and US Cellular. Training will be delivered at the Company's only location in Sacramento County. This will be Apex's second ETP project and second in the past five years.

Veterans Program

Apex actively works with organizations and job placement firms through staffing/recruiting services, local workforce agencies, such as CalJobs, and Facebook community groups. However, the Company did not specifically include a Veteran component in this project.

PROJECT DETAILS

In the previous proposal, Apex focused on the implementation of a company-wide training program to meet required training certifications for the telecommunication industry. Prior to this focus, special training certifications were voluntary unless required by certain employers or jurisdictions. However, most wireless carriers are requiring at least 50% of workers on any given project to be certified with the National Wireless Safety Alliance (NWSA) with the goal of at least 75% of the workers by 2024. Apex continues to train all internal employees to meet the requirements by providing quarterly training sessions. The NWSA has broadly defined several levels of Telecommunications Crews including: Telecommunications Tower Technicians 1 & 2, several Specialties and Foreman. Each level has a set number of skills and scope of responsibilities. Topics addressed include: general construction, tower system modification, maintenance, and inspection of support structures used in telecommunications. Although training topics in this proposal are similar to those provided in prior projects, trainees will not repeat the same training courses previously received.

In addition, acquisitions, mergers, and technological advances present ongoing challenges to the industry. When T-Mobile bought Sprint in 2020, the process of assimilating Sprint began, which meant converting all eligible Sprint towers to T-Mobile technology. This is estimated to take many years and involves using the latest T-Mobile technology. In areas where duplication of towers exists, T-Mobile will need to decommission one of the extra towers. These changes present opportunities for Apex to convert the older Sprint cell tower technology to the new carrier's equipment. Since Apex works for all cellular providers, training is needed to ensure a smooth transition of service and prevent any disruption of power. Training will ensure all regulatory changes are met while improving quality processes, outcomes and measures.

Lastly, 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 the use of CAD Software, Enterprise Resource Planning (ERP) Training, Revu Bluebeam, Process Capability, Root Cause Analysis, Codes/Design and Rigging and Signaling will give trainees transferable skills while promoting the Company's culture. Additionally, Project Managers promoted from within will require formal managerial training to enhance Leadership, Team Building and Strategic Planning skills.

Retrainee - Job Creation

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

Apex's rapid growth in the last two years is attributed to a gain of market shares and expansion into new markets. The Company continues to acquire more projects all throughout the Bay Area. Apex's rapid growth in the past two years, driven by a 20% increase in revenue and expansion into new markets, has led to the acquisition of more projects across the Bay Area. To fuel this continued expansion, Apex will hire 35 new employees (Job Number 2). These new hires will be instrumental in supporting the company's aggressive growth plans and ensuring successful project execution. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, and Computer-Based Training (CBT) in the Company's only location. In-house subject-matter experts and vendors may be utilized to deliver training in the following:

Business Skills: Training will be offered to all occupations and will focus on increasing customer service skills. Training topics include Business Communication, Business Writing, Customer Service, Planning and Organization, Product Knowledge, Time Management and Relationship Building.

Commercial Skills: Training will be offered to Project Managers, Supervisor Staff, Field Crew and Warehouse Staff. Training will focus on improving construction related processes. Training topics include Blueprint Reading, Codes/Design, General Construction, Crisis Management, Estimating, Leadership in Energy and Environmental Design (LEED), Managing Subcontractors, and Rigging and Signaling.

Computer Skills: Training will be offered to all occupations. Training will focus on new software. Training topics include CAD Software, Concur, Projections, One Point, Revu Bluebeam, Rigging Calc, Suretrack, and Timberline Software.

Continuous Improvement: Training will be offered to all occupations. Training will focus on cross-training all staff on proper protocols and procedures. Training topics include Cross Training, Decision Making, Effective Meetings for Leaders, Process Capability, Root Cause Analysis, Production Operations/Workflow and System Failure Analysis.

Certified Safety Training

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

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 0-2 hours of CBT.

Commitment to Training

Apex's annual training budget is approximately \$100,000 for training that includes company procedures, on-boarding and safety training. The Company is committed to improving facility efficiencies and knowledge for all team members. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company Controller, Human Resource Administrator, and Safety Manager will be responsible for program oversight and communication with ETP. The team will oversee all administrative responsibilities, including enrollment, recording, and tracking, scheduling training, securing ETP rosters, verifying training and retention completion and ensuring compliance with all ETP requirements. A third party subcontractor has been retained to assist with the implementation, compliance, reporting and reimbursements for the Contract. Training will be provided by in-house experts and vendors as needed.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET22-0119	Sacramento	8/23/21 - 8/22/23	\$166,750	\$166,750 (100%)

DEVELOPMENT SERVICES

Carrasco LLP, Innovative Tax Solutions in Sacramento assisted with the primary development for a flat fee of \$5,202.

Sierra Consulting Services, Inc. in El Dorado Hills assisted with the secondary development for a flat fee of \$12,059.

ADMINISTRATIVE SERVICES

Carrasco LLP, Innovative Tax Solutions will also perform administrative services for a fee not to exceed 4% of payment earned.

Sierra Consulting Services, Inc. will also perform administrative services for a fee not to exceed 9% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Communication
- Business Fundamentals
- Business Writing
- Customer Relationship Management
- Customer Service
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Property and Resource Management Skills
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

Commercial Skills

- Blueprint Reading
- Building Systems
- Change Order Negotiations
- Codes/Design
- Concrete Forming
- Contractual Risk Transfer
- Crisis Management
- Design Building
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Estimating
- Foreman's Advantage
- Forklift/Scissor Lift
- General Construction
- How to Complete a Work Authorization
- Inspections of Support Structures
- Leadership in Energy and Environmental Design (LEED)
- Lock Out/Tag Out
- Managing Subcontractors
- Mechanical and Plumbing
- Planning and Scheduling

- Product Knowledge
- Project Management
- Rigging and Signaling
- Traffic Control
- Tower Systems Modifications and Maintenance
- Unit Cost Tracking
- Work Order Processing

Computer Skills

- CAD Software
- Concur
- ERP Training
- Microsoft Office - Intermediate and Advanced
- LaborChart
- One Point
- P6
- Power BI
- Projections
- Revu Bluebeam
- Rigging Calc
- Sharepoint
- Spectrum Construction Software
- Suretrack
- Timberline Software

Continuous Improvement Skills

- Cross Training
- Communication Skills
- Creating a Quality Organization
- Change Management
- Effective Meetings for Leaders
- How to Coach and Mentor
- Leadership
- Lean Manufacturing
- Meeting Management
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Problem Solving and Decision Making
- Process Capability
- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Visual Controls

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Forklift and Pedestrian Safety – 20 mins.
- Portable Power Tool Safety - 15 mins
- Working Safely Outdoors – 30 mins
- Rigging Safety in the Telecommunications Industry- 30 mins



Training Proposal for:

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

Contract Number: ET24-0291

Panel Meeting of: January 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Fetsch

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento, 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: 353	U.S.: 353	Worldwide: 353
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	7%		

FUNDING DETAIL

In-Kind Contribution
\$764,800

Total ETP Funding
\$399,855

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skill, Computer Skills, Continous Impr, OSHA 10	285	8-200	0	\$1,403	\$22.66
				Weighted Avg: 61			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1: \$22.55 per hour in Sacramento County and \$24.60 In Alameda County.

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

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage in Job Number 1. There will be approximately 285 Comfort Advisors, HVAC Techs, Plumbing Techs, and Team Leads who earn a supplemental wage (commission) in addition to their base wages. Commission income from \$9.30-\$30.60 per hour for Team Leads, HVAC Techs, and Plumbing Techs; and \$9.30-\$26.80 per hour for Comfort Advisors. \$5.16 per hour may be used to meet the Post-Retention Wage of \$22.66 in Sacramento County and \$7.10 per hour may be used to meet the Post Retention wage of \$24.60 in Alameda County (Job Number 1).

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Comfort Advisor	\$18.00-\$20.00	25
HVAC Tech	\$17.50-\$20.00	150
Plumbing Tech	\$17.50-\$20.00	79
Team Lead	\$23.00-\$25.00	10
	\$25.01-\$30.00	21

INTRODUCTION

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

Bell Brother's was first brought before Panel at the December 15, 2023 Panel Meeting. The proposal was tabled until such time Bell Brother's could return to the Panel to respond to the Panel's inquiries and address concerns. Bell Brother's considered the Panel's questions and have subsequently adjusted the proposed training plan as follows:

- As a result of OSHA concerns, immediately after the incident Bell Brother's added two more Safety Leads to both monitor, train, and coach employees. The Company retrained all employees on OSHA polices and ladder safety. Lastly, the Safety Leads will check job sites unannounced and conduct internal safety checks periodically. Bell Brother's has added specific Commercial Skills training to address working on high structures, roof tie off procedures, ladder safety and anchor points. This incident occurred during a time that Bell Brother's did not have a training contract with ETP.
- Bell Brother's has removed the occupation "Tech Installer" to remove piece-work occupations.
- Lowered funding amount from \$486,082 to no more than \$399,855.
- Panel requested wages at \$22.66 for all Job Numbers

In addition, at Bell Brother's request, the following changes have been made:

- Removed Job Number 2 (Job Creation).
- Increased the trainee count in Job Number 1 (Retrainee) from 227 to 285 and the average hours from 42 to 61.
- Removed Manteca as a location and add Hayward as a location.
- Removed Support Staff occupation

Veterans Program

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

PROJECT DETAILS

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

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

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

Training Plan

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

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

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

Computer Skills: Training will be offered to all occupations. Training will focus on the Company's HVAC Management Software and building codes. Training topics include Trenchless Video X-Ray, Interplay (Proprietary HVAC Management Software) Skills, and Water Leak Video Inspection Tools.

Continuous Improvement: Training will be offered to all occupations. Training will focus on improving overall operational efficiency and quality control. Training topics include Lean Production, Root Cause Analysis, and Quality Control/Systems.

Certified Safety Training

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

Commitment to Training

The Company invests \$476,500 per facility annually for training that includes basic safety, company orientation, and departmental on-the-job training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Company's HR Manager will oversee administration of this project with the assistance of a site leader at each of the three locations who will coordinate training. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to work closely with staff to complete the project successfully. Bell Brother's has identified three training subcontractors who will provide specialized training. The Company will also use internal subject-matter experts to provide training.

Post-Retention Wage

Supplemental wage (commission) of up to \$4.66 per hour may be used to meet the Post-Retention Wage of \$22.66 in Sacramento County and \$7.10 per hour may be used to meet the Post Retention wage of \$24.60 in Alameda County (Job Number 1). ETP Regulation 4418 (b) states Panel may use commission earnings to determine a trainee's hourly wage for services rendered in the sale of goods or services, paid to employees whose principal job duty is sales. Bell Brother's states that the occupation of Comfort Advisor, HVAC Tech, Plumbing Tech, and Team Lead are all sales-heavy positions who earn a substantial portion of their wages via commission. Sales accounts for 75% of Comfort Advisors' job duties and 60% of Plumbing Techs', HVAC Techs' and Team Leads' job duties according to Bell Brother's.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET18-0211	Mather, Manteca, Elk Grove	6/1/2018- 5/31/2020	\$654,180	\$651,827 (99%)

DEVELOPMENT SERVICES

Synergy Management Consultants, LLC in Grass Valley assisted with the development for a flat fee of \$18,900.

ADMINISTRATIVE SERVICES

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

TRAINING VENDORS

Heat Exchanger in Sacramento has been retained to provide training in heat exchanger repair for a fee of \$10,575.

Mitsubishi in Los Angeles has been retained to provide training on Mitsubishi brand mini-split units for a fee of \$7,800.

Lennox in Walnut Creek has been retained to provide training on Lennox heat pumps for a fee of \$7,500.

Other trainers will be identified as they are retained.

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Persuasion Strategies
- Intra-Company Communication/ Advanced Communication
- Negotiation Skills
- Conflict Resolution
- Customer Needs Assessment
- Presentation Skills in the Field
- Active Listening Skills
- Communication Skills
- Understanding and Managing Expectations

Commercial Skills

- Thermal Dynamics
- Switches and Electrical Components
- Connected Home Technology
- Heat Pump Systems
- System Sizing
- Advanced A/C Systems
- Advanced Diagnosis
- Metering Devices
- System Controls/Smart System Controllers
- Motors
- Inverter Type Motors
- Digital Tools
- Advanced Wiring and Schematics
- Thermostats
- Maintenance Tune Up Procedures
- Digital Tools Gauges
- Air Quality Diagnostics and Methodologies
- Inverter Technology
- Ventilation Systems
- Barriers Methodologies
- Fundamentals of Solar Technology
- Insulating Products
- Plumbing Safety
- Basic Tools
- Fundamentals of Water Flow and Plumbing Systems
- Maintenance of Fixtures Drains and Water Heaters
- Specialized Tools
- Drawings/Plans
- Pipes and Fittings Including Install
- Compression Fittings
- Fixtures and Faucets Including Install
- Disposals
- Drains- Roof/Floor and Area

- Valves
- Water Heaters
- On Demand Hot Water Systems
- Pipes and Supply Lines
- Gas and Fuel Systems
- Back Flow Systems
- Sewage and Pump Systems
- Venting
- Water Pressure Booster and Recirculation Systems
- Water Supply Treatment Systems
- Plumbing for Mobile Homes
- Diagnostics
- Septic Systems Maintenance
- Video Inspection
- Trenchless Systems and Tooling
- Plumbing Code
- Nest Thermostats
- Mitsubishi Mini Splits
- Heat Pump Water Heaters
- Glass Materials
- Diagnostics, Measuring
- Cutting Tools
- Cutting and Handling Glass
- Metal Sash
- Mirrors, Shower Doors, Tub Enclosures
- Safety Glass Procedures
- Sealants
- Residential Glass Code
- Remodel Replacement
- Encapsulated Glass Procedures
- Glass Layout
- Building Design
- Title 24 Standards
- Roof Tie Off Procedures
- Wi-Fi Water Metering
- Wi-Fi Irrigation Controls
- Working on High Structures
- Anchor Points
- Ladder Safety

Computer Skills

- Interplay (Proprietary HVAC Management Software) Skills
- Regulatory Code Research Techniques
- Tablet Applications for Field Sales/ Invoicing
- Trenchless Video X-Ray
- Water Leak Video Inspection Tools

Continuous Improvement Skills

- Leadership Skills
- Team Building
- Root Cause Analysis
- Quality Control/Systems
- Logistics Efficiency
- Lean Production

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10



Training Proposal for:
Key Code Media, Inc. dba Key Code Education

Contract Number: ET24-0299

Panel Meeting of: January 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	MEC Multimedia/Entertainment Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Francisco, Marin, San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$431,250		\$30,000 8%		\$461,250

In-Kind Contribution:	50% of Total ETP Funding Required	\$465,000
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Computer Skills	375	8-200	0	\$1,230	\$22.55
				Weighted Avg: 50			

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

Minimum Wage by County: Job Number 1: \$24.60 per hour in San Francisco County; \$23.15 per hour in Los Angeles County; \$22.55 per hour in Orange County; \$24.60 per hour in Marin County and \$22.72 per hour in San Diego County.

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

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Tech Engineer	\$30.00 - \$100.00	55
Editor	\$22.00 - \$25.00	40
	\$25.01 - \$120.00	55
Assistant Editor	\$21.00 - \$25.00	25
	\$25.01 - \$80.00	50
Production Assistant	\$20.05 - \$25.00	15
	\$25.01 - \$30.00	15
Colorist	\$21.00 - \$25.00	20
	\$25.01 - \$100.00	40
Postproduction Professional	\$20.05 - \$25.00	20
	\$25.01 - \$200.00	40

INTRODUCTION

Founded in 2001, Key Code Media, Inc. dba Key Code Education (KCMI) (www.keycodemedia.com) designs, integrates, trains, and supports broadcast, post production, and media automation solutions. Its customer base is nationwide which includes entertainment, sports, government, education, reality television, pro audio, studios, churches, schools and a majority of the U.S. Fortune 100 corporations that employs Filmmakers, Editors, Assistant Editors, Post Production Engineers, Broadcast Engineers, Audio Engineers, Audio Producers, Colorist, VFX Artist, Online Editors, YouTubers, Twitchers, Influencers, Corporate Multi-Media Director, Asset Management, IT, Live Production Operators (cameras & switchers) Camera Operators, Web Designer, Producers, Directors, and College Graduates (new hires for the media and entertainment

industry). KCMI also specializes in advanced storage, visual effects, color, editing computer systems, and digital cameras.

