PANEL PACKET

October 2026

ETP

Employment Training Panel

PANEL NOTICE/AGENDA

MEETING TIME/PLACE

Friday, October 23, 2026 at 9:30 a.m.
CalEPA Coastal Room
1001 I Street
Sacramento, CA 95814
Phone: (916) 737-4200

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

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

Join Zoom Webinar:

https://us06web.zoom.us/j/89573132883

Passcode: 351778

Webinar ID: 895 7313 2883

US Toll-free: 855-758-1310

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

The actual order of Agenda items may be changed without notice.

Call to Order by Chair — Rebecca Bettencourt

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

Executive Report — Jessica Grimes

- Legislative/Budget/Other — Tara Armstrong, Kumani Armstrong/Michael Cable, Laura Campbell

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Policy Committee Report Out — Gretchen Newsom

Presentation: Workforce Literacy Pilot Program Update	Ilya Launitz
Presentation: California's Workplace Literacy Program in a National Context	Amanda Bergson-Shilcock
Review, *Public Comment and Action on Proposals	Jill Leufgen Michele Irwin
Electric Vehicle Infrastructure Training Program Fund 2.0 – Grant Awardees	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 in alphabetical order 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, October 19, 2026, although the Panel may still change the order at the meeting. In regard 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.

Bay Alarm Company ---------- $273,120
California State Society for Opticians ---------- $50,505
CBRT Processing, LLC ---------- $530,712
Consolidated Disposal Service, L.L.C. dba Republic Services Inc. ---------- $351,000
Cook General Engineering, Inc. dba Cook Engineering, Inc. ------- $105,840
Creating Coding Careers ---------- $73,226
Dwayne Nash Industries, LLC dba Kodiak Roofing & Waterproofing, LLC ---------- $145,600
Erickson-Hall Construction Co. ---------- $94,500
Flint Design Build, LLC dba Hummingbird Buildings ---------- $185,920
Forward BMH, Inc. dba Forward Family Services ---------- $130,592
GKN Aerospace Chem-Tronics Inc. dba GKN Aerospace (Critical Proposal) ---------- $842,800
Kings Oil Tools, Inc. ---------- $184,800
Mission Career College, Inc. ---------- $227,900
North State Building Industry Association ---------- $399,960
OLOWALU BEACH HOLDINGS LLC dba Gridley Post Acute ------ $120,960
Royal Ambulance, Inc. ---------- $120,960
RTO Systems, Inc. dba Elite Corporate Wellness ---------- $161,980
Skori, Inc. dba West Coast Ambulance ---------- $238,000
South Modesto Businesses United, Inc. ---------- $589,371
The Brownie Baker, Inc. ---------- $184,212
Veteran Pipeline Construction, Inc. ---------- $296,800
WestCal Academy, Inc. ---------- $56,867

PROPOSALS APPROVED
BY DELEGATION ORDER FOR 09/16/26 – 10/12/26

≤ $75,000	Approved Date	Approved Amount
Ghirardelli Chocolate Company	10/06/26	$37,632
Gustav Keoni dba Precision Construction Services	10/06/26	$70,560

State of California—Labor and Workforce Development Agency

Employment Training Panel

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PowerPoint Presentation: California's Workplace Literacy Program in a National Context

Memo: Electric Vehicle Infrastructure Training Program Fund 2.0 – Grant Awardees

REVIEW AND ACTION ON PROPOSALS

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Gustav Keoni dba Precision Construction Services

State of California

M e m o r a n d u m

To: Panel Members

Date October 23, 2026

From: Jessica Grimes
Executive Director

Subject: **Directions to Meeting Sites**

The Employment Training Panel will meet on **Friday, October 23, 2026 at 9:30 a.m.**

In-Person
California Environmental Protection Agency (Cal/EPA)
Sacramento, CA 95814
Coastal Room, 2nd Floor
1001 I Street, Sacramento, CA 95814

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

Directions to the California Environmental Protection Agency - Coastal Room

From Sacramento International Airport:

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

From San Francisco

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

State of California

M e m o r a n d u m

To: Panel Members

Date: October 23, 2026

From: Jessica Grimes
Executive Director

Subject: **Future Meeting Sites**

October Panel ***October 23rd, 2026***	***CalEPA – Coastal Hearing Room*** ***1001 I Street Sacramento, CA 95814*** ***Friday 9:30 AM – 3:30 PM***
December Panel ***December 11th, 2026***	***Long Beach Civic Center*** ***411 W. Ocean Blvd. Long Beach, CA 90802*** ***Friday 9:30 AM - 3:30 PM***

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
Friday, September 25, 2026

Panel Members

Rebecca Bettencourt
Chair

Dee Dee Myers
Ex-Officio Member

Rick Smiles
Member

Gretchen Newsom
Member

Douglas Tracy
Member

Jennifer Fothergill
Member

Michael Greenlee
Member

Executive Staff

Jessica Grimes
Executive Director

Kumani Armstrong
Assistant Director/Chief Counsel

Peter Cooper
Assistant Director/Senior Advisor

Laura Campbell
Chief Deputy Director

Tara Armstrong
Deputy Director of Technical Branch

STATE OF CALIFORNIA
EMPLOYMENT TRAINING PANEL
CalEPA Coastal Room
1001 I Street
Sacramento, CA 95814
Friday, September 25, 2026

CALL TO ORDER BY CHAIR BETTENCOURT

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

ROLL CALL

Present:
Rebecca Bettencourt
Rick Smiles-virtual
Gretchen Newsom-virtual
Jennifer Fothergill
Michael Greenlee
Emily Desai
Douglas Tracy

Executive Staff Present:
Jessica Grimes, Executive Director
Kumani Armstrong, Assistant Director/Chief Counsel
Peter Cooper, Assistant Director/Senior Advisor
Laura Campbell, Chief Deputy Director
Tara Armstrong, Deputy Director of Technical Branch

ACTION TO APPROVE PANEL MEETING AGENDA

The September Panel Meeting Agenda was reviewed.

ACTION: Member Fothergill moved to approve the September Panel Meeting Agenda Member Greenlee Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

ACTION TO APPROVE PANEL MEETING MINUTES

The August 2026 Panel Meeting Minutes included in the Panel Packet were reviewed.

ACTION: Member Desai moved to approve the August 2026 Panel Meeting Minutes. Member Tracy Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

EXECUTIVE REPORT

Before I began my remarks, I want to share some wonderful news: Chair Rebecca Bettencourt and Ricky Smiles have been re-appointed to the Panel. In addition, Esther Rivera has been appointed to serve on the Panel and will be joining us next month. At which time, I will share more about her background and how thrilled we are to welcome her to the esteemed Panel.

For our third panel meeting of the 2026–27 fiscal year, I want to begin by briefly sharing an update from last month: we are moving forward on several key initiatives, including our collaboration with the California Energy Commission's Electric Vehicle Infrastructure Training Program (EVITP), administration of the Social Entrepreneurs for Economic Development (SEED) microgrants, and ongoing support for the Paid Family Leave Program—efforts that reinforce ETP's commitment to expanding access to high quality, performance based training.

Building on this work, today's panel will focus on California's apprenticeship program, one of the state's most significant workforce development assets. I'm proud to state that ETP's Data Analytics Unit pulled data since Newsom's tenure that indicates we have supported almost 150,000 apprentices since 2018-19. California's apprenticeship system spans major skilled trade industries such as electrical, pipe trades, sheet metal, operating engineers, elevator constructors, roofing, carpentry, plastering, ironworkers, cement masons, tile and finishing trades, sprinkler fitters, laborers, and a range of specialized trades. ETP is part of a broader apprenticeship statewide ecosystem that prepares Californians for family sustaining careers through paid, hands-on training, while helping employers build a job ready workforce essential to construction, infrastructure, and economic development across the state.

I am looking forward to a productive meeting that illustrates our collective work through many partners here today in our shared goal of strengthening California's workforce.

Proposal Highlights
For today's panel meeting, we have sixty-six proposals submitted for review. If approved, ETP will award approximately $28.3 million dollars.

The proposals will be presented for review and action by Michele Irwin

Presentations
We will also be featuring an Apprenticeship Presentation and Video, co-presented by Assistant Director/Senior Advisor, Peter Cooper, and Program Project Unit Manager, Michele Irwin.

LEGISLATIVE REPORT

As you know, the legal unit tracks pertinent legislation. There is no legislative memo in your Panel packet this time because we are waiting for final decisions regarding enrolled bills. Next week, September 30, 2026, is the last date for the Governor to sign or veto bills.

Quick update on SB-1059, which is the ETP bill. On September 18, 2026, SB-1059 was vetoed by the Governor. While the Governor appreciates the efforts to modernize state government programs, the record keeping requirements for ETP contracts would be more appropriately addressed under existing regulatory authority. The rulemaking process will provide all employers, contractors, stakeholders, and other affected parties an opportunity to participate and provide input directly to ETP. This process ensures that ETP considers the effectiveness of changes as well as the cost of implementation for both the state and employers.

We will continue to track the other bill and should have a final legislative memo for you at the next Panel meeting.

REPORT OF THE CHIEF DEPUTY DIRECTOR

Regarding Funding
Today's Panel Meeting will fund 66 projects for approximately $28.3 million dollars.

That includes 2 delegation orders totaling seventy-two thousand, one hundred eighty-forty dollars ($72,184).

Delegation Orders are Proposals capped at 75 thousand dollars ($75,000) and approved under delegated authority by the Director on a continuous flow basis.

If all proposals for today's panel meeting are approved, the panel will have funded 126 projects in FY 2026-27 for a total of forty-six million, eleven thousand, five hundred twenty dollars ($46,011,520).

Regarding Demand
We have 241 applications in demand:
- 84 applications are currently in development
- 53 applications are in eligibility review
- And 104 submitted applications are pending review

Regarding Allocations
If all projects are approved, funding would support training opportunities for fifty-three thousand, nine hundred twenty-one (53,921). applicants across California, helping employers strengthen their workforce and advance the state's economic and industry needs.

Closed Contracts Highlights
With that continued progress in mind, since our last panel meeting, ETP has successfully closed 25 contracts totaling $5.4 million dollars.

Of these contracts:
- 6 of these were Multiple Employer Contracts
- 5 were Apprenticeships
- 14 were Single Employer Contracts

These outcomes reflect continued progress and impact on expanding workforce opportunities across sectors and business sizes.

APPRENTICESHIP PRESENTATION

Given by Peter Cooper, Assistant Director/Senior Advisor and Michelle Irwin, Program Project Unit Manager.

ACTION ON PROPOSALS

ASBESTOS/ROOFING APPRENTICESHIPS

Tab No. 1: **Bay Area Counties Roofing Industry Apprentice Training Fund**
Tab No. 2: **Heat and Frost Insulators and Asbestos Workers Joint Apprenticeship Trust Fund**
Tab No. 3: **Joint Journeymen and Apprentice Training Fund**
Tab No. 4: **San Diego and Imperial Counties Slate, Tile and Composition Roofers Joint Apprenticeship Committee**
Tab No. 5: **Union Roofers Joint Apprenticeship and Training Fund**

Motion made to approve Tabs 1-5.

ACTION: Member Fothergill moved to approve Tabs 1-5. Member Tracy Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

AUTOMOTIVE/HIGHWAY MAINTENANCE APPRENTICESHIPS

Tab No. 6: **G&C Collision Training Institute**
Tab No. 7: **Pavement Striper and Highway Maintenance Apprenticeship and Training Trust for Southern California**

Motion made to approve Tabs 6 and 7

ACTION: Member Tracy moved to approve Tabs 6 and 7. Member Greenlee Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

CARPENTER APPRENTICESHIPS

Tab No. 8: **Carpenters Training Trust Fund for Northern California**

Motion made to approve Tab 8.

ACTION: Member Desai moved to approve Tab 8. Member Fothergill Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

CEMENT MASONS APPRENTICESHIPS

Tab No. 9: **Cement Masons Joint Apprenticeship Trust**

Motion made to approve Tab 9.

ACTION: Member Fothergill moved to approve Tab 9. Member Tracy Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

ELECTRICAL APPRENTICESHIPS

Tab No. 10: **Alameda County Electrical Industry Apprenticeship and Training Trust**
Tab No. 11: **California Nevada Electrical Joint Apprenticeship Training Trust Fund**
Tab No. 12: **Central Valley Electrical Industry Training & Educational Trust**
Tab No. 13: **Electrical Training Trust of Sata Barbara County**
Tab No. 14: **IBEW Local 40 Training Trust Fund**
Tab No. 15: **Kern County Electrical Journeyman and Apprentice Training Trust**
Tab No. 16: **Local 100 International Brotherhood of Electrical Workers Joint Electrical Training Trust Fund**
Tab No. 17: **Los Angeles County Electrical Educational and Training Trust Fund**
Tab No. 18: **Napa-Solano Counties Electrical Industry Apprenticeship and Training Trust Fund**
Tab No. 19: **NECA/IBEW Inland Training Fund (ITF)**
Tab No. 20: **Northern California Sound and Communication Joint Apprenticeship and Training Committee**
Tab No. 21: **Orange County Electrical Joint Apprenticeship and Training Trust Fund**
Tab No. 22: **Redwood Empire Electrical Joint Apprenticeship Trust**
Tab No. 23: **Sacramento Area Electrical Workers Joint Apprenticeship and Training Trust**
Tab No. 24: **San Diego Electrical Training Trust Fund**
Tab No. 25: **San Francisco Electrical Industry Apprenticeship and Training Trust**
Tab No. 26: **San Joaquin and Calaveras County Electrical Industry Apprenticeship and Training Trust**

Tab No. 27: **San Luis Obispo County Electrical Join Apprenticeship & Training Trust**
Tab No. 28: **San Mateo Electrical Training Alliance**
Tab No. 29: **Santa Clara County Electrical Industry Apprenticeship and Training Trust**
Tab No. 30: **Ventura County Electrical Joint Apprenticeship and Training Trust Fund**
Tab No. 31: **WECA Apprenticeship and Training Trust**

Members Newsom and Fothergill recused themselves.

Motion made to approve Tabs 10-31.

Public Comment: Anthea Edge Marcus commented that using the Gan company to create an application process is a cost saver.

ACTION: Member Tracy moved to approve Tabs 10-31. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 5 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

ELEVATOR/FIRE SPRINKLER/STATIONARY ENGINEERS APPRENTICESHIPS

Tab No. 32: **California American Fire Sprinkler Association Training Trust Fund**
Tab No. 33: **Northern California Elevator Industry Joint Apprentice Training Committee Trust Fund**
Tab No. 34: **Southern California Elevator Constructors Apprenticeship and Training Trust**
Tab No. 35: **Sprinkler Fitters Local 483 Journeyman & Apprenticeship Training Fund**
Tab No. 36: **Stationary Engineers Northern California and Northern Nevada Apprenticeship and Training Trust Fund**

Motion made to approve Tabs 32-36.

ACTION: Member Desai moved to approve Tabs 32-26. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

FINISHING TRADES/TRADESHOW APPRENTICESHPS

Tab No. 37: **California Tradeshow and Sign Crafts Joint Apprenticeship Training Trust Fund of Painters and Allied Trades District Council 36**
Tab No. 38: **Finishing Trades Institute of District Council 36 Joint Apprenticeship Training Trust Fund**
Tab No. 39: **Finishing Trades Institute of Northern California and Nevada Trust**
Tab No. 40: **Northern California Tile Industry Apprenticeship and Training Trust Fund**
Tab No. 41 **Southern California Plastering Institute Apprenticeship Trust**
Tab No. 42: **Tile, Marble and Terrazzo Employees Joint Apprenticeship Training Committee Trust**

Member Greenlee recused himself.

Staff noted that Tab 40 (Northern California Tile Industry) Job number 2 post retention wage is being corrected from $57.75 to $57.41.

Motion made to approve Tabs 37-42.

ACTION: Member Tracy moved to approve Tabs 37-42 with the noted correction. Member Fothergill Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Emily Desai – aye
Douglas Tracy – aye

IRONWORKERS APPENTICESHIP

Tab No. 43: **California Field Ironworkers Apprenticeship Training and Journeyman Retraining Fund**

Motion made to approve Tab 43.

ACTION: Member Newsom moved to approve Tab 43. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

LABORERS APPRENTICESHIPS

Tab No. 44: **Laborers Training and Re-Training Trust Fund for Northern California**
Tab No. 45: **Laborers Training and Re-Training Trust Fund for Southern California**

Member Smiles recused himself

Panel question regarding Tab 45 comparing wage ranges. It does not specify apprentices or journey level workers.

Staff clarified all are apprentices.

Motion made to approve Tabs 44 & 45.

ACTION: Member Tracy moved to approve Tabs 44 & 45. Member Fothergill Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

MULTI-TRADES APPRENTICESHIPS

Tab No. 46: **Associated Builders and Contractors of Southern California Inc. Merit Training Trust Fund**
Tab No. 47: **Associated General Contractors of America San Diego Chapter, Inc. Apprenticeship and Training Trust Fund**
Tab No. 48: **State Building and Construction Trades Council of California**

Staff made a correction to Tab 46 (Associated Builders and Contractors). The post retention wage listed in Job number 2 will be corrected to $61.10 for the contract.

Motion made to approve Tabs 46-48.

ACTION: Member Desai moved to approve Tabs 46-48 with correction noted by staff. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

OPERATING ENGINEERS/SURVEYORS

Tab No. 49: **Operating Engineers and Northern California Surveyors PreApprenticeship, Apprentice and Journeyman Affirmative Action Training Fund**
Tab No. 50: **Operating Engineers and Participating Employers PreApprentices, Apprentice & Journeyman Affirmative Action Training Fund**
Tab No. 51: **Southern California Surveyors Joint Apprenticeship Trust**

Motion made to approve Tabs 49-51.

ACTION: Member Newsom moved to approve Tabs 49-51. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye

Emily Desai – aye
Douglas Tracy – aye

PLUMBING & PIPE FITTING APPRENTICESHIPS

Tab No. 52: **Apprentice and Journeyman Training Trust Fund of the Southern California Plumbing and Piping Industry**
Tab No. 53: **Pipe Trades Apprentice and Journeyman Training Trust Fund of Santa Clara and San Benito Counties**
Tab No. 54: **Pipe Trades Apprentice and Journeyman Training Trust Fund for San Mateo County**
Tab No. 55: **Pipe Trades District Council No. 36 Journeyman and Apprentice Training Trust Fund**
Tab No. 56: **United Association Local 342 Joint Apprenticeship and Training Trust**
Tab No. 57: **United Association Local 38 Apprentice and Journeyman Training Trust**
Tab No. 58: **United Association Local 447 Joint Apprentice Training Center**
Tab No. 59: **United Association Local No. 343 Journeyman and Apprentice Training Trust Fund**

Staff correction on Tab 53 (Pipe Trades of Santa Clara and San Benito). The post retention wage listed for Job number 2 will be corrected from $74.02 to $83.57 for the contract.

Motion made to approve Tabs 52-59.

ACTION: Member Desai moved to approve Tabs 52-59 with correction noted by staff. Member Tracy Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

SHEET METAL APPRENTICESHIPS

Tab No. 60: **Fresno & Vicinity Sheet Metal Industry Apprenticeship**
Tab No. 61: **Sheet Metal and Air Conditioning Apprenticeship and Journeyman Training Fund**
Tab No. 62: **Sheet Metal Workers Joint Apprenticeship and Training Trust Fund of Los Angeles**
Tab No. 63: **Sheet Metal Workers Local 104 and Bay Area Industry Apprentice**

and Journeyman Training Fund

Tab No. 64: Tri-Counties Sheet Metal Workers Joint Apprenticeship Committee

Member Tracy recused himself.

Staff correction Tab 63 (Sheet Metal Workers Local 104). The post retention wage on Job number 2 will be corrected to $62.76 for the contract.

Motion made to approve Tabs 60-64.

ACTION: Member Greenlee moved to approve Tabs 60-64 with the correction noted by staff. Member Smiles Seconded. All Panel Members present voted in the affirmative for approval as moved.

Motion carried by roll call vote, 6 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye

OPPORTUNITY FOR PANEL MEMBERS TO REQUEST AGENDA ITEMS FOR FUTURE PANEL MEETING

No comments.

PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

Curtis thanked Panel for policy changes and work.

Kelly Geer appreciated the hard work of staff but is disappointed with the small sizes of the JTCs. As a result of not charging for books and as a result are losing money this year (200,00) with ETP. She would like to work with ETP so that the smaller JCTs get appropriate funding.

MEETING ADJOURNMENT

Chair Bettencourt asked for motion to adjourn the Panel meeting.

ACTION: Member Desai moved to adjourn the Panel meeting. Member Smiles Seconded. All Panel Members present voted in the affirmative to adjourn the Panel meeting as moved.

Motion carried by roll call vote, 7 to 0.

Rebecca Bettencourt – aye
Rick Smiles – aye
Gretchen Newsom – aye
Jennifer Fothergill – aye
Mike Greenlee – aye
Emily Desai – aye
Douglas Tracy – aye

Chair Bettencourt Adjourned the meeting at 10:46 a.m.

Single Employer Contractor

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

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.

- A single employer must be subject to the Employment Training Tax.

- The employer must also make an “in kind” contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.

- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.

- A single employer must establish the need for the particular training curriculum proposed.

- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.

- All single employer contracts are capped at $600,000.

These features apply to core program funding.

Multiple Employer Contractor

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

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at $850,000 and are limited to one contract per Fiscal Year.

Retraining

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an "in kind" contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:

  1) wages/benefits paid during training by participating employers;
  2) development, recruitment, placement, and assessment costs; and,
  3) facility and material expenses.

- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

New Hire Training

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

These features apply to core program funding.

Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for $75,000 or less, and (2) single and multiple employer proposals for $75,000 or less.

- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.

- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.

- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an informational item.

MEMORANDUM

To: Panel Members October 13, 2026

cc: Jessica Grimes, Executive Director
Peter Cooper, Assistant Director/Senior Advisor
Kumani Armstrong, Assistant Director/Chief Counsel
Laura Campbell, Chief Deputy Director
Tara Armstrong, Deputy Director of Technical Branch

From: Michael A. Cable, Staff Attorney

Subject: Pending Legislation; California Legislature; 2025-2026 Regular Session

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I. ASSEMBLY BILLS

- (Chapter 519) AB-1534 Student financial aid: federal Workforce Pell Grant program.
  Summary: This bill would immediately prohibit a campus of the University of California, the California State University, or the California Community Colleges, a private postsecondary educational institution, or an independent institution of higher education that receives state financial assistance from disbursing federal Workforce Pell Grant program funds to students enrolled in the institution's short-term programs, and advertising, marketing, or informing students about the availability of those funds unless the institution has (1) obtained authorization from the Governor that the institution meets the requirements of the federal Workforce Pell Grant program, and (2) obtained approvals and met all requirements set forth by the United States Department of Education. The bill would require a postsecondary educational institution seeking a determination that one or more of its short-term programs meets the requirements of the federal Workforce Pell Grant program to provide to the Governor, among other things, certification with any applicable verification required by the Governor that is sufficient to demonstrate that for each federal aid award year, the short-term program meets specified criteria related to its short-term program, as provided. This bill would prohibit the Governor from authorizing a postsecondary educational institution to receive federal Workforce Pell Grant program funds for a short-term program unless, among other things, the Governor determines that the short-term program meets the requirements of the above-described federal provisions and the Governor consults with the Labor and Workforce Development Agency and an advisory board, which the bill would establish. The bill would require a postsecondary educational institution to ensure that any confidential student information collected for purposes of the bill is only disclosed to the Governor or relevant state entities. The bill would authorize the Labor and Workforce Development Agency to adopt rules and regulations to implement the bill as it deems necessary.

  Status: On 09/27/2026: Chaptered by Secretary of State - Chapter 519, Statutes of 2026.

- (Vetoed) AB-1542 Sensitive personal information.
  Summary: The California Consumer Privacy Act of 2018 (CCPA) grants a consumer various rights with respect to personal information, as defined, that is collected or sold by a business, as defined, including the right to direct a business that collects sab1ensitive personal information, as defined, about the consumer to limit its use, as prescribed. The California Privacy Rights Act of 2020, approved by the voters as Proposition 24 at the November 3, 2020, statewide general election, amended, added to, and reenacted the CCPA. This bill would, under the CCPA, prohibit a business, service provider, or contractor from selling or sharing sensitive personal information to a third party.

  Status: On 09/27/2026: Vetoed by Governor.

- (Vetoed) AB-1729 State employment: telework programs.
  Summary: Existing law requires every state agency to develop and implement a telecommuting plan as part of its telecommuting program in work areas where telecommuting is identified as being both practical and beneficial to the organization. Existing law requires the Department of General Services to establish a unit for purposes of overseeing telecommuting programs that is required to, among other things, develop and update policy, procedures, and guidelines to assist agencies in the planning and implementation of telecommuting programs. Existing law requires the department to establish criteria for evaluating the state's telecommuting program. Existing law defines "telecommuting" for purposes of those provisions. This bill would revise and recast those provisions. The bill would replace the term "telecommuting" with "telework," as defined. The bill would also require the Department of General Services to establish a telework dashboard that displays the cost-effectiveness and efficiency benefits of state telework programs, including documenting annual savings to the state of reduced office space and operating costs. The bill would additionally require each state agency, every 10 years, to evaluate its telework program to ensure that it aligns with the state agency's unique operational needs to carry out its programmatic missions and to help recruit and retain a qualified workforce.

  Status: On 09/18/2026: Vetoed by Governor.

- AB-2027 Worker data: prohibitions: artificial intelligence.
  Summary: This bill would prohibit an employer from using a worker's personal information, as defined, to train an artificial intelligence system to replicate, automate, or replace a worker's job, and would prohibit an employer from selling, disclosing, or otherwise providing access to a worker's personal information to a third party for the purpose of training an artificial intelligence system to replicate, automate, or replace a worker's job. This bill would prohibit a vendor providing services to an employer under a contract from providing access to the personal information of an employer's worker to a third party or using the personal information of an employer's worker to train artificial intelligence, as specified. This bill would require a contract between an employer and vendor to include a requirement that the vendor implement and maintain reasonable security procedures to protect the worker's personal information from, among other things, unauthorized or illegal access. This bill would define terms for these provisions, including "employer" and "personal information." This bill would require the Labor Commissioner and authorize a public prosecutor to enforce these provisions.

  Status: On 05/14/2026: In committee: Held under submission.

- (Chapter 956) AB-2646 Employment: minimum wages: agricultural workers.
  Summary: Existing law establishes a minimum wage for all industries and imposes criminal penalties for violation of these wage provisions. Existing law authorizes the Labor Commissioner to collect due and unpaid wages or benefits on behalf of workers. Under existing law, the commissioner acts as trustee and deposits collected wages and benefits into the Industrial Relations Unpaid Wage Fund, which is continuously appropriated for the purpose of remitting the collected wages or benefits. This bill would require the minimum hourly wage for an approved agricultural employee and corresponding employee, as defined, to be $19.75 per hour. Commencing January 1, 2027, and each January thereafter, the bill would require the above-described minimum hourly wage to be adjusted by an amount equal to the cost-of-living adjustment for social security benefits, as specified. By expanding the scope of a crime, the bill would impose a state-mandated local program. By increasing the revenue to the Industrial Relations Unpaid Wage Fund, a continuously appropriated fund, and expanding the purposes for which moneys in that fund may be used, the bill would make an appropriation.

  Status: On 09/30/2026: Chaptered by Secretary of State - Chapter 956, Statutes of 2026.

II. SENATE BILLS

- (Vetoed) SB-1059 Employment Training Panel.
  Summary: Existing law establishes the Employment Training Panel within the Employment Development Department and sets forth its powers and duties with respect to certain employment training programs. Existing law declares the intent of the Legislature that the purpose of provisions relating to the panel is to establish an employment training program to promote a healthy labor market in a growing, competitive economy and to fund only projects that meet specified criteria, including, among other things, fostering retention of high-wage, high-skilled jobs in manufacturing, and other industries, as provided. This bill would state the intent of the Legislature to enact subsequent legislation relating to the Employment Training Panel.

  Status: On 08/18/2026: In Senate. Consideration of Governor's veto pending.

- (Chapter 471) SB-1114 Data collection: sexual orientation, gender identity, and intersex status: disclosure.
  Summary: Existing law, the Lesbian, Gay, Bisexual, Transgender, and Intersex Disparities Reduction Act, requires the State Department of Public Health, among other specified state entities, in the course of collecting demographic data directly or by contract as to the ancestry or ethnic origin of Californians, to collect voluntary self-identification information pertaining to sexual orientation, gender identity, and variations in sex characteristics/intersex status (SOGISC). This bill would define “information pertaining to SOGISC” to mean information pertaining to a person’s sexual orientation identity, gender identity or gender expression, identification as intersex, or identification as possessing sex characteristics that vary from those typically associated with a person’s sex assigned at birth. This bill would prohibit information pertaining to SOGISC collected pursuant to the Lesbian, Gay, Bisexual, Transgender, and Intersex Disparities Reduction Act, or collected by public postsecondary education institutions in accordance with the above paragraph, from being disclosed in personally identifiable form to any entity outside of California state government, or a vendor contracted to provide services to the California state government, subject to specified exceptions, and would require information pertaining to SOGISC reported in an identifiable form to be limited to the minimal extent required to meet the applicable exception, and in compliance

with the Information Practices Act of 1977. The bill would provide that these provisions also apply to information that could reasonably be used to infer a person's transgender or intersex status, as specified, and a violation of these provisions is subject to penalties described in the Information Practices Act of 1977. By expanding the scope of a crime in the Information Practices Act of 1977, this bill would impose a state-mandated local program.

Status: On 09/26/2026: Chaptered by Secretary of State. Chapter 471, Statutes of 2026.

- SB-1132 Workforce development: workplace rights training.
  Summary: Existing law establishes the California Workforce Development Board as the body responsible for assisting the Governor in the development, oversight, and continuous improvement of California's workforce investment system and the alignment of the education and workforce investment systems to the needs of the 21st century economy and workforce. Existing law requires the board to assist the Governor in specified activities for this purpose. Existing law requires each local workforce development board to develop and submit to the Governor a comprehensive 4-year local plan and to establish at least one full service one-stop career center, as specified. This bill would require the California Workforce Development Board to develop a workplace rights curriculum in partnership with subject matter experts and would require the local boards to ensure provision of a workplace rights training consistent with that curriculum to individuals receiving services through the California workforce system. The bill would require each local plan to include a description of how the local board plans to comply with this training requirement. The bill would state the intent of the Legislature to provide this training to individuals receiving services through the one-stop system, as specified. The bill would require the California Workforce Development Board, in partnership with the Employment Development Department and the Labor and Workforce Development Agency, to ensure local compliance with these provisions. By imposing new requirements on local workforce development boards, this bill would impose a state-mandated local program.

  Status: On 05/14/2026: May 14 hearing: Held in committee and under submission.

Employment Training Panel

Workforce Literacy Pilot Program

Program Accomplishments and Current Status

October 2026 Panel Meeting

Ilya Launitz

Workforce Literacy Pilot Program



A pathway to stronger workplace skills

Literacy training connected workers to retention, advancement, and quality-job opportunities.

1 WHO

Unemployed, employed, and seasonal workers, with a focus on immigrants, refugees, and English Language Learners.

2 WHAT

Workplace literacy training that built practical English, digital, math, financial, and job-related skills.

3 WHY

To advance equity, expand economic opportunity, support quality-job pathways, and strengthen workforce competitiveness.

Expanded access • Applied skills • Stronger pathways

ETP

A Pilot Designed to Expand Access

$7,663,164

ETP approved total in active contracts

- Expanded workplace literacy and job-related training
- Focused on immigrants, refugees, and English Language Learners
- Supported English, digital, math, and financial literacy, workplace preparation, and technical skills

The pilot paired literacy instruction with the practical skills workers use to succeed on the job.

What the Program Accomplished

3,209

TRAINEES TRAINED AND RETAINED

224,947

VALID TRAINING HOURS

$4.77M

EARNED TO DATE

$5.87M

POTENTIAL EARNINGS

27

CONTRACTS DELIVERING TRAINING

Potential earnings reflect additional reported activity that has not yet been finalized.

Data as of 10-12-2026

ETP

Statewide Reach

13

CONTRACTS WITH STATEWIDE SERVICE AREAS

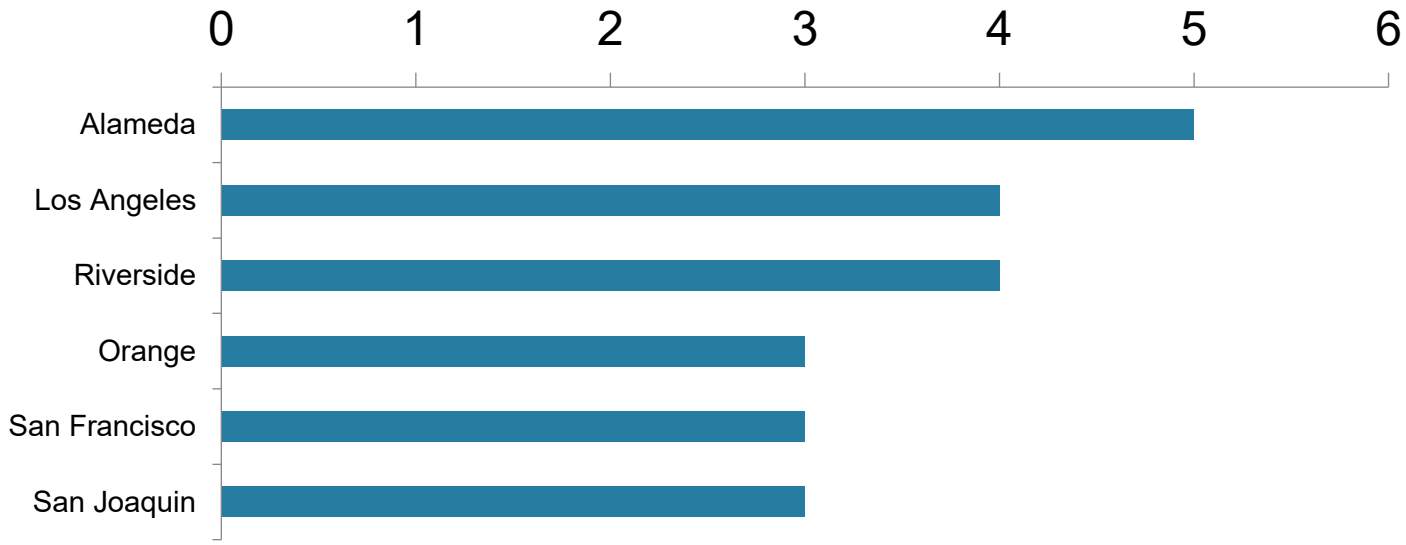
26

NAMED COUNTIES IN OTHER SERVICE AREAS

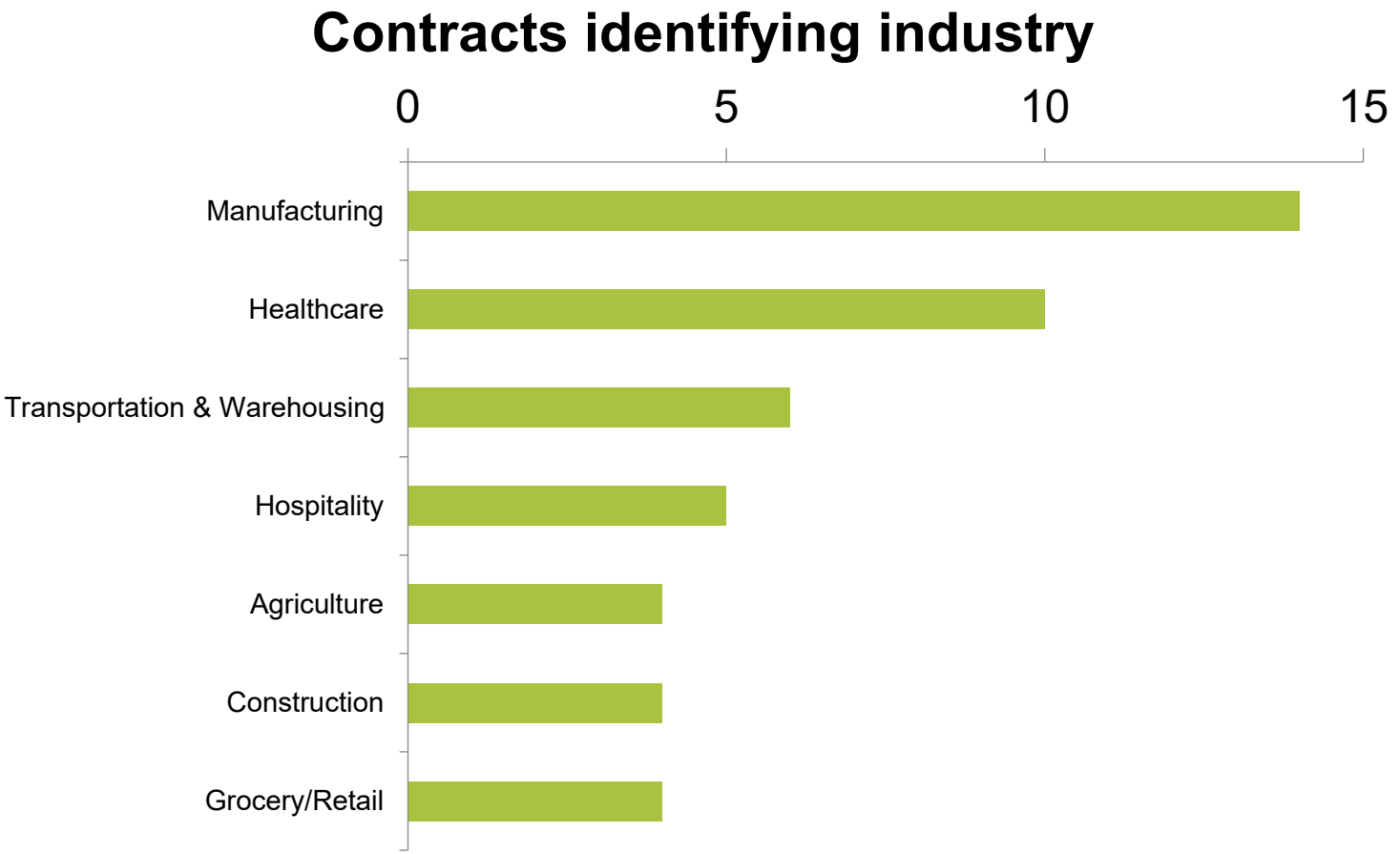
STATEWIDE

NORTHERN, CENTRAL AND SOUTHERN CALIFORNIA

Contracts listing county



Literacy Skills Across California Industries



Additional sectors included janitorial services, technology, tourism, education/childcare, mining/oil and gas, and waste management.

Literacy Skills Applied at Work

Building Skills Partnership

97 trainees | 4,621.5 hours | $124,740 earned

Expanded worksite-based vocational English training for lower-wage property service workers across Northern and Southern California.

Flexible wage eligibility helped reach workers who may otherwise lack access to publicly funded training.

The Bread Project

25 trainees | 7,846 hours | $107,920 earned

Integrated English, digital, and math literacy with workforce preparation and hands-on culinary and baking instruction.

Literacy was connected to recipes, food safety, kitchen calculations, workplace communication, and technology.

ETP

Partner Feedback Shaped a More Flexible Pilot

Contractor Feedback

STARTUP

More time was needed to launch programs and engage employers.

CURRICULUM

Training needed to respond to different literacy and workforce needs.

DELIVERY

Schedules and affected class-size requirements implementation.

1
2
3
4

Panel Approved Adjustments

MORE TIME

Extended contracts through June 30, 2026

MORE FLEXIBILITY

Expanded allowable curriculum focus

BROADER ACCESS

Changed full-time threshold to 28 hours

ALIGNED DELIVERY

Aligned new-hire ratio at 1:20

ETP translated implementation experience into practical program flexibility.

