



**Retrainee - Job Creation
Training Proposal for:
Architectural Design & Signs, Inc.**

Small Business ≤ \$50,000

ET15-0429

Approval Date: April 9, 2015

ETP Regional Office: San Diego

Analyst: S. Godin

CONTRACTOR

- Type of Industry: Manufacturing
Services
Priority Industry: Yes No
- Number of Full-Time Employees
California: 94
Worldwide: 109
Number to be trained: 84
Owner Yes No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 16%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$49,920
- In-Kind Contribution: \$25,000

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mfg Skills, OSHA 10/30	74	8-60	0	\$520	\$15.07
				Weighted Avg: 20			
2	Retrainee Job Creation SB<100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Impr, Mfg Skills, OSHA 10/30	10	8-60	0	\$1,144	\$12.33
				Weighted Avg: 44			

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): Riverside
- Occupations to be Trained: Administration/Operations Staff, Production Worker, Fabricator, Engineering/Design Staff, Installer, Sales Staff, Manager, Estimator
- Union Representation: Yes
 No
- Health Benefits: Job #'s 1 and 2: \$1.54 per hour

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Formed in 1995 and located in Corona, Architectural Design & Signs, Inc. (AD/S) has evolved from a retail sign shop to a small business specializing in the design, fabrication, installation, and maintenance of signs, displays, and fixtures. Its signs range from large “neon art” in Las Vegas to directional signage found in airports, hospitals, universities, resorts, retail outlets, office parks, and stadiums. The Company’s customers include McCarren International Airport, Wal Mart, Lowe’s, Home Depot, LA Fitness, Nordstrom, and Wet Seal.

To effectively sustain and manage its growth, AD/S is developing standard procedures and implementing Lean Manufacturing, and these topics are part of the training plan.

The need for training is also being driven by the Company’s recently purchased Customer Relation Management System software. Although the system went live in February 2015, only

the “super users” have received training. Those users will serve as in-house trainers for the rest of the AD/S workforce. Everyone from the production floor to the president will receive training in some aspect of the new software.

Retrainee – Job Creation

AD/S experienced a 38% revenue increase over the last 24 months; and its California employee count grew from 64 to 94, over the same time period. To support this upswing in production demands and growth, the Company moved from a 25,000 to 65,000 square foot building in January 2015. Based on this, AD/S has forecasted 25%-40% overall business growth over the next two years. To support the expansion of its existing business functions, AD/S has committed to hiring 10 full-time workers during the term of the proposed ETP Agreement (Job Number 2). The new employees will require extensive training to develop the requisite skills needed for growth.

The date-of-hire for all Job Creation trainees (Job Number 2) will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into “net new jobs” as a condition of contract.

Temporary to Permanent Employees

The Company estimates that 6 of the 10 trainees in Job Number 2 will fall under Panel guidelines for “temporary to permanent” employment. AD/S will retain these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired.

Training Plan

Business Skills - Training will be provided to all occupations in the areas of communication, customer relations, marketing, sales and business development, financial accounting principles, project management, goal setting and time management. These skill sets will give employees the skill sets to implement customer solutions and increase customer and employee satisfaction.

Commercial Skills - Training will be offered to all occupations as it relates to job function. Skill sets will be delivered in a myriad of topics such as product knowledge; design requirements; permit drawing procedures; lighting, digital display and signage installation; industry terminology and standards; design plans and layouts; project documentation and contract requirements. Competency in commercial skills topics will enable staff to market AD/S products and services with acumen as the Company continues to grow.

Computer Skills - Training in the computer software listed on the curriculum will be provided to all occupations. AD/S recently purchased a new CRM software system (Salesforce) which went live in January 2015 and will be used to support sales and customer account information. The system’s super users have been trained. They will function as in-house trainers for Administrative/Operations Staff, Sales Staff, and select Managers. Training in recent updates to the Company’s ERP system (Vista) will enable employees to continue to navigate the software; thus reducing errors and rework, improving inventory management, and meeting customer demands. If used to its fullest capacity, Vista has the ability to link operations across all departments which is vital to improving the efficiency and company-wide communication needed to support the Company’s growth.