Headquartered in Burbank, KCMI has offices in Irvine, San Francisco, Chicago, Seattle, Detroit, and New York. In 2016, KCMI opened its training facilities in Burbank, San Francisco, and Irvine, engineered to merge the latest advances in digital projection and sound design with the latest hardware and software technology. For over a decade, KCMI has been providing educational presentations to the Producers Guild of America, Motion Editor Pictures Guild, Visual FX Society, and local high schools and colleges such as Glendale High School and Loyola Marymount University.

Veterans Program

Although there will be no Veterans training component in this proposal, participating employers actively hire Veterans and Veterans are included in the trainee population.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE). KCMI is eligible as a training agency based on BPPE licensure valid from July 15, 2023 until July 15, 2026.

PROJECT DETAILS

KCMI aims to shape entertainment professionals by fostering an educational experience rooted in collaboration and innovation in line with the trend of the Film and Television industry's move from traditional broadcast delivery to streaming while also virtualizing computer environments and transitioning to cloud-based workflows. KCMI seeks to inspire students through project-based learning to allow individuals to bring creative ideas to be realized under the mentorship of industry professionals and provide advanced vocational digital media training to professionals entering or working within the Media & Entertainment industry.

KCMI allows entertainment professionals to embrace the rapidly changing technological landscape that shapes the future of entertainment by equipping them with the latest training in technology to solve problems and deliver ideas with integrity using available social and digital platforms.

Each year, major software vendors, who contribute products to the media and entertainment industry, release major upgrades which require constant training to master. New hardware such as cameras, virtual sets for virtual production, I/O boxes, and a multitude of new devices also require highly-trained individuals in order to operate them. Since the pandemic, most workflows have an element of remote capability built-in. These remote options have become more sophisticated and require a significant deal of engineering training to set up. And of course, AI has begun to be used in all aspects of production. Employees need to stay ahead of the emerging technology or be left behind.

In the previous ETP Contract, KCMI provided training to major companies such as ABC, Sony and Viacom for their employees who are just starting out in the industry and needed training to move up in their respective companies. Currently, KCMI have a roster of 50 companies who have participated in their ETP program. Some of the companies include NBC/Universal, Disney, and Legendary Pictures who employs potential students in California. Furthermore, their seasoned professionals also availed classes at KCMI to stay relevant with new programs and hardware. The

proposed training will allow participating employers to remain current with software, hardware, and workflow changes while also facilitating the ability to cross-train employees.

Core Group

KCMI's Core Group of employers includes small and large businesses in the multimedia/entertainment industry. To achieve this, KCMI seeks to increase Small Business visibility within key industry sectors that could benefit from ETP funding for customized Computer Skills training to Small Businesses and their employees. To better connect with this segment of the business community, KCMI is increasing Small Business engagement, support, and outreach through workforce organizations across the state to provide solutions for the workforce challenges they face. Approximately 68% of KCMI's core group of participating employers comprise of small businesses and will take up to 64% of training of the total funding.

Training Plan

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

Computer Skills: Training will be offered to all occupations. These trainees need advanced skills to get ahead of the technology curve in an intensely competitive marketplace. Participating employers must have a technical workforce skilled to manage its platform and develop the best solutions and experiences for its users. Industry programs like Avid, Adobe, and Blackmagic publishes constant updates to their software and hardware and many positions require certification. KCE provides up-to-date courseware and job-specific training and certification for these occupations.

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

KCMI's Chief Academic Officer will oversee the implementation and administration of this project together with KCMI's Education Manager and will be assisted by two internal staff assigned to coordinate marketing, recruitment, class scheduling, and rosters to ensure that project administration adheres to ETP requirements.

Approximately 15% of training will be conducted at participating employers' worksites statewide and KCMI instructors will collect and forward all training documentation to its corporate headquarters in Burbank. Approximately 85% of training will be center-based at KCMI facilities in Burbank, Irvine, and San Francisco.

Marketing and Support Costs

With years of experience in the entertainment industry, KCMI has accumulated a large client database which they use to market their training program. KCMI also receives referrals by word-of-mouth as well as from its website, social media, events, seminars, and conventions. As an Avid Certified Learning Partner Center, KCMI receives business referrals from key partners. KCMI is requesting 8% support costs to cover the cost of recruiting additional employers and assessing employer-specific job training requirements. Employer recruitment and assessment activities will continue throughout the Contract term.

Electronic Recordkeeping

KCMI will utilize Canvas software system for electronic recordkeeping to document training. The system is capable of producing electronic printouts by trainee with the information required by ETP for monitoring purposes. ETP has reviewed and approved the use of KCMI's electronic record keeping system.

Trainer Qualifications

Training will be provided by KCMI faculty who have advanced educational degrees and/or are certified to teach the software/systems outlined in the curriculum. These instructors have an average of 10 years of experience in the entertainment industry.

Tuition Reimbursement

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

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retaine	Potential Earnings (Based on Tracked Hours) (\$ %)
ET22-0308	\$100,780	05/31/22 - 05/30/24	230	100	\$100,780 (100%)

ET22-0308: Based on the ETP Cal-E-Force System, KCMI has tracked 4,120 total valid hours of training, with a 100% potential performance as of December 2023. Contractor projects to earn 100% of the total funding amount by the end of the term of the Contract. ET22-0308 was right-sized due to the performance of ET20-0122.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET20-0122	Burbank	09/03/19 - 09/02/21	\$199,136	\$100,227 (50%)

Due to the effects of the COVID19 pandemic which occurred within the term of the Contract, the project only achieved 50% performance. The film industry went through almost a full stop in production during the pandemic which resulted in massive company lay-offs. With the recent ease of restrictions, the film industry has steadily engaged back to normal operation and production resulting in rehiring employees and refreshing the skills of incumbent workers.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- MC100 Avid Media Composer Principles
- MC101 Avid Media Composer Fundamentals I
- MC110 Avid Media Composer Fundamentals II
- MC201 Avid Media Composer Professional Editing I
- MC210 Avid Media Composer Professional Editing II
- MC239 Color Grading with Avid Media Composer
- MC300 Avid Media Composer New Features & Tools
- MC405 Avid Media Composer Troubleshooting Workshop
- MC400 ACSR Avid Media Composer System Support Certification
- MC410 ACSR Avid Media Composer System Support Recertification
- NX423 ACSR Avid ISIS/NEXIS System Support Certification
- NX440 ACSR Avid ISIS/NEXIS Support Recertification
- PT101 Pro Tools Fundamentals I
- PT110 Pro Tools Fundamentals II
- PT301 Pro Tools S6 Mixing Technique Essentials
- PT400 ACSR Pro Tools System Support Certification
- AU101 Audio Recording Fundamentals
- AU102 Songwriting and Music Production Fundamentals
- AU103 Podcast Production Fundamentals
- AU104 Commercial Audio Production Fundamentals
- AU202 Navigating The Filmmaker/Composer Relationship and Process
- ED201M Assistant Editor Essentials: Media Composer
- ED201P Assistant Editor Essentials: Premiere
- ED201R Assistant Editor Essentials: Resolve
- ED320 Shortform Editorial Essentials
- ED323 Documentary Essentials
- ED325 Conforming Essentials
- ED327 Audio For Promos in Avid Media Composer
- PC101 Post Coordinator Essentials
- AS101 Aesthetics: Intro to Storytelling • AS201 Aesthetics: Advanced Storytelling
- DIR101 Intro to Directing for Television
- SM101 Social Media Marketing: An Intro to Video-Based Content
- AC101 Adobe Character Animator
- AD202 Adobe Video and Motion Dynamics
- AE100 Adobe After Effects Principles • AE101 Adobe After Effects I
- AE201 Adobe After Effects II
- AE301 Adobe After Effects III
- PR101 Adobe Premiere Pro I
- PR201 Adobe Premiere Pro II
- PR250 Adobe Premiere Pro for Experienced Editors

- PR400 Adobe Premiere Engineering and Advanced Operations
- PS101 Adobe Photoshop I
- PS201 Adobe Photoshop II
- PS301 Adobe Photoshop III
- DR101 DaVinci Resolve Essentials
- DR201 DaVinci Resolve Editing and Finishing
- DR210 DaVinci Resolve Advanced Color Grading
- DR220 DaVinci Resolve Fairlight Audio
- DR230 DaVinci Resolve Fusion FX
- FC101 Final Cut Pro X Fundamentals I • FA400 Facilis TerraBlock System Support Certification
- DR400 Blackmagic DaVinci Resolve Engineering and Advanced Operations • VM400 Virtual Machine System Support Certification
- SN400 SNS System Support Certification
- AT200 Advanced Technology Fundamentals
- AT300 Advanced Technology Fundamentals II
- AT400 Advanced Technology Solutions
- FL101 Autodesk Flame Editing Essentials
- FL102 Autodesk Flame System Administrator Essentials
- FL201 Autodesk Flame Compositing Essentials
- FL101/201 Autodesk Flame Editing and Compositing Essentials
- FL301 Autodesk Flame Advanced Compositing
- FL302 Autodesk Flame Color Management and Grading
- FL401 Autodesk Flame Advanced Technique

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: American Film Institute

Priority Industry? Yes No

Address: 2021 N. Western Avenue

City, State, Zip: Los Angeles, CA 90027

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 13

Small Business? Yes No

Total # of full-time company employees worldwide: 300

Total # of full-time company employees in California: 250

Company: Blueprint Post Production

Priority Industry? Yes No

Address: 4146 Lankershim Blvd Suite 300

City, State, Zip: Toluca Lake, CA, 91602

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 6

Total # of full-time company employees in California: 6

Company: Buddha Jones LLC

Priority Industry? Yes No

Address: 1741 Ivar Avenue

City, State, Zip: Los Angeles, CA 90028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 115

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

Company: Christy Inc.

Priority Industry? Yes No

Address: 2228 N. Hollywood Way

City, State, Zip: Burbank, CA 91505-1112

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 11

Total # of full-time company employees in California: 11

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Company 3/Method Inc.

Priority Industry? Yes No

Address: 3401 Exposition Blvd.

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 939

Total # of full-time company employees in California: 939

Company: Connection III Entertainment Corp.

Priority Industry? Yes No

Address: 3450 Cahuenga Blvd West Unit 705

City, State, Zip: Los Angeles, CA 90068

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

Company: Corday Productions, Inc.

Priority Industry? Yes No

Address: 3400 W Olive Ave Ste. 170

City, State, Zip: Burbank, CA, 91505

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 75

Small Business? Yes No

Total # of full-time company employees worldwide: 90

Total # of full-time company employees in California: 90

Company: CRP Services, LLC

Priority Industry? Yes No

Address: 2025 North Lincoln

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Digital Vortechs, Inc

Priority Industry? Yes No

Address: 1513 W. Temple St

City, State, Zip: Los Angeles, CA, 90026

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 4

Small Business? Yes No

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

Company: EHM Productions, Inc.

Priority Industry? Yes No

Address: 1211 Avenue of the Americas

City, State, Zip: New York, NY, 10036

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 18

Small Business? Yes No

Total # of full-time company employees worldwide: 187

Total # of full-time company employees in California: 176

Company: Entertainment Marketing Concepts West, Inc.

Priority Industry? Yes No

Address: 505 S Victory Blvd

City, State, Zip: Burbank, CA, 91502

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Film 45/IMG Worldwide LLC

Priority Industry? Yes No

Address: 2040 Stoner Avenue

City, State, Zip: Los Angeles, CA, 90025

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 56

Total # of full-time company employees in California: 33

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: FOX NE&O - TWDC

Priority Industry? Yes No

Address: 10201 W. Pico Blvd.

City, State, Zip: Los Angeles, CA, 90035

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? Yes No

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

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

Company: Fremantle NA, Inc.

Priority Industry? Yes No

Address: 2900 W Alameda Avenue, 8th Floor

City, State, Zip: Burbank, CA, 91505

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 150

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

Company: Friday's Films, Inc.

Priority Industry? Yes No

Address: 39 Mesa Street, Production Suite 3

City, State, Zip: San Francisco, CA 94129

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 21

Company: Geiger Post, INC.

Priority Industry? Yes No

Address: 5815 W SUNSET BLVD STE 101

City, State, Zip: LOS ANGELES/ CA /90028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 6

Small Business? Yes No

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 22

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Ignition Creative LLC

Priority Industry? Yes No

Address: 1201 w 5th street, suite T-1100

City, State, Zip: Los Angeles, CA, 90005

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 33

Small Business? Yes No

Total # of full-time company employees worldwide: 92

Total # of full-time company employees in California: 87

Company: Jax, LLC

Priority Industry? Yes No

Address: 2308 Broadway

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 22

Total # of full-time company employees in California: 19

Company: Legend Pictures, LLC

Priority Industry? Yes No

Address: 2900 W Alameda Avenue Suite 1500

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 10

Small Business? Yes No

Total # of full-time company employees worldwide: 156

Total # of full-time company employees in California: 153

Company: Mango Post Inc.

Priority Industry? Yes No

Address: 1641 Maria Street

City, State, Zip: Burbank, CA 91504

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 4

Small Business? Yes No

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Max Post

Priority Industry? Yes No

Address: 308 W Verdugo Avenue

City, State, Zip: Burbank CA 91502

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 7

Small Business? Yes No

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 12

Company: Miracle Mile Post, LLC

Priority Industry? Yes No

Address: 15301 Ventura Blvd. Bldg D-350

City, State, Zip: Sherman Oaks, CA 91403

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 20

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

Company: MTI Film, LLC

Priority Industry? Yes No

Address: 1016 N. Sycamore Ave

City, State, Zip: Los Angeles, CA 90038

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 68

Total # of full-time company employees in California: 57

Company: New Edit, LLC

Priority Industry? Yes No

Address: 1641 MARIA STREET

City, State, Zip: BURBANK, CA 91504

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 4

Small Business? Yes No

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: NW Entertainment, Inc. dba: New Wave Entertainment

Priority Industry? Yes No

Address: 2660 W Olive Ave

City, State, Zip: Burbank, CA 91505

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 195

Total # of full-time company employees in California: 195

Company: Original Productions, Inc.

Priority Industry? Yes No

Address: 308 W Verdugo Avenue

City, State, Zip: Burbank CA 91502

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 36

Total # of full-time company employees in California: 36

Company: Pound Sand LLC. - dba Unbroken Studios

Priority Industry? Yes No

Address: 2120 Park Place Suite 110

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 71

Small Business? Yes No

Total # of full-time company employees worldwide: 93

Total # of full-time company employees in California: 71

Company: Renegade 83, LLC

Priority Industry? Yes No

Address: 15301 VENTURA BLVD BLD D-350

City, State, Zip: SHERMAN OAKS, CA 91403

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 1

Small Business? Yes No

Total # of full-time company employees worldwide: 17

Total # of full-time company employees in California: 17

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Roundabout Entertainment Inc.

Priority Industry? Yes No

Address: 217 S Lake St

City, State, Zip: Burbank, CA 91502

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 149

Company: Shed Media US Inc.

Priority Industry? Yes No

Address: 3800 Barham Blvd Suite 410

City, State, Zip: Los Angeles, CA

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 3

Small Business? Yes No

Total # of full-time company employees worldwide: 32

Total # of full-time company employees in California: 32

Company: Soda Entertainment Inc. dba Soda Creative

Priority Industry? Yes No

Address: 3756 Effingham Place

City, State, Zip: Los Angeles, CA. 90027

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 4

Small Business? Yes No

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 6

Company: Trailer Park Inc.