ETP

Lessons Learned

1 FLEXIBLE ELIGIBILITY

Expands access to training opportunities for lower-wage workers.

2 WORKSITE DELIVERY

Reduces participation barriers by bringing learning closer to workers.

3 APPLIED LITERACY

Makes reading, communication, math, and digital skills relevant to job tasks.

4 STARTUP SUPPORT

Gives new literacy programs time to build employer engagement.

5 RESPONSIVE DESIGN

Allows curriculum and schedules to reflect worker and employer needs.

6 PARTNERSHIPS EXPAND REACH

Connect employers and training organizations to bring literacy training to more workers, industries, and communities.

ETP

Workforce Literacy Pilot Program

Expanded access. Applied skills. Statewide reach.

Questions and Comments

NATIONAL SKILLS COALITION

Every worker. Every industry.
A strong economy.

California's Workplace Literacy Program in a National Context

Presentation to the
Employment Training Panel

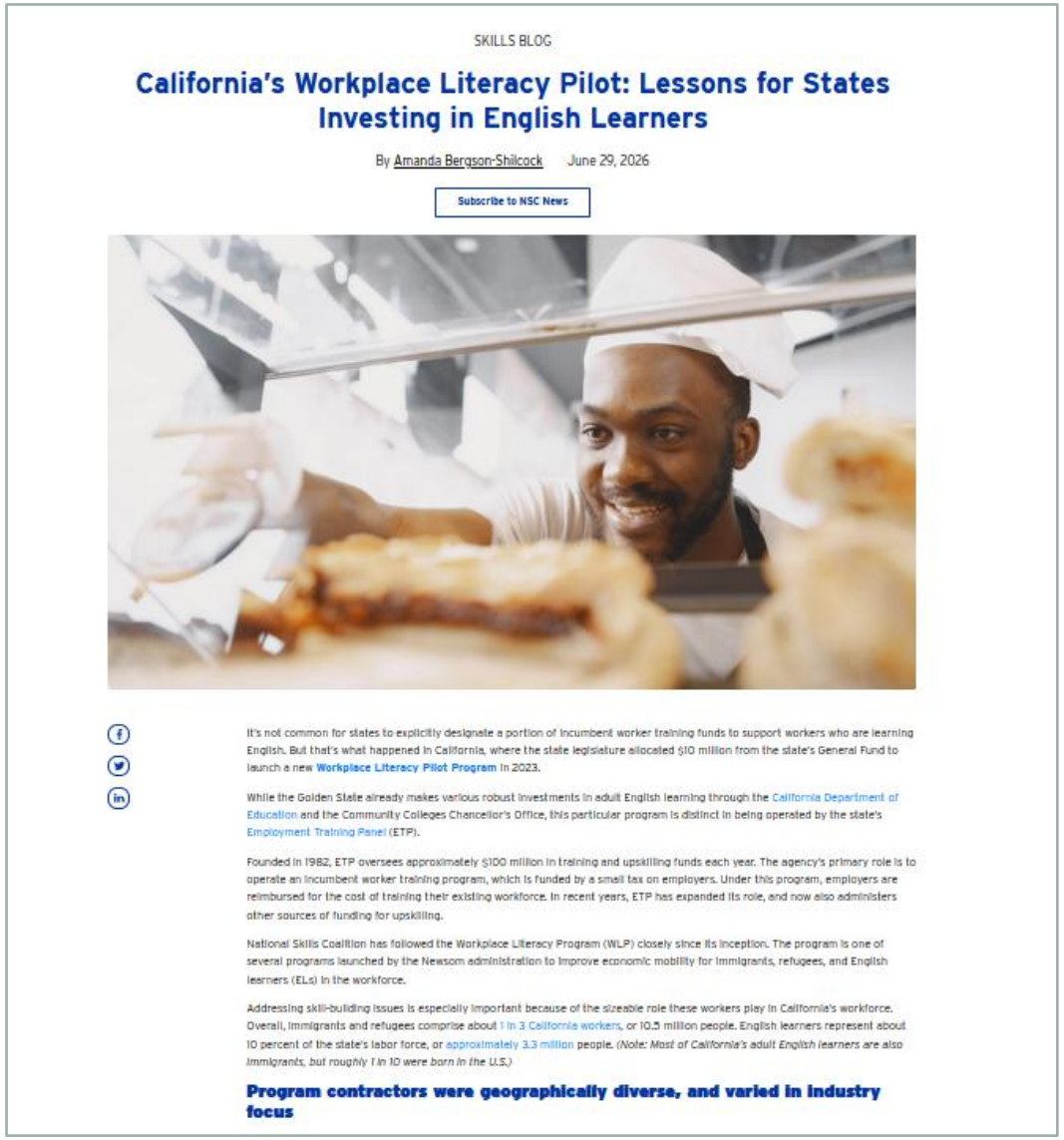
Amanda Bergson-Shilcock
October 23, 2026



About National Skills Coalition

National Skills Coalition (NSC) is a national nonprofit that **fights for a national commitment to inclusive, high-quality skills training** so that more people have access to a better life, and more local businesses see sustained growth.

We spotlighted ETP's Workplace Literacy program on our Skills Blog because it is of national interest



SKILLS BLOG

California's Workplace Literacy Pilot: Lessons for States Investing in English Learners

By Amanda Bergson-Shilcock June 29, 2026

Subscribe to NSC News

It's not common for states to explicitly designate a portion of incumbent worker training funds to support workers who are learning English. But that's what happened in California, where the state legislature allocated $10 million from the state's General Fund to launch a new **Workplace Literacy Pilot Program** in 2023.

While the Golden State already makes various robust investments in adult English learning through the California Department of Education and the Community Colleges Chancellor's Office, this particular program is distinct in being operated by the state's Employment Training Panel (ETP).

Founded in 1982, ETP oversees approximately $100 million in training and upskilling funds each year. The agency's primary role is to operate an incumbent worker training program, which is funded by a small tax on employers. Under this program, employers are reimbursed for the cost of training their existing workforce. In recent years, ETP has expanded its role, and now also administers other sources of funding for upskilling.

National Skills Coalition has followed the Workplace Literacy Program (WLP) closely since its inception. The program is one of several programs launched by the Newsom administration to improve economic mobility for immigrants, refugees, and English learners (ELs) in the workforce.

Addressing skill-building issues is especially important because of the sizeable role these workers play in California's workforce. Overall, immigrants and refugees comprise about 1 in 3 California workers, or 10.5 million people. English learners represent about 10 percent of the state's labor force, or approximately 3.3 million people. *(Note: Most of California's adult English learners are also immigrants, but roughly 1 in 10 were born in the U.S.)*

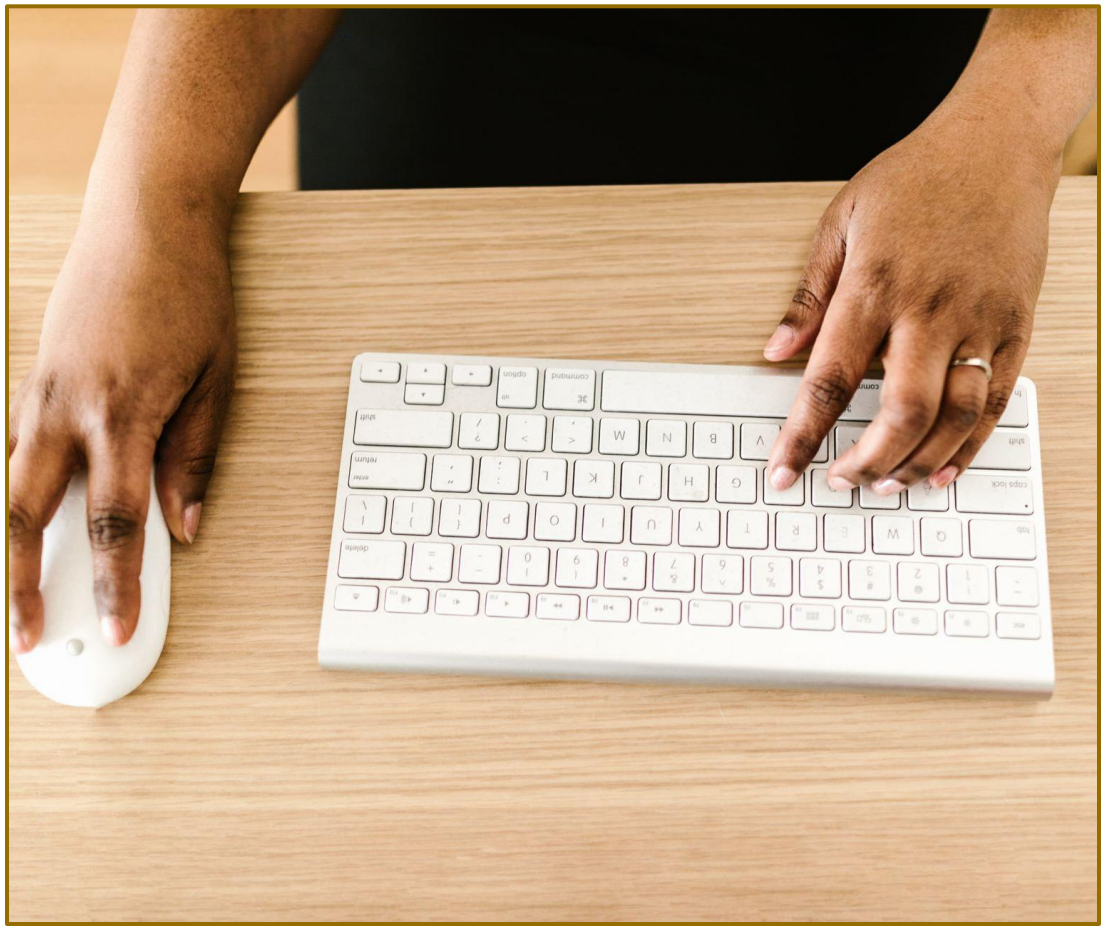
Program contractors were geographically diverse, and varied in industry focus

Blog post:
https://nationalskillscoalition.org/blog/news/californias-workplace-literacy-pilot-lessons-for-states-investing-in-english-learners/

Key takeaways from this initiative

- **The increasing importance of digital skills**

- Building subject-area flexibility in the program design allows employers and training provider the freedom to respond quickly as new training needs emerge, especially in the area of technology.





The value of contracting with experienced providers

Why this matters:

- Initiatives that target experienced providers with existing programs can **ramp up faster**, an important consideration in a rapidly changing economic environment.

Understanding the double-edged sword of wage requirements



Why this matters:

- Removing wage requirements can open up incumbent worker training to low-wage workers **who often do not receive investments** in their skills.

- However, this consideration must be balanced with the state's interest in devoting limited training funds for jobs that pay a **living wage**.

Data collection is essential, but…



© National Skills Coalition

Important considerations for data collection

- In a heightened political environment the collection of workers' personally identifying information can be fraught.

- States should take care to balance their need for program accountability with the importance of protecting individuals' privacy and safety.

Findings from NSC's own employer research affirm these takeaways

- Full report
- 2-page summary



https://nationalskillscoalition.org/resource/publications/big-insights-from-small-and-mid-sized-businesses/

The bottom line

- ETP's Workplace Literacy program illustrates the importance and urgency of investing in entry-level workers' **foundational skills**
- **Embedding** literacy activities within broader incumbent worker skill-building efforts has payoffs for workers and businesses alike
- Lessons from the Workplace Literacy program have significant implications for **future ETP activities** as well as other states

NATIONAL SKILLS COALITION

Every worker. Every industry.
A strong economy.

Thank you!

Amanda Bergson-Shilcock
amandabs@nationalskillscoalition.org
215-285-2860 (mobile)

Memorandum

To: Panel Members Date: October 23, 2026

From: Heather Miguel, Projects Management Section Chief

Subject: **Electric Vehicle Infrastructure Training Program (EVITP) Fund 2.0 - Grant Awardees**

I. Issue Statement

Awardees for the Electric Vehicle Infrastructure Training Program (EVITP) Fund 2.0 have been determined by the Employment Training Panel (ETP) scoring committee.

II. Background

Through an open and competitive bid process, ETP released the Solicitation for Proposals for the EVITP Fund 2.0 on July 1, 2026. The application period closed on July 31, 2026. The Notice of Intent to Award was posted on the ETP website on August 31, 2026.

ETP is administering EVITP Fund 2.0 in collaboration with the California Energy Commission. Approximately $2,700,000 in funding is available to increase the number of electricians in California who hold EVITP certification. EVITP, a nonprofit organization, provides proprietary online training and certification for general electricians who install electric vehicle charging equipment. This funding supports California's broader efforts to advance zero-emission transportation, strengthen the clean-energy workforce, and help the state meet its climate and air-quality goals.

ETP received a total of six applications for EVITP Fund 2.0 funding. After a full review and evaluation of all eligible applications, the scoring committee selected the following six applicants for funding:

Awardees

- ABC SoCal Merit Training Trust Fund- $229,500
- AI Roboto Edu - $115,200
- California Statewide Joint Apprenticeship & Training Committee for the Electrical Construction Industry - $2,068,200
- Central Vally Business Federation - $171,900
- Second Chance Education - $38,700

- Shasta Builders Exchange - $76,500

III. Action

This item is for informational purposes only. No action is required.

Critical Proposal for:

GKN Aerospace Chem-Tronics Inc. dba GKN Aerospace

Contract Number: ET27-0149

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Critical Proposal Priority Rate Retrainee	Industry Sector(s):	Manufacturing
		Priority Industry:	☒ Yes ☐ No
Counties Served:	San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 898	U.S.: 3,900	Worldwide: 15,000
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	6%		

Funding Detail

In-Kind Contribution
$842,800

Total ETP Funding
$842,800

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	700	8-200	0-0	43	$1,204	$24.67

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

Published Minimum Hourly Wage by County: Job Number 1: $24.67 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	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $2.50	
Fringe Benefits:	GKN Aerospace offers benefits including medical, dental, vision, and vacation/paid time off. The Company also has a 401k plan with a 6% match for 2026.
Wage Progression:	Employee performance is assessed through a formal review process. Goals are initially set during the first quarter of the year, followed by a mid-year review to evaluate progress. Goals are revisited at the annual review and merit increases are awarded based on achievement and overall performance. Most positions have three to four levels (I, II, III, and Senior). Employees who successfully complete required training and demonstrate competency may advance one level during the performance year, providing clear pathways for career growth.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Administration Staff	$22.17 - $63.20	**33**	0	2	31
Manufacturing Staff	$22.17 - $63.20	**496**	0	64	432
Production Staff	$22.17 - $63.20	**54**	0	10	44
Logistics Staff	$22.17 - $63.20	**37**	0	10	27
Operations Staff	$29.00 - $63.20	**36**	0	0	36
Manager	$35.10 - $126.13	**44**	0	0	44

Critical Proposal

GKN Aerospace Chem-Tronics Inc. dba GKN Aerospace has been designated as a “Critical Proposal” by the Governor’s Office of Business and Economic Development. The Company recently expanded to a new facility at its El Cajon location, which has been in operation for more than 60 years. The new facility is home to the Company's Maintenance, Repair, and Overhaul (MRO) Business Unit, which is expected to generate an additional 300-400 new high-

wage jobs by 2030. The Company plans to continue outfitting its new MRO facility with state-of-the-art technology and equipment, thus requiring comprehensive skills training and ongoing support to ensure that employees are fully prepared to meet the advanced technical demands of new equipment and processes.

Introduction

Founded in 1759, GKN Aerospace Chem-Tronics Inc. dba GKN Aerospace (GKN) (www.gknaerospace.com) is a global tier one supplier of airframe and engine structures, landing gear, electrical interconnection systems, transparencies, and aftermarket services. The Company provides products and services to a wide range of commercial and military aircraft contractors, as well as engine prime contractors. GKN has multiple global facilities, including 13 locations in the United States. This proposal targets training that will take place at the Company's location in El Cajon. This will be GKN's second ETP Contract, and the second in the last five years.

ETP Priority 10200(b)

GKN offers high-wage jobs and valuable training opportunities to individuals who may otherwise lack access to careers in advanced manufacturing. The Company’s increased production capacity at its new facility will contribute directly to California's economic growth by supporting the retention and expansion of the state’s manufacturing workforce. GKN has also set a goal of achieving net-zero emissions across its value chain by 2050. This effort is aligned with California’s Climate Plan, which targets significant reductions in emissions and waste by 2045.

Veterans Program

GKN partners with various colleges and workforce organizations that conduct outreach to veterans. San Diego area organizations include the Veterans Employment Committee, Workforce Partnership, local career centers, veteran programs through the Employment Development Department, and the Veterans East County Alliance.

Project Details

GKN continues to build on the hiring and training initiatives established under its previous ETP contract and is seeking additional funding to expand training programs for high-demand roles to support the Company's ongoing expansion into its new facility. GKN has successfully onboarded 100 new employees since receiving its first ETP contract in December 2024, which represents the first phase of hiring under the Company's overall projection to increase its workforce at the El Cajon location by a total of 300-500 employees. Building on the foundational elements of its first ETP contract, GKN must provide comprehensive training on newly installed equipment and planned technology upgrades at its expanded facility.

The new El Cajon facility increases GKN's manufacturing footprint by 70%, enabling a 50% increase in repair production capacity, while reducing lead times. As the facility continues to receive new equipment, additional training will be required to ensure that employees are fully proficient with new systems. GKN must ensure that its workforce develops the technical skills necessary to maintain operational excellence, support advanced manufacturing processes, and meet the Company's long-term expansion goals. The proposed training will prepare GKN's team to support key programs such as the Pratt & Whitney Geared Turbo Fan program and the CFM International Leading Edge Aviation Propulsion Engine program. This upskilling initiative will help the Company secure business well into the future.

Training Plan

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

Business Skills: Training will be offered to all occupations and will focus on skills that are essential for improving the coordination of manufacturing, engineering, and administrative functions throughout the organization. Training topics include Project Management, Strategic Planning, and Cross-Departmental Collaboration.

Computer Skills: Training will be offered to all occupations and will focus on improving efficiency, accuracy, and data-driven decision making through the effective use of business technology. Training topics include Cloud Computing, Enterprise Management Systems, and Cybersecurity.

Continuous Improvement: Training will be offered to all occupations. This training is designed to equip employees with the tools and methodologies needed to enhance productivity, efficiency, and quality across manufacturing operations. Course topics include Kaizen, Lean Manufacturing, and Leadership Skills.

Hazardous Materials: Training will be offered to Manufacturing Staff, Logistics Staff, Operations Staff, and Production Staff. Topics include Hazardous Chemical/Materials Management and Hazard Analysis and Critical Control Point (HACCP) Training.

Literacy Skills: Training will be offered to Manufacturing Staff, Logistics Staff, and Production Staff. Vocational English as a Second Language training will help workers overcome language barriers that impede productivity and workplace collaboration. Training topics include Effective Listening Skills, Work-Related Vocabulary and Terminology, and Reading, Writing, and Speaking English.

Manufacturing Skills: Training will be offered to Manufacturing Staff, Operations Staff, Logistics Staff, and Production Staff. Training will include Assembly Procedures, Inspection and Testing, and Warehouse Operations and Distribution.

Certified Safety Training

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

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

Commitment to Training

GKN has an annual training budget of approximately $3 million for its California operations. Company funded training includes new hire orientation, employee safety, and industry mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Site Human Resources Manager will oversee the administration of this project. Additionally, GKN has a Training Department Coordinator, Project Manager, and Administrative Assistant who will coordinate the scheduling, delivery, and documentation of training. The Company has also retained an outside administrative subcontractor to assist with ETP project administration requirements. Training will be delivered at GKN's facility in El Cajon by in-house subject matter experts and training vendors when necessary. GKN has a training schedule in place and is prepared to commence training upon contract approval.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET25-0191	12/16/24 - 12/15/26	$785,680	610	256	$785,680 (100%)

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Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	East County Economic Development Council	El Cajon, CA	$0
Administrative	East County Economic Development Council	El Cajon, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting and Finance
- Accounting Process Improvement
- Behavior Strategies/Styles to Improve Teamwork
- Billing
- Budgeting/Cost Control
- Business Administration
- Business Analysis and Goal Setting
- Business Management
- Business Performance
- Business Plans
- Business Process Re-Engineering
- Business Writing and Grammar
- Contract Management
- Cross-Departmental Collaboration
- Digital Marketing
- Facilitation Skills
- Financial Analysis and Management
- Financial Strategies
- Implementing A Plan
- Industry Advancement Program (Claims Management)
- Interpersonal Skills
- Inventory Control
- Negotiating
- Order Entry and Processing
- Outsourcing Management
- Payroll Administration
- Planning and Organization
- Presentation Skills
- Product Knowledge
- Project Management
- Purchasing
- Relationship Building Through Sales & Service
- Sales Strategies & Skills
- Shipping and Receiving
- Supervisor Training
- Strategic Planning

Computer Skills

- Cybersecurity
- Enterprise Management Systems
- Google Classroom Training

- Google G Suite
- Microsoft Office Suite (Intermediate/Advanced - Excel, Word, PowerPoint, Outlook)
- QuickBooks Advanced
- Shop Floor Computer Basics
- Website Development
- CAD/CAM/AutoCAD
- JobBOSS / Inventory/Purchasing Software
- Payroll Software Systems
- Smart Draw/Visio
- Wireless Networking Administration
- Adobe Acrobat
- Cloud Computing
- Data Analysis (Excel, Formula, Pivot Tables)

Continuous Improvement Skills

- Adapting to Change
- Benchmarking
- Coaching & Giving/Receiving Feedback
- Communication Skills/Communicating Effectively
- Conflict Resolution/Dealing with Difficult Attitudes
- Creating & Building Teamwork
- Critical Thinking Skills
- Customer Relations / Identifying Customer Needs
- Decision Making
- Documentation Skills
- First Responder Training
- Implementing Solutions
- Interpreting and Analyzing Data
- ISO 9000 Overview
- Kaizen
- Leadership Skills
- Lean Manufacturing
- Six Sigma
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizational Roles & Personality Styles
- Performance and Quality Improvement
- Private Label Communication
- Problem-Solving
- Procedure Skills
- Process Mapping & Process/Workflow Improvement
- Pull System
- Taking Ownership
- Technology, Innovation and Invention
- Total Quality Management Principles
- Train-the-Trainer

- Visual Factory
- Work Flow/Measurement
- Root Cause Analysis
- Eliminating Waste
- 5S (Sort, Set in Order, Shine, Standardize, and Sustain)
- Process Capability
- Process and Change Implementation Practice
- Quality Control
- Reporting
- Setting Standards
- SMART Goals
- Social Media and the Specialty Retailer
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management

Hazardous Materials Skills

- Hazardous Chemical/Materials Management
- Hazard Analysis and Critical Control Point (HACCP) Training

HazWoper

- Hazardous Waste Operations and Emergency Response (HAZWOPER)

Literacy Skills

- Vocational English as a Second Language (VESL)
- Effective Listening Skills
- Reading, Writing, and Speaking English
- Work-Related Vocabulary and Terminology

Manufacturing Skills

- Assembly Procedures
- Assembly Process Control
- Blueprint Reading
- CNC Machining
- Forklift Operation and Control
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs For Efficiency
- Lock Out, Tag Out
- Machine Repair/Troubleshooting
- Maintenance Procedures
- Manufacturing Practices
- Operations & Processes
- Pesticides / Cross Contamination
- Product Design
- Product Engineering
- Shop Math
- Standard Operating Procedures
- Warehousing Operations & Distribution
- Inspection, Measuring, and Testing

- General Shop Instruction
- Paint Dots
- Data Card Coating
- Painting
- Anti-Erosion Local Repair
- Counterweights Systems, Applications, and Products (SAP) Adjustment
- Repair Determination
- Over-Check and Surveillance Procedure
- Operation of Safety Management System (SMS)
- Fixed Gauges and X-Ray training
- Coordinate Measuring Machine (CMM) Cleaning
- Blending
- Ceramic Bead Peen
- Inspector Matrix
- Aviation Repair
- Booth Operations
- Coatings/Thermal Coatings Programming
- Part Handling Agreement
- Human Factors in Aviation Maintenance

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Training Proposal for:

Bay Alarm Company

Contract Number: ET27-0148

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Retrainee SET	Industry Sector(s):	Administrative and Support and Waste Management and Remediation
		Priority Industry:	☐ Yes ☒ No
Counties Served:	Alameda, Contra Costa, Los Angeles, Orange, Sacramento, San Bernardino, San Diego, San Joaquin, San Mateo, Santa Clara, Shasta, Sonoma, Tulare, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 1,122	U.S.: 1,207	Worldwide: 1,207
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution	Total ETP Funding
$583,744	$273,120

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	SET Retrainee	305	8-200	0-0	32	$768	$44.85
2	HUA SET Retrainee	45	8-200	0-0	36	$864	$21.77

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

Published Minimum Hourly Wage by County:
Job Number 1: $44.85 per hour SET Statewide Average Wage
Job Number 2: $18.50 per hour for San Joaquin and Tulare Counties.

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $2.50
Job Number 2: $0.00

Fringe Benefits: The Company provides comprehensive medical coverage with PPO and HMO options, along with dental and vision plans, and Life, Disability and AD&D insurance coverage. Bay Alarm pays between 50-75% of the premium, depending on the plan selected. The Company will match 50% of employee 401K deferrals into the plan up to the first 6% of eligible pay that the employee defers. Bay Alarm also offers paid vacation time and holiday pay.

Wage Progression: The Company has developed a detailed wage progression strategy for its employees. All employees are eligible for annual wage increases of approximately 3%–5%. In addition, Installers/Dispatchers and Service Technicians can earn an additional $1.00 per hour wage increase by completing training on specific product lines, demonstrating proficiency by successfully installing the equipment in the field, and passing an inspection to verify their knowledge and skills. Field personnel may earn up to three of these additional $1.00 per hour increases per calendar year. This structure provides employees with clear opportunities to increase their wages by developing and demonstrating additional job-related skills.

Compensation Used To Meet Post-Retention Wage

Occupation	Type of Compensation	Amount Per Hour
Installer/Dispatcher	Bonuses	$5.55
Justification		
Installers/Dispatchers earn a base hourly rate along with Bonuses as part of their regular pay. Please see Other Compensation narrative.		

Occupation	Type of Compensation	Amount Per Hour
Operations Staff	Bonuses	$4.39
Justification		
Operations Staff earn a base hourly rate along with Bonuses as part of their regular pay. Please see Other Compensation narrative.		

Occupation	Type of Compensation	Amount Per Hour
Sales Staff	Commission + Bonuses	$16.35
Justification		
Sales Staff earn a base hourly rate along with Commission and Bonuses as part of their regular pay. Please see Other Compensation narrative.		

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - SET, Retrainee					
Sales Staff	$26.00 - $62.00	**50**	0	0	50
Installer/Dispatcher	$36.80 - $65.00	**35**	0	0	35
Customer Service Staff	$42.46 - $60.00	**20**	0	0	20
Service Technicians	$42.37 - $62.00	**75**	0	0	75
Operations Staff	$37.96 - $68.00	**100**	0	0	100
Engineering/IT Staff	$43.57 - $78.00	**25**	0	0	25
JOB NUMBER 2 - HUA, SET, Retrainee					
Installer/Dispatcher	$27.25 - $42.00	**10**	0	0	10
Operations Staff	$28.00 - $42.00	**3**	0	0	3
Service Technicians	$22.00 - $56.00	**20**	0	5	15
Sales Staff	$21.77 - $78.00	**12**	0	3	9

Introduction

Founded in 1946 and headquartered in Concord, Bay Alarm Company (Bay Alarm), (www.bayalarm.com) is the largest independently owned and operated security company in the

United States. The Company offers a full range of security products to residential and commercial customers across California, including burglar and fire alarm systems, access control and video surveillance. Training will take place at Bay Alarm's 15 facilities in Alameda, Contra Costa, Los Angeles, Orange, Sacramento, San Bernardino, San Diego, San Joaquin, San Mateo, Santa Clara, Shasta, Sonoma, Tulare, and Ventura Counties.

This is Bay Alarm's seventh ETP Contract and its first within the last five years.

ETP Priority 10200(b)

The proposed project aligns closely with ETP priorities by creating high-quality employment opportunities and supporting the development of a skilled workforce. The Company provides structured career pathways from entry-level Installer/Dispatcher to licensed Service Technicians, Operations Staff, and Engineering/IT Staff roles. This aligns with the “high road” model by fostering upward mobility, job security, and sustainable career development within the industry.

Veterans Program

Bay Alarm is proud to support Veterans through both external outreach and internal engagement. The Company has participated in Hiring Our Heroes events, which connect transitioning service members, Veterans, and military spouses with meaningful employment opportunities.

Additionally, Bay Alarm maintains an employee resource group dedicated to Veterans. This group promotes peer support, encourages employee referrals of Veteran candidates, and helps recognize and celebrate the contributions of Veterans within the Organization. Through these efforts, the Company aims to create a welcoming environment for those who have served and to ensure their skills and experiences are valued across the organization. Bay Alarm currently has 58 Veteran employees.

Project Details

Bay Alarm has encountered expanded technical requirements that involve upgrading competencies for its staff. The Company has evolved from a primarily residential security provider into one of California’s leading commercial security solution providers, with commercial customers now representing approximately 93% of total revenue. While Bay Alarm continues to support the legacy residential base, the majority of new businesses are complex, integrated commercial systems. With the advancements in commercial systems, products such as Mobile Security Units and Live Video Monitoring require training on multiple new camera products, analytical systems, and remote monitoring protocols. In addition, compliance in certain California counties mandates ongoing education and monitoring to ensure processes are in alignment with evolving industry standards.

The national home security systems market is projected to reach $59.75 billion, with expectations to grow to $62 billion by 2026. The key drivers to this growth are the Integration of Artificial Intelligence (AI) technologies that enhance surveillance capabilities, such as features like facial recognition and anomaly detection, Subscription-Based Monitoring. These features include services that offer 24/7 professional monitoring and cloud storage, and Voice Assistant Integration which involves devices compatible with Amazon Alexa, Google Assistant, and Apple Siri, allowing users to control security systems via voice commands. To support the growth of this industry, Bay Alarm opened a new branch in Visalia to serve the Central Valley region in the second quarter of 2026. The Company plans to hire approximately 20 employees

for this new location with potential growth as the customer base expands. This expansion requires training to ensure new team members are familiar with the Company's systems and operational standards.

Lastly, training will focus on client services including Service Setup, Scheduling Appointments, and Applying Emergency Services. Developing employee skills related to client services will improve consistency, reduce errors, and better support client needs leading to long term Company growth.

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 will provide the skills necessary to increase efficiency, improve business skills, and build product knowledge. Training topics include Business Processes/Procedures, Customer Service/Dispatch Procedures, and Strategic Sales and Account Management.

Commercial Skills: Training will be offered to all occupations. Trainees will receive training to accurately use the installation devices and security equipment. Training topics include Mobile Security Equipment Skills, Residential and Commercial Security Industry Skills, and Wireless Cameras.

Computer Skills: Training will be offered to all occupations and will focus on digital technologies and software that support business operations. Training topics include Genesis Phone Monitoring System Skills, Health Revenue Cycle (HRC) Billing System Skills, and Ramp Payment Processing System Skills.

Continuous Improvement Skills: Training will be offered to all occupations and will focus on increasing efficiency, problem-solving techniques, and job performance. Training topics include Leadership Development, Process & Quality Improvement, and Problem Solving/Decision Making.

Alternate Recordkeeping

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

Special Employment Training

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

High Unemployment Area

All trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by 25%. The Company’s locations in San Joaquin and Tulare Counties are in an HUA.

- **Wage 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 if post-retention wages exceed the start-of-training wages. Bay Alarm requests a wage modification from $44.85 per hour to $24.67 per hour for trainees in Job Number 2.

Bay Alarm requests an additional wage modification for trainees in Job Number 2 from $24.67 per hour to $21.77 per hour. Approximately eight Operations Staff and Sales Staff will need the wage modification.

Other Compensation

ETP Regulation 4418 (b) states Panel may use commission earnings to determine a trainee's hourly wage for services rendered in the sale of good or services, paid to employees whose principal job duty is sales. ETP Regulation 4418 (c) states Panel may use bonus earnings to determine a trainee's hourly wage for extraordinary work or to induce continued employment.

Bay Alarm has a formal supplemental wage (Commission & Bonuses) plan that is a regular part of the compensation structure for Installers/Dispatchers, Operations Staff, and Sales Staff. Bonuses are tied to established measures such as productivity, quality, customer service, team/branch performance, and achievement of operational goals, and are paid through regular payroll upon meeting applicable criteria.

Bay Alarm's bonus structure awards Installers/Dispatchers for successful completion of installation and services, quality assurance and workmanship standards, customer satisfaction metrics, and for meeting department and branch performance goals. Operations staff are awarded bonuses for meeting productivity and efficiency measures, operational quality standards, and the achievement of predefined business objectives.

Sales Staff earn commissions based directly on sales activity, with approximately 100% of their job duties devoted to sales-related activities, including prospecting, customer consultations, proposals, closing sales, and account development. Certain Sales Staff may also earn performance-based bonuses tied to revenue targets, growth goals, and achievement of branch team objectives.

Supplemental wage (bonuses) income can range from $1.80 per hour to $6.54 per hour for Installers/Dispatchers and $1.80 per hour to $7.62 per hour for Operations Staff. Supplemental wage (commission + bonuses) income can range from $4.62 per hour to $66.00 per hour for Sales Staff. Bay Alarm is requesting to utilize up to $5.55 per hour in supplemental wages (bonuses) for 33 Installers/Dispatchers, up to $4.39 per hour in supplemental wages (bonuses) for 30 Operations Staff, and up to $16.35 per hour in supplemental wages (commission + bonuses) for 50 Sales Staff to meet the Post-Retention wage requirement of $44.85 for Job Number 1.

Commitment to Training

Bay Alarm's total annual training budget is approximately $1.2 million for all California locations. Company-funded training consists of basic job skill training, new employee orientation and on boarding, driver safety, ergonomics, fire code training, and basic OSHA 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

Bay Alarm has appointed its Training Administrator to oversee ETP training at its headquarters in Concord. This individual is responsible for the scheduling and tracking all training, meeting with ETP staff, and overall record keeping. 13 additional staff members will provide administration, documentation, and training support. Training will be provided by in-house experts and vendors as needed. Additionally, Bay Alarm has retained the services of a third-party administrator with extensive ETP experience to assist with administration.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	JobForward	Huntington Beach, CA	$18,816
Administrative	JobForward	Huntington Beach, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Processes/Procedures
- Customer Service/Dispatch Procedures
- New/Updated Products and Services
- Strategic Sales and Account Management

Commercial Skills

- Applying Emergency Services
- Fire/Security System Installation/Service Skills
- Live Video Monitoring Skills
- Scheduling Appointments
- Mobile Security Equipment Skills
- Residential and Commercial Security Industry Skills
- Enhanced Industry Skills
- Service Setup
- Wireless Cameras

Computer Skills

- Genesis Phone Monitoring System Skills
- Health Revenue Cycle (HRC) Billing System Skills
- QStock Inventory Management System Skills
- Ramp Payment Processing System Skills

Continuous Improvement Skills

- Leadership Development
- Problem Solving/Decision Making
- Process & Quality Improvement
- Team Effectiveness/Collaboration

Training Proposal for:

CBRT Processing, LLC

Contract Number: ET27-0152

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee	Industry Sector(s):	Manufacturing
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Monterey	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 587	U.S.: 587	Worldwide: 587
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	15%		

Funding Detail

In-Kind Contribution
$619,882

Total ETP Funding
$530,712

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	351	8-200	0-0	54	$1,512	$24.67

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

Published Minimum Hourly Wage by County: Job Number 1: $24.67 for Monterey 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	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $2.50	
Fringe Benefits:	The Company provides health insurance to full-time employees after 30 days of employment. The Company incurs 79% of the cost of health insurance for all full-time employees (an average of $12,000 - $14,000 per year per employee). Additionally, the Company will match 401(k) contributions of up to 3% and offers up to four weeks of paid time off based upon tenure.
Wage Progression:	The Company prioritizes fair compensation and continual employee development. Their wage progression plan encompasses the following: annual compensation review, cost-of-living adjustments where deemed feasible and necessary, performance-based increases which can include new or expanded roles as needed, and promotions or added responsibilities that can also trigger wage increases. Employees that exceed performance goals can also gain pay increases every year. Further, should an employee achieve development and training targets, that employee may also be entitled to a wage increase during the year. Annual wage increases at the company can be up to 3% per employee.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Warehouse Staff	$22.17 - $30.00	**57**	0	31	26
Production	$24.76 - $30.00	**87**	0	37	50
Shipping and Receiving	$24.76 - $30.00	**22**	0	9	13
Clerk	$25.01 - $30.00	**7**	0	0	7
Maintenance/Mechanic	$25.01 - $40.00	**18**	0	0	18
Coordinator	$25.01 - $40.00	**12**	0	0	12
Technician	$25.01 - $40.00	**16**	0	0	16
Lead	$25.01 - $45.00	**20**	0	0	20

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Sales	$28.12 - $45.00	**6**	0	0	6
Administrative Staff	$25.01 - $49.40	**26**	0	0	26
Analyst	$27.04 - $50.00	**10**	0	0	10
Specialist	$35.00 - $50.00	**16**	0	0	16
Supervisor	$30.00 - $55.00	**16**	0	0	16
Manager	$39.00 - $80.00	**38**	0	0	38

Introduction

Founded in 2025 and headquartered in Salinas, CBRT Processing, LLC (CBRT) (www.churchbrothers.com) is a food manufacturing company specializing in the production of fresh vegetables (broccoli florets, organic cilantro, lettuce, arugula, spinach), salad kits, commodities, and club packs for grocery retailers, online platforms, and other fresh produce customers. The Company operates farms and its food manufacturing facility in the Salinas Valley. Training will take place at the Company's facility in Salinas. This will be CBRT's first ETP Contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening California's food manufacturing workforce through targeted training in new technologies, automation, and advanced manufacturing processes. As CBRT expands its production capabilities, training will prepare employees to effectively utilize new equipment, digital systems, and updated manufacturing methods that improve food safety, product quality, and production capacity. The project will also support employee retention and advancement by developing technical and leadership competencies that create pathways to higher-skilled positions. These investments will strengthen CBRT's competitiveness while supporting continued innovation and workforce development within California's food manufacturing sector.

Veterans Program

CBRT currently partners with Indeed Military to recruit Veterans to open positions at the Company. CBRT also participates in Veteran job fairs to recruit Veterans to open positions. By focusing on these initiatives, the Company aims to create a welcoming environment for Veterans, recognizing the unique skills and experiences that former service members bring to the Company. CBRT is not requesting a separate Veteran Job Number at this time.

Project Details

In response to increased customer demand, CBRT is preparing to expand its production capacity, increase product customization, and implement new manufacturing technologies and equipment. These changes will impact employees throughout the organization and require comprehensive training to ensure the workforce can safely and effectively support higher production volumes while maintaining consistent food safety and quality standards.

The proposed project will provide training in production and warehouse equipment automation, Programmable Logic Controllers (PLC), quality control systems, a new enterprise resource planning system (e.g., Ultimate Kronos Group (UKG) Artificial Intelligence (AI) Software Platform), and other digital applications that will improve production visibility, workforce administration, reporting, inventory management, and operational coordination.

In addition, manufacturing skills training will strengthen employee competencies in packaging equipment, mixing operations, optical sorting, equipment operation and maintenance, good manufacturing processes, total productive manufacturing, and warehouse operations.

Continuous improvement and leadership training will complement technical skills by strengthening problem solving, decision making, communication, and supply chain planning. Collectively, the proposed training will improve productivity, food safety, product quality, and operational efficiency while supporting innovation, employee development, and CBRT's continued growth.

Training Plan

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

Computer Skills: This training will be offered to all occupations and include Production and Warehouse Equipment Software and Automation, PLC - Programmable Logic Control and Social Media for Retail Product.