Manufacturing Skills - Production Workers, Fabricators, and Installers will receive training in topics such as Good Manufacturing Practices, equipment operation, maintenance and troubleshooting, fabrication skills, welding skills, and painting techniques. These skill sets will provide workers with the skills needed to improve product quality and the Company's overall manufacturing processes.

Continuous Improvement - Training will be offered to all occupations as it relates to job function. Training in Lean concepts, Six Sigma, process improvement, and quality concepts will help workers standardize processes, control quality, and improve efficiencies. Team building and problem solving will lead to improved operations and promote enhanced interactions with both internal and external customers. Training will also empower employees to manage performance, think strategically, and set appropriate goals for themselves and the organization as the Company moves to a high performance workplace.

Certified Safety Training

OSHA 10/30 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.

Production Workers and Installers will receive OSHA 10. Production Workers, Installer, Managers and select lead workers from all occupations will receive OSHA 30 training.

Modifications - Term Length

Although AD/S is a small business, this project includes a Job Creation component. Furthermore, summer is the busiest season for AD/S as customers tend to upgrade signage and create new marketing displays in time for the holiday season. As such, little if any, training will take place from June through August. For these reasons, AD/S is requesting a 24-month term of contract. Staff concurs that this length of term is needed to enable the Company to balance training and production needs.

RECOMMENDATION

Staff recommends approval of this proposal.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 60 Trainees may receive any of the following:

BUSINESS SKILLS

Customer Care Skills

- o Customer Retention
- o Customer Engagement
- o Customer Relationship Building

Advanced Sales & Marketing Skills

- o Suspecting
- o Sales Account Management
- o Sales Forecasting
- o Advanced Closing Techniques
- o Sales Procedures & Strategies

Project Management

Finance/Accounting/Budgeting Principles

Communication Skills

Negotiation Skills

Conflict Management & Resolution

Goal Setting & Time Management Skills

AD/S People by Process (onboarding)

Coaching/Mentoring Skills

COMMERCIAL SKILLS

Bid Package Review Process

Creating and Understanding Design Plans & Layouts

Meeting Design Requirements

Permit Drawing Plans and Procedures

Lighting and Digital Displays Product Knowledge

Lighting/Signage Installation Procedures

Sign Industry Terminology and Variations

Sign Manufacturing Requirements

Installation Processes & Procedures

Understanding City Codes and Compliances

Understanding Contract Requirements

Project Documentation Requirements

COMPUTER SKILLS

Salesforce (CRM) Software

Vista (ERP) Software Updates

Corel Draw Software

Sketch-Up Software

Adobe Illustrator Software

Adobe Photoshop Software

Omega 5 Software (Fabricators)

Catmaster 3 Software (Fabricators)

Rosterlink Software (Fabricators)

Enroute4 Software (Fabricators)

CONTINUOUS IMPROVEMENT

Lean Manufacturing Skills
Process/Quality Improvement
Standard Operating Procedures
Strategic Planning
Decision Making/Problem Solving
Teambuilding
Leadership Skills
Kaizen Events
Six Sigma
5S
Scrap Reduction Techniques
Set-Up minimization

MANUFACTURING SKILLS

Equipment Operation, Maintenance & Troubleshooting
Good Manufacturing Practices (GMP)
Fabrication Skills
Painting Techniques
Crane Operating Training
Rigger Training
Boom and Scissor Lift Training
Swing Stage Training
Forklift Training
Welding Certification- Alum (D1.2)

CERTIFIED SAFETY TRAINING (OSHA Certified Trainer)

OSHA 10 (requires completion of 10 training hours)
OSHA 30 (requires completion of 30 training hours)

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.