Priority Industry? Yes No

Address: 6922 Hollywood Blvd 10th Floor

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Contract: 2

Small Business? Yes No

Total # of full-time company employees worldwide: 700

Total # of full-time company employees in California: 353

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: Key Code Media, Inc.

CCG No.: ET24-0299

Reference No: 24-0268

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ALPHABETIZE BY COMPANY NAME

Company: Uninterrupted LLC

Priority Industry? Yes No

Address: 1575 N. Gower Street

City, State, Zip: Los Angeles, CA 90028

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 140

Company: SONY Studio Payroll Services, Inc.

Priority Industry? Yes No

Address: 600 Corporate Pointe STE 3638

City, State, Zip: Culver City CA 90230

Collective Bargaining Agreement(s): No

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

Small Business? Yes No

Total # of full-time company employees worldwide: 8,245

Total # of full-time company employees in California: 8,655



**Training Proposal for:
The Cerritos College Foundation**

Contract Number: ET24-0304

Panel Meeting of: January 26, 2024

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

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

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$467,360		\$32,512 8%		\$499,872

In-Kind Contribution:	50% of Total ETP Funding Required	\$632,749
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Comm'l Skills, Computer Skills, Continuous Imp., HazMat, HazWoper, Literacy Skills, Mgmt. Skills, Mfg. Skills, OSHA 10/30	508	8-200	0	\$984	\$22.55
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: \$24.60 per hour for Alameda, Marin, San Mateo, Santa Clara, and San Francisco counties; \$24.25 per hour for Contra Costa County; \$23.15 per hour for Los Angeles County; \$22.72 per hour for San Diego County; and \$22.55 per hour for all other counties.

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

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

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

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Clerk	\$20.05 - \$25.00	25
	\$25.01 - \$48.08	10
Coordinator	\$20.05 - \$25.00	15
	\$25.01 - \$40.50	13
Engineer	\$22.55 - \$25.00	7
	\$25.01 - \$67.00	18
Lead	\$22.55 - \$25.00	16
	\$25.01 - \$54.24	14
Maintenance Staff	\$20.05 - \$25.00	15
	\$25.01 - \$47.00	15
Manager	\$22.55 - \$25.00	7
	\$25.01 - \$50.00	7
	\$50.01 - \$84.14	2
Packaging and Receiving Staff	\$20.05 - \$25.00	20
	\$25.01 - \$40.00	11
Production Operator	\$20.05 - \$25.00	87
	\$25.01 - \$48.42	81

Quality Staff	\$20.05 - \$25.00	18
	\$25.01 - \$60.00	11
Supervisor	\$22.55 - \$25.00	18
	\$25.01 - \$60.10	12
Technician	\$22.55 - \$25.00	43
	\$25.01 - \$50.00	40
	\$50.01 - \$73.78	3

INTRODUCTION

Founded in 1979 and located in Norwalk, The Cerritos College Foundation (CCF) (www.cerritoscf.org) functions as an ancillary division to support Cerritos College, a two-year community college that offers academic and vocational education programs.

CCF operates the College's Economic Development Department known as the Center for Corporate Training (www.cerritos.edu/cerritotrainsu/), which serves employers located primarily in the Southern California counties of Los Angeles, Orange, Riverside, San Bernardino and San Diego. The Center for Corporate Training provides customized workforce programs designed to advance California's economic growth and global competitiveness through education/training, workforce development, technology deployment, and business development.

Although this will be CCF's first ETP Contract as a Multiple Employer Contractor (MEC), it has provided evidence that it can execute and support a training plan proposal of this size (see Training Infrastructure below).

Veterans Program

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

PROJECT DETAILS

The manufacturing and aerospace industries are characterized by frequent changes in technology and strong out-of-state competition. To maintain a competitive advantage, companies in these industries must retain highly skilled technical employees by providing skills upgrade training on a consistent basis. The proposed training is designed to help businesses improve profitability by optimizing productivity, enhancing product quality, and reducing costs.

Several manufacturing facilities lost a large number of experienced frontline workers due to layoffs and retirements during the COVID-19 pandemic. As a result, many businesses have hired less qualified, entry-level employees who require extensive training to keep pace with technology improvements and complex work processes. Therefore, participating employers have placed an added emphasis on the skills development of less experienced employees to facilitate the achievement short and long-term business objectives. The core group of participating employers represents at least 80% of the requested funding and is primarily comprised of large and small businesses in the manufacturing, aerospace and logistics industries.

CCF has developed a comprehensive curriculum that is fully customizable to meet specific employer needs. The Curriculum has been crafted by highly skilled instructors who possess a combination of direct work experience and years of teaching in the manufacturing and aerospace

sectors. These content experts work closely with industry leaders to customize curriculum courses based on expressed needs. Instructors further refine the curriculum for each employer by working directly with management teams and key executives.

Most of the proposed training will take place at employer worksites in the Southern California region. However, this project is statewide in scope to ensure that CCF maintains the ability to accommodate the training needs of businesses that may have secondary locations in other parts of the state.

Training Plan

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

Business Skills: Training will be offered to all occupations, with an emphasis on skills to improve communication, customer service, and decision making. Trainees will learn successful techniques to handle customers, projects, and problems more effectively.

Commercial Skills: Training will be offered to Clerks, Leads, Production Operators, Quality Staff, Coordinators and Supervisors. Training will cover distribution systems, inventory control measures, and related logistics management skills.

Computer Skills: Training will be offered to all occupations to become more proficient in the use of productivity software, inventory and project management tools, and cybersecurity methods.

Continuous Improvement: Training will be offered to all occupations. This training is designed to improve business processes and help workers become more efficient at reducing errors and operating costs.

Literacy Skills: Training will be offered to Clerks and Production Operators. This training will help employees with limited English skills improve their workplace communication, basic math, and comprehension. Literacy training cannot exceed 45% of total training hours per trainee.

Management Skills: Training will be offered to Managers and Supervisors to provide the leadership and supervisory skills necessary to implement changes and become more effective leaders in high performance workplaces.

Manufacturing Skills: Training will be offered to Production Operators, Leads, Coordinators, Engineers, Quality Staff, Technicians, and Maintenance Staff to improve productivity, product quality, and plant efficiencies. This training is designed to enhance workforce skills in the areas of manufacturing and assembly, product design, blueprint reading, and industrial maintenance.

Certified Safety Training

1. OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. It may also be delivered to frontline workers if specifically required by the job order. The coursework is geared to construction work and manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Production Operators, Coordinators, and Technicians. OSHA 30 will be provided to Supervisors, Leads, and Managers to ensure a safe work environment.

2. Hazardous Waste Operations and Emergency Response (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, though not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. This training will be provided to Production Operators, Technicians, Maintenance Staff, Engineers, Leads, Supervisors and Managers.
3. Hazardous Materials (HAZMAT). This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. Technicians, Engineers, Leads, Managers, Supervisors, Production Operators, and Maintenance Staff will receive up to 40 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors.

The trainer-to-trainee ratio is 1:40 for OSHA 10/30, HAZWOPER and HazMat training.

Trainer Qualifications

CCF instructors are qualified professionals (industry credentialed/certified) with many years of practical experience and teaching. CCF instructors will deliver at least 85-90% of the proposed training. If necessary, a small percentage of the training may be provided by participating employer in-house subject matter experts.

Impact/Outcome

CCF's training generates industry-recognized certifications for OSHA 10 & 30, HAZWOPER, Safe Quality Food, Lean/Six Sigma, Fork Lift Operator, and Soldering. Certifications are contingent upon on a participant's successful completion of a course.

Marketing and Support Costs

CCF's marketing and recruitment efforts consist of manufacturing and aerospace association events, regional job fairs, trade shows, industry chamber events, mass emails, newsletters, direct marketing, speaking engagements, and in-person visits with employers. Staff recommends 8% support costs to fund extensive marketing efforts and the recruitment of additional participating employers.

Alternate Recordkeeping

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

Tuition Reimbursement

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

Commitment to Training

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

➤ Training Infrastructure

The Director of Community Advancement will oversee administration of this project. CCF's Center for Corporate Training has three staff members with prior ETP experience who will coordinate marketing/recruitment, needs assessments, scheduling, and the tracking of training hours. CCF has more than 20 years of experience working with incumbent worker training programs, including collaborative work on both Multiple and Single Employer ETP-funded projects. CCF has also retained El Camino Community College District to assist with project administration and recordkeeping requirements.

DEVELOPMENT SERVICES

El Camino Community College District in Torrance assisted with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

El Camino Community College District will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Etiquette
- Business Grammar and Writing Skills
- Change Management
- Communication Skills
- Conflict Resolution
- Customer Service Excellence
- Marketing and Sales
- Performance Management
- Presentations
- Problem Solving and Decision Making
- Strategic Planning and Management
- Team Building
- Time and Priority Management
- Writing for Powerful and Persuasive Impact

Commercial Skills

- Warehousing Control and Tracking
- Distribution Systems
- Logistics and Shipping
- Quality Control
- Inventory Management
- Forklift Operation

Computer Skills

- Computer Skills for Production & Inventory
- Cybersecurity
- Intermediate/Advanced Excel, Word, Access, PowerPoint
- Power BI for Desktop
- Microsoft Outlook
- Microsoft Project

Continuous Improvement Skills

- AGILE & SCRUM
- 8 Discipline Problem Solving (8D)
- APICS CPIM Part 1 & 2 Training
- APICS Certified Supply Chain Professional (CSCP) Training
- APICS Certified Logistics, Transportation and Distribution (CLTD)
- Design for Six Sigma (DFSS)
- Frontline Leadership
- Kaizen Foundation & Practitioner
- Lean 5S Visual Workplace
- Lean, Kaizen and 7S

- Lean Kanban
- Lean Six Sigma Training (White, Yellow, Green & Black Belts)
- Materials and Inventory Management Using MRP and Lean
- Process Mapping
- Project Leadership and Management
- Quality Management Systems (QMS)
- Risk Analysis using Failure Mode and Effects Analysis (FMEA)
- Root Cause Analysis
- Statistical Process Control (SPC)
- Supply Chain Management
- Theory of Constraints (TOC)
- Value Stream Management

Hazardous Materials Skills

- Hazardous Waste
- Hazardous Materials
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

HazWoper

- Hazardous Waste Operations and Emergency Response (HazWoper) - 40, 24, & 8-hour courses

Literacy Skills

- Vocational English as a Second Language (VESL)
- Written Communications
- Basic Math

Management Skills (Managers/Supervisors/Leads Only)

- Human Resources Management for Supervisors
- Leadership/Coaching
- Navigating Change

Manufacturing Skills

- Blueprint Reading
- Electrical Fundamentals
- Food Safety
- Geometric Dimension and Tolerances
- Industrial Maintenance
- Industry 4.0 / Smart Manufacturing
- ISO 9001:2015
- AS9100D
- Manufacturing & Assembly
- Numerical Control Functions
- Pneumatics
- CAD/CAM
- Autodesk
- Computer Numerical Control (CNC)
- Design Software Systems for Manufacturing

- Production Manufacturing & Operating Skills
- Additive Manufacturing/3D Printing
- Programmable Logic Controllers (PLC's)
- Machine Shop Fundamentals
- Safe Quality Food (SQF)
- Sanitation
- Shop Measurements
- Soldering

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: The Cerritos College Foundation
Reference No: 24-0249

CCG No.: ET24-0304
Page 1 of 5

ALPHABETIZE BY COMPANY NAME

Company: AAE Aerospace (Division of Karman Space and Defense)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5382 Argosy Avenue	
City, State, Zip: Huntington Beach, CA 92649	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 173	
Total # of full-time company employees in California: 173	
Company: All Power Manufacturing, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13141 Molette Street	
City, State, Zip: Santa Fe Springs, CA 90670	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,463	
Total # of full-time company employees in California: 85	
Company: Apffels Fine Coffees	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 12115 Pacific Street	
City, State, Zip: Santa Fe Springs, CA 90670	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 190	
Total # of full-time company employees in California: 190	
Company: Bristol Farms	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 915 E. 230 th Street	
City, State, Zip: Carson, CA 90745	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 70	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 300	
Total # of full-time company employees in California: 300	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Cerritos College Foundation
Reference No: 24-0249

CCG No.: ET24-0304
Page 2 of 5

ALPHABETIZE BY COMPANY NAME

Company: Craig Tools, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 142 Lomita Street	
City, State, Zip: El Segundo, CA 90245	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 14	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 26	
Total # of full-time company employees in California: 26	
Company: Designed Metal Connections (dba Permaswage Inc. PCC Co.)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 14800 S. Figueroa Street	
City, State, Zip: Gardena, CA 90248	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 90	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 466	
Total # of full-time company employees in California: 466	
Company: F. Gaviña & Sons, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 2700 Fruitland Avenue	
City, State, Zip: Vernon, CA 90058	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 218	
Total # of full-time company employees in California: 218	
Company: Hydraflow	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1881 W. Malvern Avenue	
City, State, Zip: Fullerton, CA 92833	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 25	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 280	
Total # of full-time company employees in California: 280	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Cerritos College Foundation	CCG No.: ET24-0304
Reference No: 24-0249	Page 3 of 5

Company: LeFiell Manufacturing	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13700 Firestone Blvd.	
City, State, Zip: Santa Fe Springs, CA 90670	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 115	
Total # of full-time company employees in California: 115	

Company: Marukan Vinegar (USA) Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16203 Vermont Avenue	
City, State, Zip: Paramount, CA 90723	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 100	
Total # of full-time company employees in California: 70	

Company: Norton Packaging, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5800 S. Boyle Avenue	
City, State, Zip: Vernon, CA 90058	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 50	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 100	

Company: RBC Industrial Tectonics Bearings	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 18301 S. Santa Fe Avenue	
City, State, Zip: Rancho Dominguez, CA 90021	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 65	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,463	
Total # of full-time company employees in California: 219	

ALPHABETIZE BY COMPANY NAME

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Cerritos College Foundation	CCG No.: ET24-0304
Reference No: 24-0249	Page 4 of 5

Company: RBC Lubron Bearings Systems, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 13141 Molette Street	
City, State, Zip: Santa Fe Springs, CA 90670	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 20	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 2,463	
Total # of full-time company employees in California: 75	

Company: Stepstone, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 17025 S. Main Street	
City, State, Zip: Gardena, CA 90248	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 35	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 95	
Total # of full-time company employees in California: 95	

Company: Ted Levine Drum Company	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 1817 Chico Avenue	
City, State, Zip: South El Monte, CA 91733	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 24	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 80	

Company: Unisource Solutions, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 8350 Rex Road	
City, State, Zip: Pico Rivera, CA 90660	
Collective Bargaining Agreement(s): N/A	
Estimated # of employees to be retrained under this Contract: 35	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 144	
Total # of full-time company employees in California: 144	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Cerritos College Foundation

CCG No.: ET24-0304

Reference No: 24-0249

Page 5 of 5

ALPHABETIZE BY COMPANY NAME

Company: Western Precision Aero LLC

Priority Industry? Yes No

Address: 11600 Monarch Street

City, State, Zip: Garden Grove, CA 92841

Collective Bargaining Agreement(s): N/A

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

Small Business? Yes No

Total # of full-time company employees worldwide: 2,463

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



**Training Proposal for:
The Industrial Council of the City of Commerce, California**

Contract Number: ET24-0301

Panel Meeting of: January 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

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

FUNDING DETAIL

Program Costs	+	Support Costs	=	Total ETP Funding
\$649,750		\$45,200 8%		\$694,950

In-Kind Contribution:	50% of Total ETP Funding Required	\$700,256
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills; Computer Skills; Continuous Improvement; Manufacturing Skills	565	8-200	0	\$1,230	\$23.15
				Weighted Avg: 50			

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

<p>Minimum Wage by County: \$23.15 for Los Angeles County</p> <p>Health Benefits: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No This is employer share of cost for healthcare premiums – medical, dental, vision.</p> <p>Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Maybe</p> <p>Participating employers may use up to \$2.50 per hour of health benefits to meet the Post-Retention Wage.</p>
--

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Customer Service	\$20.65 - \$25.00	70
	\$25.01 - \$45.00	100
Technician	\$20.75 - \$25.00	55
	\$25.01 - \$55.00	100
Manager/Supervisor	\$22.00 - \$25.00	10
	\$25.01 - \$55.00	20
Administration	\$21.00 - \$25.00	15
	\$25.01 - \$45.00	15
Production	\$21.00 - \$25.00	70
	\$25.01 - \$35.00	110
TOTAL		565

INTRODUCTION

Founded in 1959, and located in the City of Commerce, the Industrial Council of the City of Commerce, California (Industrial Council) (www.industrialcouncil.org) is a non-profit membership organization whose mission is to promote commercial, industrial, education, and legislative actions to benefit its members and those concerned with the welfare of the community. As part of its service, Industrial Council provides training to its members and provide resources for access to capital. Industrial Council also offers materials to its membership to ensure they are well-informed on current labor law changes and encourage their members to assume key leadership roles in the community.