Continuous Improvement Skills: This training will be offered to all occupations and include Decision Making, Leadership Skills, and Sales and Marketing & Sales and Marketing for Growth.

Hazardous Materials Skills: This training will be offered to all occupations and include Blood Borne Pathogens/Biohazards, Flammable/Combustible Materials, and Respiratory Protection.

Manufacturing Skills: This training will be offered to Warehouse Staff, Technicians, Supervisors, Specialists, Shipping and Receiving, Production, Coordinators, and Maintenance/Mechanics. Training will include Bagger/Packaging Equipment, GMP - Good Manufacturing Processes, and TPM - Total Productive Manufacturing.

Certified Safety Training

Hazardous Materials (HAZMAT)**.** This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from “first responder” to “incident commander.” It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Warehouse Staff, Analysts, Clerks, Coordinators, Production, Leads, Maintenance/Mechanic, Managers, Shipping and Receiving, Specialists, Supervisors, and Technicians will receive up to 10 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Electronic Recordkeeping/LMS

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

High Unemployment Area

All trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Monterey 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. However, the Company is not requesting a wage modification.

Commitment to Training

CBRT has an annual training budget of $150,000. Training includes onboarding and some basic safety training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➢ Training Infrastructure

This project will be overseen by the Vice President of Human Resources. Additionally, the Human Resources Department, under the Vice President, will coordinate ongoing department meetings to review goals and objectives of the ETP program to ensure that each department is provided the necessary tools to train successfully under the ETP program. The Human Relations Specialist 2 will coordinate training data, ensure training is captured accurately before upload into ETP's online systems. Further, department managers will meet monthly to discuss training needs for each department, implement new training initiatives and review training performance during the project. Training will be delivered by in-house experts and vendors as needed. In addition, the Company has retained an administrative subcontractor to assist with project administration for this project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Training Grants Intelligence Inc.	Redding, CA	$15,000
Administrative	Training Grants Intelligence Inc.	Redding, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Digitized Forms
- UKG AI Software Platform - Human Resources, Payroll and Workforce Management
- Human Capital Management Software
- Production and Warehouse Equipment Software and Automation
- Intermediate Microsoft Office
- Microsoft Applications Reporting
- PLC – Programmable Logic Control
- Quality Control Famous
- SAP – Systems, Applications, Products in Data Processing
- Server and Hardware Configurations
- Social Media for Retail Product

Continuous Improvement Skills

- Change Architect
- Communication Skills
- Conflict Resolution
- Continuous Improvement Techniques
- Customer Service Skills
- Decision Making
- Leadership Skills
- Order Fulfillment
- Performance Management
- Pre-Lean Manufacturing Skills
- Problem Solving
- Quality Concepts
- Sales and Marketing & Sales and Marketing for Growth
- Supply Chain Planning
- Team Building
- Train the Trainer

Hazardous Materials Skills

- Blood Borne Pathogens/Biohazards
- Classification of Hazardous Products
- Flammable/Combustible Materials
- Haz/Com- Safety Data Sheets
- Material Packaging
- Pesticides
- Respiratory Protection
- Small Quantity Generator of Haz/Waste
- Spill Prevention
- Universal Waste

Hazardous Materials Skills - Certified

- Hazardous Materials Skills- Certified HAZMAT

Manufacturing Skills

- Bagger/Packaging Equipment
- Mixing - Combining, Seasoning with the Vegetables in Mixing Vats
- Equipment Maintenance
- Equipment Operation
- Food Safety (Testing, Processes)
- GMP – Good Manufacturing Processes
- Label Requirements
- Operational Excellence
- Optical Sorter
- Packing Product Safely
- Product Inspection Training
- Quality Assurance
- Rapid Change Over
- Research and Development
- Food Sanitation & Safety
- Shipping and Receiving
- Tools – Hand and Power Tools
- TPM – Total Productive Manufacturing
- Warehouse Skills
- Wash Station
- Zebra Scan Gun

Training Proposal for:

Consolidated Disposal Service, L.L.C. dba Republic Services Inc.

Contract Number: ET27-0161

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Retrainee SET	Industry Sector(s):	Administrative and Support and Waste Management and Remediation
		Priority Industry:	☐ Yes ☒ No
Counties Served:	Imperial, Los Angeles, Orange, San Bernardino, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No	International Brotherhood of Teamsters: Salesdrivers, Helpers, and Dairy Employees - Local Union No. 683 International Brotherhood of Teamsters: Teamsters, Chauffeurs, Warehousemen and Helpers - Local Union No. 542	

Number of Employees in:	CA: 5,000	U.S.: 35,000	Worldwide: 38,000
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	0%		

Funding Detail

In-Kind Contribution
$2,784,921

Total ETP Funding
$351,000

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Retrainee	448	8-200	0-0	25	$600	$24.79
2	HUA Retrainee	70	8-200	0-0	25	$600	$20.10
3	SET Retrainee	67	8-200	0-0	25	$600	$44.85

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

Published Minimum Hourly Wage by County:

Job Number 1: $24.79 per hour for Los Angeles County and $24.67 per hour for Orange, Imperial, San Bernardino, and San Diego Counties
Job Number 2: $18.50 per hour for San Bernardino and Imperial counties
Job Number 3: $44.85 per hour Statewide Average Wage

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

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

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

Job Number 1: $2.50
Job Number 2: $0.00
Job Number 3: $2.50

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Retrainee					
Recycling Coordinator/Support	$22.29 - $42.85	**2**	0	2	0
Administration Staff	$22.29 - $43.20	**4**	0	4	0
Human Resources	$42.35 - $43.40	**5**	0	0	5
Landfill/Transfer Station	$25.00 - $42.90	**5**	0	5	0
Engineering/Environmental Compliance	$25.00 - $43.35	**5**	0	5	0
Heavy Equipment Operator	$25.00 - $43.60	**11**	0	11	0
Field Staff	$22.29 - $50.00	**35**	0	15	20
Painter	$42.35 - $42.35	**1**	0	0	1
Relief Driver - CDL	$42.35 - $42.35	**16**	0	0	16
Maintenance Lead/Mechanic	$42.35 - $42.75	**8**	0	0	8
Driver Swing	$42.35 - $42.75	**7**	0	0	7
Driver - Non Union	$42.35 - $42.75	**25**	0	0	25

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Senior Maintenance/Technician	$42.35 - $42.80	**15**	0	0	15
Maintenance Shop Laborers	$42.35 - $42.85	**2**	0	0	2
Container Shop Welder	$42.35 - $42.90	**8**	0	0	8
Maintenance Shop Welder	$42.35 - $42.90	**2**	0	0	2
Driver Container	$42.35 - $42.95	**2**	0	0	2
Commercial Helper	$42.35 - $43.00	**40**	0	0	40
Container Shop Laborer	$42.35 - $43.00	**6**	0	0	6
Technician	$42.35 - $43.00	**4**	0	0	4
Welder	$42.35 - $43.50	**4**	0	0	4
Technician Sr.	$42.35 - $43.75	**2**	0	0	2
Driver - CDL	$42.35 - $43.88	**169**	0	0	169
Driver - CDL (B)	$42.35 - $44.38	**42**	0	0	42
Maintenance Technicians	$42.35 - $55.02	**28**	0	0	28
JOB NUMBER 2 - HUA, Retrainee					
General Laborer	$20.10 - $22.50	**30**	0	30	0
Maintenance	$21.00 - $29.68	**5**	0	3	2
Driver	$21.00 - $30.01	**10**	0	5	5
Field Operator	$21.00 - $30.90	**20**	0	5	15
Field Staff	$21.00 - $25.00	**5**	0	5	0
JOB NUMBER 3 - SET, Retrainee					
Recycling Coordinator/Support	$42.35 - $42.85	**8**	0	0	8
Administration Staff	$42.35 - $43.20	**4**	0	0	4
Landfill/Transfer Station	$42.35 - $42.90	**20**	0	0	20
Engineering/Environmental Compliance	$42.35 - $43.35	**5**	0	0	5
Heavy Equipment Operator	$42.35 - $43.60	**30**	0	0	30

Introduction

Founded in 1998 and headquartered in Carlsbad, Consolidated Disposal Services, LLC. dba Republic Services Inc. (CDS) (www.republicservices.com) provides solid waste collection, recycling and disposal services. The Company serves customers across the United States and Puerto Rico including residential and commercial clients for single and multi-family unit residences, small businesses, healthcare facilities, retail establishments and construction sites. Committed to environmental responsibility and continuous improvement, CDS has a

strong history of supporting customers through training and waste minimization programs that promote safety, efficiency, and compliance with industry standards.

CDS seeks funding on behalf of itself and two of its affiliates Republic Waste Services of Southern California, LLC and Rainbow Disposal Co., Inc. The training outlined in this proposal will be provided to employees at 27 locations throughout Imperial (3), Los Angeles (8), Orange (7), San Bernadino (1), and San Diego (8) counties. This will be CDS' fifth ETP project and second in the last five years.

Veterans Program

Although there is not a separate Veterans' Job Number, CDS is committed to hiring veterans into its workforce. The Company engages the following organizations to recruit veterans: Military to Civilian Transitions Group, Military Officers Association, Hiring Heroes, Vets2Industry, United States Veterans Chamber of Commerce, Military Spouses Employment Partnership Career Fair, and the Veterati-Veterans Mentor/Mentee Program.

Union Support

The following occupations in Job Number 1 are represented by the following unions:

- 40 Commercial Helpers, 6 Container Shop Laborers, 8 Container Shop Welders, 169 Drivers - CDL, 2 Maintenance Shop Laborers, 2 Maintenance Shop Welders, 28 Maintenance Technicians, 1 Painters, 16 Relief Drivers - CDL are represented by The International Brotherhood of Teamsters: Teamsters, Chauffeurs, Warehousemen, and Helpers Local Union No. 542.
- 42 Drivers - CDL (B), 2 Driver Container, 7 Driver Swing, 4 Technicians, 2 Technicians Sr., and 4 Welders are represented by The International Brotherhood of Teamsters: Salesdrivers, Helpers, and Dairy Employees Local Union No. 683.

The unions have submitted a letter of support for this training project for only CDS and not its affiliates.

Project Details

California’s Department of Resources Recycling and Recovery estimates that a united investment of approximately $40 billion over the next five years will be needed to effectively divert organics (food scraps, paper products, yard trimmings, wood, etc.) from the state’s landfills. Much of that investment is expected to go towards new composting and anaerobic capacity, along with expanding the organics pre-processing infrastructure. Various cities and municipalities and their respective waste haulers are expected to play a vital role in the state’s goal to reduce organic waste in the coming years. Thus, a key component to CDS' hiring efforts will include bringing workers onboard to maintain the Company’s newly planned composting and organics pre-processing facilities.

Previous training supported the Company’s rebranding strategy to become a more customer-oriented organization, as well as additional focus on revamped safety and operational protocols. Building on that foundation, CDS operates in a highly competitive environmental services industry that requires continuous innovation, regulatory compliance, and exceptional customer service. To remain competitive and maintain high standards of quality, safety, and service, the Company must continually invest in workforce training that equips employees with the skills necessary to manage increasingly complex projects.

CDS has introduced a comprehensive training initiative designed to ensure employees can effectively operate advanced equipment and systems. Training will focus on integrating new technologies, standardizing processes, improving operational performance, enhancing customer service, and fostering leadership and career growth opportunities. Through this initiative and investments in training and technology, CDS is positioning its workforce to meet evolving industry demands and expand its market reach. The Company has also invested over $5.5M on 110 new EV trucks and 65 compressed natural gas trucks. Training under this proposal will ensure the Company can meet the demands of reducing organic waste.

CDS plans on hiring 35 new employees within the next two years for a new San Bernardino location. CDS has a structured wage progression plan for its employees. On average, employees receive a 3% wage increase every year.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training topics include Communication Skills, Customer Service, and Decision-Making.

Commercial Skills: Training will be offered to all occupations, except Administration Staff and Human Resources. Training topics include Forklift Skills, Organic Line Training, Vehicle Maintenance, Equipment & Repair, and Zero Waste Training.

Computer Skills: Training will be offered to all occupations. Training topics include Info Pro Database AS 400, Rise Tablets, and Customer Relationship Management Systems.

Continuous Improvement Skills: Training will be offered to all occupations. Topics will include Leadership Skills, Process and Procedure, Product Knowledge, and Route Review Protocols.

Hazardous Materials Skills: Training will be offered to all occupations, except Administration Staff, Field Staff, and Human Resources. Training topics include Accident & Spill Prevention/Remedy.

Certified Safety Training

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

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

Alternate Recordkeeping

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

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period which only applies to the trainees in Job Number 3 (Rainbow Disposal Co, Inc.).

High Unemployment Area

Trainees in Job Number 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 San Bernardino (Adelanto and El Centro) and Imperial Counties are in a HUA.

- Wage Modification

These trainees qualify for the ETP Minimum Wage rather than the Standard Hourly Wage. The Panel May Modify the ETP Minimum wage for these trainees if post-retention wages exceed the start-of-training wages. CDS is requesting a wage modification from $24.67 per hour to $20.10 per hour. Approximately 30 General Laborers will need the wage modification.

Commitment to Training

CDS' annual training budget in California is $2,500,000 for it's 27 locations. The Company provides mandatory sexual harassment prevention, safety training, onboarding, and basic computer skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

CDS' Area Director of Human Resources will oversee project administration. Additionally, an HR Manager and department leaders at each facility, will serve as a cross-functional team to handle training coordination, scheduling, and tracking/reporting across all participating locations. The Company has also retained an administrative subcontractor to assist with administrative duties. Training will take place at Company locations throughout the state, and will be delivered by in-house experts and vendors as needed. CDS has a training schedule in place and is prepared to commence training upon contract approval.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET22-0302	05/30/22 - 05/29/24	$599,978	734	815	$351,295 (59%)

ET22-0302: Performance in the prior project was impacted primarily by administrative challenges associated with Human Resources staff reassignments and a reorganization of positions. Since then, the reorganization is complete and the positions are finalized. To strengthen future project performance, the Company has implemented several corrective measures. The proposed project will focus on permanent, full-time employees to ensure participant eligibility requirements are consistently met and accurately tracked throughout the contract term. The Company's internal administrator is now well-versed with the ETP program and will be working with the full support of management. Additionally, this project has been right-sized to not exceed the earning of the prior project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Judith's Training Services	Los Angeles, CA	$35,100
Administrative	Judith's Training Services	Los Angeles, CA	10% of Earned Amount

Training Subcontractors	City, State	Cost	Description of Service
To Be Determined	-	-	-

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Customer Service
- Employee Data Base System
- Priority-Based Selling
- Process and Procedure
- Sales Fundamentals
- Coaching
- Decision Making
- Negotiating
- Strategy
- Teambuilding

Commercial Skills

- 18AB186 – Organic Food Recycling
- AB341 Guidelines and Updates – Recycling
- Absolute Standard Training
- Air Brakes Systems
- Brakes & Hydraulics Systems
- Compost Facility Operations and Equipment
- Compressed Natural Gas Technology & Equipment
- Drive Trains
- Electric Vehicles Fleet Training
- Electrical & Electronic Systems
- Field Operation Development
- Forklift Skills
- General Vehicle Knowledge: Controls, Gears, Brakes, Driving, Inspection
- Heating, Ventilation & Air Conditioning Welding
- Lockout/Tagout
- Organic Line Training
- Pre-Trip Inspection
- Preventive Maintenance
- SB 1383 Specific Requirements (such as Contamination Requirements, Measurements, and Waste Characterization)
- Suspension & Steering
- Vehicle Maintenance, Equipment & Repair
- Vehicle Operation: Side Loaders, Front-End Loaders, Roll-Off Vehicles
- Water Storm Diversion and Testing
- Zero Waste Training

Computer Skills

- Capture – Sales Customer Price Quote Per Yard
- Customer Relationship Management Systems

- Info Pro Database Application System 400
- Rise Tablets

Continuous Improvement Skills

- Contract Requirements for Customer Contamination Monitoring
- Leadership Skills
- One Fleet Huddle
- Process and Procedure
- Product Knowledge
- Route Review Protocols

Hazardous Materials Skills

- Accident & Spill Prevention/Remedy

HazWoper

- HAZWOPER

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

AFFILIATED WITH
THE INTERNATIONAL BROTHERHOOD OF TEAMSTERS
Local Union No. 683

Salesdrivers, Helpers, and Dairy Employees

San Diego and Vicinity, California

1333 E. Madison Ave., El Cajon, CA 92021

Phone (619) 232-7903

GUSTAVO MEZA
President.

EDGAR MOLINA
Secretary-Treasurer

March 18, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

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

Row Labels	Count of Employee ID
Driver - CDL (B)	42
Driver Container	2
Welder	4
Technician Sr.	2
Technician	4
Driver Swing	7
Grand Total	**61**

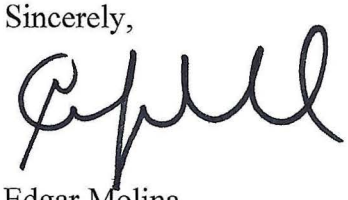
Exhibit E

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

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

Support is provided with the understanding that all training will be conducted in accordance with the Collective Bargaining Agreement and applicable law. Nothing herein shall be construed as a waiver of the Union's rights.

Sincerely,



Edgar Molina
Secretary-Treasurer
Teamsters Local Union No. 683

TEAMSTERS, CHAUFFEURS, WAREHOUSEMEN AND HELPERS LOCAL UNION No. 542

San Diego and Imperial Counties, California
and the City of Yuma, Arizona

Affiliated with

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Jaime Vasquez
Secretary-Treasurer
Dwayne Garrett
President
Mike West
Vice President
Lynda Linville
Recording Secretary
Jennie Griffin
Trustee
Robert Moreno II
Trustee
Abel Salazar
Trustee

March 20, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand the Allied Waste Systems Inc/dba: Republic Services of San Diego and Chula Vista is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:

40	Commercial Helper
6	Container Shop Laborer
8	Container Shop Welder
169	Driver -CDL
2	Maintenance Shop Laborer
28	Maintenance Technicians
2	Maintenance Shop Welder
1	Painter
16	Relief Driver-CDL
272	**Grand Total**

Exhibit E

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

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

Sincerely,

Cesar Silva, csilva@teamsters542.org
Business Agent, Teamster Local 542

DeFrance Printing Co

Training Proposal for:

Cook General Engineering, Inc. dba Cook Engineering, Inc.

Contract Number: ET27-0150

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee SB < 100 SET	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Sacramento	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 70	U.S.: 70	Worldwide: 70
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$169,744

Total ETP Funding
$105,840

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SB < 100 SET Retrainee	63	8-200	0-40	60	$1,680	$33.64

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

Published Minimum Hourly Wage by County: Job Number 1: $33.64 SET Priority Wage	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $2.39	
Fringe Benefits:	The Company offers a comprehensive compensation and benefits package. The Company pays 100% of employee medical, dental, and vision premiums and 25% of dependent coverage. Employees are eligible for a 3% employer 401(k) contribution, paid vacation that increases with tenure, 40 hours of paid sick leave, and eight paid holidays. These benefits support employee retention, career development, and workforce stability.
Wage Progression:	The Company provides multiple opportunities for wage progression. Employees receive annual performance reviews, with merit increases generally ranging from 3% to 6% based on performance and position within the compensation range. Employees in entry-level positions may receive skills based increases every six months, while more experienced employees are generally reviewed annually. The Company also conducts annual market reviews and makes compensation adjustments as needed to maintain competitive wages.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Administration	$31.25 - $43.27	**5**	0	0	5
Shop Staff	$35.00 - $50.00	**5**	0	0	5
Field Crew	$32.00 - $54.00	**42**	0	0	42
Foreman	$54.00 - $60.10	**6**	0	0	6
Project Manager	$36.05 - $88.94	**4**	0	0	4
Superintendent	$79.00 - $79.33	**1**	0	0	1

Introduction

Founded in 2002 and headquartered in Rancho Cordova, Cook General Engineering, Inc. dba Cook Engineering, Inc. (Cook Engineering) (www.cookengineeringinc.com) is a family-owned grading and underground site contractor serving Northern California. The Company provides high-precision, turnkey site preparation and general site-work services for residential, commercial, and industrial projects, including grading, excavation, demolition, underground utility installation, concrete flatwork, and asphalt paving. Training under this proposal will be conducted at the Company's Rancho Cordova headquarters. This will be Cook Engineering's third ETP contract and third within the past five years.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening a California construction employer that provides high-skill, high-wage career opportunities while investing in advanced technologies and workforce development. Training in artificial intelligence, digital construction systems, GPS technologies, advanced equipment, and modern construction methods will enhance employee skills and improve productivity. These investments will enhance Cook Engineering's competitiveness while supporting the continued development of California's skilled construction workforce.

Veterans Program

Although the Company is not seeking a separate Veteran job number, the Company will continue to recruit and identify Veterans to fill job postings and open positions at the company.

Project Details

Building upon prior training in new equipment, construction technology, software, and employee development, this project will focus on the advanced integration of digital systems, artificial intelligence, and field technologies across Cook Engineering's operations. As the Company continues to grow and undertake increasingly complex grading, excavation, underground utility, wastewater, and urban infill projects, employees require additional technical, digital, and safety training to improve project execution and operational efficiency.

The primary focus of the training project will align with Artificial Intelligence (AI) and digital integration. Employees will receive training to integrate existing construction systems and apply AI tools to automate repetitive processes, improve data accuracy, identify information gaps, and streamline workflows. Advanced training in Procore, AGTEK, Heavy Construction System Specialist (HCSS) HeavyJob, HCSS HeavyBid, Bluebeam, GPS tracking technologies, and related applications will strengthen estimating, scheduling, production reporting, project documentation, and cost-to-complete forecasting. Field personnel will also expand their use of mobile technology to access current plans, document progress, communicate project changes, and submit information in real time, reducing paper-based processes, rework, and project delays.

With investments in technology training, cross-training, continuous improvement, and workforce development, Cook Engineering will strengthen employee capabilities while improving project accuracy, safety, cost control, and productivity. The proposed training will prepare employees for career advancement while supporting the Company's continued growth and competitiveness.

Training Plan

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

Business Skills: This training will be offered to all occupations and includes Communication Styles, Cost Control, Customer Service, Financial Analysis, Negotiating, and Operational Skills.

Commercial Skills: This training will be offered to Project Manager, Superintendent, Foreman, Field Crew, and Shop Staff and includes Asphalt Grinding, Blueprint Reading, Construction Practices, Estimating, and Shoring.

Computer Skills: This training will be offered to all occupations and includes Adobe, AGTEK, Artificial Intelligence (AI) for Construction, BlueBeam, GPS Tracking, Heavy Construction System Specialists (HCSS) Heavy Bid, and Heavy Construction System Specialists (HCSS) Heavy Job.

Continuous Improvement Skills: This training will be offered to all occupations and includes Cross Training, Decision Making, Problem Solving, and Process Improvement

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-40 hours of CBT.

Special Employment Training

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

- **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification.

Other Resources

The Company will utilize the Work Opportunity Tax Credit (WOTC) as an additional workforce incentive. The Company anticipates receiving approximately $4,800 in WOTC funding to support eligible workforce development and hiring activities. The WOTC is separate from and will not be used to offset the ETP funded training.

Commitment to Training

Cook Engineering has an annual training budget of approximately $100,000, and its ongoing training includes company orientation, required basic safety training and mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Controller, will oversee administration of this project along with the Human Resource (HR) Administrator to coordinate the scheduling, delivery, and documentation of training. Training will be provided by in-house subject matter experts. The Company has also retained a third party administrator to assist with all project administration.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET24-0248	10/30/23 - 10/29/25	$94,944	70	73	$94,944 (100%)
ET22-0146-000	11/22/21 - 11/21/23	$90,229	67	63	$90,229 (100%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Carrazco LLP, Innovative Tax Solutions	Sacramento, CA	$3,175
Administrative	Carrazco LLP, Innovative Tax Solutions	Sacramento, CA	4% of Earned Amount

Secondary Subcontractor(s)

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Sierra Consulting Services, Inc.	Cameron Park, CA	$7,408
Administrative	Sierra Consulting Services, Inc.	Cameron Park, CA	9% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Fundamentals
- Communication Styles
- Cost Control
- Customer Service
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Coaching
- Employee Engagement
- Essential Skills for Field Supervisor
- Financial Analysis
- Leadership
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Requirements Analysis
- Strategic Planning
- Time Management

Commercial Skills

- Asphalt Grinding
- Backfill
- Blueprint Reading
- Change Order Management
- Compacting
- Compliance with Customer Safety Programs
- Compliance with Underground Service Alert (USA) Requirements
- Concrete Forming
- Construction Practices
- Crisis Management
- Defensive Driving
- Demolition
- Equipment Maintenance/Repair
- Equipment Operation
- Estimating
- Excavating
- Fire Abatement
- Forklift – Powered Industrial Truck Operators
- Grading
- Ground Penetrating Radars

- Hand Tools
- Heavy Machinery
- How to Deal with Public (Public Relations)
- Job Hazard Analysis
- Job Site Preparation / Overview
- Material Handling
- Obtaining and Processing Permits
- Offsite Spoils Disposal
- Onsite Spoils Management
- Paving
- Potholing Operations
- Production Reporting
- Project Documentation
- Project Management
- Proper Rigging of Equipment
- Purchasing Procedures
- Shoring
- Silica Awareness
- Soil Conditions
- Street Print
- Traffic Control and Flagging Operations
- Trenching
- Underground Utility Installation
- USA Ticket Management
- Work Orders

Computer Skills

- Adobe
- AGTEK
- Artificial Intelligence (AI) for Construction
- BlueBeam
- Customer Relationship Management (CRM)
- DOORS & TRUCRS – Air Resource Board Program
- Dun & Bradstreet Systems
- Financial Management System
- Foundation Software
- GPS Tracking
- Heavy Construction System Specialists (HCSS) Heavy Bid
- Heavy Construction System Specialists (HCSS) Heavy Job
- Heavy Construction System Specialists (HCSS) Dispatcher
- Heavy Construction System Specialist (HCSS) E360
- Heavy Construction System Specialist (HCSS) Intelligence
- Heavy Construction System Specialist (HCSS)Plans
- Heavy Construction System Specialists (HCSS) Safety
- Heavy Construction System Specialist (HCSS) Aerial
- Insurance Portal
- iOS (Apple Mobile Operating Software) & iCloud
- Level Set – Prelien

- Microsoft Office (Intermediate/Advanced)
- Microsoft Project
- Ascensus 401(k)
- PINS Advantage Software
- PlanGrid
- Procore
- SQL Server (Management Studio)
- Telematics – Topcon/Trimble (GPS)
- Textura
- Viewpoint Spectrum
- Vibe Board

Continuous Improvement Skills

- Change Management
- Cross Training
- Decision Making
- Meeting Management
- Problem Solving
- Process Improvement
- Production Operations/Workflow
- Production Scheduling
- Quality Measurement Systems
- Systems Failure Analysis
- Team Building
- Visual Controls

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Introduction to OSHA - 1hr.
- Focus 4-Caught-in-Between, Struck By, Falls, Electrocution - 3 hrs.
- Confined Space Entry - 0.5hrs.
- Cranes, Derrick, Hoists, Elevators & Conveyors - 0.5hrs.
- Excavation Safety-Trenching - 0.5hrs.
- Hand & Power Tool Safety - 0.5hrs.
- Fire Extinguisher Safety - 0.5hrs.
- Health Hazards in Construction - 0.5hrs.
- Hazard Communication - 0.5hrs.
- Materials Handling, Storage, Use & Disposal - 0.5hrs.
- Personal Protective Equipment - 0.5hrs.

- Scaffolding - 0.5hrs.
- Silica Hazards - 0.5hrs.
- Stairway & Ladder Safety - 0.5hrs.

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Introduction to OSHA - 1hr.
- Asbestos Awareness for Supervisors - 1.5 hrs.
- Focus 4-Falls, Caught t in-Between, Struck By, Electrocution - 4 hrs.
- Confined Space Entry Permit Required - 0.5hrs.
- Cranes, Derricks, Hoists Elevators & Conveyors - 0.5hrs.
- Emergency Response - 0.5hrs.
- Electrical Safety Awareness - 1 hr.
- Ergonomics Industrial & Office - 0.5hrs.
- Excavation Safety-Trenching - 0.5hrs.
- Fall Prevention - 1 hr.
- Fire Protection & Prevention - 0.5hrs.
- Foundations of Safety Leadership - 1.5 hrs.
- Hand and Power Tool Safety - 1 hr.
- Hazard Communications - 1 hr.
- Hazardous Materials - 1 hr.
- Health Hazards in Construction - 1 hr.
- Injury Illness Prevention Recordkeeping - 1 hr.
- Incident Investigation - 1 hr.
- Lead Awareness & Exposure - 1 hr.
- Managing Safety & Health - 1.5 hrs.
- Materials Handling, Use & Disposal - 1 hr.
- Mental Awareness - 0.5hrs.
- Moving Motor Vehicles - 0.5hrs.
- Noise Exposure-Hearing Conservation - 1 hr.
- Personal Protective Equipment - 2 hrs.
- Signs, Signals, & Barricades - 0.5hrs.
- Powered Industrial Vehicles - 0.5hrs.
- Safety and Health Program - 0.5hrs.
- Scaffolding Safety - 0.5hrs.
- Silica Exposure - 0.5hrs.
- Stairways and Ladders - 0.5hrs.
- Welding and Cutting - 0.5hrs.

Training Proposal for:

Dwayne Nash Industries, LLC dba Kodiak Roofing & Waterproofing, LLC

Contract Number: ET27-0154

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Placer	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No	United Union of Roofers, Waterproofers & Allied Workers - 81	
Number of Employees in:	CA: 165	U.S.: 165	Worldwide: 165
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	1%		

Funding Detail

In-Kind Contribution
$232,596

Total ETP Funding
$145,600

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	130	8-200	0-40	40	$1,120	$24.67

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

Published Minimum Hourly Wage by County: Job Number 1: $24.67 for Placer County	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.67	
Fringe Benefits:	The Company pays 100% of employee only medical coverage and provides $25,000 in employer paid life insurance; dental and vision coverage are available at the employee's expense. The Company also offers a 401(k) plan with a matching contribution of up to 4%. Administrative employees receive 96 hours of PTO beginning immediately, while field employees may earn up to 3.5 weeks. The Company also provides nine paid holidays and one additional discretionary paid day off.
Wage Progression:	The Company conducts annual performance reviews for administrative employees and biannual reviews for field employees, with merit increases of approximately 2%–10% based on performance. Field employees may also qualify for promotions through testing and performance requirements, with opportunities to advance from Entry Level to Field Crew 1, Field Crew 2, and Field Crew 3. Each promotion may result in an hourly increase of approximately $1.00–$2.00, based on qualifications and performance.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Shop/Warehouse	$24.00 - $40.00	**10**	0	1	9
Field Crew	$24.67 - $50.00	**38**	0	2	36
Service	$28.00 - $51.89	**11**	0	0	11
Sales	$40.87 - $57.69	**6**	0	0	6
Project/Construction Management	$30.00 - $72.12	**16**	0	0	16
Roofers	$47.50 - $60.00	**21**	0	0	21
Administration	$30.50 - $90.94	**15**	0	0	15

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Estimating	$40.87 - $88.65	**9**	0	0	9
Manager	$55.48 - $90.94	**4**	0	0	4

Introduction

Founded in 1992 and headquartered in Roseville, Dwayne Nash Industries, LLC dba Kodiak Roofing & Waterproofing, LLC (KR&W) (www.kodiakroofing.com) is a commercial roofing contractor providing roofing, waterproofing, re-roofing, roof maintenance, and metal roofing services throughout Northern California and Nevada. The Company serves general contractors, building owners, and property managers. Training under this proposal will be delivered at the Company's facility in Roseville. This will be KR&W's first ETP Contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening a growing California construction employer that provides high-skill, high-wage career opportunities. As KR&W continues to expand, the Company is investing in workforce development, new equipment, digital platforms, and emerging construction technologies to improve productivity and project delivery. These investments will support employee retention and advancement into higher-skilled positions while strengthening the Company's competitiveness and contributing to the continued development of California's skilled construction workforce.

Veterans Program

Although the Company is not requesting a separate Veteran job number, it actively recruits Veterans through Helmets to Hardhats, which assists transitioning Veterans in obtaining civilian employment. The Company will continue to recruit and identify Veterans to fill job postings and open positions at the company.

Union Support

Twenty-one Roofers are represented by United Union Of Roofers, Waterproofers & Allied Workers, Local Union No. 81. A union support letter is included with the proposal for review.

Project Details

KR&W continues to experience significant business growth, creating increased training needs across the Company. To support this expansion, the Company plans to invest approximately $800,000 in new equipment, including forklifts, scissor lifts, and boom lifts, while adding approximately twenty employees over the next two years. Comprehensive training will prepare employees to safely operate new equipment and strengthen the technical skills required to perform increasingly complex commercial roofing, waterproofing, siding, inspection, and maintenance work. Technical training will further develop employee competencies in blueprint reading, estimating, roof inspections, drone technology, fabrication, and equipment operation.

The training project will also support the Company's transition toward more integrated, technology-driven operations. Employees will receive training on digital systems that connect

field and office functions, including Bluebeam, Procore, PlanGrid, Human Resources Information Systems (HRIS), and Company-specific platforms such as Kodiak Core and Kodiak Documents. Training will emphasize consistent cost coding, field reporting, project documentation, dashboards, and scheduling to improve project visibility, reduce duplicate processes, and strengthen coordination between field and office personnel.

Collectively, the proposed training will improve safety, project quality, operational consistency, technology adoption, and workforce productivity while supporting employee retention, career advancement, and KR&W's continued growth.

Training Plan

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

Business Skills: This training will be offered to all occupations and includes Business Fundamentals, Behavior Style Strategies, Creative Marketing, and Communication Styles.

Commercial Skills: This training will be offered to all occupations and includes Blueprint Reading, Carpentry, Change Order Negotiations, Drone Roof Inspections, Estimating, and Fabrication.

Computer Skills: This training will be offered to all occupations and includes Bluebeam, Human Resources Information System (HRIS), and Kodiak Documents.

Continuous Improvement Skills: This training will be offered to all occupations and includes Production Scheduling, Process Capability, and Time Management.

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-40 hours of CBT.

Alternate Recordkeeping

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

Other Resources

The Company will utilize the Work Opportunity Tax Credit (WOTC) as an additional workforce incentive. The Company anticipates receiving approximately $2,400 in WOTC funding to support eligible workforce development and hiring activities. The WOTC is separate from and will not be used to offset the ETP funded training.

Commitment to Training

KR&W has an annual training budget of approximately $150,000 and ongoing training includes company orientation, required basic safety training and mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Vice President, will oversee administration of this project along with the Human Resource Manager to coordinate the scheduling, delivery, and documentation of training. Training will be provided by in-house subject matter experts. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Sierra Consulting Services, Inc.	Cameron Park, CA	$14,560
Administrative	Sierra Consulting Services, Inc.	Cameron Park, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accounting
- Business Fundamentals
- Behavior Style Strategies
- Creative Marketing
- Customer Service
- Communication Styles
- Company Culture Development
- Cost Control
- Dealing with Difficult People
- Develop Employee Accountability
- Employee Engagement
- Essential Skills for New Supervisor
- Estimating
- Financial Analysis
- Job Costs
- Marketing/Sales Techniques & Strategy
- Negotiating
- Operational Skills
- Organizational Structure Development
- Planning and Organization
- Retaining Customers
- Relationship Building
- Strategic Planning

Commercial Skills

- Blueprint Reading
- Building Systems
- Carpentry
- Change Order Negotiations
- Compliance Requirements
- Construction Practices
- Contract Administration
- Crisis Management
- Drone Roof Inspections
- Equipment Operations
- Estimating
- Fabrication
- Fall Protection & Harness Systems
- Field Reporting
- Flashing, Sealing and Waterproofing Techniques
- Forklift/Scissor Lift/Boom Lift

- Handling Solar Panels
- Incident Reporting
- Insulation
- Insurance
- Ladders
- Lock Out/Tag Out
- Permits
- Planning and Scheduling
- Product Knowledge
- Project Management
- Project Requirements Analysis and Specifications
- Renovation, Repair, & Patch
- Roof Access Procedures
- Roof Inspections & Quality Control
- Roof Systems and Enhancements
- Roof Tear-Off and Installation
- Scaffolding
- Siding
- Tool Operation
- Unit Cost Tracking
- Weatherproofing
- Work Order Processing

Computer Skills

- Artificial Intelligence (AI)
- Adobe Premier
- Bluebeam
- Building Information Modeling (BIM)
- Computer Aided Design (CAD)
- Enterprise Resource Planning (ERP)
- Google Suite
- Human Resources Information System (HRIS)
- Illustrator
- In-Design Software
- Kodiak Core
- Kodiak Documents
- Lightroom
- Microsoft Intermediate and Advanced Suite
- Plangrid
- Procore
- Projections
- Revit Architecture Fundamentals
- Social Media – LinkedIn
- VM Ware
- Website Maintenance

Continuous Improvement Skills

- Creating a Quality Organization
- Cross Training
- Coaching Procedures
- Communication Skills
- Change Management
- Decision Making
- Effective Meetings for Leaders
- How to Coach and Mentor
- Leadership
- Problem Solving
- Process Improvement
- Production Scheduling
- Production Operations/Workflow
- Project Management
- Process Capability
- Quality Measurement Systems
- Teamwork Development Skills
- Time Management

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Introduction to OSHA - 1 hour
- Focus 4-Caught-in-Between, Struck By, Falls, Electrocution - 3 hours
- Confined Space Entry - 30 minutes
- Cranes, Derrick, Hoists, Elevators & Conveyors - 30 minutes
- Excavation Safety-Trenching - 30 minutes
- Hand & Power Tool Safety - 30 minutes
- Fire Extinguisher Safety - 30 minutes
- Health Hazards in Construction - 30 minutes
- Hazard Communication - 30 minutes
- Materials Handling, Storage, Use & Disposal - 30 minutes
- Personal Protective Equipment - 30 minutes
- Scaffolding - 30 minutes
- Silica Hazards - 30 minutes
- Stairway & Ladder Safety - 30 minutes

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Introduction to OSHA - 1 hour
- Asbestos Awareness for Supervisors - 1.5 hours
- Focus 4-Falls, Caught In-Between, Struck By, Electrocution - 4 hours
- Confined Space Entry Permit Required - 30 minutes
- Cranes, Derricks, Hoists Elevators & Conveyors - 30 minutes
- Emergency Response - 30 minutes
- Electrical Safety Awareness - 1 hour
- Ergonomics Industrial & Office - 30 minutes
- Excavation Safety-Trenching - 30 minutes
- Fall Prevention - 1hour
- Fire Protection & Prevention - 30 minutes
- Foundations of Safety Leadership - 1.5 hours
- Hand and Power Tool Safety - 1 hour
- Hazard Communications - 1 hour
- Hazardous Materials - 1 hour
- Health Hazards in Construction - 1 hour
- Injury Illness Prevention Recordkeeping - 1 hour
- Incident Investigation - 1 hour
- Lead Awareness & Exposure - 1 hour
- Managing Safety & Health - 1.5 hours
- Materials Handling, Use & Disposal - 1 hour
- Mental Awareness - 30 minutes
- Moving Motor Vehicles - 30 minutes
- Noise Exposure-Hearing Conservation - 1 hour
- Personal Protective Equipment - 2 hours
- Signs, Signals, & Barricades - 30 minutes
- Powered Industrial Vehicles - 30 minutes
- Safety and Health Program - 30 minutes
- Scaffolding Safety - 30 minutes
- Silica Exposure - 30 minutes
- Stairways and Ladders - 30 minutes
- Welding and Cutting - 30 minutes

United Union of Roofers,
Waterproofers and Allied Workers
AFFILIATED WITH AFL-CIO AND BUILDING AND CONSTRUCTION TRADES DEPARTMENT

Local Union No. 81

253

2840 El Centro Road • Suite 117 • Sacramento, California 95833 (916) 646-6754

April 28, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Kodiak Union Roofing Services is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 12 Current Journeyman Roofers and 9 Foreman.