The Industrial Council has over 200 members from various sectors such as manufacturing, aerospace, food processing, and logistics. The core group of participating employers represents over 100% of the requested funding, all designated as ETP priority industry companies. The Industrial Council has a total of two ETP projects in the past and this proposal will be their third ETP Contract within the last five years.

Veterans

Although there is no Veterans component in this project, the Industrial Council works closely with the Women's Veteran Alliance to support Women Veterans in the workplace. Additionally, some participating employers have a hiring preference for Veterans, have Veterans on staff, and may include Veterans in the proposed trainee population.

PROJECT DETAILS

Employer Demand

This proposal will be similar to the prior contracts serving both new and existing employers and trainees. Training will focus on retraining of incumbent workers to meet the business needs of participating employers as they struggle to keep up with competitors particularly in the new ways of doing business in the aftermath of the COVID pandemic. Many companies are rebuilding their workforce by bringing back furloughed employees and hires new employees as their businesses return to pre-COVID levels. Employers are also refocusing their business processes to adapt to post COVID business operations resulting to the need to train employees on new processes, upgrading incumbent workers skills that will lead to promotion, upper mobility and employee retention.

This new proposal will address the training needs of participating employers who have expressed the need to upgrade and build employees' skills to work in a highly competitive and continuously changing environment. Training is a critical component to meet the demands that companies currently face today. These employers will receive customized training in Business, Computer, Manufacturing, and Continuous Improvement training skills.

Training Plan

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

Business Skills: Training will be offered to all occupations to improve communication skills, customer service and business problem solving.

Computer Skills: Training will be offered to all occupations to design, program, implement, and troubleshoot new computer software programs. Training will also help employees become proficient in Microsoft Suite and accounting software.

Continuous Improvement: Training will be offered to all occupations to work in teams, improve workflow, troubleshoot and resolve problems.

Manufacturing Skills: Training will be offered to trainees in Production to operate new equipment, read blueprints, and inventory management.

Curriculum Development

Training is customized based on the participating employers' overall company goals to address specific needs for improvement and employees' job duties. Participating employers' specific demands for training are determined based on training assessments and feedback from its members. It is designed to effectively improve the workplace and enhance employee skills to maintain and grow their businesses.

Post-training assessments and employer/employee surveys will be conducted to ensure that the training is of the highest quality and meets the demand of the employer. The curriculum will be continually revised according to the demands and feedback.

Trainer Qualifications

Industrial Council has a group of in-house trainers who will provide training and are experts in the subject matter.

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 Executive Director will oversee the implementation and administration of this project. Support Staff will manage the day-to-day internal administration. An outside consultant has also been retained to assist in the project administration and to ensure that all training records are in compliance with ETP requirements. A detailed training schedule is in place to start immediately upon Panel approval.

Marketing and Support Costs

Industrial Council's marketing efforts are conducted through its website, newsletter, emails, meetings and mixes. It has a board consisting of 22 members and 10 ambassadors who work with the community to promote its business, both large and small, in the City of Commerce and surrounding areas.

The Industrial Council has built strong relationships and collaborations with neighboring Chambers in East Los Angeles, Montebello, Downey, Pico Rivera, Vernon and Alhambra. It has also maintained strong partnerships with local organizations such as Project Return Peer Support Network, Friends of MUSD Foundation, East Los Angeles Sheriff's Dept., YMCA, Rotary Club, Human-I-T, and Women Veterans Alliance for employer outreach and recruitment. Industrial Council requests, and staff recommends, the standard 8% support costs to cover marketing, recruitment, and assessment of additional employers which will continue throughout the contract term.

Tuition Reimbursement

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

ACTIVE PROJECTS

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

Contract No.	Approved Amount	Term	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) (\$ %)
ET23-0108	\$599,440	08/01/2022-07/31/2024	508	430	\$529,097 (88%)

Based on the ETP Cal-E-Force System, ET23-0108 shows that the Industrial Council has tracked 21,508 total valid hours of training, which is 88% of the total ETP funding amount. Contractor projects to earn 100% of the total funding amount by the end of the term of the contract. In addition, system shows final payment invoices have been submitted for 430 trainees who have completed retention which are on approved status in the system showing total paid and earned amount of \$521,323.20.

PRIOR PROJECTS

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

Contract No.	Location (City)	Term	Approved Amount	Payment Earned (\$ %)
ET21-0297	Los Angeles	05/21/2021-05/20/2023	\$309,960	\$309,960 (100%)

Although the contract term for ET21-0297 ended in 2023, all training and retention were completed in March 2022. The Final Contract Closeout invoice has been approved for 100% completion.

DEVELOPMENT SERVICES

Industrial Council retained Training Funding Source in Seal Beach to assist with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Writing Skills
- Communication Skills
- Customer Service
- Project Management
- Sales Skills
- Social Media Marketing
- Leadership Skills
- Finance for Non-Finance People
- Goal Setting
- Managing Change
- Performance Management Skills
- Problem Solving
- Team Building
- Time and Priority Management

Computer Skills

- Ecommerce
- QuickBooks
- Accounting Software
- Search Engine Optimization (SEO)
- Social Media Networking
- Microsoft Office Suite (Intermediate/Advanced)

Continuous Improvement Skills

- ISO Auditor Quality Engineering
- Six Sigma Statistical
- Process Control
- Team Building
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen 7S
- Process Improvement
- Process Mapping

Manufacturing Skills

- Advance Measurement Skills
- Inventory Management
- Electrical Fundamentals
- Blue Print Reading

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Industrial Council of the City of Commerce, Calif.	CCG No.: ET24-0301
Reference No: 24-0272	Page 1 of 3

Company: American Trading	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 3415 South Sepulveda Blvd.

City, State, Zip: Los Angeles, CA 90034

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 45	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 65

Total # of full-time company employees in California: 60

Company: Arlon Graphics	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 200 Boysenberry Lane

City, State, Zip: Placentia, CA 92870

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 85	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 400

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

Company: CIE Manufacturing	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 10530 Sessler St.

City, State, Zip: South Gate, CA 90280

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 75	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 350

Total # of full-time company employees in California: 170

Company: Integra Technologies	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 321 Coral Circle

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 30	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Total # of full-time company employees worldwide: 74

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

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Industrial Council of the City of Commerce, Calif.	CCG No.: ET24-0301
Reference No: 24-0272	Page 2 of 3

ALPHABETIZE BY COMPANY NAME

Company: Jondo	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 22700 Savi Ranch Road	
City, State, Zip: Yorba Linda, CA 92887	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 40	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 200	
Total # of full-time company employees in California: 50	
Company: Kirkhill Aircraft Parts Co (dba Proponent)	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 3120 E. Enterprise Street	
City, State, Zip: Brea, CA 92821	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 70	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Total # of full-time company employees worldwide: 460	
Total # of full-time company employees in California: 204	
Company: Pair of Thieves	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 5813 Washington Blvd.	
City, State, Zip: Culver City, CA 90292	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 45	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 75	
Total # of full-time company employees in California: 75	
Company: Paramount Global	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Address: 16430 Phoebe Ave.	
City, State, Zip: La Mirada, CA 90638	
Collective Bargaining Agreement(s): none	
Estimated # of employees to be retrained under this Contract: 30	Small Business? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Total # of full-time company employees worldwide: 80	
Total # of full-time company employees in California: 65	

**Participating Employers in Retrainee
Multiple Employer Contracts**

Self-reported listing of potential employers participating in the contract

Contractor's Name: The Industrial Council of the City of Commerce, Calif.	CCG No.: ET24-0301
Reference No: 24-0272	Page 3 of 3

ALPHABETIZE BY COMPANY NAME

Company: RSI Lamco-American Woodmark PCS	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 2111 Eastridge Ave.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 90	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 245

Total # of full-time company employees in California: 135

Company: Tecan SP, Inc.	Priority Industry? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Address: 14180 Live Oak Ave.

City, State, Zip: Baldwin Park, CA 91706

Collective Bargaining Agreement(s): none

Estimated # of employees to be retrained under this Contract: 55	Small Business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Total # of full-time company employees worldwide: 2050

Total # of full-time company employees in California: 290



Training Proposal for:
Reiter Berry Farms, Inc.
Contract Number: ET24-0300

Panel Meeting of: January 26, 2024

ETP Regional Office: PPU-Central Office

Analyst: T. Allen

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Agriculture	
	Priority Rate Seasonal HUA SET		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Santa Cruz	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 346	U.S.: 346	Worldwide: 346	
<u>Turnover Rate:</u>	4%			
<u>Managers/Supervisors:</u> (% of total trainees)	5%			

FUNDING DETAIL

In-Kind Contribution
\$261,500

Total ETP Funding
\$173,880

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority Rate HUA	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	27	8-200	0	\$690	\$17.66
				Weighted Avg: 30			
2	Retrainee Priority Rate HUA Seasonal SET	Business Skills, Computer Skills, Cont. Impr., Mfg. Skills	225	8-200	0	\$690	\$17.00
				Weighted Avg: 30			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (HUA): \$16.91/hr. in Santa Cruz County
 Job Number 2 (SET/HUA): \$16.91/hr. in Santa Cruz County
Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: Yes No Maybe
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administration	\$17.66 - \$20.00	6
	\$20.01 - \$25.00	2
Ranch/Harvest Manager	\$31.25 - \$62.16	15
Manager (Production/Service)	\$31.25 - \$62.16	4
Job Number 2		
Puncher	\$17.00 - \$20.00	57
	\$20.01 - \$25.00	1
Crew Leader	\$17.00 - \$20.01	42
	\$20.01 - \$25.00	8
Driver	\$17.00 - \$20.00	40
Laborer	\$17.00 - \$20.00	3
Fabricator	\$17.39 - \$20.00	1
Foreman	\$19.00 - \$20.00	5
	\$20.01 - \$25.00	10
Irrigator	\$17.00 - \$20.00	35
Mechanic	\$19.52 - \$20.00	1
	\$20.01 - \$25.00	5
Specialist	\$17.00 - \$20.00	3
Technician	\$17.00 - \$20.00	4
Administration	\$17.66 - \$20.00	5
Frontline Supervisor	\$22.00 - \$25.00	5

INTRODUCTION

Founded in 1980 and located in Watsonville, Reiter Berry Farms, Inc. (RBF) (www.berry.net), is a berry farm and producer growing Driscoll's proprietary varieties of strawberries, raspberries and blackberries. RBF is applying for funding as the lead entity with one affiliate, JAL Berry Farms, LLC (JAL), who also grows Driscoll's berries in Watsonville. RBF and JAL are entities operated under the umbrella of Reiter Affiliated Companies (RAC). RAC is the largest fresh multi-berry producer in the world, growing berries in the United States, Mexico, Canada, Peru and Europe.

RBF and JAL are grower-owned entities, and its business model relies on local relationships. This will be its first ETP Contract.

PROJECT DETAILS

RBF and JAL are experiencing numerous challenges to its business model including climate change, pest pressures and plant disease. The extreme heat and increased drought conditions associated with climate change have increased farmers' water usage and irrigation costs. The Companies have adapted by modifying irrigation practices, including implementing drip irrigation systems to conserve water and developing wetland areas. The Companies embrace technological advancements and innovative production practices such as using wireless hand-held scanning devices linked to web-based soil moisture monitoring software to provide accurate, real-time information about the effectiveness of irrigation practices.

The desire to mitigate the effects of climate change has motivated the Companies' sustainability efforts. RBF and JAL have implemented a program of working towards reducing its overall use of materials. Within that reduced materials usage, the Companies attempt to reuse as much as possible and have implemented a recycling program so that materials that cannot be reused are diverted from landfills. Further, in order to reduce greenhouse gas emissions and other dangerous pollutants, RBF and JAL have installed solar panels to provide clean energy. The Companies will train staff, including seasonal workers, in proper use of new equipment and technologies that support these sustainability efforts. In addition, employees will be trained in maintenance and repair of the equipment.

Continuously evolving plant diseases are a threat to berry production in California. Berry growers contend with common berry viruses such as early blight, leaf mold, blossom end rot and wilt, among others. Sustainable agriculture, including biological farming solutions, are important both for protecting the environment and for ensuring that farming business can remain competitive, productive, and profitable. In an effort to eradicate berry viruses, the Companies will train employees in Integrated Pest and Disease Management, Efficiencies in Pest Management and Disease Monitoring and Scouting.

Overall training in new and emerging agriculture technologies, equipment, sustainable irrigation and agriculture techniques will ensure that trainees have the skills they need to be successful on the job, as well providing them opportunities to progress up the career ladder. The Companies work to promote staff from within, including seasonal workers into permanent positions.

Training Plan

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

Business Skills: Training will be offered to all occupations and include Budget Management, Data Collection Processes, Data Analysis, Communication and Business Development.

Computer Skills: Training will be offered to all occupations and include Data Analytics, Database Technology Domain and Oracle Systems.

Continuous Improvement: Training will be offered to all occupations and include High Performance Work-Teams, Managing Multiple Priorities, Time-sensitive Deadlines, Operational Planning, Presentation Skills, Problem Solving and Process Improvement & Process Innovation.

Manufacturing Skills: Training will be offered to Foremen, Frontline Supervisors, Managers, Operators, Technicians and Mechanics. Training includes Berry Manufacturing Techniques, Operating Production Equipment, Soil Science, Irrigation System Maintenance and Water Conservation.

High Unemployment Area

All trainees (Job Numbers 1 and 2) work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Santa Cruz are in an HUA. For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages.

Trainees across most occupations and both job numbers will need the wage modification.

Seasonal Worker - Special Employment Training Retention Modification

Trainees in Job Number 2 fall under ETP's Seasonal Worker program which is funded by Special Employment Training (SET). RBF and JAL are in a seasonal industry that bases its operations on one or more cycles of crop production, where the workforce expands by at least 50% and that it retains at least 50% of the employees for not less than 500 hours in the 12-month period preceding the end-of-training.

This qualifies the Companies for a Seasonal Worker Retention Modification as follows: Employment retention period is not less than 500 hours within 12 months of the end-of-training with up to three employers in the crop production industry and the trainees need not be employed full-time during retention. RBF requests this retention period for all trainees in Job Number 2.

Commitment to Training

RBF and its affiliate invests approximately \$66,850 annually on training including introductory computer skills, safety skills, company policies and procedures, new hire orientation, personal roles and responsibilities. ETP funding will help RBF and JAL train staff in new operational procedures and technology. This funding will also ensure seasonal workers are fully trained on equipment. Without ETP funding, these courses would not be taught in a consistent manner or be available to all the individuals who require these skills to excel in their jobs.

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

➤ Training Infrastructure

The Human Resources Department, Learning & Development Department, Leads and Field Supervisors will be responsible for internal administration. In addition, RBF retained California Training Administration, Inc. to assist with enrolling, drops, invoices, reports, modifications, roster compliance and completeness. Training will be provided by in-house subject matter experts.