Exhibit E

The Roofers & Waterproofers Union Local #81 has received a Notice of Intent to train Collective Bargaining agreement represented workers. In accordance with ETP regulation 4404, the Notice of Intent contained the information regarding the proposed training, the impacted employee population, the labor organization opportunity to participate in the agreement's development, and the effective date of the application.

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

Sincerely,

Morgan Nolde
Business Manager
Roofers & Waterproofers Union Local #81

Training Proposal for:

Erickson-Hall Construction Co.

Contract Number: ET27-0133

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SET	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Imperial, Orange, Riverside, San Diego	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 230	U.S.: 230	Worldwide: 230
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$205,200

Total ETP Funding
$94,500

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SET Retrainee	135	8-200	0-0	25	$700	$33.64

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

Published Minimum Hourly Wage by County: Job Number 1: $33.64 for SET Priority Wage
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $2.50

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Administrative Staff	$31.14 - $48.00	**25**	0	0	25
Estimator	$31.14 - $48.00	**10**	0	0	10
Project Lead	$31.14 - $50.00	**25**	0	0	25
Frontline Superintendent	$31.14 - $50.00	**10**	0	0	10
Operations Staff	$31.14 - $50.00	**34**	0	0	34
Project Manager	$31.14 - $55.00	**31**	0	0	31

Introduction

Founded in 1998 and headquartered in San Diego, Erickson-Hall Construction Co. (EHCC) (www.ericksonhall.com) is a commercial construction company providing comprehensive construction services throughout Southern California, including preconstruction, general contracting, construction management, design-build, design-assist, lease-leaseback, and program management. The Company primarily works with municipal clients that need community infrastructure projects designed and built for education, public safety, and civic purposes. Training will take place at EHCC's locations in Escondido, Santa Ana, Riverside and El Centro. This will be the Company's third ETP contract and second within the past five years.

Veterans Program

Although the Company does not have a formal veteran hiring program, EHCC encourages veterans to apply for employment opportunities.

Project Details

Previous training efforts focused on implementation of EHCC's Procore project management system; however, this proposal will expand employee capabilities in digital construction technologies. This next phase of training will build upon previous technology investments while strengthening the knowledge, skills, and abilities needed to support successful project delivery.

The construction industry continues to evolve through rapid advances in digital construction technologies, increased project complexity, sustainability initiatives, and higher client expectations. To remain competitive, EHCC must continually strengthen employee skills while expanding the use of technology-driven construction practices that improve collaboration, productivity, quality, and project execution.

This project builds upon the Company's previous investments in construction technology by providing advanced training in Building Information Modeling (BIM), Revit, PlanGrid, Virtual Design and Construction (VDC), and other digital project management tools that support more efficient planning, communication, and field coordination. Training will also enhance employee knowledge of sustainable construction practices, documentation and reporting, energy-efficient construction methods, regulatory compliance, and continuous improvement strategies.

The proposed training will equip trainees with the technical and operational skills necessary to successfully manage increasingly complex commercial construction projects. By expanding technology proficiency, strengthening workforce capabilities, and supporting knowledge transfer as experienced employees retire, training will improve operational efficiency, increase productivity, promote employee retention, and position the Company for continued long-term growth.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training topics include Communication Skills, Leadership, and Project Management.

Commercial Skills: Training will be offered to Project Leads, Project Managers, Frontline Superintendents, Estimators and Operations Staff. Training topics include Documentation and Reporting, Energy-Efficient Construction Practices, and Green Construction.

Computer Skills: Training will be offered to all occupations. Training topics include Revit Application, Building Information Modeling, and Virtual Design and Construction.

Continuous Improvement Skills: Training will be offered to all occupations. Training topics include Lean Techniques, Process Improvement, and Project Planning and Delivery.

Hazardous Materials Skills: Training will be offered to Project Leads and Frontline Superintendents. Training topics include Safe Handling and Reporting and Hazardous Chemical/Materials Management.

Certified Safety Training

OSHA 10/30: This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also

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

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification.

High Unemployment Area

Some trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Imperial County is 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 post-retention wages exceed the start-of-training wages. However, the Company is not requesting a wage modification.

Commitment to Training

EHCC's annual training budget is approximately $125,300 across its four locations. Ongoing training includes company orientation, required basic safety training and any mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

EHCC's Learning and Talent Development Manager will oversee administration of the project, supported by the office of Human Resources and staff at each location. Training will be delivered by in-house experts and, as needed, external vendors. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET23-0215	12/19/22 - 12/18/24	$209,300	200	174	$100,623 (48%)

ET23-0215: Performance under the previous ETP contract was impacted by workforce constraints, shifting project priorities, increased operational demands, and the retirement of experienced employees, which limited the Company's ability to fully administer and complete planned training initiatives.

To address these challenges, EHCC implemented several administrative and operational improvements designed to strengthen future training projects. The Company established a dedicated Learning and Talent Development position responsible for overseeing a standardized training program, coordinating training activities, and supporting workforce development across all participating locations. Internal processes were enhanced through improved project oversight, scheduling, accountability, and employee progress tracking to ensure training participation is effectively managed and documented. These corrective actions have created a more structured and sustainable training infrastructure that better aligns workforce development activities with business operations. In addition, the proposed project has been right sized to not exceed the previous contract's earnings.

Subcontractors

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

Training Subcontractors	City, State	Cost	Description of Service
To Be Determined	-	-	-

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Accountability
- Accounting Fundamentals
- Client Relations
- Communication Skills
- Conflict Resolution
- Design Build Budgeting
- Emotional Intelligence
- Job Costing
- Leadership
- Marketing and Business Development
- Negotiation
- Presentation Skills
- Product Knowledge
- Project Management
- Decision Making
- Time Management & Prioritization
- Sales Pitching Skills
- Sales Fundamentals
- Train the Trainer

Commercial Skills

- Change Order Management
- Claims Management
- Contract Fundamentals
- Contract Structures
- Construction Planning & Constructability
- Crane Operation
- Documentation and Reporting
- Energy-Efficient Construction Practices
- Estimating
- Equipment Operations
- Field Operational Procedures
- Green Construction
- Installation Techniques
- Labor Compliance Management
- Materials Ordering, Handling and Storage
- Request for Information Process
- Scaffold, Signs, Signals and Barricades
- Site Procedures/Logistics
- Storm Water Pollution Prevention Program
- Supplier Diversity
- Sustainable Practices
- Trenching/Excavation
- Underground Utility

- Walk Through Procedures
- Workzone Traffic Control
- Workflow/Work Practices
- Jobsite Awareness
- Risk Management

Computer Skills

- Asset Management Software
- Blue Beam Revu Application
- Building Information Modeling
- BUILDR Customer Relationship Management
- Dashboard and Reporting
- Field Building Industry Management
- Financial Accounting Software
- InDesign Application
- Job Management System
- Microsoft Project Management
- PlanGrid Application
- Revit Application
- Procore Construction Management
- Smartsheet Management
- Scheduling Software
- Timekeeping System
- Virtual and Augmented Reality
- Virtual Design and Construction
- Miter Accounting Software
- Ediphi Estimating Software

Continuous Improvement Skills

- Goal Setting
- Lean Techniques
- Performance Improvement
- Process Improvement
- Productivity Improvement
- Project Planning and Delivery
- Quality Control
- Teamwork
- Zero Waste

Hazardous Materials Skills

- Safe Handling and Reporting
- Hazardous Chemical/Materials Management

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Training Proposal for:

Flint Design Build, LLC dba Hummingbird Buildings

Contract Number: ET27-0158

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Alameda, Placer, San Diego, Santa Clara	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No	Carpenters 46 Northern California Counties Conference Board	

Number of Employees in:	CA: 227	U.S.: 227	Worldwide: 229
Turnover Rate:	13%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$439,557

Total ETP Funding
$185,920

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SET Retrainee	166	8-200	0-40	40	$1,120	$35.00

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

Published Minimum Hourly Wage by County: Job Number 1: $33.64 SET Statewide Modified Wage	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.00	
Fringe Benefits:	The Company offers a comprehensive benefits package that includes discretionary performance-based bonuses, sales commissions up to 10%, and substantial employer-paid health coverage that can cover 100% of vision, 78–84% of medical, and 70% of dental for employees and their families. Employees receive fully paid disability and term life insurance equal to twice their salary, along with a 4% company match in the 401(k) plan and participation in a profit-sharing program. Paid time off includes two weeks of PTO, two weeks of sick time, and 11 paid holidays annually.
Wage Progression:	The Company conducts annual performance reviews that include merit-based pay increases of approximately 3% to 5%.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Operations/Maintenance	$35.00 - $85.72	**14**	0	0	14
Carpenters	$40.91 - $88.45	**57**	0	0	57
Drywall/Lathers	$61.63 - $73.71	**16**	0	0	16
Project Managers/Estimators	$38.62 - $102.74	**35**	0	0	35
Administration	$36.00 - $125.00	**27**	0	0	27
Superintendents	$61.89 - $121.15	**17**	0	0	17

Introduction

Established in 2021 and headquartered in Roseville, Flint Design Build, LLC dba Flint Hummingbird Buildings (Hummingbird Buildings) (www.hummingbirdbuildings.com) is a commercial and industrial construction company specializing in design-build, general contracting, construction management, and prefabricated modular construction. The Company

delivers innovative building solutions for educational institutions, government agencies, healthcare facilities, civic organizations, and commercial customers. Training under this proposal will be conducted at the Company's headquarters in Roseville. This will be Hummingbird Buildings' first ETP contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening California's construction workforce through training in advanced technologies, innovative construction methods, and high-skill occupations. By investing in workforce development and modern construction practices, the training project will enhance employee retention, strengthen the Company's competitiveness, and support continued innovation within California's construction industry.

Veterans Program

Although Hummingbird Buldings does not have a formal Veteran outreach program in this project, the Company welcomes and encourages Veterans to apply for employment through its standard Company hiring process.

Union Support

The 80 trainees under the occupation titles of Carpenters (57), Drywall/Lathers (16) and Superintendents (7) in this proposal are represented by Carpenters 46 Northern California Counties Conference Board. A union support letter is included with the proposal for review.

Project Details

Hummingbird Buildings is undergoing a significant digital and operational transformation as it expands the use of prefabrication, automation, artificial intelligence, and integrated construction technologies. To successfully implement these advancements, employees require comprehensive training that strengthens digital proficiency, technical construction skills, and cross-functional collaboration across design, estimating, fabrication, project management, and field operations. The proposed training will prepare employees to utilize new enterprise and project management systems, Building Information Modeling (BIM), Autodesk Construction Cloud, Bluebeam, Revizto, Vista Viewpoint, scheduling applications, and AI-enabled construction tools. Employees will learn to work within shared digital environments, analyze project data, automate workflows, improve estimating and scheduling, coordinate design changes, and apply predictive information to project decision-making. Field employees will also receive hands-on training in drones, digital mapping, robotics, and related technologies that improve data collection, layout accuracy, project coordination, and jobsite productivity.

As the Company expands its prefabrication capabilities, employees will receive specialized technical training in CNC machining, fabrication equipment, cranes and rigging, structural components, panel fabrication, and other production technologies. Training will help employees integrate prefabricated components with design and field installation requirements while improving production efficiency, quality control, and workplace safety. Leadership development will complement technical training as employees advance into supervisory and management positions. Through comprehensive training in technical skills, technology, and leadership development, Hummingbird Buildings will improve productivity, quality, workforce flexibility, and operational efficiency while creating opportunities for employee advancement and supporting continued growth in modern construction.

Training Plan

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

Business Skills: Training will be provided to all occupations and training topics include Business Communication, Design-Build Delivery Fundamentals and Product Knowledge.

Commercial Skills: Training will be provided to all Carpenters, Drywall/Lathers, Operations & Maintenance, Project Management/Estimators, and Superintendent occupations and training topics include Assembly Process Control, Concrete Forming and Robotics Skills & Development.

Computer Skills: Training will be provided to all occupations and training topics include Artificial Intelligence Tools in Construction, Operations Planning Control (OPC) Scheduling and Vista Viewpoint.

Continuous Improvement Skills: Training will be provided to all occupations and training topics include Process Improvement, Production Scheduling and Systems Failure Analysis.

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-40 hours of CBT.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification.

Commitment to Training

Hummingbird Buildings' annual training budget in California is $100,000. The Company is committed to providing training to staff such as new-hire orientation, leadership, legally mandated training, and extensive training in safety. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The ETP project will be overseen by the Company's Senior Office Manger along with the Safety Manager who will assist with collection of training records and entering hours into the ETP System. The Company's Operation Manager along with several Managers/Supervisors will coordinate and deliver training, secure signatures and rosters. The Company plans to primarily use in house trainers and vendors as needed. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Carrazco LLP, Innovative Tax Solutions	Sacramento, CA	$5,400
Administrative	Carrazco LLP, Innovative Tax Solutions	Sacramento, CA	4% of Earned Amount

Secondary Subcontractor(s)

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Sierra Consulting Services	Cameron Park, CA	$12,600
Administrative	Sierra Consulting Services	Cameron Park, CA	9% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Building High-Performance
- Business Communication
- Change Management in Construction
- Client Relationship Management
- Coaching & Mentorship Skills
- Cross-Node Collaboration / Knowledge Sharing
- Data-Driven Decision-Making
- Design-Build Delivery Fundamentals
- Develop Employee Accountability
- Effective Meeting Facilitation
- Leadership Presence
- Environmental Stewardship on Jobsites
- Field Technology Tools (ACC, Bluebeam, Revizto)
- Jobsite Lean Logistics & Material Flow
- Leadership & Employee Coaching
- Lean Construction Principles
- Lean Pull Planning / Last Planner System
- Operational Playbook Development
- Organizational Structure Development
- Prefabrication & Modular Coordination
- Product Knowledge
- Progressive Design-Build Process Mapping
- Quality Assurance/Quality Control for Design Coordination (BIM Clash Review)
- Site Safety Leadership
- Strategic Planning Workshop Facilitation
- Strategic Procurement & Vendor Negotiation

Commercial Skills

- Assembly Process Control
- Band Saw
- Carpentry
- Chop Saw
- Computer Numeric Control (CNC) Machining: (CNC Machine Operation, Drills, Lathes, Milling Machines, Grinders)
- Concrete Forming
- Construction Job Site Logistics/Sequencing
- Construction Practices
- Crisis Management
- Digital Tools
- Drill Press Machines
- Drones-Aerial Photography

- Drywalling
- Electrical Overview
- Forklift/Scissor Lift
- Ground Penetrating System
- Hummingbird Architectural Installation
- Iron Worker
- Laser Cutting/Leveling
- Lathes, Milling Machines, Grinders
- Lock Out/Tag Out
- Machine Maintenance
- Machine Operation
- Mag Drill
- Managing Subcontractors
- Mandrel Bender
- Metal Wall Framing Table
- Miscellaneous Metals Fabrication
- Off-Site Spoils Management
- Panel Fabrication
- Plan Reading
- Planning and Scheduling
- Plasma Cutter
- Prefabrication Walls
- Profile Roller
- Quality Control
- Rigging and Signaling
- Robotics Skills & Development
- Scaffolding
- Shipping/Receiving
- Shop Drawing Quality Control (QC)
- Shop Hand Tools
- Steel Beam Operation
- Structural Concrete Fabrication
- Surveying
- Tool Operations
- Trenching
- Underground Service Alert (USA) Ticket Management
- Welding Machines
- Window Installation

Computer Skills

- 3-Dimensional Modeling
- Artificial Intelligence Tools in Construction
- Autodesk Construction Cloud (Docs, Build, Cost)
- Autodesk/Auto Computer Aided Design (CAD)
- Bluebeam Revu for Estimating & RFIs
- Building Information Modeling (BIM)
- Employee Portal
- Foundry for Task Systems

- Intermediate/Advanced Microsoft Office
- Operations Planning Control (OPC) Scheduling
- Oracle Primavera P6 Schedule Fundamentals
- Revizto
- Vista Viewpoint

Continuous Improvement Skills

- (5S)Sort, Set in Order, Shine, Standardize and Sustain
- Continuous Feedback in Performance Management
- Creating a Quality Organization
- Cross Training
- Decision Making
- Feedback Loops & Lessons Learned Implementation
- Flint Flywheel
- Kaizen Facilitation
- Lean Manufacturing
- Operational Auditing
- Operating System (OS) Overview
- Peer Group Facilitation
- Problem Solving
- Process Improvement
- Production Operations/workflow
- Production Scheduling
- Quality Measurement Systems
- Root Cause Analysis
- Standard Work Creation & Visual Task Mapping
- Statistical Process Control
- Systems Failure Analysis
- 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:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Introduction to OSHA (1hr)
- Focus 4-Caught-in-Between, Struck By, Falls, Electrocution (3 hrs)
- Confined Space Entry (30 mins)
- Cranes, Derrick, Hoists, Elevators & Conveyors (30 mins)
- Excavation Safety-Trenching (30 mins)
- Hand & Power Tool Safety (30 mins)

- Fire Extinguisher Safety (30 mins)
- Health Hazards in Construction (30 mins)
- Hazard Communication (30 mins)
- Materials Handling, Storage, Use & Disposal 30 mins.
- Personal Protective Equipment (30 mins)
- Scaffolding (30 mins)
- Silica Hazards (30 mins)
- Stairway & Ladder Safety (30 mins)

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Introduction to OSHA (1hr)
- Asbestos Awareness for Supervisors (1.5 hrs)
- Focus 4-Falls, Caught in-Between, Struck By, Electrocution (4 hrs)
- Confined Space Entry Permit Required (30 mins)
- Cranes, Derricks, Hoists Elevators & Conveyors (30 mins)
- Emergency Response (30 mins)
- Electrical Safety Awareness (1hr)
- Ergonomics Industrial & Office (30 mins)
- Excavation Safety-Trenching (30 mins)
- Fall Prevention (1hr)
- Fire Protection & Prevention (30 mins)
- Foundations of Safety Leadership (1.5 hrs)
- Hand and Power Tool Safety (1hr)
- Hazard Communications (1hr)
- Hazardous Materials (1hr)
- Health Hazards in Construction (1hr)
- Injury Illness Prevention Recordkeeping (1hr)
- Incident Investigation (1hr)
- Lead Awareness & Exposure (1hr)
- Managing Safety & Health (1.5 hrs)
- Materials Handling, Use & Disposal (1hr)
- Mental Awareness (30 mins)
- Moving Motor Vehicles (30 mins)
- Noise Exposure-Hearing Conservation (1hr)
- Personal Protective Equipment (2 hrs)
- Signs, Signals, & Barricades (30 mins)
- Powered Industrial Vehicles (30 mins)
- Safety and Health Program (30 mins)
- Scaffolding Safety (30 mins)
- Silica Exposure (30 mins)
- Stairways and Ladders (30 mins).
- Welding and Cutting (30 mins)

CARPENTERS
46 Northern California Counties Conference Board

CHRIS PEDROZA
Executive Director

January 7, 2026

California State Employment Training Panel
1100 J Street., Suite 400
Sacramento, CA 95814

RE: Employment Training Panel (ETP) Funding

Dear Panel Members,

We understand that Flint Design Build, LLC is requesting State of California Employment Training Panel (ETP) funding. Flint Design Build, LLC 's annual training program as pertaining to our union members has our support. The approximate number of trainees is 80 current employees including: Journeyman Carpenters, Journeyman Drywall/Lathers, Foreman Carpenters, and Superintendents. We hereby assert the following:

EXHIBIT E

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

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

Please be advised that the Carpenters 46 Northern California Counties Conference Board is in full support of such request based on the understanding and assurance that affected employees will be compensated as per our collective bargaining agreement.

Should you have any questions regarding this matter, please feel free to contact this office.

Sincerely,

Chris Pedroza
Executive Director

CP:ae

Training Proposal for:

Forward BMH, Inc. dba Forward Family Services

Contract Number: ET27-0159

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Retrainee SB < 100 SET	Industry Sector(s):	Health Care and Social Assistance
		Priority Industry:	☐ Yes ☒ No
Counties Served:	Fresno	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 44	U.S.: 44	Worldwide: 44
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$250,000

Total ETP Funding
$130,592

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	HUA SB < 100 SET Retrainee	44	8-200	0-0	106	$2,968	$20.00

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

Published Minimum Hourly Wage by County: Job Number 1: $18.50 per hour for Fresno County	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.00	
Fringe Benefits:	The Company provides a comprehensive fringe benefits package, including medical, dental, and vision coverage averaging $4,500 annually per full-time employee, six paid holidays, and up to 64 hours of paid vacation annually. Payroll taxes and administrative costs add approximately 5% of salary, resulting in an estimated total fringe benefit cost of approximately 19% of salary, or $9,900 annually based on an average full-time salary of $52,000.
Wage Progression:	The Company's wage progression approach supports career advancement through promotions, merit-based compensation, and educational and credential milestones. For hourly employees, wages have increased by approximately $1 per year, while all employees receive an annual cost-of-living increase of 1-3% and an annual merit-based compensation review, with merit-based wage increases and promotion-related increases from approximately 5-10%, depending on the employee's role and performance.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - HUA, SET, Retrainee					
Behavioral Technician Supervisor (Frontline)	$20.01 - $22.00	**14**	0	14	0
Clinical Behavioral Supervisor (Frontline)	$22.00 - $28.00	**8**	0	4	4
Administrative Staff	$20.00 - $45.00	**9**	4	1	4
Licensed Clinician	$25.01 - $40.00	**12**	0	0	12
Owner	N/A	**1**	0	0	1

Introduction

Founded in 2017 and headquartered in Fresno, Forward BMH, Inc. dba Forward Family Services (Forward Family Services) (www.fwdfam.com) is an integrative behavioral healthcare provider specializing in evidence-based services for children and youth diagnosed with autism spectrum disorder and related conditions. Applied Behavior Analysis (ABA) serves as the foundation for programs that include early intervention, adolescent and teen transition services, parent education, sibling sessions, and social skills development. The Company collaborates with physicians, school psychologists, speech-language therapists, marriage and family counselors, local school districts, and regional service providers to deliver coordinated care throughout Central California.

Training under this proposal will be conducted at the Company's two Fresno locations. This will be Forward Family Services' fourth ETP training proposal and third within the past five years.

ETP Priority 10200(b)

The proposed project supports ETP priorities by addressing the growing demand for qualified behavioral health professionals while creating structured pathways for employees to advance from entry-level positions into higher-skilled, credentialed, and licensed roles. The training project will also expand Forward Family Services' capacity to serve underserved and diverse populations throughout Central California while supporting partnerships with schools, regional centers, and other community providers. Through comprehensive workforce development, the training project will strengthen employee retention, and support long-term career and wage advancement.

Veterans Program

Although there is no Veteran component in this proposal, Forward Family Services employs Veterans through its normal hiring practices.

Project Details

Building upon prior ETP-funded training in ABA services, respite care, in-home parent training, and crisis intervention, this project will focus on advanced assessment and treatment practices, clinical quality, workforce competency, regulatory compliance, and new technologies. Training is necessary to ensure employees possess the clinical knowledge, professional judgment, and operational skills required to respond to increasingly complex client needs and evolving behavioral health service requirements.

Continual changes in state regulations, insurance and payer requirements, ABA best practices, documentation standards, and service delivery models require ongoing workforce development. Employees providing services across home, school, and community settings will receive training in behavioral assessment, treatment planning and implementation, crisis prevention and response, clinical documentation, and regulatory compliance. Training will also address business and software systems, including Google Workspace, Rethink Practice Management, and Paylocity, to improve service coordination, reporting, and operational efficiency. These evolving requirements have expanded the technical competencies needed within existing clinical roles, including updated assessment, documentation, treatment planning, payer, and parenting training expectations. The proposed 106-hour weighted average per trainee provides the additional training time needed to develop and apply these competencies beyond the approximately 86 hours provided per trainee in the previous ETP contract.

Training will be tailored to each occupational group. Licensed Clinicians will receive advanced instruction in assessment, treatment planning, clinical oversight, documentation, and payer requirements. Clinical Behavioral Supervisors and Behavioral Technicians will strengthen competencies in ABA implementation, crisis management, documentation, and treatment fidelity, while Administrative Staff will receive training in service coordination, reporting, payer processes, and privacy requirements.

This training project will improve clinical and operational performance, documentation quality, technology proficiency, and leadership capacity while supporting employee retention, internal advancement, and the Company's ability to meet growing demand for behavioral health services throughout Central California.

Training Plan

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

Business Skills: Training will be offered to all occupations. Training topics include Crisis Communication & Incident Reporting, Leadership Skills, and Service Coordination.

Commercial Skills: Training will be offered to all occupations. Training topics include Behavioral Theory & Clinical Application, Intervention & Skill Acquisition Strategies, and Quality Assurance, Treatment Integrity & Fidelity.

Computer Skills: Training will be offered to all occupations. Training topics include Google Workspace, Paylocity, and Rethink Practice Management.

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 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company’s locations in Fresno Country 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. Forward Family Services requests a wage modification from $44.85 per hour to $24.67 per hour for trainees in Job Number 1.

Forward Family Services requests an additional wage modification for trainees in Job Number 1 from $24.67 per hour to $20.00 per hour. Approximately 4 Administrative Staff will need the wage modification.

Commitment to Training

Forward Family Services has an annual training budget of approximately $100,000 across its two locations and its ongoing training includes company orientation, required basic safety training, and any mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Chief Operating Officer will oversee project administration, supported by the Clinical Director, a three-person Human Resources team, and designated staff at each location who will coordinate the scheduling, delivery, and documentation of training across its facilities. Forward Family Services has identified ten in-house trainers to deliver the training and has also retained the services of an administrative subcontractor to assist with the administration of this project.

Prior AB118 Performance or COVID Performance

Forward BMH has a prior ETP Contract (ET21-0232) under the COVID Pilot Project with a term of December 14, 2020 to December 13, 2022 which earned $74,000 or 74% of the Contract amount.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET24-0174	08/28/23 - 08/27/25	$106,720	58	54	$106,720 (100%)
ET21-0317-000	06/28/21 - 06/27/23	$147,200	80	55	$144,851 (98%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Propel Consulting Group	El Dorado Hills, CA	$5,000
Administrative	Propel Consulting Group	El Dorado Hills, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Clinical Staffing & Scheduling Management
- Conflict Resolution & Team Communication
- Crisis Communication & Incident Reporting
- Equity and Access to Services
- Financial Management, Budgeting & Billing
- Healthcare Policy, Authorization, and Service Navigation
- Insurance and Medi-Cal Funding Stream Management
- Insurance Reporting
- Key Performance Indicator Tracking
- Leadership Skills
- Organizational Behavior Management Foundations
- Privacy Compliance
- Quality Measurement & Performance
- Payer/Insurance Processes and Audit Preparation
- Professional Reporting & Documentation
- Scheduling
- Service Authorization & Utilization Review Practices
- Service Coordination
- Strategic Planning for Clinical Service Expansion

Commercial Skills

- Acceptance and Commitment Therapy (ACT)
- Applied Behavior Program Development and Implementation
- Assessment & Functional Behavior Assessment
- Basic Needs Child Care
- Behavioral Theory & Clinical Application
- Behavior Reduction, Prevention & Safety Strategies
- Clinical Analysis Data-Based Decision Making
- Clinical Documentation & Note-Writing Standards
- Clinical Judgement, Sensitivity & Professional Practice
- Crisis Prevention, De-Escalation & Management
- Curriculum & Program Development
- Diagnostic Assessment & Clinical Formulation
- Ethical Decision-Making & Professional Practice
- Interventions & Skill Acquisition Strategies
- Medical Necessity & Treatment Planning
- Naturalistic Teaching, Generalization & Maintenance
- Parent Coaching & Family Engagement
- Post-Crisis Debriefing, Documentation & Staff Support
- Precision Teaching & Fluency-Based Instruction
- Quality Assurance,Treatment Integrity & Fidelity

- Reinforcement & Motivating Operations
- Risk Assessment & Safety Planning
- Social Skills Group Design and Implementation
- Trauma-Informed Applied Behavioral Analysis Practice
- School-Based Applied Behavioral Analysis Practice

Computer Skills

- Artemis Practice Management
- Artificial Intelligence Tools for Clinical Documentation/Workflow
- Best Notes Software
- Canva
- Google Workspace
- Microsoft Office and Windows (Intermediate/ Advanced)
- Mobile Devices
- Paylocity
- Rethink Practice Management
- Simple Practice Software
- Skype
- Zoom

Training Proposal for:

Kings Oil Tools, Inc.

Contract Number: ET27-0155

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Retrainee SET	Industry Sector(s):	Real Estate and Rental and Leasing
		Priority Industry:	☐ Yes ☒ No
Counties Served:	Fresno, Kern, Los Angeles, Monterey, San Luis Obispo	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 244	U.S.: 244	Worldwide: 244
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$223,000

Total ETP Funding
$184,800

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	HUA SET Retrainee	204	8-200	0-0	35	$840	$21.00
2	SET Retrainee	16	8-200	0-0	35	$840	$44.85

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

Published Minimum Hourly Wage by County:
Job Number 1: $18.50 per hour for Kern, Fresno, and Monterey Counties
Job Number 2: $44.85 per hour Statewide Average Wage

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $0.00
Job Number 2: $2.50

Fringe Benefits: The Company Inc. provides a comprehensive benefits package that covers 100% for medical, dental and vision. In addition, the Company provides paid vacation, sick pay, 401k, vehicle allowance, and fuel card.

Wage Progression: The wage progression strategy for the Company is based on a performance driven, equitable approach that rewards contribution, growth, and potential. Employees receive an annual wage increase through a structured performance review process. Pay increases can also be earned by the employee taking advantage of training and cross training classes to increase their skill set and make themselves a more integral part of the workforce. This process allows for merit-based increase of 3-5% annually. The Company is also committed to upward mobility and creating pathways for advancement.

Wage Range by Occupation

Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - HUA, SET, Retrainee					
Shop	$21.00 - $35.00	**22**	0	8	14
Foam Unit Operator	$25.01 - $35.00	**10**	0	0	10
Rig Hand	$25.01 - $35.00	**39**	0	0	39
Rig Operator	$25.50 - $36.00	**22**	0	0	22
Vacuum Truck Operator	$25.01 - $37.00	**15**	0	0	15
Coiled Tubing Operator	$25.01 - $40.00	**24**	0	0	24
Tool Technician	$30.00 - $40.00	**19**	0	0	19
Mechanics	$25.01 - $45.00	**9**	0	0	9

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Relief Rig Operator	$30.00 - $45.00	**8**	0	0	8
Frontline Manager/Supervisor	$30.00 - $60.00	**30**	0	0	30
Safety	$35.00 - $55.00	**6**	0	0	6
JOB NUMBER 2 - SET, Retrainee					
Relief Rig Operator	$42.35 - $45.00	**3**	0	0	3
Administration	$42.35 - $45.00	**5**	0	0	5
Frontline Manager/Supervisor	$42.35 - $60.00	**8**	0	0	8

Introduction

Founded in 1982 and headquartered in Paso Robles, Kings Oil Tools, Inc. (Kings Oil Tools) (www.kingsoiltools.com), is a oilfield and well-servicing company that provides specialized oilfield equipment and services throughout California. The Company offers down-hole services, fishing tools, rental equipment, and turnkey well abandonments to perform well-servicing work and minor workover. The company's rental inventory includes 80–120 ton power swivels, high-pressure kill pumps, high- and low-volume foam tanks, and poly tanks. Their customer-base includes major oil and energy producers such as Chevron, independent oil companies, and well-servicing contractors. ETP funded training will be provided at its locations in Kern, Fresno, Los Angeles, Monterey, and San Luis Obispo counties. This will be Kings Oil Tools first ETP Contract.

ETP Priority 10200(b)

Kings Oil Tool's project supports the ETP priorities outlined in UIC Section 10200(b) by supporting expansion within California. Kings Oil Tools is expanding its operations with new zonite and cement production plants and associated labs to serve the oil industry in Kern County. Additionally, this expansion supports high-wage jobs and long term career pathways in the Industry which have a positive impact on household stability and local economic activity.

Veterans Program

Although Kings Oil Tools does not have a separate Veterans Job Number, the Company recruits Veterans through job fairs and encourages Veterans to apply for employment through its standard company hiring process.

Project Details

Over the next two years, Kings Oil Tools will invest $2.5 million dollars into a new Cement Plant, two Zonite Units, and a Cement Lab. The Zonite Units are specialized units for dumping sodium bentonite (zonite) into the wells as opposed to cement for well abandonment. Zonite has some benefits over cement as it is more cost effective and flexible while still complying with the California Geologic Energy Management (CalGEM) Division requirements. Training topics associated with Zonite Units include Cement Testing Processes and Procedures, Slurry Mixing/Blending Procedures, and HPHT (High Pressure/High Temperature Consistometer and Curing Chamber Operation).

The Cement Lab and Cement Plant facilities, located in Bakersfield and Taft, are used to develop, test, and store cement. Oilwell cement is a specialized product different from construction type cement. It is manufactured to a specific American Petroleum Institute specification which outlines requirements such as specific depth, temperature, pressure range, and Sulphate exposure. Cement is critical in oilfield work because cement is what turns a drilled hole with a steel pipe into a environmentally sealed structure. Without cement, oilwells would be prone to leaks, collapse, and uncontrolled fluid flow. The Cement Lab will be used to develop and test different cement mixes, ratios, and additives. Trainees will receive training on courses such as CEMLab (Cement Lab Database/Workflow) and Well Control Training (American Well Control) Cement Testing Processes and Procedures.

Kings Oil Tools has begun the initial phase of the Company's expansion and plans to hire 40 employees within the term of the contract. Training will allow trainees to learn the new equipment and become familiar with the cement mixing procedures while adhering to specific requirements.

Training Plan

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

Business Skills: Training will be offered to all occupations in course topics such as Account Development Training, Effective Communications, Fiscal Management, and Purchasing Best Practices.

Commercial Skills: Training will be offered to Relief Rig Operator, Safety, Frontline Manager/Supervisor, Mechanics, Foam Unit Operator, Vacuum Truck Operator, Tool Technician, Shop, Rig Operator, Coiled Tubing Operator, and Rig Hand occupations. Some of the course topics includes Chevron CoW (Control of Work) Training, Relief Rig Operator Training, Well Control Training (American Well Control), and Slurry Mixing/Blending Procedures.

Computer Skills: Training will be offered to all occupations in course topics such as CEMLab (Cement Lab Database/Workflow), DataLoggerXP (Pressure Gauge Monitoring), ISNetworld (Customer Compliance Requirements and Tracking), and Samsara (Fleet GPS Tracking).

Continuous Improvement Skills: Training will be offered to all occupations in course topics such as Leadership, LEAN Training, Quality Control Systems, and Teambuilding.

Alternate Recordkeeping

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

Special Employment Training

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

High Unemployment Area

All trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by 25%. The Company's locations in Kern, Fresno, and Monterey counties are in an HUA.

- **Wage 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 if post-retention wages exceed the start-of-training wages. Kings Oil Tools requests a wage modification from $44.85 per hour to $24.67 per hour for trainees in Job Number 1.

Kings Oil Tools requests an additional wage modification for trainees in Job Number 1 from $24.67 per hour to $21.00 per hour. Approximately 8 Shop trainees will need this wage modification.

Commitment to Training

Kings Oil Tool's annual training budget in California is $251,000 total across all facilities. The Company provides mandatory sexual harassment prevention, violence in the workplace, basic safety training, and onboarding. 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 Safety Manager will oversee this project, with the assistance of an Administrative Staff member at each site responsible for coordinating, scheduling, and collecting rosters after training. Training will be provided by in-house subject matter experts and vendors as needed. Kings Oil Tools has retained an administrative subcontractor to manage enrollment, tracking, reporting, invoicing, and overall compliance with ETP requirements.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Strategic Business Solutions, LLC	Visalia, CA	$8,575
Administrative	Strategic Business Solutions, LLC	Visalia, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Account Development Training
- Effective Communications
- Fiscal Management
- Information Workflow
- Purchasing Best Practices

Commercial Skills

- Blowout Prevention Equipment (BOPE)/Accumulator Training
- Chevron CoW (Control of Work) Training
- Cross Training Across Workstations
- Environmental/Benzene/Lead Spill Prevention, Documentation, and Reporting
- Forklift Training
- Height Training
- Landline Operation Training
- Relief Rig Operator Training
- Respiratory Training/Fit Testing
- Tools Skills
- WEAP (Worker Environmental Awareness Program)
- Well Control Training (American Well Control)
- Cement Testing Processes and Procedures
- Slurry Mixing/Blending Procedures
- Combustible Dust
- HPHT (High Pressure/High Temperature Consistometer and Curing Chamber Operation)

Computer Skills

- Apple Business Manager
- AssetTiger (Tracking Certifications)
- Autosist (Fleet Management)
- Basis Inventory Software
- CEMLab (Cement Lab Database/Workflow)
- DataLoggerXP (Pressure Gauge Monitoring)
- ISNetworld (Customer Compliance Requirements and Tracking)
- Microsoft 360 Applications (Intermediate)
- Miradore (Mobile Device Management)
- Paylocity
- Quickbooks
- Samsara (Fleet GPS Tracking)
- SharePoint

Continuous Improvement Skills

- Leadership
- LEAN Training
- Quality Control Systems
- Teambuilding

Training Proposal for:

OLOWALU BEACH HOLDINGS LLC dba Gridley Post Acute

Contract Number: ET27-0156

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SB < 100 SET	Industry Sector(s):	Health Care and Social Assistance
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Butte	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 73	U.S.: 73	Worldwide: 73
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$170,253

Total ETP Funding
$120,960

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate HUA SB < 100 SET Retrainee	72	8-200	0-22	60	$1,680	$18.50

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

Published Minimum Hourly Wage by County: Job Number 1: $18.50 per hour for Butte County.	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.50	
Fringe Benefits:	The Company offers its employees a broad portfolio of benefits, including comprehensive medical, vision, and dental coverage, an on-site wellness program, mental health support initiatives, life insurance options, short-term disability coverage, financial planning resources, and 401(k) plans.
Wage Progression:	The Company is committed to employee development and retention through ongoing training, structured performance management, and clear avenues for career advancement. Employee evaluations consider job performance, skill progression, attendance, and overall contributions to patient care and facility operations. Annual wage increases generally fall between 3% and 6%, determined by individual performance, job responsibilities, and prevailing market conditions.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, HUA, SET, Retrainee					
Certified Nurse Assistant (CNA)	$18.00 - $30.00	**40**	2	10	28
Administration Staff	$18.00 - $40.00	**10**	1	2	7
Licensed Vocational Nurse (LVN)	$25.00 - $36.00	**10**	0	2	8
Registered Nurse	$35.00 - $56.00	**12**	0	0	12

Introduction

Founded in 2021 and headquartered in Gridley, OLOWALU BEACH HOLDINGS LLC dba Gridley Post Acute (Gridley Post Acute) (https://www.gridleypostacute.com/) is a skilled nursing

facility providing 24-hour nursing care and post-acute rehabilitation services designed to support recovery, long-term care needs, and overall patient well-being. Services include skilled nursing, comprehensive rehabilitation, social services, and structured activities that promote patients' physical, mental, and social engagement. Training under this proposal will be conducted at the Company's facility in Gridley. This will be Gridley Post Acute's first ETP contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening California's healthcare workforce through targeted training for incumbent workers in clinical practices, technology, care coordination, and operational improvement. The training project will also support employee retention, and internal advancement while improving the Company's ability to maintain high standards of patient care and adapt to evolving healthcare technologies and regulatory expectations.

Veterans Program

Although Gridley Post Acute does not have a formal Veteran outreach program in this project, the Company welcomes and encourages all Veterans to apply for employment through its standard Company hiring process.