DEVELOPMENT SERVICES

California Training Administration, Inc. in Rocklin assisted with development for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

California Training Administration, Inc. will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Audits
- Inventory Management
- Budget Management
- Data Collection Processes
- Data Analysis
- Math Skill Enhancement
- Business Development
- Cash Flow Management
- Client Communication Skills
- Compensation Process
- Cost Management (Harvest/Non-Harvest)
- Finance/Accounting Processes
- Financial Analysis
- Financial Reporting
- Product Training
- Project Management
- Strategic Implementation
- Strategic Planning
- Customer Service Skills
- Negotiation
- Operational Planning and Management

Computer Skills

- Data Analytics
- Document Control System
- Domain Name Resolution Service
- Human Capital Management Systems
- Linux Essentials
- Microsoft 365 Fundamentals
- Microsoft PowerPoint, Outlook, OneDrive, Forms, Power Business Intelligence, Project, Publisher
- Microsoft Tools Word, Excel (Intermediate & Advanced)
- Oracle Systems
- Payroll Application Systems
- PMI Certified Associate in Project Management

Continuous Improvement Skills

- Accountability
- Change Management/Adaptability
- Coaching Effective Teams
- Removing Inefficient Processes
- Embracing Difficult Conversations
- Collaboration/Negotiation Skills
- Communications (Internal/External)

- Conducting Effective Team Meetings
- Decision Making
- Strategic Planning
- Effective Communication
- Maximizing Efficiency
- Quality Improvements
- Emotional Intelligence
- High Performance Work-Teams
- Managing Multiple Priorities/Time-Sensitive Deadlines
- Presentation Skills
- Problem Solving/Process Improvement/Process Innovation
- Process Management
- Quality Techniques/Lean Quality Improvements
- Safe Quality Food – Quality Management
- Team Building
- Train-the-Trainer
- Building Trust
- Coaching Skills
- Delegation
- Employee Engagement
- Executive Leadership
- Influential Leadership
- Interpersonal Skills
- Managing & Leading Change
- Mentoring
- Motivating Employees in the Workplace
- Motivation and Appreciation
- New Lead/New Supervisor Techniques
- Productivity Improvement
- Providing Feedback
- Service Center Leader Skills
- Situational Leadership
- Work Group Objective
- Delegating to empower teams
- Building Strong Teams
- Job Alignment Amongst Team Members
- Delegating to empower teams
- Building Strong Teams
- Clear and Effective Communication

Manufacturing Skills

- Supply Chain
- Equipment Calibration, Repair
- Field Management (Solar, irrigation, wastewater)
- Handling Hazardous Materials (Insecticides, Herbicides, Fertilizers)
- Hydraulic/Forklift
- Berry Manufacturing Techniques
- Maintenance/Installation
- Material Handling
- Operating Production Equipment

- Fabrication
- Sanitation Processes
- Shipping/Receiving Techniques
- Shop Floor Hazards and Protection
- Agronomy
- Berry Truck Operation
- Warehouse & Inventory Processes
- 5S Methodology
- Logistics
- Procurement
- Agile methodologies
- Integrated Pest and Disease Management (IPDM)
- Best Practices in IPDM
- Pest Monitoring and Scouting
- Pest Identification and Life Cycle
- Disease Identification and Cycle
- Disease Monitoring and Scouting
- Disease Diagnostics
- Designing Pest Control System
- Fertilization and Nutrition
- Fertilizer Management
- Fertilizer Uses and Best Practices
- Designing Standards of Practice
- Nutrition Management
- Designing a Nutrition Plan
- Salinity Management
- Resource Management
- Irrigation
- Designing an Irrigation Plan
- Determining Irrigation Capacity
- Irrigation and Fertilization Management System
- Designing an Irrigation System
- Installing Irrigation Systems
- Irrigation Lines, Drippers, Emitters
- Water Pressure/Water Conditions
- Water Cost Calculations
- Sewer Systems
- Irrigation System Maintenance
- Soil Science
- Water Management
- Salinity
- Water Electric Conductivity
- Water Ph Levels
- Water Conservation
- Water Turbidity
- Wastewater
- Water Quality Criteria
- Sustainability
- Biological Farming Solutions
- Soil Microbiology

- Production Systems and Models
- Operations Management
- Plant Physiology/Phenology
- Nutritional Needs Based on Plant Stages
- Budding
- Vegetative Development
- Fruit Formation
- Curves of Productions
- Estimates
- Pesticide Applicator Certification
- Well Maintenance and Repairs
- Reservoir Maintenance and Repairs
- Inventory Management
- Agricultural Pest Control Adviser
- Organic Certification
- Substrate Farming
- Substrate Irrigation
- PRIVA Irrigation System
- Managing Irrigation Drainage
- Cost Management
- Cost Identification
- Harvest Cost Activities and Planning
- Non-Harvest Cost Activities and Planning
- Farm Efficiencies
- Key Control Indicators
- Land Preparation
- Amendments by Soil Type (organic and conventional)
- Solarization
- Disinfection
- Use of Bio-Rotational Products
- Substrate Irrigation
- Agrometeorology
- Farming Technology
- AgroData
- Farm Equipment
- Robotic Harvesting Equipment
- Operation, Adjustments and Maintenance
- Food Safety
- Pesticide Management
- Quality Control
- Risk Management
- Using a Fertilization Calculator



Employment Training Panel

**LIST OF PROPOSALS \leq \$75,000 APPROVED
BY DELEGATION ORDER FOR 12/05/23 – 01/15/24**

<i>Project</i>		<i>Approved Date</i>	<i>Approved Amount</i>
ET24-0294	Docusource, Inc. dba Equipment Brokers Unlimited	01/11/24	\$67,390
ET24-0264	J. Geyer Plumbing, Inc.	12/14/23	\$64,400
ET24-0292	McGagin Legacy Enterprise Corp.	12/27/23	\$46,920
ET24-0293	Septerna, Inc.	12/29/23	\$74,152
ET24-0268	Summit Machine, LLC	12/27/23	\$74,382
ET24-0295	Tarlton and Son Inc.	12/29/23	\$74,888
ET24-0297	Thorsen's-Norquist, Inc.	12/27/23	\$46,920
ET24-0296	Wood Connection, Inc.	12/14/23	\$36,340

Total -----\$485,392



**RETRAINEE-JOB CREATION
Training Proposal for:**

DocuSource, Inc. dba Equipment Brokers Unlimited

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0294

Approval Date: January 11, 2024

Panel Meeting of: January 26, 2024

ETP Regional Office: North Hollywood

Analyst: J. Garcia

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative SB <100	Industry Sector(s):	Wholesale Trade/Distribution Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 50	U.S.: 50	Worldwide: 50
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$90,154

Total ETP Funding
\$67,390

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Owners, Sales Staff, Service Staff, Administration Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee SB<100	Computer Skills Comm Skills Continuous Impr. Business Skills	50	8-200	0	\$1,150	\$23.15
				Weighted Avg: 50			
2	Job Creation SB<100	Computer Skills Comm Skills Continuous Impr. Business Skills	10	8-200	0	\$989	\$20.00
				Weighted Avg: 43			

*Post-Retention Wage is the Contractual Wage

<p>Minimum Wage by County: Job Number 1: \$23.15 per hour for Los Angeles County. Job Number 2 (Job Creation): \$19.30 per hour for Los Angeles County. Health Benefits: Used to meet the Post-Retention Wage?: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.</p>

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Service Staff	\$21.00 - \$30.00	30
Sales Staff	\$20.70 - \$30.00	7
Administration Staff	\$20.65 - \$28.00	10
Owners	N/A	3
Job Number 2		
Service Staff	\$20.00 - \$28.00	10

OVERVIEW

Year Company Founded:	1990	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Chatsworth, CA
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Chatsworth, Los Angeles County 	
Participating Affiliates & Respective Facility Location(s) where training will occur:	<ul style="list-style-type: none"> • Revolution Office, LLC - Chatsworth 	
Nature of Business:	<p>Wholesale Trade & Distribution of:</p> <ul style="list-style-type: none"> • Digital copier, printer, facsimile products and services Enterprise Content Management • Document Imaging • System Hardware • Paperless Office Solutions • Record Management • Document Management Solutions including electronic document imaging 	
Customer Base:	<ul style="list-style-type: none"> • Accounting firms • School districts • Insurance companies • Government entities • Corporations 	
Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Customers are asking for faster machines (print per minute) that are capable of performing a variety of tasks, from scanning to faxing. Docusource Inc. dba Equipment Broker's Unlimited's (Docusource) mission is to double its size and sales by 2024. • The Company is highly impacted by large, out of state competitors, such as IKON and Xerox. The technology and software in the industry is constantly changing with faster machines and additional features. Printer capabilities are improving. New products, such as Wide Format and software OnBase, which have expanded document management capabilities are developed and introduced daily. • Docusource must keep employees trained with these devices in order to stay competitive in the national marketplace. As the business model evolves into a technology based service, new employees must be hired. The employees are now interacting with customers at higher organizational 	

	level, and need more intermediate and advanced Computer and Business Skills than before.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • Trainees will learn new upgraded features such as scan to print and scan to email. Customer demands for new technology include color printing, therefore more toners and technical skills are needed. • Sales Staff need to understand the features on the new machines and must be able to demonstrate the capabilities to customers. In addition, Service Staff need to learn to repair new machines and understand the changes and updates.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab E-Learning

Business Skills	Computer Skills	Commercial Skills
Continuous Improvement		

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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PEO

<p>DocuSource represents that it uses the services of G&A Outsourcing, LLC., a Professional Employer Organization (PEO). The affiliate, Revolution Office, LLC, also uses this PEO. However, funding eligibility is based on the Contractor’s qualifications, and DocuSource will be held solely responsible for performance under the ETP Contract. This Proposal has been reviewed by ETP staff to ensure compliance with all applicable guidelines, and DocuSource has been informed about the duty to make certain PEO representations in the ETP Agreement; including, without limitation, that its PEO Agreement with G&A Outsourcing, LLC. clearly establishes the PEO as the party responsible for withholding and reporting Unemployment Insurance taxes, and that DocuSource retains the exclusive right to direct and control the work performed by trainees, and to set the amount of their wages.</p>
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Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Continuous Improvement, Computer Skills, Commercial Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: <p>Docusource has contracted Training Funding Source in Seal Beach to assist with administration of this training project.</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p>The Vice President of Finance and Administration will be responsible for overseeing the project, and will have assistance from the Supervisors, Line Managers, and Accounting and Finance Staff. The Company has a detailed training plan in place and are ready to begin training upon approval.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach, CA	\$1,900
Administrative	Training Funding Source	Seal Beach, CA	13% of funds earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

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

Trainees may receive any of the following:

Business Skills

- Change Management
- Customer Relations
- Document Importing
- Goal Setting
- Interpersonal Communication
- Key Performance Indicators
- Leadership
- Marketing & Business Development
- Metrics
- Planning
- Product Knowledge
- Project Management
- Rockefeller Habits
- Sandler's Sales

Commercial Skills

- Professional Services Document Management System
- Service Procedures

Computer Skills

- Automatic Dispatch System
- Compass Software
- Document Management System (DMS)
- Inventory Products Coding/Numbering
- Local Area Network/Wide Area Network
- Microsoft Office: Intermediate and Advanced
- Microsoft Office CRM
- Network Management
- OMD Upgrade
- Onbase Software Implementation
- Print Management upgrade
- Sherpa Software
- Workflow processing

Continuous Improvement Skills

- Collection and Contract Billing Processing Improvement
- Operation Improvement
- Order Processing Improvement
- Organizational/System Improvement



**RETRAINEE-JOB CREATION
Training Proposal for:**

J. Geyer Plumbing, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0264

Approval Date: December 14, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: San Diego

Analyst: L. Hughes

PROJECT PROFILE

Contract Attributes:	Priority Rate Job Creation Initiative Retrainee SB <100 SET	Industry Sector(s):	Construction 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: 50	U.S.: 50	Worldwide: 50
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$74,565

Total ETP Funding
\$64,400

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Out-of-State Competition:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Occupations to be Trained:	Field Technician, Administration Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SET SB<100	Business Skills Comm Skills Continuous Impr. Computer Skills OSHA 10/30 PL-Comm. Skills	50	8-200	0	\$1,150	\$30.90
				Weighted Avg: 50			
2	Job Creation Priority SET SB<100	Business Skills Comm Skills Continuous Impr. Computer Skills OSHA 10/30 PL-Comm. Skills	5	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$30.90 per hour; Job Number 2 (SET/Job Creation): \$18.54 per hour for San Diego County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$0.54 per hour for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Field Technician	\$28.40 - \$38.00	40
Administration Staff	\$29.00 - \$40.00	10
Job Number 2		
Field Technician	\$18.00 - \$23.00	5

OVERVIEW

Year Company Founded:	2006	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> San Diego, CA
Facility location(s) where training will occur		<ul style="list-style-type: none"> San Diego, CA (San Diego County)

Nature of Business:	<ul style="list-style-type: none"> J. Geyer Plumbing, Inc.(JGP) (https://jgeyerplumbing.com/) is a family-owned small business that specializes in a wide variety of construction projects in both private and public works. JGP’s work encompasses every aspect of construction: design build, general contracting, and construction management.
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Customer Base:	<p>The Company's customers include:</p> <ul style="list-style-type: none"> Commercial and private construction (restaurants, schools, and office buildings) Commercial and private plumbing (medical facilities, manufacturing labs, and hotels)
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Business / Industry Needs / Changes	<ul style="list-style-type: none"> As a result of increased demand for services, and the constant changes in design and materials, the Company continues to experience steady growth. Therefore, JGP must increase and maintain the skill of its workforce.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> As the Company expands, so too must the skills of its workforce. Training will ensure staff gain the skills necessary to meet company demands as well as problem solve in the field while maintaining efficiency and productivity. The Company will hire 10 new Field Technicians to learn new equipment and production processes such as forklift, scissor lift, and boom lift. Training will also include reading plans and specifications, time management, scheduling/planning, leadership, process improvement, and quality control.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab E-Learning Productive Lab

Commercial Skills	Business Skills	Computer Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	PL Hours per-trainee: Job Number 1; 0-12 and Job Number 2; 0-15
	Occupations Receiving PL Training: Field Technicians
	The PL instructor must be dedicated to training, at a ratio of 1:1.