Project Details

Gridley Post Acute is experiencing increased demand for skilled nursing and post-acute services while responding to higher patient acuity, expanded rehabilitation needs, evolving regulatory standards, and greater expectations for person-centered care. These changes require ongoing workforce development to ensure employees possess the clinical, technical, and operational skills necessary to provide consistent, high-quality care. The proposed training project will provide comprehensive training in patient assessment and care, cardiac and respiratory care, medication management, infection control, dementia care, wound management, patient mobility and transfer techniques, emergency preparedness, and other advanced clinical practices.

Technology training will prepare employees to effectively utilize Clinical Services Management Systems, Electronic Medical Records (EMR), OASIS Reporting, Patient Billing and Accounts Receivable (PBAR), and other digital applications that support clinical documentation and facility operations. These skills will improve the accuracy and timeliness of patient information while strengthening communication, care coordination, reporting, and operational efficiency.

The healthcare environment following the COVID-19 pandemic has further demonstrated the importance of timely information, effective communication, infection prevention, and workforce readiness. Through continued investment in clinical, technology, and operational training, the training project will strengthen employee capabilities, improve patient care and support career development.

Training Plan

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

Computer Skills: Training will be provided to all occupations and training topics include Clinical Services Management Systems, OASIS Reporting (Medicare), and Patient Billing & Accounts Receivable (PBAR).

Commercial Skills: Training will be provided to all occupations and training topics include Abuse Prevention, Cognitive Impairment, and Resident Rights.

Continuous Improvement Skills: Training will be provided to all occupations and training topics include Communications Skills, Documentation, and Interdisciplinary Team Process.

Medical Skills (Didactic): Training will be provided to Certified Nurse Assistant (CNA), Licensed Vocational Nurse (LVN) and Registered Nurse occupations and training topics include Advanced Cardiac Life Support (ACLS), Patient Assessment & Care, and Point-of-Care Laboratory Testing.

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 0-22 hours of CBT.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification.

High Unemployment Area

Trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by 25%. The Company's location in Butte County is 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 post-retention wages exceed the start-of-training wages. Gridley Post Acute requests a wage modification from $33.64 per hour to $24.67 per hour for trainees in Job Number 1. Approximately two Licensed Vocational Nurse occupations will need this wage modification.

Gridley Post Acute requests an additional wage modification for trainees in Job Number 1 from $24.67 per hour to $18.50 per hour. Approximately 17 Administration Staff and Certified Nurse Assistants occupations will need this wage modification.

Commitment to Training

Gridley Post Acute's annual training budget in California is $100,000. The Company is committed to providing training to staff such as new-hire orientation, leadership, legally mandated training, and extensive training in safety. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Gridley Post Acute's Administrator will oversee all aspects of the training program including roster collection and training coordination. The Company's Training Supervisor along with other trainers and supervisors will oversee training schedule and facilitation. Training will be provided by subject matter experts and vendors as needed. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project

Subcontractors

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

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award

issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Clinical Services Management Systems
- Electronic Medical Records (EMR) Applications
- Hands Off Reporting
- Kinnser Agency Manager
- MS Office Suite Intermediate/Advanced (Word, Excel, PowerPoint)
- OASIS Reporting (Medicare)
- Patient Billing & Accounts Receivable (PBAR)

Continuous Improvement Skills

- Adult Abuse
- Communication Skills
- Care Management
- Customer Service
- Documentation
- Interdisciplinary Team Process
- Joint Commission Regulations
- Patient Care Coordination
- Problem Solving
- Quality Improvement
- Readmissions
- Team Building

Medical Skills (Didactic)

- Advanced Cardiac Life Support (ACLS)
- Annual Skills Update
- Arterial Blood Gas (ABG) Interpretation
- Assessing Cardiac Changes
- Assessing Respiratory Function
- Behavior Management
- Body Mechanics
- Cardiac Conditions
- Care of the Pleurx Patient
- Central Venous Access Devices
- Dementia Care
- Diabetic Management
- Disaster & Emergency Preparedness
- Electrolyte Imbalance
- Enteral Feeding Tube Management
- Equipment Skills
- Functional Mobility & Ambulation
- Gastrointestinal Assessment & Management
- Incontinence Management (Colostomy Care, Urinary Catheter)

- Infectious Control
- Intravenous (IV) Therapy
- Medication Administration & Management
- Neurological Conditions
- Orthopedic Conditions
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Transfer Techniques
- Point-of-Care Laboratory Testing
- Respiratory Care
- Tracheotomy Care
- Urinary Management (Foley Catheter, Input/output)
- Wound Management
- Wound Vac Therapy

Computer-Based Training

Trainees may receive any of the following:

Commercial Skills

- Abuse Prevention (1 hr.)
- Activities of Daily Living (1 hr.)
- Catheter Care and Urinary Tract Infections (1 hr.)
- Cognitive Impairment (1 hr.)
- Constipation (1 hr.)
- Dementia Management (1 hr.)
- Falls (1 hr.)
- Feeding Residents (1 hr.)
- Infectious Diseases (1 hr.)
- Nutrition and Hydration (1 hr.)
- Pain Care (1 hr.)
- Range of Motion (1 hr.)
- Resident Rights (1 hr.)
- Restraints (1 hr.)
- Sensory and Communication Impairments (1 hr.)
- Skin Care and Pressure Ulcer Prevention (1 hr.)
- Standard Precautions (1 hr.)
- Toileting Programs (1 hr.)
- Transfers and Lifts (1 hr.)
- Urinary Incontinence (1 hr.)
- Wandering and Elopement Risk (1 hr.)
- Fire Safety and Emergency Preparedness (1 hr.)

Training Proposal for:

Royal Ambulance, Inc.

Contract Number: ET27-0153

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SET	Industry Sector(s):	Health Care and Social Assistance
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Alameda, Contra Costa, San Francisco, Santa Clara, Santa Cruz	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 850	U.S.: 857	Worldwide: 857
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$294,702

Total ETP Funding
$120,960

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SET Retrainee	96	8-200	0-0	45	$1,260	$33.64

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

Published Minimum Hourly Wage by County: Job Number 1:	$33.64 (SET Modified Wage) for Alameda, Contra Costa, San Francisco, Santa Cruz, and Santa Clara Counties.
Health Benefits: ☒ Yes ☐ No	This is employer share of cost for healthcare premiums – medical, dental, vision.
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1:	$2.50
Fringe Benefits:	The Company's employees receive Paid Time-off (PTO) and Health Benefits, which include medical, vision, and dental care. These benefits are considered the equivalent of 25% of an employee's base pay.
Wage Progression:	The Company offers a Career Bridge Program that helps employees build the skills, confidence, and experience needed to grow into more advanced roles over time through training, mentorship, specialty exposure, and hands-on experience. By advancing employees' skills and providing a certificate, letter of recommendation, and career-supporting relationships, the program creates a pathway to wage increases and promotional opportunities. Employees at Royal Ambulance receive annual wage increases between 3%-5%.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Emergency Medical Technician (EMT)	$31.14 - $36.05	**11**	0	0	11
Dispatcher	$31.14 - $36.10	**7**	0	0	7
Paramedic	$45.00 - $61.00	**15**	0	0	15
Registered Nurse (RN)	$70.00 - $90.00	**63**	0	0	63

Introduction

Founded in 2006 and headquartered in San Leandro, Royal Ambulance, Inc. (Royal Ambulance) (http://royalambulance.com) provides 24-hour emergency and non-emergency medical transportation throughout communities in Alameda, Contra Costa, Santa Cruz, San

Francisco, and Santa Clara Counties. The Company specializes in transporting critically ill patients requiring varying levels of medical support, including Basic Life Support and Critical Care/Advanced Cardiac Life Support transportation, and also provides dispatch services. Customers include hospitals, healthcare systems, fire departments, and law enforcement agencies.

Training under this proposal will be conducted at the Company's facilities in Alameda, Contra Costa, Santa Cruz, San Clara and San Francisco facilities. This will be Royal Ambulance's second ETP Agreement within the past five years.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening California's emergency medical services workforce through advanced clinical training, professional development, and structured career pathways. Through its Career Bridge Program, Royal Ambulance provides employees with mentorship, specialty training, advanced clinical instruction, integration into specialized units and teams, and career transition support. The experiences gained through the Career Bridge Program help employees become more competitive for higher-level roles that often come with greater compensation by expanding skills and expertise. This investment in incumbent worker development will support employee retention, wage progression, and career mobility while strengthening the skilled healthcare workforce necessary to provide critical medical transportation services throughout California.

Veterans Program

While Royal Ambulance makes it a point to hire Veterans, the Company is not seeking a separate Veteran Job Number at this time.

Project Details

Royal Ambulance's previous ETP training focused primarily on its New Hire Academy, which provided intensive foundational training to newly hired Emergency Medical Technicians (EMTs), Paramedics, and Registered Nurses (RNs). Building upon that foundation, the proposed project will shift its emphasis toward upskilling incumbent employees, advanced clinical development, and continuous improvement through the Company's Career Bridge Program.

As medical technologies, treatment methods, and industry standards continue to evolve, employees require ongoing training to maintain the clinical knowledge and technical competencies necessary to safely transport and care for patients with increasingly complex medical needs. Training will strengthen skills in patient assessment, cardiac and respiratory care, pharmacology, medication administration, trauma response, emergency procedures, ambulance operations, transport logistics, hazardous materials response, and standardized clinical protocols. Didactic instruction will be reinforced through Preceptor training that provides practical application of advanced clinical procedures and patient-care techniques.

The project will also support employees in maintaining and expanding industry-recognized credentials, including Basic Life Support (BLS) and Certified Cardiographic Technician (CCT) certifications. In addition, employees will receive training in electronic medical records, emergency medical response management software, scheduling systems, communication, leadership, and time management to improve clinical documentation, operational coordination, and service delivery.

Royal Ambulance will further expand its Career Bridge Program through individualized mentorship, specialty training, access to specialized units and teams, and leadership development. These structured development opportunities will allow employees to build upon existing skills, prepare for greater clinical and operational responsibilities, and pursue long-term career advancement within the organization. Collectively, the proposed training will strengthen clinical proficiency, patient care, employee retention, and workforce readiness while supporting Royal Ambulance's continued delivery of high-quality emergency medical transportation services.

Training Plan

Training will be delivered via Class/Lab, E-Learning, and Medical Skills Didactic/Preceptor delivery methods in the following:

Business Skills: This training will be offered to all trainees. Training will include Communication Skills, Leadership Skills, and Time Management.

Commercial Skills: This training will be offered to all trainees. Training will include Documentation Standard Operating Procedures, EMS Operations, and Transport Logistics and Standardized Protocols.

Computer Skills: This training will be offered to all trainees. Training will include Electronic Medical Records System, Emergency Medical Response Management Software, and Scheduling Software.

Hazardous Materials Skills: This training will be offered to all trainees. Training will include HazMat for Patient Care Providers.

Medical Skills (Didactic): This training will be offered to Emergency Medical Technician (EMT), Paramedic, and Registered Nurse (RN) occupations. Training will include Pharmacology, Obstetrics (OB) Emergencies, Medication Delivery, and Pain Management.

Medical Skills (Preceptor): This training will be offered to Emergency Medical Technician (EMT), Paramedic, and Registered Nurse (RN) occupations. Training will include Abdominal Emergencies, Cardiac Assessment, and Code Blue Response and Procedures (Cardiac Arrest). The trainer-to-trainee ratio is 1:1.

Special Employment Training

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

- **Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). Royal Ambulance requests this modification for Job Number 1.

High Unemployment Area

Some trainees (Job Number 1) work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Santa Cruz County are in an HUA.

➢ **Wage Modification**

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

Impact/Outcome

With the assistance of ETP training, trainees will receive certifications in Basic Life Support (BLS) Certification and Renewal and Certified Cardiographic Technician (CCT) Certification and Renewal.

Commitment to Training

Royal Ambulance has an annual training budget of $135,300 for its facilities participating in this project. Training includes onboarding and some Company specific medical skills 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

This project will be overseen by the Director of Operations. The Manager of People Operations (Human Resources Manager) will provide internal coordination and oversite for all sites participating in the training program. Five (5) internal trainers will deliver training and document training in accordance with ETP rules and regulations. In addition, the Company has retained an administrative subcontractor to assist with project administration.

Prior AB118 Performance or COVID Performance

Royal Ambulance has a prior ETP Contract (ET21-0301) under the COVID Pilot Project with a term of May 17, 2021, to May 6, 2023 which earned $200,000 or 100% of the Contract amount.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Dunton Consulting, Inc	Monterey, CA	$4,000
Administrative	Dunton Consulting, Inc	Monterey, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
Not Applicable	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Critical Thinking
- Conflict Resolution
- Goal Setting
- Interpersonal Communication
- Leadership Skills
- Team Cohesiveness
- Time Management

Commercial Skills

- Patient Documentation
- Standard Operating Procedures
- Emergency Medical Services Communication and Protocols
- Emergency Medical Services Operations
- Emergency Medical Services Response to Terrorism/Clinical & Ambulance Rotations
- Performance & Quality Improvement
- Transport Logistics and Standardized Protocols

Computer Skills

- Electronic Medical Records System (EMS)
- Emergency Medical Response Management Software
- Scheduling Software

Hazardous Materials Skills

- HazMat for Patient Care Providers

Medical Skills (Didactic)

- Abdominal Emergencies
- Abdominal Trauma
- Abuse and Assault
- Acute Interventions for the Chronic-Car Patient
- Adult Emergencies
- ALS Emergency Medications
- Diabetic, Seizures and Infectious Disease
- Advanced Cardiac Life Support (ACLS)
- Advanced Prehospital Care
- Airborne Pathogens
- Airway Management Ventilation:
- Adult and Pediatric Airway Management - Cardiac Arrest
- Capnography, Oxygenation and Opioids
- Certified Cardiographic Technician (CCT) Certification

- Continuous Positive Airway Pressure (CPAP) vs. Bilevel Airway Pressure (BiPAP)
- Ventilation
- Allergies and Anaphylaxis
- Ambulance & Medical Equipment Operation
- Anatomy & Physiology
- Arterial Line Pressure Monitoring
- Basic Cardiac Life Support
- Basic Life Support (BLS)
- Behavioral/Psychiatric Emergencies and Suicide
- Bleeding and Shock
- Bloodborne Pathogens
- Blood Product Administration
- Blunt Trauma
- Body Mechanics
- Burns
- Cardiac Assessment
- Cardiac Pacing
- Cardiology
- Adult Return of Spontaneous Circulation (ROSC) Care
- Amyotrophic Lateral Sclerosis (ALS) Hemodynamics: Pharmacology
- ALS Hemodynamics: Valve Dysfunctions
- Care of and Treatment of Shock Patients
- Care of the Renal Patients
- Care of the Stroke Patient
- Chest and Abdominal Trauma
- Chronic Obstructive Pulmonary Disease (COPD)
- Circulation
- ALS Intraosseous Access and Infusions
- Bleeding Control, Pain Management, Fluid Resuscitation
- Clinical Decision Making
- Code Blue Response and Procedures (Cardiac Arrest)
- Communications
- Decontamination Procedures
- Diabetic Emergencies and Altered Mental Status
- Drug Calculations - Central Nervous Systems
- ALS Central Nerve System (CNS) Injuries
- Medication Delivery and Stroke
- Dysrhythmia Recognition & Interpretation
- Electrocardiogram (EKG) & Cardiac Monitors
- Emergencies for Patients with Special Challenges
- Emergency Medical Care
- End Tidal Capnography Monitoring
- Endocrinology
- Environmental Emergencies
- Equipment Operation Skills
- Fetal Heart Rate Monitoring
- Gastroenterology

- Geriatric Abuse – Special Home
- Geriatric Emergencies
- Gynecology
- Hazardous Materials, Multiple-Casualty Incidents, and Incident Management
- Head, Facial and Neck Trauma
- Hematologic and Renal Emergencies Life Span Development
- Hematology
- Hemorrhage and Shock
- High Flow Oxygen Therapy
- Highway Safety and Vehicle Extrication
- Health Insurance Portability and Accountability Act (HIPAA)
- History Taking
- Infectious Disease
- Intracranial Pressure Monitoring
- Intraosseous Needle Placement
- Intravenous therapy
- Life Span Development
- Lifting and Moving Patients
- Mechanical Circulatory Assist Device: IABP and Impella
- Medical Emergencies
- Medical Terminology
- Medical Training
- Medical Transport of High-Risk Patients
- Medication Administration
- Medication Administration & Reconciliation
- Multisystem Trauma
- Musculoskeletal Trauma
- Neonatal Resuscitation
- Neurological Assessment- Pre-Hospital Care
- Neurology
- Obstetrics & Gynecology
- Organ Donation Transport
- Orthopedic Assessment& Pre=Hospital Care
- Oxygen Administration
- Pain Management
- Pathophysiology
- Patient Assessment & Pre-Hospital Care
- Pediatric Advanced Life Support (PALS)
- Pediatric Emergencies - Pediatric Arrest Management - ROSC Care
- Pediatric Emergency Care
- Pediatric Transport
- Pediatric Intensive Care
- Pediatric Patient Care
- Penetrating Trauma
- Pharmacology
- Pharmacology & Pharmacokinetics
- Physical Exam Techniques
- Poisoning and Overdose Emergencies

- Prehospital Care
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Pulmonology
- Pulmonary Artery Catheter Monitoring
- Research Principles and Evidence Based Practice
- Respiration and Artificial Ventilation
- Respiratory Arrest
- Rapid Sequence Intubation
- Respiratory Assessment & Pre Hospital Care
- Respiratory Emergencies Scene Size-Up
- Restraints
- Sedation
- Scene Size Up
- Soft Tissue Trauma
- Special Healthcare Needs / Special Populations
- Ambulance Safety, Culture of Safety
- Human Trafficking for the Emergency Medical Services Provider
- Immunological Emergencies, At-Risk Populations
- Obstetrics (OB) Emergencies, Medication Delivery
- Psychiatric and Behavioral Emergencies
- Special Healthcare Needs/ Special Populations
- Special Operations
- Spinal Trauma
- Standards of Care
- Tocometer Monitoring
- Titration of Infusions
- The Challenged Patient
- Therapeutic Communication
- Thoracic Trauma
- Thoracic Needle Decompression
- Toxicology and Substance Abuse
- Transport Physiology
- Trauma Emergencies - ALS Crush Injuries
- Bleeding Control, Pain Management, Fluid Resuscitation
- Agricultural Emergencies - Rural Trauma (Farming etc.)
- Trauma Triage / Field Triage – MCIs
- Trauma to the Head, Neck, and Spine
- Urology and Nephrology
- Ventilation, Perfusion, and Shock: Understanding Pathophysiology
- Ventilator Operation
- Vital Signs and Monitoring Devices

Medical Skills (Preceptor)

- Abdominal Emergencies
- Abdominal Trauma
- Abuse and Assault
- Acute Interventions for the Chronic-Car Patient

- Adult Emergencies - Amyotrophic Lateral Sclerosis (ALS) Emergency Medications
- Diabetic, Seizures and Infectious Disease
- Advanced Cardiac Life Support (ACLS)
- Advanced Prehospital Care
- Airborne Pathogens
- Airway Management Ventilation - Adult and Pediatric Airway Management - Cardiac Arrest
- Capnography, Oxygenation and Opioids
- Continuous Positive Airway Pressure (CPAP) vs. Bilateral Airway Pressure (BiPAP)
- Ventilation
- Allergies and Anaphylaxis
- Ambulance & Medical Equipment Operation
- Anatomy & Physiology
- Arterial Line Pressure Monitoring
- Basic Cardiac Life Support
- Basic Life Support (BLS)
- Behavioral/Psychiatric Emergencies and Suicide
- Bleeding and Shock
- Bloodborne Pathogens
- Blood Product Administration
- Blunt Trauma
- Body Mechanics
- Burns
- Cardiac Assessment
- Cardiac Pacing
- Cardiology - Adult Return of Spontaneous Circulation (ROSC) Care
- Amyotrophic Lateral Sclerosis (ALS) Hemodynamics - Pharmacology
- Amyotrophic Lateral Sclerosis (ALS) Hemodynamics - Valve Dysfunctions
- Care of and Treatment of Shock Patients
- Care of the Renal Patients
- Care of the Stroke Patient
- Chest and Abdominal Trauma
- Chronic Obstructive Pulmonary Disease (COPD)
- Circulation
- ALS Intraosseous Access and Infusions
- Bleeding Control, Pain Management, Fluid Resuscitation
- Clinical Decision Making
- Code Blue Response and Procedures (Cardiac Arrest)
- Communications
- Decontamination Procedures
- Diabetic Emergencies and Altered Mental Status
- Drug Calculations - Central Nervous Systems
- Amyotrophic Lateral Sclerosis (ALS)/ Central Nervous System (CNS) Injuries
- Medication Delivery and Stroke
- Dysrhythmia Recognition & Interpretation
- Electrocardiogram (EKG) & Cardiac Monitors

- Emergencies for Patients with Special Challenges
- Emergency Medical Care
- End Tidal Capnography Monitoring
- Endocrinology
- Environmental Emergencies
- Equipment Operation Skills
- Fetal Heart Rate Monitoring
- Gastroenterology
- Geriatric Emergencies
- Gynecology
- Multiple Casualty Incidents, and Incident Management
- Head, Facial and Neck Trauma
- Hematologic and Renal Emergencies Life Span Development
- Hematology
- Hemorrhage and Shock
- High Flow Oxygen Therapy
- Highway Safety and Vehicle Extrication
- Infectious Disease
- Intracranial Pressure Monitoring
- Intraosseous Needle Placement
- Intravenous Therapy
- Lifting and Moving Patients
- Mechanical Circulatory Assist Device: Intra-Aortic Ballon Pump (IABP) and Impella
- Medical Emergencies
- Medical Training
- Medical Transport of High-Risk Patients
- Medication Administration
- Medication Administration & Reconciliation
- Multisystem Trauma
- Musculoskeletal Trauma
- Neonatal Resuscitation
- Neurological Assessment- Pre-Hospital Care
- Neurology
- Obstetrics & Gynecology
- Organ Donation Transport
- Orthopedic Assessment& Pre-Hospital Care
- Oxygen Administration
- Pain Management
- Pathophysiology
- Patient Assessment & Pre-Hospital Care
- Pediatric Advanced Life Support (PALS)
- Pediatric Emergencies
- Pediatric Arrest Management - Return of Spontaneous Circulation (ROSC) Care
- Pediatric Emergency Care
- Pediatric Transport
- Pediatric Intensive Care

- Pediatric Patient Care
- Penetrating Trauma
- Pharmacology
- Pharmacology & Pharmacokinetics
- Physical Exam Techniques
- Poisoning and Overdose Emergencies
- Prehospital Care
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Pulmonology
- Pulmonary Artery Catheter Monitoring
- Respiration and Artificial Ventilation
- Respiratory Arrest
- Rapid Sequence Intubation
- Respiratory Assessment & Pre Hospital Care
- Respiratory Emergencies Scene Size-Up
- Restraints
- Sedation
- Scene Size Up
- Soft Tissue Trauma
- OB Emergencies, Medication Delivery
- Psychiatric and Behavioral Emergencies
- Special Operations
- Spinal Trauma
- Tocometer Monitoring
- Titration of Infusions
- The Challenged Patient
- Therapeutic Communication
- Thoracic Trauma
- Thoracic Needle Decompression
- Toxicology and Substance Abuse
- Transport Physiology
- Trauma Emergencies - Amyotrophic Lateral Sclerosis (ALS) Crush Injuries
- Bleeding Control, Pain Management, Fluid Resuscitation
- Agricultural Emergencies - Rural Trauma (Farming etc.)
- Trauma Triage / Field Triage – Mass Casualty Incidents (MCIs)
- Trauma to the Head, Neck, and Spine
- Urology and Nephrology
- Ventilation, Perfusion, and Shock: Understanding Pathophysiology
- Ventilator Operation
- Vital Signs and Monitoring Devices

Training Proposal for:

RTO Systems, Inc. dba Elite Corporate Wellness

Contract Number: ET27-0147

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SB < 100 SET	Industry Sector(s):	Health Care and Social Assistance
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Fresno, Kings, Monterey, San Luis Obispo, Santa Barbara, Stanislaus, Tulare	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 90	U.S.: 90	Worldwide: 90
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$200,000

Total ETP Funding
$161,980

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate HUA SB < 100 SET Retrainee	87	8-200	0-0	65	$1,820	$21.00
2	Priority Rate SB < 100 SET Retrainee	2	8-200	0-0	65	$1,820	$71.52

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

Published Minimum Hourly Wage by County:
Job Number 1: $18.50 per hour for Kings, Tulare, Fresno, Stanislaus and Monterey Counties
Job Number 2: $33.64 SET Modified Wage

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $0.00
Job Number 2: $0.00

Fringe Benefits: The Company offers health, dental, vision, and basic life insurance, paying 90% of the health plan per month. Employees and dependents also receive no-cost access to company medical clinics and generic prescriptions at cost. Additional benefits include basic life insurance, a 401(k) with a 4% employer match annually, and approximately 2.5 weeks of PTO per year. Year-end bonuses may also be provided based on years of service and position.

Wage Progression: Wage progression is based on performance, skill development, and changes in job responsibilities, with opportunities for promotion from within the Company. Employees receive their first performance evaluation after 90 days, followed by annual evaluations based on their hire date. Annual wage increases are 5–10% of the employee's current pay rate, based on performance and progression. Mid-year increases may be provided when duties or responsibilities change and require higher pay, and employees promoted during the year may receive a performance-based promotion increase.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, HUA, SET, Retrainee					
Medical Assistant	$21.00 - $26.00	**32**	0	31	1

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Administrative Staff	$22.00 - $39.00	**16**	0	6	10
Licensed Vocational Nurse	$30.00 - $32.00	**5**	0	0	5
Information Technology Staff	$24.00 - $38.46	**3**	0	1	2
Sales and Marketing Staff	$21.50 - $43.27	**3**	0	1	2
Nutritionist	$23.00 - $45.00	**2**	0	1	1
Managers	$40.00 - $60.71	**3**	0	0	3
Nurse Practitioner	$45.00 - $91.00	**16**	0	0	16
Physician Assistant	$70.00 - $90.00	**7**	0	0	7
JOB NUMBER 2 - Priority Rate, SET, Retrainee					
Nurse Practitioner	$71.52 - $91.00	**2**	0	0	2

Introduction

Founded in 2014 and headquartered in Visalia, RTO Systems, Inc. dba Elite Corporate Wellness (Elite) (www.elitecorpmed.com) is a healthcare provider delivering on-site and near-site medical services for employees and students of contracted organizations. The Company provides primary and urgent care, chronic disease management, occupational medicine, diagnostics, in-house laboratory and pharmacy services, behavioral health, mobile preventive health services, and specialized student health clinics. Training under this proposal will be delivered across Elite's 16 locations in Fresno (2 locations), Kings (3 locations), Monterey (1 location), San Luis Obispo (1 location), Santa Barbara (2 locations), Stanislaus (1 location), and Tulare (6 locations) Counties. This will be the Company's first ETP Contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening a growing California healthcare employer that provides high-skill, high-wage employment opportunities. As Elite expands its clinic network, enters new markets, and adds new medical services, the Company requires a highly trained workforce capable of delivering consistent, high-quality care across multiple locations. Investments in workforce development will help Elite scale its operations, improve service consistency, and expand access to occupational health, preventive care, and wellness services throughout California.

Veterans Program

Elite has not included a separate Veterans component in this proposal; however, the Company does encourage Veterans to apply for job openings through its normal hiring practices.

Project Details

Elite is experiencing significant growth as it expands occupational health and wellness services, opens new clinics, enters new geographic markets, and introduces new technologies and medical services. Over the next 2 years, the Company plans to open 11 additional clinics within its existing service area while also evaluating expansion into San Diego County and the State

of Utah. This growth will increase demand for skilled clinical and administrative employees who can consistently meet patient care, regulatory, and operational requirements.

To support this expansion, Elite has developed a standardized, company-wide training model designed to provide consistent training across all locations. Training will address differences in employee experience and proficiency by strengthening competencies in clinical procedures, patient care, electronic medical record documentation, and administrative workflows.

Technology training will also be a major component of the training project. Employees will receive comprehensive instruction on eClinical electronic medical records, My Elite Dash enterprise resource planning, and 1HCM Payroll systems to improve communication, documentation, workflow efficiency, reporting, and compliance. In addition, training will support the launch of Elite's Student Services Branch, which will provide mobile health services such as biometric screenings and drug testing to college campuses. Business operations, process improvement, and leadership development will further prepare employees to support expanded responsibilities and new service delivery models.

This comprehensive training initiative will enhance workforce capability, operational efficiency, and service quality while creating stronger pathways for employee advancement and supporting the Company's long-term growth.

Training Plan

Training will be delivered via Class/Lab, E-Learning, and Preceptor/Didactic Medical Skills in the following:

Business Skills: Training will be offered to all occupations. Training topics include Customer Service, Planning and Organization, and Product Knowledge.

Computer Skills: Training will be offered to all occupations, Training topics include eClinical-Electronic Medical Record System, Clinical Services Procedures System Management, and My Elite Dash-Enterprise Resources Planning System.

Continuous Improvement Skills: Training will be offered to all occupations. Training topics include Decision Making, Incident/Accident Management, and Process Improvement.

Management Skills: Training will be offered to Managers. Training topics include Core Supervisory Skills, Leading Effective Meetings, and Management Administration.

Medical Skills (Didactic): Training will be offered to Medical Assistants, Licensed Vocational Nurses, Physician Assistants, Nutritionists, and Nurse Practitioners. Training topics include Body Mechanics & Patient Mobility, Infection Control, and Patient Fall Prevention.

Medical Skills (Preceptor): Training will be offered to Medical Assistants, Licensed Vocational Nurses, Physician Assistants, Nutritionists, and Nurse Practitioners with a trainer-to-trainee ratio not to exceed 1:10. Training topics include Advanced Patient Assessment and Care, Intravenous Therapy, and Wound Care & Treatment.

Certified Safety Training

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

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

Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Hazardous Materials (HAZMAT)**.** This training is a series of courses, specific to industry sectors involved in the transport of hazardous materials. The coursework varies in length depending on the industry and the occupational title, as organized in five levels ranging from "first responder" to "incident commander." It is generally a minimum of 24 hours with an 8-hour annual refresher, and may be delivered by classroom or CBT. In this proposal, Medical Assistants, Licensed Vocational Nurses, Physician Assistants, Nurse Practitioners, and Managers will receive up to 24 hours of training. Field training may be required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. This coursework is not under Cal-OSHA, but is administered under the Department of Transportation and CalTRANS. There are various certification entities for the coursework and instructors. In this proposal, the certification entity has not yet been determined.

Special Employment Training

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

- **Wage Modification**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (From 44.85 to $33.64). The Company requests this modification for Job Number 1.

High Unemployment Area

Trainees in Job Number 1 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The Company's locations in Fresno, Kings, Monterey, Stanislaus, and Tulare Countries 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 post-retention wages exceed the start-of-training wages. Elite requests a wage modification from $33.64 per hour to $24.67 per hour for trainees in Job Number 1.

Elite requests an additional wage modification for trainees in Job Number 1 from $24.67 per hour to $21.00 per hour. Approximately 40 Administrative Staff, Information Technology Staff,

Medical Assistants, Sales and Marketing Staff, and Nutritionists will need the wage modification.

Commitment to Training

Elite has an annual training budget of approximately $150,000 across its facilities, and its ongoing training includes company orientation, required basic safety training, and any mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Elite's Chief Operations Officer will oversee project administration. The Human Resources Manager, Human Resources Assistant, in-house Training Coordination Team, and designated staff at each location will coordinate the scheduling, delivery, and documentation of training across all facilities. Elite has identified 15 in-house trainers to deliver the training and has also retained the services of an administrative subcontractor to assist with the administration of this project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	CALBEC Group	Clovis, CA	$16,198
Administrative	CALBEC Group	Clovis, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Operation and Administration
- Client Relations
- Coaching (non-managerial)
- Communication Skills
- Conflict Management
- Cost Control
- Customer Service
- Financial Analysis/Reporting
- Interpersonal Skills
- Leadership Skills
- Marketing/Sales Techniques
- Negotiating Skills
- Planning and Organization
- Product Knowledge
- Strategic Planning

Computer Skills

- 1HCM Payroll Software
- Advanced Microsoft Office
- eClinical - Electronic Medical Record System
- Clinical Services Procedures System Management
- Financial Management System
- My Elite Dash - Enterprise Resource Planning System
- Quickbooks

Continuous Improvement Skills

- Building High-Performing Teams
- Business Contingency Planning
- Cross-Function Collaboration
- Cross Training
- Decision Making
- Documentation
- Emergency Services Protocol
- Incident/Accident Management
- Problem Solving Under Pressure
- Process Improvement
- Production Operations/Workflow
- Project Management
- Time Management

Hazardous Materials Skills - Certified

- Hazardous Materials, Chemicals, and Waste Handling

HazWoper

- HazWoper

Management Skills

- Core Supervisory Skills
- Financial Leadership for Technical Managers
- Leading Effective Meetings
- Management Administration

Medical Skills (Didactic)

- Advanced Patient Assessment Principles
- Advanced Cardiac Life Support Principles
- Annual Clinical Knowledge Update
- Antimicrobial Therapy
- Basic Life Support
- Behavioral Management
- Body Mechanics & Patient Mobility
- Cardiac Conditions & Management
- Change in Patient Condition
- Dementia/Alzheimer Care
- Diabetic Management
- Gastrointestinal Conditions
- Infection Control
- Lab Electrolyte Imbalance
- Licensed Vocational Nurse Basic and Advanced Training
- Medical Assistant Basic and Advanced Training
- Mobile Health
- Neurological Conditions
- Neurovascular System
- Occupational Health Principles and Practices
- Patient Fall Prevention
- Restraint and Restraint Reduction
- Skeletal/Orthopedic Conditions
- Standard Operating Procedures
- Wound Management

Medical Skills (Preceptor)

- Activities of Daily Living
- Advanced Patient Assessment and Care
- Advanced Clinical Procedures and Skills
- Assistive Devices
- Blood Pressure Monitoring
- Bowel and Bladder Training of Patients
- Breathing Patterns and Respiratory Function
- Clinical Management
- Clinical Skills Competency
- Clinical Service Delivery
- Range of Motion Exercises with Patient

- Dementia Care: Clinical Instruction
- Enteral Care: Clinical Instruction
- Equipment Competency
- Equipment & Modalities: Clinical Instruction
- Feeding Tube Insertion and Removal
- Functional Mobility and Ambulation
- Identification and Response to Changes in Patient Condition
- Intravenous Therapy
- Licensed Vocational Nurse- Basic and Advanced Training
- Management of Patients with Neurovascular Conditions
- Medical Assistant- Basic and Advanced Training
- Medication Management
- Monitoring Cardiovascular Changes
- Occupational Health Training
- Pain Management
- Foot and Hand Patient Care
- Phlebotomy
- Physical, Occupational, Speech Therapy
- Proper Use of Exercise Equipment
- Respiratory Care
- Safe Patient Handling
- Setting Up Isolation Environment
- Skeletal/Orthopedic Conditions
- Skin Integrity Assessment and Prevention
- Standard Operating Procedures
- Therapeutic Exercises
- Therapeutic Safety
- Wound Care & Treatment

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Training Proposal for:

Skori, Inc. dba West Coast Ambulance

Contract Number: ET27-0160

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SET	Industry Sector(s):	Health Care and Social Assistance
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Kern, Los Angeles, Orange	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 183	U.S.: 183	Worldwide: 183
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$253,300

Total ETP Funding
$238,000

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SET Retrainee	15	8-200	0-0	50	$1,400	$33.64
2	Priority Rate HUA SET Retrainee	155	8-200	0-0	50	$1,400	$18.50

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

Published Minimum Hourly Wage by County:
Job Number 1: $33.64 per hour SET Priority Wage
Job Number 2: $18.59 per hour for Los Angeles County (Burbank and Lancaster) and $18.50 per hour for Kern 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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $2.50
Job Number 2: $0.59

Fringe Benefits: The Company offers a competitive benefits package that includes medical, dental, vision, and life insurance and a 401(k) retirement plan. Employees select from various medical and dental plans, with the company covering 50% of premiums based on the chosen plan. The company also provides paid sick leave (40 hours annually), short-term and long-term disability coverage, and a generous time-off program. Full-time employees receive nine paid company holidays and two personal holidays.

Wage Progression: The Company's wage progression strategy is based on a performance driven, equitable approach that rewards contribution, growth, and potential. Employees receive annual wage increases through a structured performance review process. This process allows for annual merit-based increase of 2-6%, based on both individual performance and business outcomes. The Company is also committed to upward mobility and creating pathways for advancement.

Wage Range by Occupation

Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Emergency Medical Technician	$31.14 - $33.64	**11**	0	0	11
Non Emergency Med	$31.14 - $33.64	**2**	0	0	2

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Transport					
Respiratory Therapist	$31.14 - $40.50	**2**	0	0	2
JOB NUMBER 2 - Priority Rate, HUA, SET, Retrainee					
Gurney Driver	$18.00 - $23.00	**8**	6	2	0
Non Emergency Med Transport	$18.00 - $23.00	**10**	5	5	0
Billing Staff	$18.00 - $24.00	**7**	3	4	0
Dispatcher	$18.00 - $24.00	**5**	2	3	0
Vehicle Service Technician	$18.00 - $25.00	**5**	3	2	0
Emergency Medical Technician	$21.00 - $25.00	**83**	0	83	0
Administrative Support Staff	$18.00 - $30.00	**5**	2	2	1
Field Trainer	$23.00 - $29.00	**7**	0	3	4
Frontline Manager/Supervisor	$24.50 - $37.00	**12**	0	10	2
Paramedic	$30.00 - $35.00	**5**	0	0	5
Respiratory Therapist	$35.00 - $40.00	**3**	0	0	3
Registered Nurse	$50.00 - $65.00	**5**	0	0	5

Introduction

Founded in 2016 and headquartered in Burbank, Skori, Inc. dba West Coast Ambulance (WCA) (https://wcambulance.com/) is an independent medical transport provider serving Los Angeles, Orange, and Kern County. WCA operates 24/7, providing ambulatory transportation services for basic life support, bariatric service, dialysis transportation, psychiatric transportation, doctor's appointments, chemotherapy and radiology transportation, and hospital discharges. Customers include partnering hospitals and healthcare facilities such as Kaiser Permanente, Cedars Sinai, UCLA, and Kern Family Health Care.

This will be WCA's second ETP project and its second within the last five years. Training will be provided to trainees at the Company's five locations in Kern (1), Orange (1), and Los Angeles (3--Burbank, Baldwin Park, and Lancaster) counties.

ETP Priority 10200(b)

WCA's training program aligns with ETP priorities outlined in UIC Section 10200(b) by developing employees with skills necessary to operate new healthcare technologies. Training ensures compliance with federal healthcare mandates and helps improve data accuracy and patient care coordination across all facilities. Additionally, training will further support pathways for high-wage jobs, career development, wage progression, and skill mobility.

Veterans Program

Although WCA does not have a separate Veterans Job Number, the Company actively recruits veterans and encourages qualified veteran candidates to apply for positions through the Company's normal hiring process.

Project Details

In their previous ETP project, WCA's training focused on staff development to improve customer service. For this project, the Company plans to integrate new and updated technologies to automate processes, ensure adherence to protocols, reduce user error, and instantly access information.

In this proposal, staff will receive training on the new Electronic Patient Care Reporting, Samsara Fleet Software, and Dispatch Software. Training is required so that staff can accurately document patient care reports to remain in compliance with state regulations and local Emergency Medical Service requirements. As documentation standards and patient acuity increases, structured training reduces errors and omissions, improves report submission timelines, supports accurate billing, and ensures continuity of care. Training on dispatch technology and procedures is also required to accurately access and manage operational challenges such as scheduling gaps, no shows, vehicle issues, traffic delays, on demand trips, and cancellations. As service complexity increases, training will help reduce human errors, improve real time decision making, and allows digital dispatch systems to function effectively. By training on these new and updated technologies, it will equip staff with the most updated product and industry knowledge to empower them to provide the highest quality medical services to its customers.