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	50 hours for Job Number 1; 60 hours for Job Number 2.
<p>All plumbing projects have a different level of complexity; becoming masters in this trade is essential for the Company’s success. All employees in the field are trained to maintain the highest standard of plumbing skills via training in technical skills, continuous improvement, and productive lab.</p> <p>The different level of complexities and projects dictate the different technical skills needed and equipment that will be used for each specific situation. To be prepared for the changes in the environmental conditions and working around other people requires a significant amount of training.</p> <p>Most employees hired need additional training to safely use one or more of the required equipment. Through the company’s experience and projections they have determined it takes approximately 300 hours of training per year to become a subject matter expert in the plumbing industry.</p>	

Veterans Program

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

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Safety Skills, and Productive Lab. <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: TBD
<ul style="list-style-type: none"> • Administration: <p>Training Funding Source will assist with project administration.</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p>The President of the Company will oversee the project, with the help of the Vice President, Foreman, Superintendent, Office Manager, Trainer, and Qualified Leads. A detailed training plan is in place and training is ready to begin upon approval. The Company has hired an administrative third party to assist with project administration.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	TBD	TBD	TBD

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business case analysis and development
- Business development
- Business partnering
- Contract administration
- Interpersonal communication
- Project management
- Time management
- Service costing and financial modeling
- Work procedures
- Budget management
- Financial management
- Negotiation
- Sales
- Strategic planning

Commercial Skills

- Energy saving
- Field operational procedures
- Local plumbing codes
- Water heating systems
- Pipe cutting and soldering
- Draining and venting
- Electrical basics
- Understanding blueprints and diagrams
- Process piping
- Site management
- Equipment Maintenance
- Operation Control and Monitoring
- Quality control analysis
- System analysis
- System evaluation

Computer Skills

- Microsoft Office – Advance or Intermediate
- Bluebeam
- AutoCAD
- Zip Solutions
- Quote soft
- Sage
- Quickbooks

Continuous Improvement Skills

- Goal setting
- Process improvement
- Quality improvement
- Communication
- Conflict management
- Decision making
- Leadership
- Logistics- routing & scheduling procedures
- Problem solving
- Team building
- Teamwork

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Field operational procedures
- Pipe cutting and soldering
- Draining and venting
- Understanding blueprints and diagrams
- Process piping
- Site management
- Operations (new procedures and processes)
- Equipment maintenance
- System evaluation
- Operation monitoring



**RETRAINEE-JOB CREATION
Training Proposal for:**

McGagin Legacy Enterprises Corp.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0292

Approval Date: December 27, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Construction	
	Priority Rate SET SB <100 Job Creation Initiative		Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 24	U.S.: 24	Worldwide: 24	
<u>Turnover Rate:</u>	5%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

In-Kind Contribution
\$51,203

Total ETP Funding
\$46,920

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Administrative Staff, Painters

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SET SB<100	Business Skills Comm Skills Computer Skills Cont. Impr. HazMat OSHA 10/30 PL-Comm. Skills	6	8-200	0	\$1,150	\$30.90
				Weighted Avg: 50			
2	Retrainee Priority Job Creation SET SB<100	Business Skills Comm Skills Computer Skills Cont. Impr. HazMat OSHA 10/30 PL-Comm. Skills	29	8-200	0	\$1,380	\$18.54
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (Retrainee/SET): \$30.90 per hour for Sacramento County. Job Number 2 (Job Creation): \$18.54 per hour for Sacramento County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$1.54 per hour may be used for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Administrative Staff	\$28.40 - \$32.00	4
Painters	\$28.40 - \$32.00	2
Job Number 2: Job Creation		
Painters	\$17.00 - \$20.00	29

OVERVIEW

Year Company Founded:	1992	Company Headquarters: <input checked="" type="checkbox"/> Single location Rancho Cordova, CA (Sacramento County)
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Facility location where training will occur	<ul style="list-style-type: none"> • Sacramento County
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Nature of Business:	<ul style="list-style-type: none"> • McGagin Legacy Enterprises Corp. (McGagin Legacy) is a Commercial and Residential Construction Company that specializes in painting (interior and exterior), cabinet refinishing, concrete staining, epoxy finishing, crown molding, drywall repair, power washing, stucco, wood, deck and fence repair.
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Customer Base:	<ul style="list-style-type: none"> • CBRE – Global Commercial Real Estate Services • LBA Realty • Shopping Centers • CVS • Lens Crafters • Commercial and Residential Buildings • Variety of Retail Stores in Northern California
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Business / Industry Needs / Changes	<ul style="list-style-type: none"> • McGagin Legacy is a construction company that continuously enhances and upgrades its equipment and techniques to stay abreast of industry standards and meet evolving project requirements. In addition, the industry continues to evolve and develop new requirements/regulations. This requires McGagin Legacy to continue training to meet industry regulations. • In the previous two years, the Company has doubled in population. McGagin Legacy expects to grow at a rate of 35% per year with expansion plans within Northern California. This will require additional training to incumbent and new staff on equipment and processes to keep up with growing demand. • Business contracts have been obtained from various clients, such as, CBRE, LBA Realty, Shopping Centers, CVS, Lens Crafters and residential communities, well into 2024, which will require continuous training and an increase in staff. • The construction industry is ever changing and highly regulated from an environmental perspective. Painters are continuously updated and improving their requirements in order to stay on the cutting edge of safety and compliance.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • All Painters will receive cross training in multiple areas. Training on Customer Service, Product Knowledge, Schedule Coordination, Construction Procedures/Techniques, Job Costing, Painting & Staining, Respiratory Protection, Process Improvement, Productivity Improvement and Site Logistics will provide the trainees with in-depth
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	<p>knowledge of the Companies' processes to ensure safety and continued Company growth.</p> <ul style="list-style-type: none"> • All Administrative Staff will focus training on improving their Business Skills. Training on Coaching Skills, Developing New Opportunities, Leadership, Risk Management and Accounts Payable/Receivable will set the standard for the skill levels required and standardize the knowledge base. • With a focus on expanding the business towards a larger customer base, the Company plans on hiring additional labor to meet current demand for their services. Training will require the new employees to get certified on all of the product and services, as well as, how to program the systems that are being used. • Due to a lack of Associations related to this trade and vocational schools, the Company trains new and incumbent staff in-house on how to perform the trade properly. Training will focus on trade equipment, such as, various sprayers and respiratory equipment.
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Training courses listed in the Menu Curriculum will be provided via the following training methods under the following Types of Training:

- Class/lab
 E- Learning
 Productive Lab
 Hazardous Materials

Business Skills	Commercial Skills	Computer Skills
Continuous Improvement Skills	OSHA 10/30	PL – Commercial Skills
Hazardous Material Skills		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input type="checkbox"/> Hazardous Materials (HAZMAT)
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Productive Laboratory	<p>Justification:</p> <input checked="" type="checkbox"/> New Production Procedures <input checked="" type="checkbox"/> Certification Standards <p>20 PL Hours per-trainee – The professional application of paint requires a higher level of proficiency beyond the normal standards. Preparation before the application requires knowledge of various hand tools, such as, skill saws, drills, nail gun, compressors, sanders, chop saws, pressure washers, paint sprayers, and texture hoppers. Due to this McGagin Legacy is requesting up to 20 hours of PL training to master the use and application of these tools in the field. At the end of the training, an experienced staff member/subject matter expert will validate the trainee's expertise with a written certificate, which will be saved to the employee file for access and/or review.</p> <p>Occupations Receiving PL Training: Painters</p>
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The PL instructor must be dedicated to training, at a ratio of 1:1.	
Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.

Special Employment Training

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

➤ Wage Modification

For trainees employed in a priority industry, the Panel may modify the SET minimum wage up to 25% below the statewide average hourly wage (from \$41.20 to \$30.90). The Company requests this modification for Job Number 1.

Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	• 50 hours for Retrainees (Job Number 1) and 60 Hours for Job Creation Trainees (Job Number 2).
Incumbent trainees will receive specific skill technical training throughout the contract term while newly-hired trainees will receive in-depth training within the first few months of their hire date. Most training is provided as on-the-job training and can easily amount to over 200 hours within the first year of hire.	

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, OSHA 10/30, PL-Commercial Skills, and Hazardous Materials Skills <input checked="" type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined.
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p>McGagin Legacy’s training budget is approximately \$100,000 annually for its only location. Training includes state-mandated training, legal compliance training, and new-hire orientation.</p> <p>ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.</p> <p>➤ Training Infrastructure</p> <p>The Company has a structured training plan in place. The Owner and Office Manager will oversee project administration and tracking performance. Training will be delivered by in-house experts and vendors as needed. A third party administrator will assist with administrative duties.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Training Funding Source	Seal Beach	\$1,900
Administrative	Training Funding Source	Seal Beach	13%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounts Payable/Receivable
- Budget
- Coaching Skills
- Communication
- Conflict Management
- Developing New Opportunities
- Leadership
- Performance Management Planning
- Product Knowledge
- Risk Management
- Schedule Coordination
- Profit & Loss

Commercial Skills

- Construction Procedures/Techniques
- Equipment/Tool Operations, Maintenance and Troubleshooting
- Installation/Application Techniques
- Job Budgeting
- Job Planning
- Job Costing
- Materials Handling and Storage
- Painting & Staining
- Power Tool Use and Guarding
- Prepping/Protecting Property
- Respiratory Protection
- Site Logistics

Computer Skills

- Dynamics 365 Customer Relationship
- GPS Software
- Microsoft Office (Intermediate/Advanced)
- QuickBooks
- Time Tracking

Continuous Improvement Skills

- Customer Service/NPS
- Leading Situationally
- Process Improvement
- Problem Solving/Decision Making
- Productivity Improvement
- Quality Systems and Procedures
- Team Building

Hazardous Materials Skills

- Hazard Communication
- Material Safety Data Sheet

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Equipment Operations
- Field Operational Procedures



RETRAINEE-JOB CREATION
Training Proposal for:
Septerna, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0293

Approval Date: December 29, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: San Francisco Bay Area **Analyst:** S. Ramakrishnan

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee Priority Rate SB <100	Industry Sector(s):	Services Professional, Scientific Technology Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Mateo	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 56	U.S.: 56	Worldwide: 56
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$87,000

Total ETP Funding
\$74,152

Small Business Only:	Owner <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
Occupations to be Trained:	Scientists / Engineers Administration Staff (Technology Staff, Finance Staff, Operations Staff, HR Staff) Managers

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100	Business Skills Comm Skills Continuous Impr.	40	8-200	0	\$943	\$35.00
				Weighted Avg: 41			
2	Job Creation Priority Retrainee SB<100	Business Skills Comm Skills Continuous Impr.	36	8-200	0	\$1,012	\$35.00
				Weighted Avg: 44			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (Retrainee): \$24.72 per hour for San Mateo County. Job Number 2 (Job Creation/Retrainee): \$20.60 per hour for San Mateo County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee		
Scientists / Engineers	\$35.00 - \$120.00	25
Administration Staff (Technology Staff, Finance Staff, Operations Staff, HR Staff)	\$35.00 - \$115.00	7
Managers	\$50.00 - \$125.00	8
Job Number 2: Job Creation		
Scientists / Engineers	\$35.00 - \$120.00	25
Administration Staff (Technology Staff, Finance Staff, Operations Staff, HR Staff)	\$35.00 - \$115.00	10
Managers	\$50.00 - \$125.00	1

OVERVIEW

Year Company Founded:	2020	Company Headquarters: <input checked="" type="checkbox"/> South San Francisco, CA
Facility location(s) where training will occur		<ul style="list-style-type: none"> • South San Francisco (San Mateo)

Nature of Business:	<ul style="list-style-type: none"> • Septerna, Inc. (Septerna) is a pre-clinical biopharma research organization working in small molecule drug discovery aided by its proprietary 'Native Complex' Platform that targets G-Protein Coupled Receptors (GPCR). The GPCR drug discovery helps in treatment of diseases like Hypoparathyroidism, Graves' Disease, and Thyroid Eye Disease. • The Company plans to move into later-stage drug development of GPCR-targeted therapeutics.
Customer Base:	<ul style="list-style-type: none"> • Healthcare providers, patients, insurance companies, and biopharma companies.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Septerna is preparing to meet the rising global competition in the biopharma industry by diversifying into Clinical Development and aiming at advanced GPCR drug discovery to target broader disease areas like central nervous system disorders and inflammatory and pain disorders. • The Company aims to expand its existing business capacity by hiring an estimated 36 employees in the next two years to meet its existing functions. • Secured increase in business contracts in 2024-2025.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> • The goal of the training program is to upgrade skills and employee capabilities by providing training in critical business and project management areas that will assist the Company to grow from its current Research phase to an In-Human Clinical Trials phase. ETP-funding will provide the opportunity to expand its current training effort into a more structured program. • To meet increased business demands resulting from new business growth, the Company is hiring more workers that are just starting in the industry and training them in the field to grow its workforce for the
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	future, which is imperative to remaining competitive and for fulfilling customer orders.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/Lab
- E-Learning

Business Skills	Commercial Skills	Continuous Improvement
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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PEO

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

Alternate Recordkeeping

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

Training Infrastructure & Administrative Plan

• Trainers:	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Continuous Improvement. <input checked="" type="checkbox"/> Vendor – Types of Training: Business skills, Commercial Skills, Continuous Improvement.
• Administration:	<input checked="" type="checkbox"/> In-house
• Project Oversight:	Septerna’s Director of People and Culture (Dedicated Administrator) will oversee its ETP program administration with assistance from two Administrative Assistants who will schedule training, track attendance, and manage ETP’s reporting requirements. Training will be delivered by three in-house trainers who are subject-matter experts and by a training vendor.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	N/A	N/A	N/A
Administrative	N/A	N/A	N/A
Training Vendor	Hands On, LLC	San Francisco	\$72,000

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Acumen
- Decision-Making
- Team Optimization
- Marketing
- Communication Skills
 - Effective Communication Skills
 - Presentation Skills
 - Effective Meetings
 - Negotiation Skills
- Change Management
- Leadership Skills
 - Managing Others
 - Delegation & Prioritization
 - Leading High-Performing Teams
 - Leading Projects
 - Leading vs. Managing
 - Leading Change
 - Leading Large Teams & Leading through Others

COMMERCIAL SKILLS

- Drug Discovery & Development
- Preparing for Commercialization
- Finance for Non-Finance Managers
- Clinical Data Science
- Clinical Development
- Clinical Operations
- Project Management
 - Budget and Resource Management
- Overview of Strategic Planning
- Ideation & Innovation Process
- How to Prepare for Investigational New Drug Applications
- How to Prepare for Phase 3 Clinical Trials
- Values-Based Healthcare & Market Access
- Healthcare Economics

CONTINUOUS IMPROVEMENT

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



RETRAINEE-JOB CREATION
Training Proposal for:
Summit Machine, LLC

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0268

Approval Date: December 27, 2023

Panel Meeting of: January 26, 2023

ETP Regional Office: North Hollywood

Analyst: D. Tran

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Bernardino	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: 81	U.S.: 5,000	Worldwide: 367,700
<u>Turnover Rate:</u>	1%		
<u>Managers/Supervisors:</u> (% of total trainees)	6%		

In-Kind Contribution
\$88,700

Total ETP Funding
\$74,382

Out-of-State Competition:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Occupations to be Trained:	Administrative Staff, Machinists, Manager/Supervisor, Operations Staff, Sales Staff, Support Staff

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	72	8-200	0	\$966	\$22.66
				Weighted Avg: 42			
2	Job Creation Retrainee Priority	Business Skills Computer Skills Continuous Impr. Mfg. Skills PL-Mfg. Skills	5	8-200	0	\$966	\$18.54
				Weighted Avg: 42			

*Post-Retention Wage is the Contractual Wage.

Minimum Wage by County: Job Number 1 (Retrainee): \$22.66/Hour in San Bernardino County.
Job Number 2 (Job Creation): \$18.54/Hour in San Bernardino County.

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

Up to \$2.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 and up to \$0.04 per hour for Job Number 2.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff	\$20.18 - \$25.00	1
	\$25.01 - \$28.61	4
Machinists	\$22.19 - \$25.00	5
	\$25.01 - \$35.57	20
Manager/Supervisor	\$28.49 - \$39.55	5
Operations Staff	\$27.59 - \$38.45	20
Sales Staff	\$27.59 - \$38.45	5
Support Staff	\$22.15 - \$25.00	5
	\$25.01 - \$29.21	7
Job Number 2		
Administrative Staff	\$20.01 - \$25.00	2

Machinists	\$20.01 - \$25.00	1
Operations Staff	\$19.00 - \$20.00	1
Support Staff	\$18.50 - \$20.00	1

OVERVIEW

Year Company Founded:	2003	Company Headquarters: <input checked="" type="checkbox"/> Single location
Facility location(s) where training will occur	<ul style="list-style-type: none"> Ontario, San Bernardino County 	

Nature of Business:	<ul style="list-style-type: none"> Summit Machine, LLC (Summit Machine) specializes in rough and finish machining of nickel-based, stainless steel, and aluminum components designed for various uses and industries. The Company's products include fan cases, turbine cases, engine mounts and yokes, containment rings, rotating labyrinth seals, exhaust system flanges, bearing housings, and structural aircraft parts.
Customer Base:	<ul style="list-style-type: none"> Aerospace Military & Defense Commercial Power Generation & Utilities Space Industry Petroleum Industry

Business / Industry Needs / Changes	<ul style="list-style-type: none"> Summit Machine is building upon the prior proposal, Phase 1 of the Company's training and development program dedicated to enhanced skill development. Phase I training included specialized skills training focused on industry certification of Pietro Carnaghi Machine Tools operation. The Pietro Carnaghi Machine tools is a specialized machine that produces various components to exact tolerances that are held to the highest specifications standards due to the components various uses in military, defense, and aerospace environments. Phase II development is focused on new technology implementation across the organization.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> Summit Machine will provide enhanced in-depth training to build out and launch Phase 2 of the planned training and development program with a focus on skill development, safety, quality control, new technology (equipment), compliance, process
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	<p>efficiency, cross functional training, and team building.</p> <ul style="list-style-type: none"> • Additional training will be provided to all employees on operation of newly acquired Pietro Carnaghi Machine Tools to ensure Summit Machine remains competitive in the production output of products and components. Extensive training on Production equipment, systems and tool operation is involved in this process. • As Phase 2 is rolled out, cross functional training between units and departments will allow all employees to be trained in new opportunities, allowing for career mobility within the organization.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

Class/lab

Business Skills	Computer Skills	Manufacturing Skills
Continuous Improvement		

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment
	PL Hours per-trainee: Up to 10 hours of productive lab
	Occupations Receiving PL Training: Machinists and Operations Staff
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.
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Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Commercial Skills, Manufacturing Skills, Computer Skills, Continuous Improvement. <input type="checkbox"/> Vendor – Types of Training by vendor:
<ul style="list-style-type: none"> • Administration: <p>Administration of this proposal will be done by both internal employees as well a third party company who will assist in the administration of this proposal.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Subcontractor

- **Project Oversight:**

This training proposal will be administered and overseen by the HR department, along with a designated administrative assistant and two functional managers (Safety & Quality) who will be responsible for coordinating and scheduling the training and collecting training rosters. The Company has also retained the services of a third party administrator who will assist in the administration of this project to include tracking training data in the ETP Cal E Force system.