Furthermore, WCA continues to expand its operations in response to increased demand for medical transportation services. The company has recently acquired additional contracts and continues to pursue and secure new contractual opportunities throughout its service areas. As these contracts are implemented, WCA will need to expand both its workforce and fleet to support the additional transportation volume and operational requirements. Over the next two years, the Company anticipate hiring approximately 130 new employees to support this continued growth and expansion.

Training Plan

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

Computer Skills: This training will be offered to all occupations in courses such as Billing and Coding Software, Dispatch Software, Electronic Medical Records Application, and Electronic Patient Care Reporting.

Continuous Improvement Skills: This training will be offered to all occupations in courses such as Call Center/Dispatch Procedures, Communication Skills, Conflict Resolution, and Critical Thinking.

Medical Skills (Didactic): This training will be offered to Respiratory Therapists, Paramedics, Emergency Medical Technicians, and Registered Nurses. Training topics include Advanced Life Support Skills, Commercial Emergency Vehicle Operations, Basic Life Support, and Code 3 Procedures.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification for Job Numbers 1 and 2.

High Unemployment Area

All trainees in Job Number 2 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by 25%. The Company's locations in Los Angeles (Burbank and Lancaster) and Kern County are in an HUA.

- **Wage 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. WCA requests a wage modification from $33.64 per hour to $24.67 per hour for trainees in Job Number 2.

WCA requests an additional wage modification for the trainees in Job Number 2 from $24.67 per hour to $18.50 per hour. Approximately 21 Gurney Drivers, Non Emergency Med Transport, Billing Staff, Dispatchers, Vehicle Service Technicians, and Administrative Support Staff will need this wage modification.

Commitment to Training

WCA's annual training budget in California is $79,335 for all sites. The Company provides mandatory sexual harassment prevention, safety training, onboarding, and basic computer skills. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

WCA's General Manager will oversee this project and the administrative responsibilities. There will also be support from the Training Coordinator and Field Training Staff responsible for scheduling, delivering, and documenting all training activities. Training will be conducted by internal Field Trainers who are subject matter experts. WCA may also use external training vendors if needed. The Field Trainer will work with each site to ensure rosters are completed and returned in a timely manner for uploading. WCA has also retained the services of an administrative subcontractor to assist with enrollment, tracking, reporting, invoicing, and overall compliance with ETP requirements.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET24-0211	12/31/23 - 12/30/25	$74,704	94	107	$74,704 (100%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	California Training Administration, Inc.	Rocklin, CA	$2,500
Administrative	California Training Administration, Inc.	Rocklin, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Billing and Coding Software
- Dispatch Software
- Electronic Medical Records Application
- Microsoft Office / Excel (Intermediate/Advanced only)
- Electronic Patient Care Reporting (ePCR)
- Scheduler Software
- Samsara Fleet Software
- Mobile Field Technology
- AngelTrack

Continuous Improvement Skills

- Billing & Dispatcher Training
    - Billing Coding / Billing Techniques
    - Call Center / Dispatch Procedures
    - Electronic Medical Records
    - Patient Care Records
    - Scheduler Procedures
    - Ambulance / Emergency Vehicle Operations
    - Crisis Prevention Intervention (CPI)
    - Documentation
    - Emergency Medical Service (EMS) Protocol
    - Federal Emergency Management Agency (FEMA)
    - Hazardous Material Disposal / Awareness
    - Health Insurance Portability and Accountability Act (HIPAA) / Patient Privacy
    - Standard Operating Procedure
- Non-Emergency Medical Transport / Vehicle Service Technician Training
    - Ambulance Operation
    - Gurney Operation
    - Geriatric Patient Care
    - Restraints
    - Standard of Care
    - Stretchers
    - Wheelchair Procedures
    - Emergency Vehicle Operation
- Communication Skills
- Conflict Resolution
- Critical Thinking
- Customer Service
- Efficiency and Quality Improvements
- Leadership Skills / Coaching

- Managing Multiple Priorities
- Managing Workflow and Schedules
- Train the Trainer

Medical Skills (Didactic)

- Ambulance Operation Procedures
- Equipment Operation
- Advanced Life Support (ALS) Skills
- Commercial Emergency Vehicle Operations (CEVO)
- Emergency Medical Technician (EMT) / Paramedic Training
    - Standard of Care
    - Basic Life Support (BLS)
    - EMT / Paramedics Updates
    - Patient Assessment & Pre Hospital Care
    - Ambulatory Patient Care
    - Psychiatric Patient Care
    - Restraints
    - Body Mechanics
    - Medical / Patient Transport Techniques
    - Decontamination Procedures
    - Bloodborne Pathogens
    - Health Insurance Portability and Accountability Act (HIPPA) / Patient Privacy
    - Oxygen Administration
    - Pain Management
    - Code Blue Response
    - Patient Care Records
- Respiratory Therapist (RT) Medical Transport Skills
    - Medication Administration & Reconciliation
    - Code 3 Procedures
    - Neonatal Intensive Care Unit (NICU) Transport
    - Neurological Assessment & Pre-Hospital Care
    - Orthopedic Assessment & Pre-Hospital Care
    - Oxygen Administration
    - Pain Management
    - Patient Assessment & Pre-Hospital Care
    - Pediatric Patient Care
    - Pharmacology & Pharmacokinetics
    - Pre-Hospital Trauma Life Support
    - Respiratory Assessment
    - Trauma Patient Care
    - Ventilator Operation

Training Proposal for:

The Brownie Baker, Inc.

Contract Number: ET27-0146

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee	Industry Sector(s):	Manufacturing
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Fresno	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 154	U.S.: 154	Worldwide: 154
Turnover Rate:	8%		
Managers/Supervisors: (% of total trainees)	12%		

Funding Detail

In-Kind Contribution
$195,000

Total ETP Funding
$184,212

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate HUA Retrainee	153	8-200	0-0	43	$1,204	$18.50

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

Published Minimum Hourly Wage by County: Job Number 1: $18.50 per hour for Fresno County.	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☒ Yes ☐ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $1.50	
Fringe Benefits:	The Company offers a comprehensive benefits package that includes 401(k) matching, employer-supported health coverage, paid vacation, and paid holidays. The average annual fringe benefit value per employee is approximately $25,842. Benefits are distributed evenly each pay period. Employees typically accrue about 160 hours of vacation per year beginning on their hire date, and become eligible for six paid holidays after six months of employment.
Wage Progression:	The Company's wage progression approach combines merit-based increases, skill development, and clear communication to ensure employees understand their growth opportunities. Brownie Baker prioritizes internal advancement, providing employees with meaningful pathways for upward mobility. After an employee completes their first year, managers conduct a performance evaluation, which is reviewed by human resources and used to determine merit adjustments. Wage increases range from 3-5%. In addition to annual increases, supervisors may recommend performance-based raises at any point during the year.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, HUA, Retrainee					
Quality Control	$18.50 - $23.00	**5**	4	1	0
Mechanics	$28.00 - $31.00	**3**	0	0	3
Production	$17.00 - $43.28	**121**	107	11	3
Administration Staff	$18.75 - $43.75	**6**	2	0	4
Managers and Supervisors	$20.00 - $105.00	**18**	1	2	15

Introduction

Established in 1979 and headquartered in Fresno, The Brownie Baker, Inc. (Brownie Baker) (www.browniebaker.com) is a commercial bakery and wholesale manufacturer specializing in pre-packaged baked goods, including brownies, cakes, cookies, danishes, donuts, and muffins. The Company supplies retail grocery chains, convenience stores, and major distribution partners throughout the United States. Training under this proposal will be conducted at the Company's two Fresno facilities. This will be Brownie Baker's eighth ETP Contract and its fourth within the past five years.

ETP Priority 10200(b)

The proposed training project supports ETP priorities by strengthening California's food manufacturing workforce through targeted employee training, technology adoption, and operational improvement. Brownie Baker is expanding its production and distribution capabilities through new co-manufacturing and co-branding partnerships while supporting the Company's expansion into larger domestic markets outside California. The proposed training project will promote employee retention, internal advancement, and skill development while strengthening the long-term competitiveness of California's manufacturing sector.

Veterans Program

Brownie Baker does not have a formal Veteran outreach program in this project, however, the Company recruits through local military facilities and other organizations such as, Hire a Vet and Troop to Trades which are local organizations that aid in placing local Veterans. Brownie Baker welcomes and encourages all Veterans to apply for employment through its standard hiring process.

Project Details

Building upon previous training focused on foundational manufacturing capabilities and process improvement, this training project will provide more advanced and specialized training to support Brownie Baker's continued expansion. New nationwide distribution partnerships, product launches, production equipment, and technology systems require employees to develop additional technical and operational skills to efficiently meet increasing customer demand while maintaining consistent product quality.

Training will focus on advanced Production Operations, Machine Operation, Baking Processes, Packaging Equipment Operation, and Inventory Control. Employees will also receive training on Enterprise Resource Planning (ERP) software, and other digital applications that improve production planning, inventory management, workflow visibility, and operational efficiency. The Company's growth through new co-manufacturing and distribution partnerships will also require training in customer-specific production requirements.

In addition, leadership and supervisory development will prepare employees promoted from within to effectively manage teams, support workforce expansion, and maintain operational consistency. Collectively, the proposed training project will strengthen workforce capabilities, improve productivity and product quality, support employee retention and advancement, and position Brownie Baker to successfully manage continued growth within California's food manufacturing industry.

Training Plan

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

Business Skills: Training will be provided to all occupations, and training topics include Interpersonal Communications, Export Procedures, and Strategic Planning.

Computer Skills: Training will be provided to all occupations, and training topics include Enterprise Resource Management (ERP) Software, Computer Assisted Machinery, and Intermediate/Advanced Microsoft Applications.

Continuous Improvement Skills: Training will be provided to all occupations, and training topics include Production Operations/Workflow, Quality Measurements Systems, and Lean Manufacturing Principles (Intermediate and Advanced).

Manufacturing Skills: Training will be provided to Managers and Supervisors, Quality Control, Production, and Mechanics occupations, and training topics include Machine Operation, Troubleshooting, and Blue Print Reading and Schematics.

Alternate Recordkeeping

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

High Unemployment Area

Trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Fresno 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. Brownie Baker requests a modification from $24.67 per hour to $18.50 per hour. Approximately 128 trainees in Administration Staff, Managers and Supervisors, Production and Quality Control occupations will need the wage modification.

Commitment to Training

Brownie Baker's annual training budget is $65,000. The Company is committed to providing training to staff such as new-hire orientation, leadership, legally mandated training, and extensive training in safety. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Brownie Baker's Vice President of Operations and Human Resource Manager will oversee all aspects of the training program including roster collection and facilitating training. Training will be provided by in house experts and vendors as needed. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET25-0283	06/02/25 - 06/01/27	$87,696	108	95	$87,696 (100%)
ET23-0183	11/01/22 - 10/31/24	$102,810	139	108	$73,048 (71%)
ET21-0144-000	09/01/20 - 08/31/22	$96,600	125	140	$91,507 (95%)

ET23-0183 - Brownie Baker did not reach contract expectations due to circumstances that affected the Contractor's ability to deliver the required amount of training and several essential administrative tasks, including employee roster submissions, training hour reporting, and new-hire registrations. Consequently, the project achieved 71% of its performance goals. Although Brownie Baker remained committed to the ETP program throughout the project, the administrative issues stemming from the previous third-party administrative subcontractor contributed to the reduced performance. The Company has since implemented corrective measures to prevent these issues from recurring. Brownie Baker has a new ETP administration subcontractor and has enhanced its internal program oversight.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	CALBEC Group	Clovis, CA	$8,500
Administrative	CALBEC Group	Clovis, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Business Communication
- Communication Styles
- Cost Control
- Customer Relationship Management
- Customer Service
- Dealing with Difficult People
- Essential Skills for the New Supervisor
- Export Procedures
- Financial Analysis
- Information Workflow
- Interpersonal Communications
- Leadership
- Marketing/Sales Techniques
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Relationship Building
- Retaining Customers
- Strategic Planning

Computer Skills

- Computer Assisted Machinery
- Computer Maintenance Management Software
- Enterprise Resource Management (ERP) Software
- Financial Management System
- Intermediate/Advanced Microsoft Applications

Continuous Improvement Skills

- Creating a Quality Organization
- Cross-Training
- Change Management
- Decision Making
- Lean Manufacturing Principles (Intermediate and Advanced)
- Production Scheduling
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Capability

- Quality Measurement Systems
- Root Cause Analysis
- Statistical Process Control
- Systems Failure Analysis
- Team Building
- Teamwork Development Skills
- Time Management

Manufacturing Skills

- Assembly Process Control
- Assembly Procedures
- Baking Processes – Danishes, Muffins, Cookies, Cakes
- Blue Print Reading and Schematics
- Cross-Training in Production Equipment/Skills
- Changeover Procedures
- Electrical and Electronics
- Equipment Operation
- Hydraulics
- Inventory Control
- Machine Operation
- Machine Maintenance
- Manufacturing Practices
- Packaging Equipment Operation
- Production Operations
- Sanitation Best Practices
- Troubleshooting
- Warehousing

Training Proposal for:

Veteran Pipeline Construction, Inc.

Contract Number: ET27-0163

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee SET	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Contra Costa, Orange, Sacramento, Solano	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☒ Yes ☐ No	International Brotherhood of Electrical Workers - 1245 LiUNA! Local 220 LiUNA! Local 1184 Operating Engineers - Local 3	

Number of Employees in:	CA: 366	U.S.: 366	Worldwide: 366
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution
$522,027

Total ETP Funding
$296,800

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SET Retrainee	265	8-200	0-40	40	$1,120	$33.64

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

Published Minimum Hourly Wage by County:
Job Number 1: $33.64 Priority SET Average Statewide

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $2.50

Fringe Benefits: The Company provides several fringe benefits and additional compensation, including discretionary performance based bonuses of up to 3%, over $2.50 per hour in employer paid health benefits, a 401(k) plan with up to a 4% company match, a 1% profit-sharing plan, two weeks of PTO and one week of sick leave starting immediately, and eight paid company holidays.

Wage Progression: The Company's wage progression approach combines merit-based increases, skill development, and clear communication to ensure employees understand their growth opportunities. The Company prioritizes internal advancement, providing employees with meaningful pathways for upward mobility. After an employee completes their first year, managers conduct a performance evaluation, which is reviewed by human resources and used to determine merit adjustments. Annual compensation increases range from 2% to 4%. In addition to annual increases, supervisors may recommend merit raises at any point during the year, either at an employee's request or during a scheduled review. While the maximum interval between raises is one year, employees who earn promotions may receive additional increases sooner.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Mechanic	$31.14 - $35.00	**3**	0	0	3
Project Operations	$31.14 - $72.48	**26**	0	0	26
Administration	$31.14 - $77.13	**35**	0	0	35
Estimator	$40.00 - $72.12	**11**	0	0	11
Laborers	$34.47 - $43.97	**16**	0	0	16
Operator Engineers	$55.00 - $64.00	**10**	0	0	10

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Project Managers	$40.00 - $80.00	**33**	0	0	33
Engineer	$38.46 - $85.82	**26**	0	0	26
Electricians	$53.30 - $70.16	**105**	0	0	105

Introduction

Founded in 2006 and headquartered in Sacramento, Veteran Pipeline Construction, Inc. (VPC) (www.chargeepc.com/vpc) specializes in engineer-procure-construct (EPC) and design-build services for natural gas distribution, underground utility infrastructure, and trenchless boring projects. VPC supports major utility and infrastructure customers throughout California and continues to expand its capabilities in emerging technologies, including methane capture, hydrogen infrastructure, advanced excavation methods, and digital utility mapping. The Company's affiliate, Veteran Power, Inc. will also participate in this project. The Company has locations in Dixon, Sacramento, Anaheim and Concord. Training under this proposal will be conducted at the Company's locations and Fleet & Training Center in Dixon. This will be VPC's first ETP contract.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening a growing California construction employer that provides high-skill, high-wage career opportunities while investing in emerging technologies and advanced construction methods. VPC is expanding its workforce to meet increased demand from California utilities and support growth in natural gas, electrical, electric vehicle, methane capture, and hydrogen infrastructure projects. These investments will support workforce retention and career advancement while strengthening California's capacity to develop and maintain modern energy and utility infrastructure.

Veterans Program

Although VPC does not have a formal Veteran outreach program in this project, the Company welcomes and encourages Veterans to apply for employment through its standard Company hiring process.

Union Support

This proposal has support from a total of four different unions. 105 Electricians are represented by International Brotherhood of Electrical Workers 1245. Ten (10) Operator Engineers are represented by Operating Engineers Local 3. Sixteen (16) Laborers are represented by LiUNA! Local 220 and LiUNA! Local 1184. Union support letters are included with the proposal for review.

Project Details

VPC is experiencing significant workforce development needs driven by increased customer demand, an aging skilled workforce, evolving regulatory requirements, and the rapid adoption of new utility construction technologies. As experienced employees approach retirement, structured mentoring, cross-training, and technical instruction are necessary to transfer

institutional knowledge to newer employees and prepare the next generation of foremen, operators, engineers, and project personnel to safely manage increasingly complex infrastructure projects.

The proposed project will provide specialized training in emerging technologies and construction methods, including Z-Vac methane capture technology used during the activation and deactivation of natural gas systems. Employees will receive equipment operation and regulatory training to safely implement this technology while reducing emissions associated with traditional processes. VPC is also transitioning from hydro-vacuum to air-vacuum excavation and introducing equipment such as rock saws, belt trenchers, and chain trenchers. Comprehensive training will prepare employees to safely operate and maintain this equipment while improving productivity and project execution.

Training will also support VPC's expansion into hydrogen infrastructure. Employees will develop the technical competencies required to construct and maintain emerging hydrogen transmission, distribution, and fueling systems while adapting existing drilling and utility construction practices to new technologies and standards.

Finally, leadership development, mentoring, and cross-training will complement technical instruction to prepare employees for greater responsibilities and internal advancement. Collectively, the proposed training will improve safety, workforce flexibility, operational efficiency, and technology adoption while supporting VPC's continued growth and the development of a highly skilled California utility construction workforce.

Training Plan

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

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

Commercial Skills: Training will be offered to Engineer, Project Operations, Estimator, Laborer, Electrician, and Mechanic occupations on course topics that include Backfill and Compacting, Construction Practices, and Traffic Control and Flagging Operations.

Computer Skills: Training will be offered to all occupations on course topics that include Heavy Construction Systems Specialist (HCSS), Safety Telematics (GPS) and Vista Cloud.

Continuous Improvement Skills: Training will be offered to all occupations on course topics that include Cross Training, Quality Measurement Systems and Root Cause Analysis.

Hazardous Materials Skills: Training will be offered to all occupations on course topics that include Asbestos handling & removal, Hazardous Chemical Cleaning/Handling and Silica Control Measures.

Certified Safety Training

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

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

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0-40 hours of CBT.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests this modification.

Commitment to Training

VPC's annual training budget is approximately $250,000 and it includes company orientation, required basic safety training and any mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Senior Human Resources Manager will oversee the ETP project along with the assistance of the Training Supervisor for Quality. The Training Compliance Specialist will assist with the scheduling, training, collecting attendance rosters and tracking performance. Training will be delivered by in-house trainers who are subject matter experts and vendors as needed. The Company has also retained the services of an administrative subcontractor to assist with the administration of this project.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Sierra Consulting Services, Inc.	Cameron Park, CA	$19,000
Administrative	Sierra Consulting Services, Inc.	Cameron Park, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Communication Skills
- Employee Coaching
- Essential Skills for New Supervisor
- Leadership
- Operational Skills
- Strategic Planning

Commercial Skills

- Abandon/Deactivate Pipeline Facilities
- Backfill and Compacting
- Coating Application and Repair, Wax Coating Systems
- Compliance with Customer Safety Programs
- Compliance with Underground Alert (USA) Requirements
- Construction Meter Work
- Construction Practices
- Damage Prevention During Excavation
- Directional Drilling
- Electrical Connections
- Electrical Strike
- Electrofusion
- Engineering
- Equipment Operation/Maintenance/Repair
- Estimating
- Excavating
- Fire Abatement
- Forklift
- Hand Tools
- Heat Iron Butt Fusion
- Heat Iron Saddle Fusion
- Heat Iron Socket Fusion
- Heat Iron Socket Hydraulic
- Heavy Equipment Operation
- Install Pipe and Bore
- Installation, Backfill, & Compaction
- Lead
- Leak Test
- Mark and Locate Facilities
- Magnetic Testing
- Mark and Locate
- Mechanical Fusion
- Mechanical Fitting

- Mechanical Repairs
- National Fire Protection Association (NFPA 70E)
- Non-Production Mark and Locate
- Offsite Spoils Disposal
- Onsite Spoils Management
- Operate Riser Valve Changer Equipment & Service Riser Thread Replacement
- Operator Aerial Lifts
- Operator Backhoe
- Operator-Dozers
- Operator Large Excavators
- Operator Mini Excavators
- Operator Misc/Special Equipment
- Operator Roller Compactors
- Operator Motor Graders
- Operator Skip Loader
- Operator Side Booms
- Operator Track/Wheel Skid Steer
- Paving
- Pipe Fusion
- Pipe Inspection
- Pipe Installation
- Pipe Squeezing
- Pipe Soil Read
- Potholing Operations
- Pressure Testing
- Production Reporting
- Project Documentation
- Project Management
- Purging with Gas and Air
- Rigging
- Service Tee/Save a Valve Tapping/Plugging Equipment
- Stand-by Pipeline
- Traffic Control and Flagging Operations
- Tracer Wire
- Trenching
- USA Ticket Management
- USA Gas Liens
- Utility Electrical Lines
- Vacuum Trucks
- Welding
- Z-Vac Methane Capture Technology

Computer Skills

- Heavy Construction Systems Specialists (HCSS)
- ISNetworld
- Telematics (GPS)
- Vista Cloud

Continuous Improvement Skills

- Cross Training
- How to Coach and Mentor
- Process Improvement
- Quality Measurement Systems
- Root Cause Analysis
- Team Building

Hazardous Materials Skills

- Asbestos Handling & Removal
- Bloodborne Pathogens
- Hazardous Chemical Cleaning/Handling
- Hazardous Material Handling
- Hazardous Waste Cleaning
- Respirator Safety
- Silica Control Measures

HazWoper

- HazWoper 40
- Hazardous Waste Operator (Hazwoper)
- Hazwoper Refresher

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- OSHA 10

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA 30

Computer-Based Training

Trainees may receive any of the following:

Safety Skills - OSHA 10 (Certified-OSHA Instructor)

- Introduction to OSHA (1 hr)
- Focus 4-Caught-in-Between, Struck By, Falls, Electrocution (3 hrs)
- Confined Space Entry (30 mins)
- Cranes, Derrick, Hoists, Elevators & Conveyors (30 mins)
- Excavation Safety-Trenching (30 mins)
- Hand & Power Tool Safety (30 mins)
- Fire Extinguisher Safety (30 mins)
- Health Hazards in Construction (30 mins)
- Hazard Communication (30 mins)
- Materials Handling, Storage, Use & Disposal (30 mins)
- Personal Protective Equipment (30 mins)
- Scaffolding (30 mins)
- Silica Hazards (30 mins)
- Stairway & Ladder Safety (30 mins)

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- Introduction to OSHA (1hr)
- Asbestos Awareness for Supervisors (1.5 hrs)
- Focus 4-Falls, Caught in-Between, Struck By, Electrocution (4 hrs)
- Confined Space Entry Permit Required (30 mins)
- Cranes, Derricks, Hoists Elevators & Conveyors (30 mins)
- Emergency Response (30 mins)
- Electrical Safety Awareness (1hr)
- Ergonomics Industrial & Office (30 mins)
- Excavation Safety-Trenching (30 mins)
- Fall Prevention (1hr)
- Fire Protection & Prevention (30 mins)
- Foundations of Safety Leadership (1.5 hrs)
- Hand and Power Tool Safety (1hr)
- Hazard Communications (1hr)
- Hazardous Materials (1hr)
- Health Hazards in Construction (1hr)
- Injury Illness Prevention Recordkeeping (1hr)
- Incident Investigation (1hr)
- Lead Awareness & Exposure (1hr)
- Managing Safety & Health (1.5 hrs)
- Materials Handling, Use & Disposal (1hr)
- Mental Awareness (30 mins)
- Moving Motor Vehicles (30 mins)
- Noise Exposure-Hearing Conservation (1hr)
- Personal Protective Equipment (2 hrs)
- Signs, Signals, & Barricades (30 mins)
- Powered Industrial Vehicles (30 mins)
- Safety and Health Program (30 mins)
- Scaffolding Safety (30 mins)
- Silica Exposure (30 mins)
- Stairways and Ladders (30 mins)
- Welding and Cutting (30 mins)

IBEW Local Union 1245
30 Orange Tree Circle
Vacaville, CA 95687
Telephone: (707) 452-2700
Fax: (707) 452-2701
www.ibew1245.com

BOB DEAN, BUSINESS MANAGER
CECELIA DE LA TORRE, PRESIDENT

August 13, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Charge dba Veteran Power Infrastructure is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project:105 Current Employees in Superintendents, Foreman, and Journeyman Electricians in the following groups: IBEWNC UG Foreman, IBEWNC Line Equipment, IBEWNC Journeyman, IBEWNC Groundman, IBEWNC General Foreman, and IBEWNC Foreman.

Exhibit E

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

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

Sincerely,

Ralph Armstrong
Sr. Assistant Business Manager
IBEW Local Union 1245

LiUNA!
LOCAL 220
6800 District Blvd.
Bakersfield, CA 93312
Phone (661) 322-3460 • Fax (661) 281-1333

HERTZ RAMIREZ
Business Manager

DANIEL ZARAGOZA
Secretary Treasurer

MARIO SALINAS
President

SERGIO BARRAGAN
Vice President

FRED WALTHER
Recording Secretary

JUAN CARDENAS
Executive Board

JAIME GUTIERREZ
Executive Board

ROLAND MADERA
Sergeant at Arms

July 30, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Charge dba Veteran Pipeline Construction is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 9 Current Employees including 1 Foreman and 8 Journeyman Laborers in the following Groups: GR1 Utility and GR2 Utility.

Exhibit E

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

Sincerely,

Hertz Ramirez
Business Manager
hramirez@local220.us

www.local220.us

Feel the Power

Laborers' International Union of North America

LiUNA!

Local No.1184

Local No.1184

Serving Southern California and Arizona

MICHAEL S. DEA
BUSINESS MANAGER
SECRETARY-TREASURER

Josh Pender
PRESIDENT

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

July 30, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Charge dba Veteran Pipeline Construction is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 7 Current Employees as Foreman and Journeyman Laborers in the following groups: GRP4 Locator / Foremen and GR3 HDD Operators.

Exhibit E

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

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

Sincerely,

Michael S. Dea
Business Manager
Secretary-Treasurer

OPERATING ENGINEERS
LOCAL 3
AFL-CIO
N. CALIFORNIA | N. NEVADA | HAWAII | UTAH
3000 CLAYTON ROAD
CONCORD, CA 94519
PHONE 510.748.7400
FAX 510.748.7401
BRUCE NOEL VICE PRESIDENT

July 30, 2026

Employment Training Panel
1100 J Street
Sacramento, CA 95814

Dear Panel Members,

We understand Charge dba Veteran Pipeline Construction is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: 10 Current Employees including Journeyman Operator Engineers in the following Groups: GR7 Operators, GR6 Operators, GR3 Operators, GR4 Operators, and GR1 Operators.

Exhibit E

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

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

Sincerely,

Bruce Noel
Vice President
Operating Engineers Local 3

Training Proposal for:

Mission Career College, Inc.

Contract Number: ET27-0151

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Opportunity Youth Justice-Involved Multiple Barriers New Hire Priority Rate SB < 100 SET Veterans	Industry Sector(s):	MEC Construction Health Care and Social Assistance Information
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Riverside, San Bernardino	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$205,800		$22,100		$227,900

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

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Opportunity Youth Justice-Involved Multiple Barriers Priority Rate Small Business SET New Hire	100	8-260	0-0	70	$2,164	$20.18
2	Multiple Barriers Priority Rate Veterans Small Business SET New Hire	5	8-260	0-0	70	$2,300	$20.18

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

Published Minimum Hourly Wage by County:
Job Number 1: (New Hire) $20.18 per hour for Riverside and San Bernardino Counties
Job Number 2: (New Hire) $20.18 per hour for Riverside and San Bernardino Counties

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $1.93
Job Number 2: $1.93

Fringe Benefits: Participating employers provide an average of $400 in fringe benefits per month to eligible employees, which may include health insurance, paid sick leave, vacation time, and employer contributions toward retirement plans where applicable. Benefits are typically offered to full-time employees after an initial employment period and are distributed in accordance with each employer's policies. These benefits support employee retention and contribute to overall compensation beyond base wages.

Wage Progression: Participating employers on average conduct performance reviews after an initial evaluation period and thereafter, as needed to provide feedback, offer support, make course corrections, and ensure alignment with workplace expectations. Wage increases typically occur within the first 6 to 12 months of employment and annually thereafter. Annual reviews are used to evaluate overall performance and determine eligibility for wage progression or promotions and include a full discussion of total compensation and may result in advancement into senior roles, lead positions, or specialized roles. On average, participating employers offer wage increases of approximately 2.5%, based on reliability, job performance, and demonstrated competency in job-specific skills.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Opportunity Youth, Justice-Involved, Multiple Barriers, Priority Rate, Small Bus, SET, New Hire					
Office Specialists	$18.25 - $24.00	**19**	16	3	0
Customer Service Representatives	$18.25 - $25.00	**14**	11	3	0
Marketing Associates	$18.25 - $26.00	**14**	7	6	1
Home Health Aides	$18.25 - $28.00	**9**	4	4	1
Medical Assistants	$18.25 - $30.00	**19**	11	6	2
IT Assistants	$18.25 - $30.00	**15**	8	5	2
Certified Nursing Assistant (CNA)	$18.25 - $32.00	**10**	4	5	1
JOB NUMBER 2 - Multiple Barriers, Priority Rate, Veterans, Small Business, SET, New Hire					
Office Specialists	$18.25 - $24.00	**1**	1	0	0
Customer Service Representatives	$18.25 - $25.00	**1**	1	0	0
Marketing Associates	$18.25 - $26.00	**1**	1	0	0
Home Health Aides	$18.25 - $28.00	**1**	1	0	0
Medical Assistants	$18.25 - $30.00	**1**	1	0	0

Introduction

Founded in 2006 and headquartered in Riverside, Mission Career College, Inc. (MCC) (www.missioncareercollege.com) is a private postsecondary vocational training agency that provides career-training programs for high-demand healthcare occupations. MCC offers classroom instruction, hands-on skills training, and job-readiness preparation for roles such as Certified Nursing Assistant, Medical Assistant, Home Health Aide, and related administrative and clinical support positions. MCC also provides outreach services, skills training, interview preparation, résumé development, and job placement assistance. MCC partners with hospitals, medical clinics, long-term care providers, home health agencies, physician practices, and other healthcare employers to deliver training aligned with industry standards. Training for this project will occur at MCC training facilities and at participating employer worksites throughout Riverside and San Bernardino Counties. This will be MCC's second ETP contract and its second in the past five years.

ETP Priority 10200(b)

MCC's training project aligns with ETP priorities outlined in Section 10200(b) by addressing ongoing workforce shortages in the healthcare sector and supporting employers that deliver essential services throughout California. The training provides workers with the core skills needed for high-demand patient care, clinical support, and healthcare administration roles. The

project strengthens participating employers by preparing individuals for occupations with clear pathways for career advancement and wage progression, while integrating modern workplace practices and emerging technologies such as digital systems and healthcare administration tools. In addition, the project expands access to healthcare career pathways, supports long-term labor-market participation, and helps employers maintain and grow operations within California.

Veterans Program

MCC markets training opportunities to Veterans through coordinated outreach with local workforce development partners, Community-Based Organizations, and online platforms that support Veteran employment. MCC works with One-Stop Career Centers, America's Job Centers of California, and other workforce partners that serve Veterans to promote training aligned with healthcare and administrative careers. Outreach efforts include targeted communication through workforce networks, community events, and digital channels to ensure Veterans are aware of available training and employment pathways. MCC has committed to placing five Veterans (Job Number 2) into occupations such as Customer Service Representatives, Home Health Aides, Marketing Associates, Medical Assistants, and Office Specialists.

Project Details

Participating employers across Southern California continue to face workforce shortages driven by increasing patient volumes, expanded outpatient and post-acute services, and greater reliance on technology. This growing dependence on technology, combined with evolving regulatory requirements, has made it more difficult to find qualified employees. Although applicants are available, many lack job-specific skills, leading to longer onboarding, reduced productivity, and higher turnover within the first 90 days. These challenges limit patient access, reduce service capacity, disrupt administrative workflows, and affect overall organizational efficiency. As a result, employers report ongoing demand for entry-level clinical and administrative roles such as Medical Assistants, Certified Nursing Assistants, Home Health Aides, Office Specialists, Customer Service Representatives, IT Assistants, and Marketing Associates.

The proposed training addresses these needs by strengthening essential clinical competencies such as Infection Control and Vital Signs Theory and core administrative functions including Medical Office Communication and Coordination. It also builds foundational digital skills in Electronic Health Records navigation and introduces AI-supported documentation tools used for patient intake and communication. This training prepares new hires to meet performance expectations, support increased patient volume, and sustain employment beyond the initial onboarding period. In addition, standardized skill development across employers helps stabilize retention during organizational expansion by maintaining consistent workforce quality and ensuring that skill levels keep pace with operational growth.

For 20 years, MCC has provided employer-aligned workforce training and job placement services in the healthcare sector, offering structured classroom instruction, hands-on skills training, and job-readiness preparation that build the competencies required for entry-level clinical and administrative roles. Aligning training with participating employer needs helps to address workforce shortages, stabilize early employment, and improve operational efficiency across healthcare settings such as post-acute facilities, clinics, and home-health providers. Within the past two years, MCC has graduated approximately 500 individuals from its various programs and placed approximately 400 individuals into employment. Of those placed, approximately 260 were individuals facing barriers to employment. Placements included

Certified Nursing Assistant, Home Health Aide, Medical Assistant, Phlebotomy Technician, and other occupations through MCC's employer and workforce partnerships, including Riverside and San Bernardino County workforce programs.

Justice-Involved/Opportunity Youth

Job Number 1 will be funded as Special Employment Training under the Justice-Involved/Opportunity Youth Guidelines. MCC will be responsible for documenting the eligibility criteria for this program.

- Retention Modification

Retention for Justice-Involved/Opportunity Youth trainees may be satisfied with employment of at least 30 hours a week for at least 90 days, out of 120 consecutive days with up to three employers. For occupations in which workers are hired for short-term jobs, retention may be satisfied by employment of at least 500 hours within 180 days. MCC requests this retention modification.

Training Plan

Training will be delivered via Classroom/Laboratory, E-Learning, and Preceptor for Medical Skills in the following:

Business Skills: This training will be offered to all occupations and will prepare trainees to effectively support patient care operations, front office functions, and employer expectations in real world healthcare environments. Training topics include Business Processes, Creating Action Plans, Customer & Patient Service Excellence, and Patient Intake and Front Office Procedures.

Commercial Skills: Training will be offered to all occupations and will equip trainees with the skills needed to understand compliance expectations, maintain accurate documentation, and support operational and regulatory standards across clinical and administrative roles. Training topics include Quality Field Tests and Record Keeping.

Computer Skills: Training will be offered to all occupations and will equip trainees with the digital and technical skills required to run and support business operations in modern healthcare and administrative environments. Training topics includes Automation Tools for Administrative Workflows, Business Intelligence Applications, Database Security, IT Help Desk Fundamentals, and Network Basics in Healthcare Environments.

Continuous Improvement Skills: Training will be offered to all occupations and will equip trainees with the skills needed to respond effectively, solve problems, implement key processes, and enhance overall productivity. Training topics will include Critical Thinking Skills, Decision Making, Leadership Skills, and Process Analysis.

Job Readiness Skills: Training will be offered to all occupations and will focus on professional development. Training topics include Career Pathways in Healthcare Occupations, Communication in Patient- Facing Roles, Interpersonal Skills for Healthcare Teams, and Workplace Expectations in Healthcare Settings.

Medical Skills (Didactic): Training will be offered to Certified Nursing Assistants, Medical Assistants, and Home Health Aides and focuses on foundational clinical knowledge and patient care practices to ensure trainees develop the knowledge and skills necessary to support patient

care, comply with healthcare regulations, and perform effectively in clinical and support roles. Training topics will include Blood Chemistry Basics, Body Systems Overview, Hematology Fundamentals, and Medical Terminology.

Medical Skills (Preceptor): Training will be offered to Certified Nursing Assistants, Medical Assistants, and Home Health Aides with a trainer-to-trainee ratio of 1:3. This training will equip trainees with the skills needed to apply patient-care practices in real-time environments, including patient intake, basic health assessments, documentation, and support of care delivery, while maintaining compliance with all required safety, privacy, and quality standards. Training topics will include Activities of Daily Living Support, Safe Patient Handling and Mobility Assistance, Supervised Work-Based Learning Activities, and Vital Signs and Basic Health Assessments.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage and Retention Modifications**

All trainees in Job Number 1 and Job Number 2 are New Hires and have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These trainees may receive the ETP New Hire Minimum Wage. MCC requests the ETP New Hire Minimum Wage of $20.18 for 100 trainees in Job Number 1 and 5 trainees in Job Number 2.

For trainees in Job Number 2 (Veterans), full-time employment is required for a minimum of 30 hours per week during the consecutive 90-day employment retention period; and/or, retention may be 500 hours within 272 days with one or more participating employers.

Impact/Outcome

Training may support preparation for industry-recognized certifications depending on the occupation, including Certified Nurse Assistant Certification and Medical Assistant certifications, when applicable.

Incidental Placement

Incidental placement with public and nonprofit entities is permissible for trainees in Job Number 1 and Job Number 2. MCC is requesting incidental placement for trainees with public and nonprofit entities, not to exceed 20% of the number to retain in employment for Job Number 1 and 25% of the number to retain in employment for Job Number 2 (Veterans).

Commitment to Training

Participating employers provide job training and basic skill development to ensure employees can perform their respective job duties. Training is typically mandatory and job-specific, aligned

with the requirements of healthcare and administrative occupations and employer expectations. Course topics may include new hire orientation, patient care fundamentals, clinical procedures, safety and infection control, HIPAA and compliance, customer service, workplace communication, and digital systems used in healthcare settings. 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 Compliance Officer will oversee all project administration, supported by two MCC administrative staff responsible for scheduling training, collecting and reviewing attendance rosters, conducting marketing and needs assessments, and managing trainee recruitment. All primary training will be delivered by qualified instructors employed or contracted directly by MCC, with external vendors used only when specialized training is required and directly tied to job-specific needs. Trainers include experienced healthcare and workforce-training instructors, along with participating employer staff who provide role-specific guidance and supervision to ensure that workplace application remains aligned with current operational practices. MCC has also retained a third-party subcontractor to assist with project administration, consistent with ETP training infrastructure standards.

Marketing and Support Costs

MCC conducts marketing and recruitment through a coordinated outreach strategy that leverages partnerships with workforce development organizations, community-based agencies, Veterans service providers, and America's Job Centers of California. Through these partnerships and employer collaboration, MCC identifies eligible trainees, aligns training with regional hiring needs, and connects participants to real job opportunities. Support costs cover employer outreach, recruitment, onboarding, scheduling, documentation, program management, and ETP compliance—activities essential for maintaining employer engagement and ensuring training aligns with workforce demand. MCC requests support costs of 12% for Justice-Involved and Opportunity Youth/Multiple Barriers/New Hire trainees (Job Number 1) and 20% for Veterans/Multiple Barriers/New Hire (Job Number 2).

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).

MCC is eligible as a training agency based on the following:

- BPPE licensure valid until March 23, 2031.

Tuition Reimbursement

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

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET23-0289	03/27/23 - 03/26/25	$86,325	25	18	$86,325 (100%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Grant Works	Orange, CA	$18,500
Administrative	Grant Works	Orange, CA	10% of Earned Amount

Training Subcontractors	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Administrative Workflow Coordination
- Business Processes
- Communication & Coordination in Healthcare Settings
- Creating Action Plans
- Customer & Patient Service Excellence
- Managing Difficult Patient Interactions & De-Escalation
- Insurance Verification & Financial Communication
- Patient Intake & Front Office Operations
- Project Management
- Appointment Scheduling & Coordination
- Time Management

Commercial Skills

- Quality Field Tests
- Record Keeping
- Regulatory Requirements

Computer Skills

- Advanced Medical Billing and Coding Systems
- AI Assisted Documentation and Data Entry
- AI Supported Customer and Patient Interaction Tools
- AI Tools for Patient Intake and Communication
- Automation Tools for Administrative Workflows
- Basic Marketing Analytics and Reporting
- Business Intelligence Applications
- Clinical Documentation Systems and Data Entry
- Cybersecurity
- Database Security
- Database Solutions
- Digital Marketing for Healthcare Services
- Digital Patient Intake and Forms Processing
- Electronic Health Records (EHR/EMR) Navigation
- Hardware and Software Troubleshooting
- Healthcare CRM and Patient Management Systems
- HIPAA Compliant Communication Platforms
- Introduction to AI in Healthcare Operations
- IT Help Desk Fundamentals
- Medical Billing and Coding Fundamentals
- Medical Office Software Applications
- Microsoft Office (Intermediate/Advanced)
- Network Basics in Healthcare Environments

- Patient Engagement Platforms and Tools
- Patient Scheduling and Intake Systems
- Secure File Sharing in Healthcare Settings
- Telehealth Platforms and Virtual Care Tools
- User Support and Ticketing Systems
- Workflow Optimization Using Digital and AI Tools

Continuous Improvement Skills

- Coaching
- Critical Thinking Skills
- Decision Making
- Goal Setting
- Leadership Skills
- Measuring for Success
- Problem Solving and Resolution
- Process Analysis

Job Readiness Skills

- Accountability and Reliability in the Workplace
- Career Pathways in Healthcare Occupations
- Communication in Patient-Facing Roles
- Conflict Resolution and De-escalation Techniques
- Interpersonal Skills for Healthcare Teams
- Onboarding and Integration into Healthcare Work Environments
- Patient Privacy and HIPAA Compliance
- Professional Conduct and Ethics in Patient Care
- Workplace Expectations in Healthcare Settings
- Workplace Retention and Performance Expectations

Medical Skills (Didactic)

- Anatomy and Physiology
- Basic Pharmacology Concepts
- Blood Chemistry Basics
- Body Systems Overview
- Cardiovascular System Overview
- Documentation and Reporting Standards
- Dosage Calculations
- EKG Theory and Cardiac Monitoring Concepts
- Equipment and Supplies Knowledge
- Ethics and Legal Considerations
- Hematology Fundamentals
- HIPAA-Compliant Clinical Documentation and Electronic Health Record Procedures
- Home Health Care Concepts
- Human Development and Aging
- Infection Control and Prevention
- Job-Specific Safety Practices in Clinical and Administrative Settings
- Laboratory Procedures Overview

- Long-Term Care Concepts
- Medical Office Clinical Workflow
- Medical Terminology
- Medication Administration Theory
- Nutrition and Hydration Fundamentals
- Patient Assessment Principles
- Patient Care Principles
- Phlebotomy Theory and Venous Anatomy
- Professional Communication in Healthcare
- Respiratory System Overview
- Specimen Collection Theory
- Universal Precautions
- Urinalysis and Diagnostic Testing Concepts
- Vital Signs Theory

Medical Skills (Preceptor)

- Activities of Daily Living Support (ADLs)
- CarePlan Support and Implementation
- Clinical Documentation and Charting (Real-Time)
- Clinical Observation and Workflow Integration
- Communication with Patients and Care Teams
- Compliance Practices
- Equipment Use in Patient Care Settings
- Home Health Support Activities
- Infection Control Practices in Clinical Settings
- Interdisciplinary Team Collaboration
- Long-Term Care Support Activities
- Medical Office Back-Office Procedures
- Patient Intake and Screening Procedures
- Phlebotomy Support Activities
- Safe Patient Handling and Mobility Assistance
- Specimen Collection Support
- Supervised Patient Care Activities
- Supervised Work-Based Learning Activities
- Vital Signs and Basic Health Assessments

Training Proposal for:

North State Building Industry Association

Contract Number: ET27-0162

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	New Hire Priority Rate	Industry Sector(s):	MEC Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Placer, Sacramento	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$362,242		$37,718		$399,960

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

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate New Hire	120	8-260	0-0	108	$3,333	$20.18

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

Published Minimum Hourly Wage by County: Job Number 1: $20.18 per hour New Hire rate in Placer and Sacramento Counties	
Health Benefits: ☐ Yes ☒ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.00	
Fringe Benefits:	Fringe benefits vary by participating employers and are not standardized across the program. Employers may offer their own benefit packages once trainees secure employment, but no fringe benefits are claimed for ETP reimbursement purposes.
Wage Progression:	The project supports pathways into occupations with demonstrated wage growth as trainees gain experience, competency, and on-the-job skills within the homebuilding industry.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, New Hire					
Carpenter	$20.18 - $40.00	**120**	0	60	60

Introduction

The North State Building Industry Association (North State BIA), (www.building-careers.org) is a non-profit regional trade association of builders, developers, subcontractors, suppliers, and related professionals dedicated to advancing the homebuilding industry. Founded in 1944, North State BIA and its members have built high-quality communities throughout the Sacramento region for more than eight decades. Training is delivered through BIA's BuildStrong Academy in partnership with the Home Builders Institute (HBI), which provides technical construction skills instruction for individuals seeking careers in residential construction.

North State BIA trains approximately 140 participants annually at its Sacramento training center and serves employers in Sacramento and Placer counties. Guided by input from local builders and advisory partners, including the Sacramento Employment Training Agency, Sierra College, Roseville Chamber of Commerce, and others, the program supports workforce development

and industry talent pipelines while expanding access for underserved groups such as justice-involved individuals, the homeless, and those overcoming poverty.

ETP Priority 10200(b)

This project supports high-road workforce development by preparing new hires for immediate entry into residential construction through intensive pre-apprenticeship training, employability instruction, and direct placement into livable-wage jobs. Training strengthens the regional talent pipeline, supports housing production, and helps employers address ongoing skilled-trade shortages by equipping participants with foundational construction competencies aligned with industry needs.

Veterans Program

The program is open to Veterans, and although most participants do not come from military service, outreach remains available for Veterans interested in joining.

Project Details

The North State BIA, through its Building Careers Foundation and the BuildStrong Academy of Greater Sacramento, is addressing a significant regional shortage of skilled construction workers. State and national labor market reports show sustained growth in residential construction trades from 2022–2032, alongside a widening gap between retiring workers and new entrants. North State BIA's national research highlights the homebuilding sector's 400,000 open positions and an annual economic loss of $10.8 billion. Since opening in 2023, the Academy has trained more than 200 individuals and placed approximately 85% of graduates into the industry, demonstrating both strong demand for entry-level workers and the program's effectiveness.

To meet growing industry needs, North State BIA seeks ETP support to expand its nine-week, cohort-based pre-apprenticeship program. The Academy is currently operating at capacity and requires funding to secure a larger training space, increase staff for recruitment and employability instruction, and introduce training in additional trades experiencing local shortages. Participants, many justice-involved, unhoused, recently immigrated, or facing economic barriers, receive carpentry instruction, job-readiness training, and supportive services such as transportation assistance and work attire. Graduates leave the program with a starter toolkit and industry-recognized certifications, improving placement outcomes and supporting the region's need for a reliable construction talent pipeline.

Training Plan

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

Commercial Skills: Training topics include Apply Roof Shingles, Build Concrete Forms, Demonstrate Safe Ladder and Scaffolding Use, Roof Shingle Application, and Safe Use, Storage, and Handling of Materials, Chemicals, and Compounds.

Other Resources

The Out-of-School Youth program, supported through Workforce Innovation and Opportunity Act funding, will allocate $352,000 toward supportive services, program supplies, and essential staff support to ensure effective program delivery and participant success.

Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the trainees, not to exceed 20%. North State BIA is requesting incidental placement for trainees with public and nonprofit entities, not to exceed 20%.

Commitment to Training

Participating employers provide basic training including orientation, sexual harassment prevention, and general safety. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Training Infrastructure

The Operations Manager, supported by two instructors and administrative staff from North State BIA, will be responsible for overseeing all aspects of the training project, including coordinating trainee recruitment, scheduling training cohorts, collecting rosters, maintaining documentation, and communicating with ETP staff throughout the contract.

Training will be delivered through a combination of internal subject matter experts and external training providers, most notably HBI, which serves as the primary training subcontractor responsible for delivering the 9-week commercial skills curriculum. To support the administrative and compliance components of the project, North State BIA has retained an administrative subcontractor to assist with trainee enrollment, roster review, data entry, contract administration, and overall documentation management.

Marketing and Support Costs

North State BIA requests 12% support costs to cover employer engagement, recruitment, scheduling, communications, data and roster management, and participant services associated with ongoing apprenticeship cohort delivery. Recruitment is conducted through digital media, social media, community events, career fairs, and flyers distributed to Community-Based Organizations.

Trainer Qualifications

Training will be delivered by North State BIA using qualified subject matter experts and HBI. Trainers will be identified for ETP record-keeping purposes as they are retained.

Tuition Reimbursement

North State BIA 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.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Propel Consulting Group	El Dorado Hills, CA	$15,000
Administrative	Propel Consulting Group	El Dorado Hills, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
Home Builders Institute	Sacramento, CA	$100,000.00	HBI provides technical skills training for students looking to have a career in construction

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

- Apply Roof Shingles
- Basic Construction Math
- Build Concrete Forms
- Calculate Square and Lineal Measurements
- Carpentry Tools and Safety
- Concrete Form Stripping
- Construction Materials – Identification and Use
- Construction Materials – Measuring and Calculating
- Cut Construction Materials
- Demonstrate Safe Ladder and Scaffolding Use
- Demonstrate Safe Lifting and Carrying
- Demonstrate Safe Use of Hand Tools
- Demonstrate Safe Use of Power Tools
- Duct Change Elbows
- Duct Cleaning
- Duct Design
- Duct “S” Offsets
- Duct Systems
- Frame Ceilings
- Frame Floors
- Frame Roofs
- Frame Walls and Partitions
- Hand Tools – Identification and Use
- Identify Hazardous Conditions
- Identify Trade-Specific Construction Materials
- Identify Trade-Specific Hand Tools
- Install Exterior Doors and Windows
- Install Insulation and Wallboard
- Install Interior Doors and Trim
- Install Siding and Exterior Trim
- Lumber Identification and Use
- Material Estimation
- Measure and Mark to 1/16"
- Measurement – Accurate to 1/16", 1/8", 1/4", 1/2"
- Perform Minor Repairs
- Power Tools – Identification and Use
- Print Reading
- Read a Rule to the Nearest 1/16"
- Roof Shingle Application
- Safe Installation Practices
- Safe Use, Storage, and Handling of Materials, Chemicals, and Compounds

- Safe Working Practices (Task-Specific)
- Select Appropriate Materials and Tools
- Strip Concrete Forms
- Tools – Maintenance and Proper Use

Training Proposal for:

South Modesto Businesses United, Inc.

Contract Number: ET27-0157

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	HUA Priority Rate Retrainee SB < 100 SET	Industry Sector(s):	MEC Accommodation and Food Services Agriculture, Forestry, Fishing and Hunting Construction Health Care and Social Assistance Information Manufacturing Professional, Scientific, and Technical Services Real Estate and Rental and Leasing Retail Trade
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Merced, Stanislaus	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	≤ 20%	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$551,040		$38,331		$589,371

In-Kind Contribution:	50% of Total ETP Funding Required	$836,800

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate HUA Small Business Retrainee	71	8-200	0-0	80	$2,396	$19.50
2	Priority Rate HUA Small Business SET Retrainee	121	8-200	0-0	80	$2,396	$19.00
3	HUA SET Retrainee	63	8-200	0-0	80	$2,053	$19.50

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

Published Minimum Hourly Wage by County:
Job Number 1: (HUA) $18.50 for Merced and Stanislaus counties.
Job Number 2: (SET/HUA) $18.50 for Merced and Stanislaus counties.
Job Number 3: (SET/HUA) $18.50 for Merced and Stanislaus counties.

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $0.00
Job Number 2: $0.00
Job Number 3: $0.00

Fringe Benefits: Participating employers offer fringe benefits to trainees including standard vacation between five (5) to 15 days. Medical benefit options include dental and vision, and paid sick leave. These benefits are accrued based on employee years of service.

Wage Progression: All participating employers offer wage progression opportunities that range between 2% to 5% annually. Wage increases are contingent upon variables such as years of service, education level, work experience, and employee performance. Increases are evaluated at various timeframes, including annually and during an employee's evaluation period.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, HUA, Small Business, Retrainee					
Accounting Clerk	$19.50 - $26.00	**5**	2	2	1
Administrative Assistant	$19.50 - $28.00	**8**	1	5	2
Janitor	$19.50 - $29.00	**4**	1	2	1
Forklift Operator	$20.01 - $30.00	**6**	0	3	3
Machine Operator	$20.01 - $32.00	**15**	0	10	5
Maintenance Mechanic	$25.00 - $38.00	**10**	0	4	6
Manager/Supervisor	$25.01 - $45.00	**10**	0	0	10
Information Technology Technician	$28.00 - $52.00	**13**	0	0	13
JOB NUMBER 2 - Priority Rate, HUA, Small Business, SET, Retrainee					
Cashier	$19.00 - $25.00	**10**	7	3	0
Dishwasher	$19.00 - $25.00	**7**	4	3	0
Waiter	$19.50 - $25.00	**15**	8	7	0
Accounting Clerk	$19.50 - $26.00	**4**	1	2	1
Administrative Assistant	$19.50 - $28.00	**6**	1	4	1
Cook	$20.00 - $28.00	**13**	2	9	2
Janitor	$19.50 - $29.00	**2**	1	0	1
Case Worker	$20.00 - $30.00	**8**	1	5	2
Forklift Operator	$20.01 - $30.00	**4**	0	3	1
Announcer	$20.50 - $31.00	**2**	0	1	1
Medical Assistant	$24.00 - $28.00	**13**	0	6	7
Machine Operator	$20.01 - $32.00	**5**	0	3	2
Pharmacy Technician	$24.00 - $32.00	**5**	0	4	1
Maintenance Mechanic	$25.00 - $38.00	**5**	0	3	2
Frontline Manager/Supervisor	$25.01 - $45.00	**4**	0	0	4
Information Technology Technician	$28.00 - $52.00	**8**	0	0	8
Licensed Vocational Nurse	$35.00 - $58.00	**10**	0	0	10
JOB NUMBER 3 - HUA, SET, Retrainee					
General Laborer	$19.50 - $24.00	**45**	18	27	0
Accounting Clerk	$19.50 - $26.00	**2**	1	0	1
Administrative Assistant	$19.50 - $28.00	**2**	1	0	1

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Janitor	$19.50 - $29.00	**2**	1	0	1
Forklift Operator	$20.01 - $30.00	**2**	0	1	1
Machine Operator	$20.01 - $32.00	**2**	0	1	1
Maintenance Mechanic	$25.00 - $38.00	**2**	0	1	1
Frontline Manager/Supervisor	$25.01 - $45.00	**3**	0	0	3
Information Technology Technician	$28.00 - $52.00	**3**	0	0	3

Introduction

Founded in 2010 and located in Hughson, South Modesto Businesses United, Inc. (SMBU) (www.smbu.net) is a nonprofit organization that supports the economic growth and regional development of businesses and underserved communities throughout South Modesto and the greater Central Valley region. SMBU provides training and support to businesses including farm labor contractors, restaurants, healthcare clinics, tax preparation, Spanish radio stations, construction, manufacturing, landscaping, and retailers.

The core group of participating employers represents more than 80% of the requested funding amount, with the vast majority being small businesses. Training will be provided at participating employer locations in Merced and Stanislaus counties. This will be SMBU's second ETP Contract and second in the past five years.

ETP Priority 10200(b)

The proposed project supports ETP priorities by strengthening California’s workforce and improving the competitiveness of Central Valley employers through targeted incumbent worker training. The project will help participating businesses improve productivity, product quality, operational efficiency, and technology adoption while supporting workers whose jobs may be affected by changing industry practices and evolving skill requirements. Training will also promote wage progression, career advancement, and long-term job stability.

Veterans Program

SMBU is committed to promoting workforce training opportunities for veterans throughout the Central Valley area by leveraging its relationships with local veteran-serving organizations, community partners, and participating employers. SMBU maintains working relationships with veteran-focused organizations, including the Stanislaus County Veterans Association and the American GI Forum - Modesto Chapter, which provide valuable connections to veterans seeking employment, skills training, and career advancement opportunities.

Project Details

Employers in the Central Valley are facing rapid industry and workforce changes due to technological advancements, evolving regulations, and heightened demands for operational efficiency. To stay competitive, businesses are adopting new equipment, software systems, production processes, and safety standards. As a result, workers must continually upgrade their

technical, digital, communication, and problem-solving skills to maintain productivity and secure long-term employment.

In its previous ETP contract, SMBU delivered an average of approximately 119 training hours per trainee. Thus, the proposed training plan to provide an average of 80 hours per trainee is consistent with SMBU's past performance. While several class titles are repeated from the prior curriculum, course content is updated regularly. This proposal also includes seven participating employers that were unable to partake in the previous training project due to business demands. Accordingly, SMBU has confirmed that no trainees will receive duplicative training under this proposal.

Business operations across various sectors are being reshaped by the integration of automated equipment, digital inventory systems, cloud-based platforms, Artificial Intelligence supported processes, and advanced manufacturing tools. These shifts demand that employees enhance their computer literacy, technical expertise, and familiarity with modern production technologies. Additionally, employers must address workforce shortages and attrition by training newer staff in technical, operational, and supervisory skills to ensure business continuity and stability.

To facilitate these transitions, the proposed training program will provide incumbent workers with industry-relevant instruction tailored to business modernization and operational improvement. Through this coordinated workforce development effort, SMBU will help participating employers modernize operations, improve employee retention and productivity, and create stronger pathways for skill advancement and long-term employment throughout the Central Valley.

Training Plan

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

Business Skills: Training will be offered to all occupations, with an emphasis on Communication Skills, Customer Service, and Leadership Skills.

Commercial Skills: Training will be offered to Forklift Operators, General Laborers, Machine Operators, and Maintenance Mechanics. Training will consist of industry-specific skills including Diagnostic Tools & Usage, Load Capacity and Stability Principles, and Routine Maintenance and Safety Inspections.

Computer Skills: Training will be offered to all occupations. Trainees will learn to how to work more efficiently through the use of various software solutions. Training topics include Cloud-based Collaboration Tools and File Sharing, Cybersecurity Awareness and Safe Computing Practices, and Spreadsheet Development and Data Management.

Continuous Improvement: Training will be offered to all occupations and will include specialized skills for healthcare-related occupations. Training will include Problem Solving and Decision Making, Team Building Skills, and the Patient Care Process.

Manufacturing Skills: Training will be offered to General Laborers, Machine Operators, and Maintenance Mechanics. This training is intended to help companies improve production efficiencies. Training will include Lean Manufacturing Principles, Preventive Maintenance, and Supply Chain and Logistics Fundamentals.

Certified Safety Training

OSHA 10/30: This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work and 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 Forklift Operators, General Laborers, Janitors, Machine Operators, and Maintenance Mechanics. OSHA 30 training will be provided to Frontline Managers/Supervisors to ensure a safe work environment.

Alternate Recordkeeping

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

Special Employment Training

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

- Wage Modifications

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). SMBU requests this modification for trainees in Job Number 2.

High Unemployment Area

The trainees in Job Numbers 1-3 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The participating employer locations in Merced and Stanislaus counties are in an HUA.

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. SMBU requests a wage modification from $33.64 to $24.67 for Job Number 2, and from $44.85 to $24.67 for Job Number 3.

SMBU requests an additional wage modification for trainees in Job Numbers 1 and 3 from $24.67 to $19.50, and from $24.67 to $19.00 for trainees in Job Number 2. Approximately 70 trainees in the following occupations will need the HUA wage modification: Accounting Clerk, Administrative Assistant, Announcer, Case Worker, Cashier, Cook, Dishwasher, General Laborer, Janitor, Machine Operator, and Waiter.

Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Most of the participating employers are small businesses that lack the resources to conduct structured training. These small businesses have very limited or no training budget. Company-funded training includes new hire onboarding, harassment prevention, on-the-job training, and legal compliance. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

SMBU's Executive Director will oversee administration of this project. Two SMBU staff members will coordinate employer recruitment, needs assessments, scheduling of training, and training documentation. Customized training will primarily be delivered by participating employer subject matter experts at company worksites. SMBU has also retained an administrative consultant to assist with ETP project administration requirements.

Marketing and Support Costs

SMBU's marketing and recruitment efforts consist of direct employer outreach, networking events, informational meetings, member communications, referrals from partner organizations, business visits, and community engagement activities.

SMBU collaborates with local chambers of commerce, workforce development boards, economic development organizations, educational institutions, community-based organizations, industry associations, and government/public entities that share a common goal of supporting regional business growth and workforce advancement. SMBU is requesting 8% Support Costs to assist with recruitment, training oversight, and ongoing communication with employers and trainees.

Trainer Qualifications

Trainers will consist of participating employer subject matter experts. Employers will ensure that all in-house trainers are knowledgeable and experienced course instructors.

Tuition Reimbursement

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

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET26-0117	08/25/25 - 08/24/27	$299,932	334	84	$299,932 (100%)

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	Lourdes Uranday Consulting	Modesto, CA	$2,500
Administrative	Lourdes Uranday Consulting	Modesto, CA	10% of Earned Amount

Training Subcontractors	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Cash Forecasting
- Coaching Skills (non-disciplinary)
- Communication Skills
- Critical Thinking
- Customer Service
- Email Etiquette
- Financial Reporting
- Leadership Skills
- Managing Organizational Behavior

Commercial Skills

- Cargo Securing and Weight Distribution
- Diagnostic Tools & Usage
- Forklift Training and Operator Certification
- Load Capacity and Stability Principles
- Routine Maintenance and Safety Inspections
- Tractor Controls

Computer Skills

- Advanced and Intermediate Microsoft Office Products
- Artificial Intelligence and Workplace Automation Tools
- Cloud-based Collaboration Tools and File Sharing
- Computer Fundamentals and Digital Literacy
- Computerized Inventory, Scheduling, and Reporting Systems
- Cybersecurity Awareness and Safe Computing Practices
- Electronic Medical Records Management
- Keyboarding and Computer Efficiency Skills
- Medical Billing and Coding Software
- Password Security and Multi-Factor Authentication
- Spreadsheet Development and Data Management
- Troubleshooting and Technical Support Skills
- Warehouse Management System (WMS) End-User Training

Continuous Improvement Skills

- Cross-Functional Collaboration
- Inventory Control
- Performance Improvement
- Problem Solving and Decision Making
- Production Operations
- Safe Quality Food (SQF)
- Standard Operating Procedures
- Team Building Skills

Healthcare

- Case Management and Discharge Planning
- Crisis Prevention Intervention
- Culturally Responsive Approaches in Behavioral Health
- De-Escalation Techniques & Crisis Intervention
- Foundations of Behavioral Health
- Mandatory Reporting: Understanding Abuse & Neglect Protocols
- Patient Care Process
- Supporting Children with Autism and Attention Deficit/Hyperactivity Disorder (ADHD)
- Trauma Informed Care Principles

Manufacturing Skills

- Good Manufacturing Practices (GMPs)
- Hazard Analysis and Critical Control Points (HACCP) Awareness
- Inspection Procedures and Defect Reduction Techniques
- Lean Manufacturing Principles
- Manufacturing Documentation and Recordkeeping
- Order Accuracy for Food Production
- Packaging, Labeling, and Product Handling Procedures
- Packaging Procedures Pallet Jack Operations
- Preventive Maintenance
- Process Monitoring and Performance Measurement
- Process Optimization
- Production Planning and Workflow Coordination
- Productivity Improvement Techniques
- Root Cause Analysis
- Supply Chain and Logistics Fundamentals
- Time Management and Production Efficiency
- Waste Reduction and Cost Control Strategies

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

To the best of my knowledge, I hereby certify that all information provided, are true and accurate representations, and that all Participating Employers included on this document have been notified of their inclusion. By acknowledging below, I warrant, represent, and certify under penalty of perjury under the laws of the State of California, that I am competent and authorized to provide this Participating Employer Demand.

Contractor's Name: South Modesto Businesses United, Inc.	CCG No.: ET27-0157
Reference No: 27-0089	Page 1 of 5

ALPHABETIZE BY COMPANY NAME

Company: Cal Central Catering Trailers			
Address: 3511 Finch Road			
City, State, Zip: Modesto, CA 95357			
Employers Industry: Manufacturing			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 12	California: 12	Estimated # of Trainees: 8
Collective Bargaining Agreement(s): N/A			

Company: Carniceria Garcia			
Address: 1117 Crows Landing Road			
City, State, Zip: Modesto, CA 95351			
Employers Industry: Retail Trade			Priority Industry? ☐ Yes ☒ No
Total # of full-time employees:	Worldwide: 8	California: 8	Estimated # of Trainees: 6
Collective Bargaining Agreement(s): N/A			

Company: CR Business Services			
Address: 1700 Crows Landing Road			
City, State, Zip: Modesto, CA 95358			
Employers Industry: Professional, Scientific, and Technical Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 3	California: 3	Estimated # of Trainees: 2
Collective Bargaining Agreement(s): N/A			

Company: Del Valle Clinic			
Address: 1700 Herndon Ave			
City, State, Zip: Ceres, CA 95307			
Employers Industry: Health Care and Social Assistance			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 18	California: 18	Estimated # of Trainees: 11
Collective Bargaining Agreement(s): N/A			

Participating Employers in Retrainee
Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

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Contractor's Name: South Modesto Businesses United, Inc.	CCG No.: ET27-0157
Reference No: 27-0089	Page 2 of 5

ALPHABETIZE BY COMPANY NAME

Company: El Capitan Mariscos y Taqueria			
Address: 1219 N. Carpenter Road			
City, State, Zip: Modesto, CA 95351			
Employers Industry: Accommodation and Food Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 28	California: 28	Estimated # of Trainees: 20
Collective Bargaining Agreement(s): N/A			

Company: Familia Farmacia			
Address: 1757 Crows Landing Road			
City, State, Zip: Modesto, CA 95358			
Employers Industry: Retail Trade			Priority Industry? ☐ Yes ☒ No
Total # of full-time employees:	Worldwide: 5	California: 5	Estimated # of Trainees: 4
Collective Bargaining Agreement(s): N/A			

Company: Golden Valley Health Center			
Address: 737 W. Childs Ave			
City, State, Zip: Merced, CA 95341			
Employers Industry: Health Care and Social Assistance			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 586	California: 586	Estimated # of Trainees: 40
Collective Bargaining Agreement(s): N/A			

Company: Gomez & Sons General Contractors			
Address: 1100 Tornell Ave			
City, State, Zip: Turlock, CA 95382			
Employers Industry: Construction			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 20	California: 20	Estimated # of Trainees: 12
Collective Bargaining Agreement(s): N/A			

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

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Contractor's Name: South Modesto Businesses United, Inc.	CCG No.: ET27-0157
Reference No: 27-0089	Page 3 of 5

ALPHABETIZE BY COMPANY NAME

Company: Guayabitos Restaurant			
Address: 500 Kansas Ave			
City, State, Zip: Modesto, CA 95351			
Employers Industry: Accommodation and Food Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 11	California: 11	Estimated # of Trainees: 9
Collective Bargaining Agreement(s): N/A			

Company: La Favorita Radio Network			
Address: 4043 Geer Road			
City, State, Zip: Hughton, CA 95326			
Employers Industry: Information			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 10	California: 10	Estimated # of Trainees: 7
Collective Bargaining Agreement(s): N/A			

Company: Los Capitanes Mariscos y Taqueria			
Address: 156 S. Maag Ave, Suite A			
City, State, Zip: Oakdale, CA 95361			
Employers Industry: Accommodation and Food Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 8	California: 8	Estimated # of Trainees: 6
Collective Bargaining Agreement(s): N/A			

Company: Madrigal Farm Labor Services			
Address: 1805 G Street			
City, State, Zip: Modesto, CA 95354			
Employers Industry: Agriculture, Forestry, Fishing and Hunting			Priority Industry? ☐ Yes ☒ No
Total # of full-time employees:	Worldwide: 338	California: 338	Estimated # of Trainees: 75
Collective Bargaining Agreement(s): N/A			

Participating Employers in Retrainee Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

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Contractor's Name: South Modesto Businesses United, Inc.	CCG No.: ET27-0157
Reference No: 27-0089	Page 4 of 5

ALPHABETIZE BY COMPANY NAME

Company: Papapolloni Mediterranean Bistro			
Address: 2501 McHenry Ave			
City, State, Zip: Modesto, CA 95350			
Employers Industry: Accommodation and Food Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 18	California: 18	Estimated # of Trainees: 11
Collective Bargaining Agreement(s): N/A			

Company: PrimeTime USA			
Address: 1225 H Street			
City, State, Zip: Modesto, CA 95354			
Employers Industry: Manufacturing			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 5	California: 5	Estimated # of Trainees: 4
Collective Bargaining Agreement(s): N/A			

Company: Quetzal Corp. (El Ramatito)			
Address: 3113 Crows Landing Road			
City, State, Zip: Modesto, CA 95358			
Employers Industry: Real Estate and Rental and Leasing			Priority Industry? ☐ Yes ☒ No
Total # of full-time employees:	Worldwide: 20	California: 20	Estimated # of Trainees: 12
Collective Bargaining Agreement(s): N/A			

Company: Refresco Beverages			
Address: 400 Hosmer Ave			
City, State, Zip: Modesto, CA 95351			
Employers Industry: Manufacturing			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 14,000	California: 6,800	Estimated # of Trainees: 45
Collective Bargaining Agreement(s): N/A			

Participating Employers in Retrainee
Multiple Employer Contracts

Self-reported listing of potential employers participating in the contract

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Contractor's Name: South Modesto Businesses United, Inc.	CCG No.: ET27-0157
Reference No: 27-0089	Page 5 of 5

ALPHABETIZE BY COMPANY NAME

Company: Solid Networks			
Address: 5686 Pirrone Road			
City, State, Zip: Salida, CA 95368			
Employers Industry: Professional, Scientific, and Technical Services			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 29	California: 29	Estimated # of Trainees: 18
Collective Bargaining Agreement(s): N/A			

Company: Truss Engineering, Inc.			
Address: 477 Zeff Road			
City, State, Zip: Modesto, CA 95351			
Employers Industry: Manufacturing			Priority Industry? ☒ Yes ☐ No
Total # of full-time employees:	Worldwide: 20	California: 20	Estimated # of Trainees: 15
Collective Bargaining Agreement(s): N/A			

Training Proposal for:

California State Society for Opticians

Contract Number: ET27-0967

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Apprenticeship New Hire Priority Rate	Industry Sector(s):	MEC Health Care and Social Assistance
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Alameda, Imperial, Orange, San Diego, San Francisco, Ventura	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$45,760		$4,745		$50,505

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

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Apprentice New Hire	65	8-200	0-0	32	$777	$20.18

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

Published Minimum Hourly Wage by County:
Job Number 1: $22.43 Alameda, San Francisco Counties
$20.18 Imperial, Orange and Ventura counties
$20.48 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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $2.18

Fringe Benefits: This Division of Apprenticeship (DAS)-registered apprenticeship program complies with the requirements set forth in SB 1321 and California Code of Regulations, Title 8, Section 208. In accordance with these requirements, apprentice compensation includes a wage package consisting of both taxable wages and verifiable fringe benefits, such as health insurance, pension contributions, and other customary industry benefits. All fringe benefit contributions are documented, auditable, and reasonably related to actual benefit costs, as required by law. If fringe benefits are not provided, the full value of the wage package is paid directly as wages.

Wage Progression: This DAS-registered apprenticeship program complies with SB 1321 and California Code of Regulations, Title 8, Section 208, by establishing a clearly defined wage progression schedule. Apprentice wages increase at regular intervals based on the completion of specified on-the-job training hours, related supplemental instruction (RSI), and fulfillment of any additional criteria set forth by the program standards. This structured progression meets ETP requirements for demonstrating wage increases over time and supports long-term career development in the occupation.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Apprentice, New Hire					
Apprentice - Dispensing Optician, Optometric Assistants	$18.00 - $25.00	**65**	30	35	0

Introduction

The California State Society for Opticians (CSSOO) (www.cssoo.co) was established in 2015 as a non-profit corporation under 501(c)(3), with the purpose of creating educational resources for Opticians and Optometric Assistants. CSSOO supports the sustainability of optician colleges in California by providing essential tools and resources for students and instructors, including equipment and instructional materials. The organization offers a one-year training program. The development of its online American Board of Opticianry (ABO) Review program improved the national ABO exam passing rate to 89% in 2020. CSSOO classes are currently offered online with a live instructor and only training conducted in person or through e-learning with a live instructor will be included in this project. CSSOO aims to expand the program by offering more in-person classes, with training taking place at either Chabot College or the Oxnard facility.

CSSOO collaborates with the Institute for Workplace Skills and Innovation to recruit Apprentices with disabilities and ensure reasonable accommodations. CSSOO not only partners with the Institute for Workplace Skills & Innovation America but with the Alameda Workforce Development Board and the International Rescue Committee to promote diversity and inclusion in workforce development. The organization plans to hire mentors to support youth reentering the workforce after incarceration, providing six months of guidance as they transition into employment. Additionally, CSSOO works with partner organizations to recruit international candidates, assist with job placement, and offer English as a Second Language (ESL) support.

ETP Priority 10200(b)

CSSOO supports new and growing California businesses by developing a skilled workforce. Dispensing Opticians earn $18.00–$22.00 per hour to start, with wages increasing to $27.00–$45.00 per hour after earning national certification.

Veterans Program

CSSOO is actively recruiting veterans through the Ventura County Veterans Office and is exploring additional partnerships with other veterans' offices in Northern California.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is one year. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case Chabot College).

As an apprentice in this industry, is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may consider non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. CSSOO is requesting this modification in this proposal. Both the standard and modified retention periods will apply to this proposal.

Wage Modification

Apprentice trainees receive the Modified SET Wage as their post-retention rate, although the Panel may approve the ETP Minimum Wage for new hire on a case-by-case basis when justified. Apprentices are paid during training, starting at $18.00 per hour. After six months and upon completion of the first cohort, Apprentices take the Spectacle National Exams, with wages increasing from $18.00 to $20.50 per hour. After completing their training, trainees are placed with employers throughout Northern and Southern California. As such, CSSOO is requesting a wage modification for the ETP New Hire Standard Wage of $22.43 for Alameda, Marin, and San Francisco counties; $20.18 for Imperial, Orange and Ventura counties County; and $20.48 for San Diego County, in order to align with the wages paid in each respective county and place the trainees into full time employment.

Project Details

California faces a growing optician workforce challenge driven by two simultaneous demographic pressures: the retirement of experienced opticians and the increasing demand for vision services from an aging population. As Baby Boomers retire, California must replace skilled professionals while serving a growing number of older patients who require corrective lenses and more complex vision-related services. Under current training constraints, the national optician workforce is projected to meet only a portion of consumer demand by 2035, highlighting the importance of expanding California's training pipeline and creating more opportunities for new opticians to enter the profession. During this contract trainees will work on the following projects:

- Complete Eye Care
- Costco Optical
- Dr. Inning Chen – Pleasanton Optometry
- Dr. Patricia Kim – Belmont Boutique
- Eye Q
- LensCrafters
- Marine Eyes Ophthalmology
- Site for Sore Eyes
- Target Optical, Sunglasses Hut

Training Plan

Training will be delivered by Class/Lab and E-Learning methodologies in the topics below:

Commercial Skills: Training will be provided to Apprentices and include Advanced Optical Formulas, Anatomy of the Eye & Refractive Errors, Anatomy of the Eye for Contact Lenses, Contact Lens Theory, Dispensing Theory & Applicable Practice, Lab Theory - Surfacing & Finishing Lab Functions, Ocular Pathology & Refractive Errors for Contact Lenses, and Storing Prescriptions.

Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the trainees, not to exceed 20%. CSSOO requests incidental placement for trainees with public and nonprofit entities, not to exceed 20%.

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 Program Coordinator, will oversee the administration of the project and track training, enroll trainees, and upload training data to ETP System.

Marketing and Support Costs

CSSOO conducts in-person presentations at high schools, collaborates with healthcare providers statewide, and uses newsletters, employer meetings, flyers, emails, trade shows, and advertisements to recruit employers and trainees. CSSOO is requesting 8% in support costs to fund staff recruitment and qualification efforts for participating employers and trainees.

Trainer Qualifications

DAS-approved apprenticeships offer a structured approach to learning a trade or occupation, combining hands-on training with classroom instruction. These programs are led by qualified trainers who meet industry educational standards. To ensure effective teaching, these trainers are subject matter experts in their specific trade or occupation.

Tuition Reimbursement

CSSO 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.	Term	Approved Amount	No. Trainees (Estimated)	No. Retained	Potential Earnings (Based on Tracked Hours) ($ %)
ET26-0990	12/15/25 - 12/14/27	$19,760	20	0	$19,760 (100%)

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET25-0906	12/16/24 - 12/15/26	$19,760	20	17	$19,760 (100%)

Subcontractors

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

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

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

- Advanced Optical Formulas
- Anatomy of the Eye & Refractive Errors
- Anatomy of the Eye for Contact Lenses
- ANSI standards for Contact Lenses
- ANSI Standards for Spectacles
- Contact Lens Theory
- Dispensing Theory & Applicable Practice
- Frame & Lens Design and Material
- Functions of Lensometer, Lens Clock & Pretest Machines
- Instrumentation to Fit Contact Lenses
- Lab Theory - Surfacing & Finishing Lab Functions
- Lens Inventory
- Ocular Pathology & Refractive Errors for Contact Lenses
- Optical Theory & Applicable Lens Designs
- Soft and Gas Permeable (RGP) Contact Lens Design
- Storing Prescriptions

Training Proposal for:

Creating Coding Careers

Contract Number: ET27-0968

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Apprenticeship New Hire Priority Rate	Industry Sector(s):	MEC Information Professional, Scientific, and Technical Services
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Statewide	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$66,300		$6,926		$73,226

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

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Apprentice New Hire	94	8-200	0-0	32	$779	$21.50

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

Published Minimum Hourly Wage by County:

Job Number 1: $22.43 Alameda, Marin, San Mateo, Santa Clara, and San Francisco
$21.31 Contra Costa
$20.66 Los Angeles
$20.48 San Diego
$20.18 All other counties

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

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

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

Job Number 1: $0.00

Fringe Benefits: This Division of Apprenticeship (DAS)-registered apprenticeship program complies with the requirements set forth in SB 1321 and California Code of Regulations, Title 8, Section 208. In accordance with these requirements, apprentice compensation includes a wage package consisting of both taxable wages and verifiable fringe benefits, such as health insurance, pension contributions, and other customary industry benefits. All fringe benefit contributions are documented, auditable, and reasonably related to actual benefit costs, as required by law. If fringe benefits are not provided, the full value of the wage package is paid directly as wages.