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	<ul style="list-style-type: none"> • Phase 1 build out and launch of training and development program within Summit Machine. • Core Skills development for employees to minimize waste and errors on the production floor.
<ul style="list-style-type: none"> • Difference in Training Plan: 	This proposal will focus on Phase 2 of the Summit Machine's build out and launch of the Company's training and development program. This training will build on core skills and provide enhanced in-depth training to new employees with limited background in manufacturing.

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0193	Ontario	07/14/18 – 01/10/21	\$49,400	\$49,400 (100%)

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	National Training Company, Inc.	Irvine	\$3,600
Administrative	National Training Company, Inc.	Irvine	Fee not to exceed 13% of funds earned.
Training Vendors	TBD	TBD	TBD

Exhibit B: Curriculum

Class/Lab

Trainees may receive any of the following:

Business Skills

- Accounting Skills
- Business Best Practices
- Financial Analysis
- Logistics and Transportation
- Material Management
- Operational Efficiency
- Problem Solving and Resolution
- Product Knowledge
- Product Quality and Reliability
- Project Management
- Team Communication

Computer Skills

- Computer Networking
- Cyber Security
- HR Software
- MS Office (Advanced)
- MS Office (Intermediate)
- Network Interface
- Product Design Software
- Production/Distribution Software
- Project Management Software
- Sales Forecasting
- Scheduling Software

Continuous Improvement Skills

- Best Work Practices
- Building Teams
- Compliance Tracking
- Creating Continuous Flow
- Decision Making
- Design for Excellence
- Inspection Procedures
- Leadership/Quality Coaching Skills
- Lean Manufacturing
- Product Specifications
- Quality Systems
- Standard Operating Procedures

Manufacturing Skills

- Assembly Procedures & Methods
- Control Systems

- Design Standards & Processes
- Distribution Processes & Procedures
- Equipment Cross-training
- Equipment Inspection & Maintenance
- Equipment Operation & Testing
- Industry Best Practices
- Inspection Techniques
- Integrated Systems Procedures
- Manufacturing Techniques
- Material Handling/Shipping
- Product Safety and Reliability
- Product Specifications Quality Control
- Production Equipment (Pietro Carnaghi Machine Tools)
- Production Systems (Pietro Carnaghi Machine Tools)
- Quality Improvement
- Resolving Production Problems
- Tool Operation (Pietro Carnaghi Machine Tools)
- Troubleshooting Processes

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

Trainees may receive any of the following:

Manufacturing Skills

- Equipment Cross-training
- Equipment Inspection & Maintenance
- Equipment Operation & Testing
- Material Handling/Shipping
- Tool Operation
- Troubleshooting Processes



RETRAINEE-JOB CREATION
Training Proposal for:
Tarlton and Son Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0295

Approval Date: December 29, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: Sacramento

Analyst: A. Reyes

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA Priority Rate SET	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Fresno	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 294	U.S.: 294	Worldwide: 294
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$85,000

Total ETP Funding
\$74,888

Occupations to be Trained:	Administrative, Estimators, Front Line Managers, Painters, Plasterers, Project Managers, Tapers, Yard Construction Laborers
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SET HUA	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30	102	8-200	0	\$644	\$17.00
				Weighted Avg: 28			
2	Retrainee Job Creation Priority HUA SET	Business Skills Comm Skills Computer Skills Continuous Impr. OSHA 10/30 PL-Comm. Skills	10	8-200	0	\$920	\$17.00
				Weighted Avg: 40			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job 1 (HUA/Retrainee/SET): \$17.00 per hour for Fresno County; Job Number 2 (HUA/Job Creation/Retrainee/SET): \$17.00 per hour for Fresno County
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits, they are not being used to meet the Post-Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1 (Retrainees)		
Administrative	\$17.00 - \$20.00	4
	\$20.01 - \$22.00	6
Estimators	\$40.00 - \$44.00	2
Front Line Managers	\$37.00 - \$51.00	8
Painters	\$17.50 - \$20.00	6
	\$20.01 - \$25.00	7
	\$25.01 - \$33.00	2
Plasterers	\$25.00 - \$44.00	31
Project Managers	\$22.00 - \$25.00	9
	\$25.01 - \$50.00	4
Tapers	\$22.00 - \$25.00	8

	\$25.01 - \$26.00	7
Yard Construction Laborers	\$19.00 - \$20.00	3
	\$20.01 - \$25.00	4
	\$25.01 - \$30.00	1
Job Number 2 (Job Creation)		
Administrative	\$17.50 - \$19.50	2
Estimators	\$20.00 - \$25.00	1
	\$25.01 - \$30.00	1
Plasterers	\$17.50 - \$20.00	3
Yard Construction Laborers	\$17.00 - \$19.00	3

OVERVIEW

Year Company Founded:	1977	Company Headquarters: Fresno, California
Total Number of Facility locations in California	3	
Facility location(s) where training will occur	<ul style="list-style-type: none"> • Fresno, CA 	

Nature of Business:	<ul style="list-style-type: none"> • Tarlton and Son Inc. (Tarlton) offers construction services including lathing, plaster, drywall, painting, scaffolding, metal studs, and exterior insulation finishing systems, throughout California.
Customer Base:	<ul style="list-style-type: none"> • Municipalities • Commercial Developers • School Districts • Universities

Business / Industry Needs / Changes	<ul style="list-style-type: none"> • Tarlton has invested in new technology and upgraded software due to increased use of electronic documents and communication for remote use. • The Company is continuing the development of current trades and adding new service lines, like commercial door and window installation. • In addition, Tarlton has identified a need for more Project Managers to facilitate an increasing number of projects, companywide.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • Tarlton has noticed that there is an increased need for electronic documentation and communication while in the field. As a result, the company is investing in new technology and will upgrade software for remote use. This includes Sharepoint, Citrix, Team Viewer, Plexxis Software, LaborChart, and PlanGrid. This will increase efficiency in the communications between job sites and with customers. With the implementation of technology, training will be needed to ensure the high standards of the company are met. • After the completion of the previous contract, the company noticed a need for internal growth of existing employees. In order to meet the increased demand and influx of projects, Tarlton has identified a need for more Project Managers and plan on promoting existing employees to meet it. To ensure the existing employees will succeed as Project Managers, trainees will receive computer skills training to gain competency on the systems that they will use on the job. • In addition, the Company is increasing their service lines to include Commercial Door and Window Installation in order to offer a more complete experience for its clients. This will require hiring and training new tradesmen on the projects and the Company's processes.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 Productive Lab

Business Skills	Computer Skills	Commercial Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30
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Productive Laboratory	<p>Justification:</p> <input checked="" type="checkbox"/> New Production Procedures
	<p>10 PL Hours per-trainee Productive Lab training will be for Job Creation Trainees only (Job Number 2).</p>
	<p>Occupations Receiving PL Training: Plasterers</p>

The PL instructor must be dedicated to training, at a ratio of 1:1

<p>Job Creation Justification</p>	<p><input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function.</p> <p><input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift.</p>
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High Unemployment Area

Some trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company’s locations in Fresno County are in an HUA.

➤ Wage Modification

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

Approximately 63 trainees split among Administrative, Painters, Project Managers, Tapers, and Yard Construction Laborers will need the wage modification from \$30.90 to \$17.00 for Job Numbers 1 & 2.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business Skills, Computer Skills, Commercial Skills, Continuous Improvement
<ul style="list-style-type: none"> • Administration: <p style="margin-left: 40px;">Strategic Business Solutions, LLC</p> <ul style="list-style-type: none"> <input type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p style="margin-left: 40px;">ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.</p> <p style="margin-left: 40px;">Training is both job specific and companywide, and includes safety, legal compliance, product knowledge, and on-the-job training. Training will delivered at Tarlton’s Fresno location. The Company’s annual training budget is approximately \$55,000. Tarlton has designated their Controller to oversee the ETP Contract, with the assistance of the HR Team Leader overseeing the day to day operations. In addition, a staff member in Human Resources will handle enrollment information. In addition to the assigned staff members, Tarlton has also retained the services of a third-party administrator who has extensive ETP experience to assist with administration.</p>

Repeat Contract

<ul style="list-style-type: none"> • Number Of Contracts in last 5 years: 	1
<ul style="list-style-type: none"> • Training provided / focus in last Contract: 	The previous contract focused on LEAN processes and other job specific training in order to remain competitive over their competition
<ul style="list-style-type: none"> • Difference in Training Plan: 	This project would focus training on different topics that the company has identified as needs for improvement. These topics include new technology, new service lines, and more project managers.

PRIOR PROJECTS

The following table summarizes performance under an ETP Contract completed within the last five years:

Contract No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET19-0245	Fresno	10/8/2018-1/5/2021	\$186,030	\$129,717 (69%)

The reason this project low performance resulted from difficulties due to COVID-19 related issues. Since the previous contract, Tarlton now has a designated employee in charge of the ETP program, including scheduling of training, oversight of the training process, and coordination of rosters with the consultant. This employee will coordinate with onsite Project Managers, and Supervisors who will be in charge of delivering training at remote locations. In addition, the consultant will be more involved in the training process and will be able to facilitate the process more than in the previous contract.

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Strategic Business Solutions, LLC	Visalia	\$5,215
Administrative	Strategic Business Solutions, LLC	Visalia	13%
Training Vendors	TBD	TBD	TBD

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Account Development
- Accounting Systems Training
- Agency Liaison Best Practices
- Customer and Vendor Relationships
- Estimating and Bid Generation
- Job Scheduling and Staging
- Project Management
- Proposals and Contracts
- Purchasing Best Practices (APICS)

Commercial Skills

- Bracing Commercial Buildings
- Combustible Dust
- Commercial Door Installation
- Construction Equipment Operation
- Drywall, Tape, and Texturing best Practices
- Exterior Insulation and Finishing System (EIFS)
- Green Building Practices
- Height, Harness, and Ladder Training
- Materials Handling Equipment Training
- Metal Stud Installation
- Painting Materials and Techniques Best Practices
- Plastering and Lathe Best Practices
- Respirator Training
- Scaffolding Erection and Assembly
- Site Preparation and Staging

Computer Skills

- Auto CAD/Auto CAD 3D
- LaborChart Software Training
- Microsoft 360 Applications (Advanced/Intermediate)
- PlanGrid Software Training
- Plexxis Foreman Software Training
- Plexxis Software Training
- Sharepoint Citrix
- Team Viewer
- WinBid Estimating Software Training

Continuous Improvement Skills

- Leadership Training
- LEAN Processes
- Team Building

- Trades Cross Training

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

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

Trainees may receive any of the following:

Commercial Skills

- Commercial Door Installation
- Commercial Paint Application
- Construction Equipment Operation
- Drywall, Tape, and Texture
- Lathe and Plastering Techniques
- Metal Stud Installation
- Scaffolding Assembly and Erection



**RETRAINEE-JOB CREATION
Training Proposal for:
Thorsen's-Norquist, Inc.**

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0297

Approval Date: December 27, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: Sacramento

Analyst: J. Dongallo

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative SB <100 SET HUA	Industry Sector(s):	Construction Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 39	U.S.: 39	Worldwide: 39
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$60,965

Total ETP Funding
\$46,920

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Two Year
HUA Only:	Number of trainees in HUA location: 39 (Stanislaus County)
Occupations to be Trained:	Administrative Staff, Project Managers, Executive Staff, Technicians, Owner

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Priority Retrainee SB<100 SET HUA	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30	39	8-200	0-30	\$920	\$18.00
				Weighted Avg: 40			
2	Priority Job Creation Retrainee SB<100 SET HUA	Business Skills Comm Skills Computer Skills Continuous Impr. HazMat OSHA 10/30	8	8-200	0-30	\$1,380	\$18.00
				Weighted Avg: 60			

*Post-Retention Wage is the Contractual Wage

Minimum Wage by County: Job Number 1 (Retrainee/HUA): \$17.00 per hour for Stanislaus County. Job Number 2 (Job Creation/HUA): \$17.00 per hour for Stanislaus County.
Health Benefits: Used to meet the Post-Retention Wage?: Yes No
 Although employer provides health benefits they are not being used to meet Post Retention Wage.

Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1: Retrainee/HUA		
Administrative Staff	\$22.00 - \$25.00	4
	\$25.01 - \$43.25	3
Project Managers	\$33.75 - \$38.50	4
Executive Staff	\$40.00 - \$42.00	1
Technicians	\$18.00 - \$20.00	4
	\$20.01 - \$25.00	6
	\$25.01 - \$36.00	15

Owner	N/A	2
Job Number 2: Job Creation/HUA		
Administrative Staff	\$22.00 - \$25.00	1
Project Managers	\$33.75 - \$38.50	1
Technicians	\$18.00 - \$20.00	3
	\$20.01 - \$25.00	2
	\$25.01 - \$36.00	1

OVERVIEW

Year Company Founded:	1911	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Turlock (Stanislaus County)
Total Number of Facility locations in California	1	
Facility location(s) where training will occur	Turlock (Stanislaus County)	

Nature of Business:	<ul style="list-style-type: none"> Thorsen’s-Norquist, Inc. (ThorNor) (www.thornorinc.com) provides residential and commercial heating, ventilation, and air conditioning, plumbing, custom sheet metal, dryer vent and duct cleaning services.
Customer Base:	<ul style="list-style-type: none"> Residential and Commercial/Industrial buildings.

Business / Industry Needs / Changes	<ul style="list-style-type: none"> ThorNor must consistently enhance and upgrade equipment and techniques in order to meet industry needs. The Company anticipates 20% growth over the next two years due to the expansion of its geographical service areas. The industry has continued to evolve and develop new policies focused on environmental protection.
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Training Plan:

Need for Training:	<ul style="list-style-type: none"> The Company has approximately 10 new employees (6 months or less) that are starting with very little to zero knowledge in their specific position. Existing Unions do not offer any training because it is very specific. Therefore a union shop has no bearing on the readiness of the employee. Training on Construction Job Site Logistics/Sequencing, Electrical Installation, Excavating, LEED Building Fundamentals, Mechanical Systems, Refrigerant Removal, Tank Construction and Trenching will provide trainees with in-depth knowledge of the
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	<p>Company's processes/methods to ensure continued company growth.</p> <ul style="list-style-type: none"> • ThorNor is expanding service coverage and product lines throughout Central California and anticipates 20% staff growth to meet customer needs. All Occupations will receive training in Customer Service, Business Fundamentals, Communication Styles, Financial Analysis, Negotiating, Product Knowledge, Relationship Building and Strategic Planning. • Additionally, ThorNor is constantly developing new processes to improve environmental protection and business efficiency for residential, as well as, commercial properties. Since 1979, the Environmental Protection Agency has been implementing significant changes which have resulted in the virtual elimination of the production of chlorofluorocarbon and its replacement, hydrochlorofluorocarbon (HCFC). Technicians will be trained to handle HCFC and its non-toxic replacements. • New refrigerants have created different potential hazards. The refrigerant of choice in the industry as the replacement for HCFC is the A2L category, which is composed of non-toxic, but flammable materials. While these are certainly more environmentally friendly, it also has the potential for injury to a technician. Training will be delivered for Hazardous Material Handling, Hazardous Chemical Cleaning/Handling, Hazardous Waste Cleaning and Refrigerant Removal.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 CBT

Business Skills	Computer Skills	Commercial Skills
Continuous Improvement		

Certified Safety Training	<input checked="" type="checkbox"/> OSHA 10/30 <input checked="" type="checkbox"/> Hazardous Materials (HAZMAT)
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Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function. <input checked="" type="checkbox"/> Opening specific new plants or facilities, expanding or upgrading existing facilities, and/or repurposing existing unused space/buildings or facilities.
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Creation Trainees (Job Number 2)
Newly hired trainees will receive in-depth training within the first few months of their hire date. Most training is provided as on-the-job training and can easily amount to over 200 hours within the first year of hire.	

High Unemployment Area

Some trainees (Job Numbers 1 & 2) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least <25%>. The Company's locations in Stanislaus County are in an HUA.

➤ Wage Modification

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

Approximately 27 employees between Administrative Staff and Technicians will need the wage modification from \$30.90 to \$17.00 for Job Numbers 1 & 2.

Training Infrastructure & Administrative Plan

- **Project Oversight:**

The Company's training budget is approximately \$60,000 annually for its single location. Training includes state-mandated training, legal compliance training, 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 Company has a structured training plan in place. The President and Office Manager will oversee project administration and work with various Project Managers tracking performance. A third party administrator will assist with administrative duties. Training will be delivered by in-house experts and vendors as needed.

- **Trainers:**

- In-house – Types of Training: Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Hazardous Materials, OSHA 10/30
- Vendor – Types of Training by vendor: To Be Determined

- **Administration:**

- In-house - ETP Project Manager, President and Office Manager.
- Subcontractor

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Carrazco LLP, Innovative Tax Solutions	Sacramento	\$1,408
	Sierra Consulting Services, Inc.	El Dorado Hills	\$3,284
Administrative	Carrazco LLP, Innovative Tax Solutions	Sacramento	4%
	Sierra Consulting Services, Inc.	El Dorado Hills	9%
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

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

Commercial Skills

- Blue Print Reading
- Bonds
- Boomlift
- Cabinetry
- Carpentry
- Change Order Negotiations
- CNC Machines
- Concrete Forming
- Construction Contract Administration
- Construction Cost Awareness and Production

- Construction Job Site Logistics/Sequencing
- Construction Management
- Construction Methodologies
- Crisis Management
- Ducting Overview and Installation
- Electrical Installation
- Electrical Programming
- Engineering Theory/Planning/Design
- Environment Impact Planning
- Equipment
- Estimating
- Excavating
- Fall Protection
- Foreman's Advantage
- Forklift / Scissor Lift
- Heating, Ventilation, and Air Conditioning (HVAC) Systems
- How to Complete a Work Authorization
- Infection Control and Aseptic Practices
- Kitchen and Bath Installation
- LEED Building Codes/Design
- LEED Building Fundamentals
- Lien Law and Remedies
- Lighting and Dimmers
- Lockout/Tagout
- Managing Subcontractors
- Mechanical Systems
- Mechanical/HVAC Systems
- Motor Vehicles
- Painting and Staining
- Planning and Scheduling
- Plumbing
- Product Knowledge
- Project Management
- Refrigerant Removal
- Repair
- Rigging and Signaling
- Scaffolding
- Stairways and ladders
- Stucco
- Tank Construction
- Tools – Hand and Power
- Traffic Control
- Trenching
- Unit Cost Tracking
- Water Heater
- Welding and Cutting
- Work Order Processing

Computer Skills

- BIM (Building Information Modeling)
- Bluebeam
- Computer Aided Design (CAD) Software
- Enterprise Resource Planning (ERP) Training
- In Design Software Training
- Innovaya Software Training
- Microsoft Intermediate and Advanced Office
- P6
- Plangrid
- Procore
- Projections
- Revit Architecture Fundamentals
- Social Media – Linked In
- Suretrack
- Timberline Software
- Website Maintenance

Continuous Improvement Skills

- 5S
- Change Management
- Coaching Procedures
- Communication Skills
- Creating a Quality Organization
- Cross Training
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Kaizen
- Leadership
- Meeting Management
- Problem Solving and Decision Making
- Process Capability
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Project Management
- Quality Measurement Systems
- Supervisor Skills
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management
- Visual Controls

Hazardous Materials Skills

- Asbestos Removal
- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning
- Lead removal
- Refrigerant Removal

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Back Safety Basics & Update - 30 Min

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Caught In or Between – 30 Minutes
- Cranes, Derricks, Hoists, Elevators & Conveyors – 30 minutes
- Electrocutation – 1 hour
- Excavations – 30 minutes
- Falls – 1.5 hours
- Health Hazards in Construction – 30 minutes
- Introduction to OSHA – 1 hour
- Materials Handling, Storage, Use and Disposal – 30 minutes
- Personal Protective and Lifesaving Equipment – 30 minutes
- Scaffolds – 30 minutes
- Stairways and Ladders – 30 minutes
- Struck-By – 1 hour
- Tools – Hand and Power – 30 minutes

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- 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
- Excavations – 30 minutes
- Fall Prevention 1.5 hours
- Fire Protection and Prevention – 30 minutes
- Foundations for Safety Leadership – 2.5 hours
- Hand and Power Tool Safety 1 Hour

- Hazard Communication – 30 minutes
- Hazardous Materials – 30 minutes
- Health Hazards in Construction – 2 hours
- Introduction to OSHA – 1 hour
- Lead Awareness: 30 minutes
- Lead Exposure – 30 minutes
- Managing Safety and Health – 2 hours
- Materials Handling, Use and Disposal – 30 minutes
- Motor Vehicles – 30 minutes
- Personal Protective Equipment – 2 hours
- Rollover Protective Structures, Signs, Signals and Barricades – 30 minutes
- Safety and Health Programs – 30 minutes
- Scaffolds – 30 minutes
- Silica Exposure – 30 minutes
- Stairways and Ladders – 1 hour
- Steel Erection – 30 minutes
- Struck-by- 1 hour
- Welding and Cutting – 30 minutes



RETRAINEE-JOB CREATION
Training Proposal for:
Wood Connection, Inc.

Delegation ≤ \$75,000 Single Employer

Contract Number: ET24-0296

Approval Date: December 14, 2023

Panel Meeting of: January 26, 2024

ETP Regional Office: San Francisco Bay Area

Analyst: N. Shafqat

PROJECT PROFILE

Contract Attributes:	HUA Job Creation Initiative Priority Rate Retrainee SB <100	Industry Sector(s):	Manufacturing Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 18	U.S.: 18	Worldwide: 18
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

In-Kind Contribution
\$151,000

Total ETP Funding
\$36,340

Small Business Only:	Owner <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Contract Term <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Two Year
Occupations to be Trained:	Accounting Manager, Draftsman, Estimator, General Manager, Manufacturing Worker, Office Administrator, Owner, Prediction Engineer, Production Worker, Project Manager, Shop Foreman

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage*
				Class / Lab	CBT		
1	Retrainee Priority SB<100 HUA	Business Skills Comm Skills Computer Skills Mfg. Skills PL-Mfg. Skills	18	8-200	0	\$1,380	\$20.00
				Weighted Avg: 60			
2	Job Creation Priority SB<100	Business Skills Comm Skills Computer Skills Mfg. Skills PL-Mfg. Skills	5	8-200	0	\$2,300	\$22.00
				Weighted Avg: 100			

*Post-Retention Wage is the Contractual Wage.

<p>Minimum Wage by County: Job Number 1 (HUA): \$17.00 per hour for Stanislaus County Job Number 2 (Job Creation): \$18.54 per hour for Stanislaus County Health Benefits: Used to meet the Post-Retention Wage?: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Although employer provides health benefits, they are not being used to meet Post-Retention Wage.</p>
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Current Wage Range by Occupation		
Occupation Titles	Actual Wage Range	Estimated # of Trainees
Job Number 1		
Accounting Manager	\$25.00 - \$32.00	1
Draftsman	\$25.00 - \$32.00	1
Estimator	\$22.00 - \$25.00	2
General Manager	\$30.00 - \$45.00	1
Manufacturing Worker	\$22.00 - \$25.00	8
Office Administrator	\$20.00 - \$25.00	1

Owner	N/A	1
Prediction Engineer	\$25.00 - \$32.00	1
Project Manager	\$28.00 - \$36.00	1
Shop Foreman	\$25.00 - \$32.00	1
Job Number 2		
Draftsman	\$25.00 - \$30.00	1
Manufacturing Worker	\$22.00 - \$25.00	3
Production Worker	\$22.00 - \$25.00	1

OVERVIEW

Year Company Founded:	1982	Company Headquarters: <input checked="" type="checkbox"/> <i>Single location</i> Modesto
Facility location(s) where training will occur	<ul style="list-style-type: none"> Modesto (Stanislaus County) 	

Nature of Business:	<ul style="list-style-type: none"> Wood Connections, Inc. (WC) www.woodcon.com manufactures and installs all facets of architectural millwork and customer casework throughout California. While working with various general contractors and small independent companies, WC manufactures customer-provided and original designs for store fixture, millwork, and custom cabinets for various professional offices, hardware stores, and retail stores. Additionally, the Company provides all types of stone countertops, wall and ceiling panels, reception desks, and nurse stations. WC is a proud member of Woodwork Institute (WI) and adheres to the North American Architectural Woodwork Standards by WI for the industry regarding the design, construction, and installation of millwork of the highest quality.
Customer Base:	<ul style="list-style-type: none"> The majority of WC's customer base includes Corporations, Store Owners, Designers and Commercial Contractors.

<p>Business / Industry Needs / Changes</p>	<ul style="list-style-type: none"> • Throughout the years, WC has gained the well-earned business reputation of providing the utmost in quality products and workmanship; driven by an unrivaled commitment to provide a superior quality of product and service. • Due to an expanding customer base, WC rapid business growth is expected to continue for the next two decades. • To meet growing industry needs, the Company must train staff on varied skills which will focus on newly introduced technology, hands-on training, and technical and soft skills. • WC is also committed to development and expansion and will add a second shift with newly hired workers to keep up with the industry pace.
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Training Plan:

<p>Need for Training:</p>	<ul style="list-style-type: none"> • In addition to the expansion, WC has also obtained new construction projects which has prompted the need to train the workers on job-related tasks. • The Company has introduced new equipment which includes Saw Machine and Edge Bender; requiring training on new manufacturing technology. • The training will focus on KeyTrix programming procedures which include Computer Numerical Control, Computer-aided Design, Computer-aided Engineering, and Computer-aided Manufacturing system. • These systems provide detailed estimates, original designs, and valued engineering by producing proprietary shop drawings. All are designed to offer strategic costs and optimize the production process. • The completion of this training will allow WC to upskill the workforce on essential manufacturing skills while providing opportunity to the workers to receive advancement in their career. • Additionally, the proposed training will result in increased operational efficiencies and reducing manufacturing costs. The Company will be able to introduce new product designs and increase product offerings which will result in increasing sales and profits.
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Training courses listed in the Menu Curriculum will be provided via the following training method(s) under the following Types of Training:

- Class/lab
 E-Learning
 Productive Lab

Business Skills	Commercial Skills	Computer Skills
Manufacturing Skills		

Productive Laboratory	Justification: <input checked="" type="checkbox"/> New Equipment <input checked="" type="checkbox"/> New Production Procedures
	PL hours per-trainee: WC will provide approximately 24 hours of PL-Manufacturing Skills per trainee. <ul style="list-style-type: none"> • While the majority of the training will be held within a classroom setting, there will be productive laboratory training for hands-on machine operation for the new equipment, as well as when utilizing a paint gun. • Trainees will practice these techniques during the productive lab training and prior to becoming proficient in their job. • Due to the nature of the business, new equipment, and addition of second shift, the Company must provide hands on training to ensure that the workers are properly trained on operating the production machines. • Training will be provided by in-house trainers that are subject matter experts.
	Occupations Receiving PL Training: PL training will be provided to 12 Draftsman, Estimator, General Manager, Manufacturing Worker, Prediction Engineer, Production Worker and Shop Forman.
The PL instructor must be dedicated to training, at a ratio of 1:1.	

Job Creation Justification	<input checked="" type="checkbox"/> Expanding existing business capacity by adding newly-hired employees to an existing function <input checked="" type="checkbox"/> Expanding existing business capacity by adding a new production shift
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Training Hours

<input checked="" type="checkbox"/> Weighted Average Hours over 45	60 Hours for Job Number 1 (Retrainee) and 100 hours for Job Number 2 (Job Creation)
The Company requests 60 Weighted Average Hours for Job Number 1 (Retrainee) and 100 Weighted Average Hours for Job Number 2 (Job Creation) due to essential training for new equipment and technology systems added to the facility. Additionally, due to the nature of the business, increased demand of services, and the Company’s plan to add a second shift, WC has requested the maximum amount of hours to ensure all workers successfully learn to operate new equipment and technology.	

High Unemployment Area

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

➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the pre-retention wages. WC is requesting a wage modification for Job Number 1 from \$22.66 per hour to \$20.00 per hour.

Approximately 18 Accounting Manager, Draftsman, Estimator, General Manager, Manufacturing Worker, Office Administrator, Owner, Prediction Engineer, Project Manager, and Shop Foreman will need the wage modification.

Training Infrastructure & Administrative Plan

<ul style="list-style-type: none"> • Trainers: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house – Types of Training: Business, Commercial, Computer, Manufacturing and PL-Manufacturing Skills <input type="checkbox"/> Vendor – Types of Training by vendor: To Be Determined
<ul style="list-style-type: none"> • Administration: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> In-house <input checked="" type="checkbox"/> Subcontractor
<ul style="list-style-type: none"> • Project Oversight: <p>The VP (dedicated administrator) and Manager of Operations will oversee the project with the assistance of Shop Supervisor who will track training, enroll trainees, and upload data to ETP's system. The Company has also retained a third-party subcontractor to help with ETP's project administration, systems and staff. Training will be delivered by four in-house experts and vendors as needed.</p>

SUBCONTRACTORS

Subcontractor Type	Subcontractor Name	City	Cost / %
Development	Consultrex, Inc.	Modesto	\$2,000
Administrative	Consultrex, Inc.	Modesto	10% of payment earned
Training Vendors	To Be Determined	To Be Determined	To Be Determined

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Leadership Skills
- Providing Excellent Customer Service

Commercial Skills

- Paint Finishing
- AutoCAD Reading and Navigation

Computer Skills

- KeyTrix Programming Procedures
 - Computer Numerical Control
 - Computer-Aided Design
 - Computer-Aided Engineering
 - Computer-Aided Manufacturing
- Advanced Excel, Word and PowerPoint

Manufacturing Skills

- Equipment Maintenance and Repair
- New Manufacturing Technology
- Machine Operation
- Safety Training
 - Machine Guarding Safety Practice
 - Safety in the Workplace
 - Forklift Driver Safety Training
 - Hand Guarding
 - Avoiding Trips and Falls

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

Trainees may receive any of the following:

Manufacturing Skills

- Equipment Maintenance And Repair
- New Manufacturing Technology
- Machine Operation
- Paint Sprayer Techniques