Wage Progression: This DAS-registered apprenticeship program complies with SB 1321 and California Code of Regulations, Title 8, Section 208, by establishing a clearly defined wage progression schedule. Apprentice wages increase at regular intervals based on the completion of specified on-the-job training hours, related supplemental instruction (RSI), and fulfillment of any additional criteria set forth by the program standards. This structured progression meets ETP requirements for demonstrating wage increases over time and supports long-term career development in the occupation.

Wage Range by Occupation

Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Apprentice, New Hire					
Technical Sales	$21.50 - $30.00	**20**	0	20	0

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Representative					
Data Engineer	$25.00 - $30.00	**5**	0	0	5
Prompt Engineer	$25.00 - $35.00	**10**	0	0	10
Cybersecurity Support Technician	$25.00 - $35.00	**14**	0	0	14
Cloud Support Engineer	$25.00 - $35.00	**5**	0	0	5
Software Developer	$25.00 - $35.00	**10**	0	0	10
Digital Marketer	$25.00 - $35.00	**15**	0	0	15
ServiceNow Implementation Specialist	$25.00 - $35.00	**10**	0	0	10
Quality Assurance Software Engineer	$25.00 - $35.00	**5**	0	0	5

Introduction

Creating Coding Careers (CCC) (https://cccareers.org/) is a nonprofit workforce development organization and registered apprenticeship sponsor/intermediary that delivers skills-first technology training for California employers. CCC provides related technical instruction, recruits and supports Apprentices, maintains registered standards, and coordinates participating employers. Training is delivered through live, instructor-led distance learning aligned with employer job duties and registered work processes. This project serves Apprentices advancing into high-skill roles in artificial intelligence, cloud engineering, cybersecurity, data engineering, software development, digital marketing, ServiceNow implementation, quality assurance automation, and technical sales.

In addition, CCC expands access to Apprenticeship pathways through community-based outreach and partnerships designed to reach underserved populations including women, Veterans, and individuals historically underrepresented in the technology sector. CCC conducts outreach through workforce boards, America's Job Centers of California, community colleges, nonprofit partners, and veteran-serving organizations, helping employers build diverse, high-skill talent pipelines while increasing equitable entry into technical apprenticeship opportunities.

ETP Priority 10200(b)

This project supports California's workforce priorities by helping employers develop high-skill technical talent through paid, registered Apprenticeship pathways. Training strengthens career advancement and employer competitiveness while allowing multiple organizations to use a shared MEC training model. ETP funds will support Apprentices only, with participating employers continuing to provide wages, benefits, supervision, tools, and on-the-job learning.

Veterans Program

CCC maintains a Department of Defense SkillBridge memorandum of understanding and serves Veterans stationed across California. Eligible Veterans and transitioning service

members may participate when employed by a participating employer and registered in an approved apprenticeship occupation. No separate Veteran training plan is requested.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction portion of DAS approved apprenticeship training. Apprenticeship programs vary in length. In this project the program is one year. The curriculum is developed with input from DAS and a designated Local Educational Agency (in this case the San Diego County Office of Education).

Project Details

This project provides structured, occupation-specific related instruction for nine DAS-registered technical roles, including AI, Cloud, Cybersecurity, Data, Software, Digital marketing, Quality assurance, ServiceNow implementation, and Technical sales. CCC converts employer work processes, job duties, and current technical tools into measurable instruction delivered through scheduled, live instructor-led online classes. Apprentices develop role-aligned competencies through demonstrations, guided exercises, labs in non-production environments, discussion, role-play, project reviews, and real-time feedback. The training model supports employer needs for internal talent development by enabling apprentices to progress from foundational knowledge to productive, role-level performance across multiple technology-enabled industries.

Participating employers use the program to build reliable technical pipelines, reduce skill gaps, and respond to rapid changes in areas such as cloud-native systems, generative AI, cybersecurity, automation, data volume growth, platform-based workflows, and accelerated release cycles. CCC engages employers through demand verification, documentation, scheduling coordination, progress reviews, and compliance management.

CCC collaborates with a number of technology-sector companies across California, including:

- Deloitte
- eBay
- IBM
- Microsoft
- Northrop Grumman
- Qualcomm

Training Plan

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

Commercial Skills: Training will be offered to all Apprentices. Training topics include Access Control and Identity Management, Data Engineering Fundamentals, Introduction to Cybersecurity, and Security Awareness and Social Engineering Defense.

Incidental Placement

Incidental placement with public and nonprofit entities is requested for the trainees, not to exceed 20%.

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

Participating employers will continue providing and funding their standard onboarding, proprietary systems training, compliance and safety instruction, coaching, supervision, mentorship, equipment, software access, and on-the-job learning. ETP-funded instruction will remain limited to occupation-specific technical training and will not replace existing employer training resources. CCC delivers related instruction through structured, live instructor-led sessions that incorporate demonstrations, guided practice, non-production technical labs, role-play, project reviews, and real-time feedback.

CCC will manage the administrative infrastructure required for apprenticeship delivery: verifying employer and trainee eligibility, executing required agreements, confirming wages and benefits, scheduling courses, and maintaining occupation-specific rosters. Instructors document attendance, start and end times, training topics, delivery methods, and participation. CCC reconciles training records, monitors trainee progress, prevents duplicate reimbursement, supports retention verification, and submits invoices only for completed eligible training.

Marketing and Support Costs

CCC requests 12% Support Costs to cover employer engagement, cohort scheduling, orientation and communication with participating employers, documentation and roster management, progress monitoring, and administrative coordination required for ongoing apprenticeship delivery.

Trainer Qualifications

DAS-approved apprenticeships offer a structured approach to learning a trade or occupation, combining hands-on training with classroom instruction. These programs are led by qualified trainers who meet industry educational standards. To ensure effective teaching, these trainers are subject matter experts in their specific trade or occupation.

Tuition Reimbursement

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

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET22-0291	03/28/22 - 03/27/24	$156,055	59	25	$104,791 (67%)

ET22-0291: Per Cal-E-Force the contractor uploaded 4,556 hours and earned 67% of the agreement due to unforeseen complications of Covid.

Subcontractors

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

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

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

Apprentice

- Access Control and Identity Management
- Advanced Sales Presentations and Storytelling
- Advanced Software-as-a-Service Sales Strategies
- Agile Project Implementation
- Artificial Intelligence-Powered Automation and Workflows
- Artificial Intelligence Security and Compliance
- Big Data Processing with Apache Spark and Hadoop
- Building and Deploying Applications
- Cloud Compliance and Governance
- Cloud Infrastructure Deployment and Management
- Cloud Security and Secure Systems Deployment
- Content Marketing and Strategy
- Customer Relationship Management (CRM) and Marketing Automation
- CRM System Mastery and Sales Automation
- Customer Relationship Management and Retention
- Customer Service Management Implementation
- Data-Driven Selling and Analytics
- Data Engineering Fundamentals
- Data Governance and Security
- Data Handling, Application Programming Interfaces (APIs), and Artificial Intelligence Infrastructure
- Data Pipeline Automation and Extract-Transform-Load (ETL) Best Practices
- Endpoint Security and Malware Defense
- Ethical Hacking and Penetration Testing
- Extract-Transform-Load (ETL) Best Practices
- Fundamentals of Artificial Intelligence and Prompt Engineering
- Git and Chrome Developer Tools
- Governance, Risk, and Compliance: Integrated Risk Management
- HTML and Cascading Style Sheets (CSS) Basics
- Human-Centered Artificial Intelligence Design
- Human Resources Service Delivery Implementation
- Introduction to Agile Projects
- Introduction to Artificial Intelligence and Prompt Engineering
- Introduction to Cloud Computing
- Introduction to Cybersecurity
- Introduction to Data Structures and Algorithms
- Introduction to Digital Marketing
- Introduction to Express.js
- Introduction to Programming with Node.js
- Introduction to Sales
- Introduction to the ServiceNow Platform
- JavaScript in the Document Object Model
- JavaScript Projects

- Low-Code and No-Code Artificial Intelligence Integration
- Mastering Outbound Prospecting
- Monitoring, Troubleshooting, and Incident Response
- Network Security Fundamentals
- NoSQL Databases
- Pay-Per-Click Advertising
- Relational Databases
- Sales Negotiation and Closing Tactics
- Search Engine Optimization
- Security Awareness and Social Engineering Defense
- Security Compliance and Risk Management
- Scripting and Automation for Cloud Operations
- Scripting in ServiceNow
- Service Portal Fundamentals
- Social Media Marketing
- Structured Query Language (SQL) and NoSQL Databases
- Threat Analysis and Incident Response
- Web Analytics and Data Analysis

Training Proposal for:

WestCal Academy, Inc.

Contract Number: ET27-0966

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Apprenticeship New Hire	Industry Sector(s):	MEC Educational Services
		Priority Industry:	☐ Yes ☒ No
Counties Served:	Statewide	Repeat Contractor:	☐ Yes ☒ No
Union(s):	☐ Yes ☒ No		

Turnover Rate:	N/A	Managers/Supervisors: (% of total trainees)	≤ 20%

Funding Detail

Program Costs	+	Support Costs	=	Total ETP Funding
$53,207		$3,660		$56,867

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

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Apprentice New Hire	73	8-200	0-0	33	$779	$20.18

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

Published Minimum Hourly Wage by County:

Job Number 1: $22.43 Alameda, Marin, San Mateo, Santa Clara, and San Francisco
$21.31 Contra Costa
$20.66 Los Angeles
$20.48 San Diego
$20.18 All Other Counties

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

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

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

Job Number 1: $0.00

Fringe Benefits: This Division of Apprenticeship (DAS)-registered apprenticeship program complies with the requirements set forth in SB 1321 and California Code of Regulations, Title 8, Section 208. In accordance with these requirements, Apprentice compensation includes a wage package consisting of both taxable wages and verifiable fringe benefits, such as health insurance, pension contributions, and other customary industry benefits. All fringe benefit contributions are documented, auditable, and reasonably related to actual benefit costs, as required by law. If fringe benefits are not provided, the full value of the wage package is paid directly as wages.

Wage Progression: This DAS-registered apprenticeship program complies with SB 1321 and California Code of Regulations, Title 8, Section 208, by establishing a clearly defined wage progression schedule. Apprentice wages increase at regular intervals based on the completion of specified on-the-job training hours, related supplemental instruction (RSI), and fulfillment of any additional criteria set forth by the program standards. This structured progression meets ETP requirements for demonstrating wage increases over time and supports long-term career development in the occupation.

Wage Range by Occupation

Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Apprentice, New Hire					
Career Technical Education	$20.18 - $25.00	**73**	0	73	0

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Instructor - CTE Instructor					

Introduction

WestCal Academy, Inc. (WestCal) (westcalacademy.com) was founded in 2015. Headquartered in Panorama City, WestCal is a 501(c)(3) nonprofit educational entity that designs and delivers pre-apprenticeship, apprenticeship, and journeylevel workforce development programs statewide. What distinguishes WestCal is its all-career approach through it's signature buffet model; participants gain hands on exposure to careers spanning construction, automotive, culinary arts, healthcare, welding, maritime, and information technology before committing to a registered apprenticeship career pathway. ETP funding will be used to deliver training to Apprentices providing skills to secure immediate long term job opportunities.

WestCal maintains a foundational partnership with Americas Job Center of California (AJCC), centered on securing Individual Training Accounts for eligible Apprentices. The two organizations utilize a reverse referral model: when WestCal identifies a prospective student who qualifies for workforce funding, WestCal refers them to an AJCC, and the applicant specifically requests enrollment in WestCal's CTE Instructor Postsecondary apprenticeship program.

WestCal partners with Community-Based Organizations (CBOs) across California to co-host apprenticeship workshops in areas with high numbers of underserved communities. WestCal also hosts apprenticeship workshops in collaboration with DAS highlighting additional funding such as California Opportunity Youth Apprenticeship Grant (COYA), Workforce Innovation and Opportunity Act (WIOA) and Equal Representation in Construction Apprenticeship (ERiCA) grant funding. CBOs that provide event space and personnel to host these apprenticeship workshops are organizations such as:

- Advanced Manufacturing Institute of San Diego
- Black Contractors Association of San Diego
- Hollo.Ai
- LSBA Latino Small Business Alliance

WestCal is committed to serving and preparing low-income, justice-impacted, opportunity youth, the unhoused, immigrants, women, veterans, members of the LGBTQ+ community, and disabled individuals real pathways to pursue sustainable jobs. Job placement is at 100% and is tracked by WestCal staff.

ETP Priority 10200(b)

WestCal follows High Road Apprenticeship standards: earn-while-you-learn model, wage increases, industry certifications which increase qualifications, opportunities and pay, DAS-approved curriculum, paid job placement during and after training, and training for displaced or laid-off workers.

Veterans Program

WestCal is an authorized industry partner of the United States Department of War SkillBridge program. In coordination with military based commanders, WestCal helps connect active duty

service members gain civilian work experience and a pathway to post separation employment, with full military pay and benefits continuing throughout their participation. WestCal also partners with veterans service organizations including the American Legion, Military Order of the Purple Heart, and Veterans of Foreign Wars, whose accredited service officers assist veterans by connecting them to WestCal's apprenticeship programs. As a United States Department of Labor registered apprenticeship sponsor, WestCal offers veterans a pathway to earn wages from day one while building civilian work skills.

Apprenticeship Program

The Panel funds Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. ETP funding supplements cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training. Apprenticeship programs vary in length. In this project the CTE Instructor program is 15 months. The curriculum is developed with input from DAS, and the designated Local Educational Agencies in this contract are Antelope Valley High School District, Long Beach Unified School District, San Diego County Office of Education, and UC Riverside Extension.

Project Details

WestCal works with organizations in multiple industries including but not limited to advanced manufacturing, agriculture, automotive repair, cannabis, construction, education, medical, restaurants, shipping, software engineering, and transportation. This proposal will be for WestCal's Certified Technical Education (CTE) Instructor Apprenticeship Program. The CTE Instructor programs is the first and only in the nation.

WestCal's training model integrates career focused instruction, professional durable skill building and digital literacy, while each participant receives individualized guidance, mentorship, and wraparound support to help them remain engaged through training and into employment. This project prioritizes workforce development and is positioned as a community investment to help transition aged youth, adults with disabilities, immigrants, opportunity youth, low income and displaced workers, to make measurable progress toward self-sufficiency.

During this contract period, WestCal trainees will participate in the following projects:

- Baly Valley Tech - Technology training provider offering code academies and digital design
- Creator Space LA - Creative production and event venue in Santa Monica
- Jail Guitar Doors - Nonprofit music education reentry organization
- PESA - Parents Educators & Students in Action diversionary workshops
- PR Kings - Cannabis industry working in cultivation, production, and sales
- RJ Metal - Advanced Manufacturing
- Teen Court - Paralegal careers for opportunity and at risk youth
- SSI signs - Holographic sign company

Training Plan

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

Commercial Skills: Fundamentals in Administration, Fundamentals in Career Pathway Consulting, Fundamentals in Grading and Evaluation, Fundamentals in Teaching, and Fundamentals in Working with Administration and Faculty.

Business Skills: Business Plans, Career Exploration, Critical Thinking, Customer Service Skills, Decision Making, Interview Preparation, Professional Correspondence, Resume Development, Solution Development, Teamwork and Collaboration, and Technology Etiquette.

Electronic Recordkeeping / LMS

Staff has reviewed and approved WestCal's LMS for this contract.

Other Resources

WestCal program model is built on the public workforce system; ETP funding is supplemental. The CTE Instructor apprenticeship program is listed on the Eligible Training Provider List through iTrain, making it accessible to participants under WIOA. WestCal personnel perform initial intake of prospective Apprentices and refer potentially eligible candidates to their local AJCC for eligibility determination and enrollment. Through partnerships with with Job Corps, Sacramento Works, and youth reentry programs WestCal recruits and supports Apprentices from underrepresented groups including opportunity youth, veterans and members of the LGBTQ+ community. These partnerships support participant access, equity, and program sustainability.

Incidental Placement

Incidental placement with public and nonprofit entities is permissible for the trainees, not to exceed 20%. WestCal is requesting incidental placement for trainees with public and nonprofit entities, not to exceed 20%.

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

Administration will be overseen by the Vice President of Administration along with a staff of 24 people which includes the Head of Human Resources, a data tracking expert who will use a delineated plan to ensure that funding streams are separated, a wage progression analyst, and dedicated staff to manage training logistics, employer coordination, Cal-E-Force documentation, and working with the multiple demographics WestCal serves. Staff will monitor training progress, and remain in compliance with ETP requirements.

Marketing and Support Costs

WestCal uses their website and schedules presentations to meet with underserved populations and tours of employer sites to work in concert with the business plan of that said employer. WestCal is requesting the 8% support cost funds to cover the diverse outreach efforts.

Trainer Qualifications

DAS-approved apprenticeships offer a structured approach to learning a trade or occupation, combining hands-on training with classroom instruction. These programs are led by qualified

trainers who meet industry educational standards. To ensure effective teaching, these trainers are subject matter experts in their specific trade or occupation.

Tuition Reimbursement

WestCal 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.

Subcontractors

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

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

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Commercial Skills

Apprentice

- Fundamentals In Administration
- Fundamentals In Career Pathway Consulting
- Fundamentals In Grading and Evaluation
- Fundamentals In Teaching
- Fundamentals In Working with Administration and Faculty

Business Skills

Apprentice

- Business Plans
- Career Exploration
- Critical Thinking
- Communication Skills
- Conflict Management
- Customer Service Skills
- Decision Making
- Interview Preparation
- Professional Correspondence
- Resume Development
- Solution Development
- Teamwork and Collaboration
- Technology Etiquette
- Time Management
- Workplace Professionalism

LIST OF PROPOSALS ≤ $75,000 APPROVED BY DELEGATION ORDER FOR 09/16/26 – 10/12/26

Project		*Approved Date*	*Approved Amount*
ET27-0143	Ghirardelli Chocolate Company	10/06/26	$37,632
ET27-0145	Gustav Keoni	10/06/26	$70,560

Total ----------$108,192

Training Proposal for:

Ghirardelli Chocolate Company

Contract Number: ET27-0143

Delegation < $75,000 Single Employer

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Manufacturing
		Priority Industry:	☒ Yes ☐ No
Counties Served:	Alameda	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☒ Yes ☐ No	Bakery, Confectionery, Tobacco Workers and Grain Millers International Union - 125	

Number of Employees in:	CA: 824	U.S.: 1,042	Worldwide: 1,042
Turnover Rate:	2%		
Managers/Supervisors: (% of total trainees)	8%		

Funding Detail

In-Kind Contribution	Total ETP Funding
$56,448	$37,632

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate Retrainee	48	8-200	0-0	28	$784	$26.91

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

Published Minimum Hourly Wage by County:
Job Number 1: $26.91 for Alameda County

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

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

Health Benefits may be used to meet the Post-Retention Wage as follows:
Job Number 1: $1.90

Fringe Benefits: Ghirardelli provides extensive employee benefits including medical, dental, vision insurance, Life and Accidental Death Insurance, 401K plan, paid time off, and paid holidays.

For employees who work in the plant, the Company pays 100% of medical and vision for employee and their dependents. Ghirardelli also pays 100% of Life and Accidental Death Insurance, and an Employee Assistance Program for the plant employees.

For Corporate employees, the Company pays 75-89% of medical; 79% of dental/vision, depending on the plan selected, as well as 100% of Life and Accidental Death Insurance, Short Term Disability, Long Term Disability, and an Employee Assistance Program.

Wage Progression: The Company's wage progression structure for union-represented employees is governed by the Collective Bargaining Agreement (CBA) negotiated between management and the union. The agreement establishes standardized wage scales for each classification, including clearly defined starting wages and scheduled wage progression steps.

Entry-level employees in production and maintenance classifications begin at the negotiated starting rate for their job classification and progress through wage steps based on a combination of hours worked, tenure, and demonstrated competency as outlined in the CBA.

	Ghirardelli also supports upward mobility opportunities for employees through additional training, cross-training, and skill development. As employees gain experience and complete training in advanced technical skills or equipment operation, they may become eligible to bid on higher-level positions, specialized classifications, or supervisory roles as they become available. These opportunities allow employees to advance their careers while increasing their earning potential within the Company.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, Retrainee					
Manufacturing Staff	$25.01 - $33.00	**20**	0	0	20
Operations Support Staff	$25.01 - $38.00	**11**	0	0	11
Logistics Staff	$25.01 - $40.00	**5**	0	0	5
Maintenance Staff	$30.00 - $46.00	**8**	0	0	8
Supervisor/Manager	$38.00 - $80.00	**4**	0	0	4

Introduction

Founded in 1852 and headquartered in San Leandro, Ghirardelli Chocolate Company (Ghirardelli) (www.ghirardelli.com) is a manufacturer of premium chocolate products serving retail, commercial, and foodservice markets throughout the United States. The Company manufactures a wide range of chocolate products for national retailers, commercial bakeries, restaurants, and its own retail operations.

Training under this proposal will be delivered at the Company's San Leandro manufacturing facility. This will be Ghirardelli's fifth ETP Contract and its second within the past five years.

ETP Priority 10200(b)

The proposed training project supports ETP priorities by strengthening California's advanced food manufacturing workforce through investment in employee training, technology adoption, and continuous process improvement. As a manufacturer operating within one of California's priority industries, Ghirardelli is investing in advanced manufacturing technologies, digital systems, and workforce development to improve production efficiency, product quality, food safety, and operational competitiveness. The project supports the retention and advancement of high-skill, high-wage manufacturing jobs by providing employees with the technical knowledge necessary to successfully operate new technologies, implement evolving manufacturing processes, and advance into higher-skilled positions within the Organization.

Veterans Program

Although the Company does not have a formal recruiting program specifically designed to target Veterans, it strongly values the skills, discipline, leadership, and technical experience that Veterans bring to the workforce. Ghirardelli recognizes that many competencies developed through military service, such as problem-solving, teamwork, adaptability, and a strong

commitment to safety and accountability, translate directly to success in civilian roles. As a result, Veteran applicants are welcomed and given full consideration during the hiring process, and the Company remains committed to providing an inclusive workplace where Veterans can leverage their experience, continue to develop professionally, and build long-term careers.

Union Support

5 Logistics Staff, 8 Maintenance Staff, and 20 Manufacturing Staff are represented by Bakery, Confectionary, Tobacco Workers and Grain Millers International Union Local No. 125**.** The union has submitted a letter of support for this training project.

Project Details

California's food manufacturing industry continues to evolve as manufacturers respond to increasing automation, stricter food safety requirements, and growing consumer demand for high-quality products. Ghirardelli's previous project focused on the implementation of a SAP enterprise systems throughout the organization as well as production modernization needed to increase efficiencies and reduce costs. This new project will focus on the implementation of new equipment and processes.

Employees will receive training on Workday Enterprise Resource Planning (ERP), Poka Digital Training System, updated proprietary manufacturing systems, and other technology platforms that improve production documentation, communication, and operational visibility. In addition, employees will develop the technical skills required to safely operate new automated conveyors, palletizing systems, and upgraded tempering equipment that enhance production capacity, product quality, workplace safety, and process reliability.

By expanding technical expertise and providing opportunities for cross-training and skill development, the project will improve productivity, increase operational efficiency, support employee career advancement, and position the Company for continued manufacturing growth and innovation.

Training Plan

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

Computer Skills: This training will be offered to all occupations. Training will include Ghirardelli Proprietary System Skills, Cybersecurity Skills, and Poka Digital Training System.

Continuous Improvement Skills: This training will be offered to all occupations. Training will include Leadership/Coaching Skills, Product Knowledge, and Team Building Skills.

Manufacturing Skills: This training will be offered to Maintenance Staff, Manufacturing Staff, Logistics Staff, and Supervisor/Managers. Training will include Customer Quality and Production Standards, Food Safety and Allergen Control, and Operational Problem Solving.

Productive Laboratory

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

Due to the nature of Ghirardelli's business, there are many skills that need to be learned by hands-on experience. The use of the PL would allow for practical, real-world experience that cannot be achieved or duplicated in a classroom setting. This delivery method will allow the trainees to gain valuable skills in the manufacturing environment that will allow them to effectively perform their job function during actual production of product. As such, the Company is requesting 20 hours of PL per trainee over the contract term for 44 Logistics Staff, Maintenance Staff, Manufacturing Staff, and Operations Support Staff to be trained on equipment such as Conveyors, Robotic Palletizers, and Tempering Equipment.

PL training will occur at the Company headquarters. Trainers (internal subject-matter-experts) will demonstrate competencies, then observe trainees to verify comprehension of task-oriented goals specific to the piece of equipment on which each trainee will learn and work. Trainees will be under the direct supervision of the instructor (trainer) at all times.

The typical trainer-to-trainee ratio will be no more than 1:3. This is due in part because the equipment, processes, and production scenarios being taught can be effectively demonstrated and supervised in smaller group settings, rather than 1:1. Utilizing a 1:1 trainer to trainee ratio would extend the training schedule, creating unnecessary operational disruptions and reducing the number of employees that could be trained within the required timeframe.

Electronic Recordkeeping/LMS

Ghirardelli has requested to utilize its Learning Management System, Alchemy, to document training for this project. The system is monitored by a Training Program Manager and an Instructional Designer Facilitator. The system has been in use for the last three years and keeps records indefinitely. Staff has reviewed and approved its use for this project.

Impact/Outcome

With the assistance of ETP funds, the expected outcomes of the training proposed will allow the frontline staff to have the requisite skills to manufacture products using engineering and design directives to produce products that meet the strict standards of the food industry. Further, the training proposed will assist the Company in overhauling its unique operations model, as well as the upgrade the skills and proficiencies necessary for high-level efficiency, quality, and customer services skills of all employees.

Commitment to Training

Ghirardelli has an annual training budget of $400,000 for its California facility, and its ongoing training includes company orientation, required basic safety training, and any mandated training.

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

- Training Infrastructure

This project will be overseen by the Training Program Manager. The Training Program Manager will be responsible for scheduling, delivery and tracking of all training under this project. Training will be delivered by in-house experts and outside training vendors as necessary. In addition, the Company has retained an administrative subcontractor to assist with project administration.

Prior Projects

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

Contract No.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET23-0144	03/01/23 - 02/28/25	$110,400	120	75	$36,243 (33%)

ET23-0144: Performance under this contract was affected primarily by administrative challenges associated with capturing and documenting training activities for reimbursement. Although a substantial amount of eligible training was delivered, internal and external training records were not consistently entered into ETP's online system, resulting in lower earnings than the level of training completed.

To address these administrative challenges, Ghirardelli implemented several corrective actions to strengthen project oversight and compliance. The Company appointed a dedicated Training Manager to oversee all aspects of ETP project administration, including training implementation, documentation, and reporting. In addition, internal staff received training on ETP requirements, documentation procedures, and reporting processes to improve consistency, accountability, and compliance. These enhancements have established a stronger administrative infrastructure that will support accurate tracking of training activities, maximize reimbursement opportunities, and position the Company for successful performance under the proposed project. Additionally, Ghirardelli has agreed to have their requested funding right-sized to an amount that is in alignment with prior project earnings.

Subcontractors

Subcontractor Type	Subcontractor Name	City, State	Cost / %
Development	JobForward	Huntington Beach, CA	$2,500
Administrative	JobForward	Huntington Beach, CA	13% of Earned Amount

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Computer Skills

- Ghirardelli Proprietary Systems Skills
- Cybersecurity Skills
- Workday Enterprise Resource Planning System
- Poka Digital Training System

Continuous Improvement Skills

- Analytical Thinking in Manufacturing
- Leadership/Coaching Skills
- Lean Manufacturing Skills
- Market Awareness/Industry Trends
- Performance Planning and Metrics
- Product Knowledge
- Production Process Optimization
- Project/Program Management Skills
- Team Building Skills
- Workplace Adaptability and Operational Change

Manufacturing Skills

- Customer Quality and Production Standards
- Equipment Reliability and Preventative Maintenance
- Food Safety and Allergen Control
- Manufacturing Documentation
- New/Updated Manufacturing Processes/Systems/Products
- Operational Problem Solving
- Process Monitoring/Quality Control
- Production Change Implementation

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

Trainees may receive any of the following:

Manufacturing Skills

- Equipment Reliability and Preventative Maintenance
- Food Safety and Allergen Control
- New/Updated Manufacturing Processes/Systems/Products
- Process Monitoring/Quality Control
- Production Change Implementation

BAKERS UNION LOCAL No. 125
BAKERY, CONFECTIONERY, TOBACCO WORKERS AND GRAIN MILLERS INTERNATIONAL UNION

14144 DOOLITTLE DRIVE, SAN LEANDRO, CA 94577
Telephone (510) 357-3201 • FAX (510) 357-5

March 30, 2026

Employment Training Panel
1100 J Street
Sacramento California95814

Dear Panel Members,

1. We understand the Ghirardelli Chocolate Company is requesting ETP funding. The proposed training plan for the specified members has our support. The approximate number of trainees from the following occupations will be participating in this project: maintenance Staff (8), Manufacturing/Production Staff (20) and Logistics Staff (5)

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

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

Respectfully
Luis M Amaya
Luis Amaya
Secretary - Treasurer BA
BCTGM Bakers Union Local 125
Luis@blocal125.com
14144 Doolittle Dr
San Leandro CA 94577
O (510) 357-3201
M (510) 703-7525

Training Proposal for:

Gustav Keoni dba Precision Construction Services

Contract Number: ET27-0145

Delegation < $75,000 Single Employer

Panel Meeting of: October 23, 2026

Project Profile

Contract Attributes:	Priority Rate Retrainee SB < 100 SET	Industry Sector(s):	Construction
		Priority Industry:	☒ Yes ☐ No
Counties Served:	San Luis Obispo	Repeat Contractor:	☒ Yes ☐ No
Union(s):	☐ Yes ☒ No		

Number of Employees in:	CA: 38	U.S.: 38	Worldwide: 38
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

Funding Detail

In-Kind Contribution	Total ETP Funding
$291,996	$70,560

Training Plan Table

Job No.	Job Description	Estimated No. of Trainees	Range of Hours			Average Cost per Trainee	Post-Retention Wage
			Class / Lab	CBT	Weighted Avg:		
1	Priority Rate SB < 100 SET Retrainee	36	8-200	0-40	70	$1,960	$35.00

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

Published Minimum Hourly Wage by County: Job Number 1: $33.64 Priority SET Average Statewide	
Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.	
Used to meet the Post-Retention Wage?: ☐ Yes ☒ No	
Health Benefits may be used to meet the Post-Retention Wage as follows: Job Number 1: $0.00	
Fringe Benefits:	The Company's full-time employees benefits include, medical, dental, vision, life insurance as well as the option to participate in the company 401(k) program with a company match up to 4% which is on a vested grading schedule.
Wage Progression:	The Company performs mid-year and annual employee performance reviews. Performance reviews are conducted by managers based on a 360 review cycle model where peer feedback is also collected for consideration; however, wage progression is determined by the employee's success at meeting predetermined metrics. Each annual review cycle, the Company increases salaries for cost of living and provides an additional 3%-5% merit increase for employees who meet or exceed performance goals.

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
JOB NUMBER 1 - Priority Rate, SET, Retrainee					
Preconstruction	$35.00 - $80.00	**3**	0	0	3

Wage Range by Occupation					
Occupations	Wage Range	Estimated number of trainees			
		Total	$20 and Under	$20.01 to $25	Over $25.01
Estimator	$35.00 - $84.00	**4**	0	0	4
Superintendent	$43.00 - $91.00	**6**	0	0	6
Operations	$35.00 - $124.00	**20**	0	0	20
Principal	$82.00 - $89.00	**3**	0	0	3

Introduction

Established in 2013 and headquartered in San Luis Obispo, Gustav Keoni dba Precision Construction Services (PCS) (https://precision.services) is a construction company specializing in federal, commercial, and industrial construction projects. The Company provides comprehensive construction services, including design-build, general contracting, and construction management, serving federal agencies, aerospace organizations, utility providers, and commercial clients throughout California. Training will take place at the Company's location in San Luis Obispo. This will be PCS's second ETP Contract, and the second in the last five years.

ETP Priority 10200(b)

The proposed training project supports ETP priorities by strengthening California's construction workforce through advanced technical training, workforce development, and technology adoption. As a Small Business Administration 8(a) Business Development Program-certified contractor performing federal and state construction projects, PCS invests in developing a highly skilled workforce capable of delivering complex infrastructure projects throughout California. The project emphasizes modern construction methods, digital technologies, leadership development, and cross-training to create long-term career opportunities, promote internal advancement, and reduce reliance on out-of-state contractors. By expanding employee skills and supporting high-wage careers, the project contributes to California's construction industry competitiveness and long-term economic growth.

Veterans Program

PCS does not have a formal Veteran outreach program, however the Company participates in career fairs with Veteran organizations, including the Veteran Affairs Center in San Luis Obispo, as well as career fairs at Vandenburg Space Force Base targeting the Veterans. Currently, the Company has three Veterans employed in their organization.

Project Details

In the previous contract, PCS focused primarily on software implementation training. While that training remains ongoing, this new proposal places greater emphasis on cross-training staff to support company growth and adapt to evolving industry practices. PCS continues to experience increased demand for its construction services as the Company expands its operations throughout California and pursues additional federal, state, and commercial contracts. To support this growth, PCS is investing in comprehensive workforce development that strengthens technical expertise, leadership capabilities, and technology adoption while creating opportunities for both incumbent employees and individuals entering the construction industry.

Employees will receive training focused on modern Preconstruction Processes, Project Management, Construction Operations, financial systems, hazardous materials management, leadership development, and continuous improvement methodologies. Training will also support implementation of updated project management technologies, including Vista Project Management Software, Viewpoint Human Resources Management, Corpay, and other digital tools that improve workflow efficiency, forecasting, financial management, scheduling, and project execution.

Through cross-training, technology adoption, and structured career development, PCS will improve operational efficiency, strengthen workforce retention, and provide employees with opportunities for long-term career advancement while supporting the continued growth of the Company.

Training Plan

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

Business Skills: Training will be offered to all occupations on course topics that include Preconstruction Process, Construction Operations and Project Management.

Computer Skills: Training will be offered to all occupations on course topics that include Vista Project Management Software, Corpay, and Viewpoint Human Resources Management.

Continuous Improvement Skills: Training will be offered to all occupations on course topics that include Process Improvement and Project Management Workflow.

Hazardous Materials Skills: Training will be offered to all occupations on course topics that include Hazwaste Training, Hazardous Materials Training, and Chemical Storage Training.

Management Skills: Training will be offered to Preconstruction, Operations, and Principal occupations on course topics that include Manager Preparedness Training for promoting into management positions.

Certified Safety Training

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

Computer-Based Training (CBT)

CBT will be provided to supplement class/lab which is a more convenient means of delivering basic training. Trainees will receive between 0 - 40 hours of CBT.

Alternate Recordkeeping

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

Special Employment Training

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

- **Wage and Retention Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from $44.85 to $33.64). The Company requests a modification from $44.85 per hour to $35.00 per hour.

Commitment to Training

PCS's annual training budget is approximately $30,000 and includes company orientation, required basic safety and mandated training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

The Company's Human Resources Manager will oversee the ETP project including scheduling, training, collecting attendance rosters and tracking performance. Training will be delivered by in-house trainers who are subject matter 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.	Term	Approved Amount	Approved Estimated No. Trainees	No. Retained	Payment Earned $ %
ET24-0224	10/17/23 - 10/16/25	$36,570	53	35	$36,570 (100%)

Subcontractors

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

Training Vendor(s)	City, State	Cost	Description of Service
To Be Determined	-	-	-

Self-Attestations

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, the applicant is in compliance with all state and federal labor and health and safety laws. UIC section 10205(e)(1)(F)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant is not ineligible to bid, be awarded, or subcontract on a public works project. UIC section 10205(e)(2)(B)

The Applicant has self-certified under penalty of perjury under the laws of the State of California that at the time of submission of this application, to the best of my knowledge, information, and/or belief, that the applicant does not have a final determination, order, judgment, or award issued against them for violations of labor law that remain unabated or unsatisfied following the period during which an appeal may be made. UIC section 10205(e)(2)(C)

Exhibit B: Curriculum

Class/Lab/E-Learning

Trainees may receive any of the following:

Business Skills

- Administration
- Business Administration
- Preconstruction Process
- Coaching
- Conflict Management
- Construction Operations
- Decision Making
- Financial Strategies
- Interpersonal Skills
- Leadership Development
- Marketing
- Project Management
- Project Management Financials
- Strategic Planning
- Teambuilding

Computer Skills

- Corpay
- Cost Accounting
- Computerized Scheduling
- Document Control
- Financial Modeling
- General Accounting
- Inventory Control
- Payroll
- Primavera P6 Professional
- Project Management Software
- Fundamentals
- Sales Forecasting
- Viewpoint Human Resources Management
- Vista Project Management Software

Continuous Improvement Skills

- Process Improvement
- Project Management Workflow

Hazardous Materials Skills

- Hazwaste Training
- Hazardous Materials Training
- Chemical Storage Training

Management Skills (Manager/Supervisor Only)

- Manager Preparedness Training
- Management Training

Safety Skills - OSHA 30 (Certified-OSHA Instructor)

- OSHA - 30

Computer-Based Training

Trainees may receive any of the following:

Business Skills

- EM385-1-1 training – 40 hours
  - Introduction (1 hr.)
  - Chapter 1 Safety and Occupational Health Program Management of United states Army Corps of Engineers Personnel (1 hr.)
  - Chapter 2 Safety and Occupational Health Program Management for Contractors (1 hr.)
  - Chapter 3 Medical and First Aid (1 hr.)
  - Chapter 4 Temporary Facilities (1 hr.)
  - Chapter 5 Personal Protective and Lifesaving Equipment (1 hr.)
  - Chapter 6 Hazardous or Toxic Agents and Environments (1 hr.)
  - Chapter 7 Lighting (1 hr.)
  - Chapter 8 Accident Prevention Signs, Tags, Labels, Signals, and Traffic Control (1 hr.)
  - Chapter 9 Fire Prevention and Protection (1 hr.)
  - Chapter 10 Welding and Cutting (1 hr.)
  - Chapter 11 Electrical (1 hr.)
  - Chapter 12 Control of Hazardous Energy (1 hr.)
  - Chapter 13 Hand and Power Tools (1 hr.)
  - Chapter 14 Material Handling, Storage, Disposal, and Conveyors (1 hr.)
  - Chapter 15 Rigging (1 hr.)
  - Chapter 16 Load Handling Equipment (1 hr.)
  - Chapter 17 Demolition, Renovation, and Re-Occupancy (1 hr.)
  - Chapter 18 Vehicles, Machinery, and Mechanized Equipment (1 hr.)
  - Chapter 19 Floating Plant and Marine Activities (1 hr.)
  - Chapter 20 Pressurized Equipment and Systems (1 hr.)
  - Chapter 21 Fall Protection (1 hr.)
  - Chapter 22 Working Platforms and Scaffolding (1 hr.)
  - Chapter 23 Rope Access (1 hr.)
  - Chapter 24 Safe Access (1 hr.)
  - Chapter 25 Excavation and Trenching (1 hr.)
  - Chapter 26 Underground Construction, Shafts, and Caissons (1 hr.)
  - Chapter 27 Concrete, Masonry, Roofing, and Wood Construction (1 hr.)
  - Chapter 28 Steel Erection (1 hr.)
  - Chapter 29 Blasting (1 hr.)
  - Chapter 30 Diving Operations (1 hr.)
  - Chapter 31 Tree Maintenance and Removal (1 hr.)

- Chapter 32 Airfield and Aircraft Operations (1 hr.)
- Chapter 33 Uncrewed Aircraft (1 hr.)
- Chapter 34 Confined Space (1 hr.)
- Chapter 35 Sanitation (1 hr.)
- Chapter 36 Hazardous Waste Operations and Emergency Response (1 hr.)
- Chapter 37 Emergency Operations (1 hr.)
- Course Summary (2 hrs.)