

**DELEGATION ORDER**



**Training Proposal for:  
Baker Electric, Inc.**

**Agreement Number: ET16-0447**

**Approval Date:** April 29, 2016

**ETP Regional Office:** San Diego

**Analyst:** K. Campion

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET	Industry Sector(s):	Construction  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1300	U.S.:1300	Worldwide: 1300
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$16,128		\$0	\$0		\$16,128

In-Kind Contribution:	100% of Total ETP Funding Required	\$32,883
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**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate SET	Business Skills, Continuous Impr., Commercial Skills, Computer Skills	112	8-200	0	\$144	\$21.28
				Weighted Avg: 8			

**Minimum Wage by County:** \$21.28 per hour SET Statewide Average Hourly Wage (priority industry)

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

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

Up to \$3.98 per hour may be used to meet the Post-Retention Wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Admin/Safety/Warehouse		27
Engineer/Planner/Drafter		18
Estimator		12
Project Leader		20
Sales Staff		35

**INTRODUCTION**

Baker Electric, Inc. (Baker Electric), located in Escondido, is a full-service, electrical and solar energy contracting company that provides pre-construction, engineering and project management services to its customers located throughout Southern California. Its clients include residential customers and commercial, education, biotech, energy, healthcare, hospitality, industrial, manufacturing and military ([www.baker-electric.com](http://www.baker-electric.com)).

Baker Electric will be the lead employer in this proposal with its co-owned sister company, NB Baker Electric, Inc. dba Baker Solar (Baker Solar). Baker Solar, also located in Escondido, installs residential and commercial solar panels. Baker Electric and Baker Solar are eligible for ETP funding under Special Employment Training provisions for frontline workers in a priority industry (construction).

**PROJECT DETAILS**

This will be Baker Electric’s second Agreement. In the first Agreement, Baker Electric needed training in project management, productivity, efficiencies, and new technologies. Training was beneficial, even though the Company was not able to earn the full amount (see Prior Project).

For this proposal, the Company is focusing on the evolving industry as it constantly looks to diversify services. The Company recently purchased over \$200,000 in new computer software and hardware tools to address customer needs and expanding services. Additionally, the Company needs to provide renewable energy services skills to office staff. Training will allow workers to be informed of new technologies and services.

Baker Electric represents that the proposed training, even though the Curriculums are similar, will not duplicate the previous Agreement. Training will be in new technologies and new processes. Only newly-hired employees or trainees who did not participate in the previous Agreement will receive courses offered in the prior Agreement.

## Training Plan

All training will be delivered via Class/Lab in the following:

**Business Skills** (40%) – This training will be provided to all occupations. Topics include Conflict Resolution, Financial Risk Analysis, Marketing and Business Development, and new Product Knowledge Skills. This training is projected to improve operational effectiveness, project financials, and business development skills.

**Continuous Improvement** (25%) – This training will be provided to all occupations to improve efficiencies, learn problem solving skills, and implement new process improvements. Leadership Skills, Performance Improvement, and Teamwork Skills will be provided based on job functions.

**Commercial Skills** (20%) – This training will be provided to all occupations. Training in equipment and field procedures will allow support workers to liaison effectively with workers at job sites. Trainees must also be trained in Solar Photovoltaics and Renewable Energy skills to be able to effectively offer new services to customers.

**Computer Skills** (15%) – This training will be provided to all occupations. New construction software application skills will keep workers current with new technologies embraced by the industry.

## SET Priority Wage Modification

For trainees funded under the SET program and employed in a Priority Industry, the Panel may modify the State Average Hourly Wage of \$28.37 per hour by 25% to \$21.28 per hour. This wage modification will allow the Company to reach more trainees who need job skills training.

## Commitment to Training

Baker Electric spends approximately \$300,000 yearly for training on an as-needed basis that includes OSHA-mandated safety training, sexual harassment prevention, new-hire orientation, basic computer skills training, product training and on-the-job training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

The Company has a dedicated Director of Human Resources to schedule and oversee all training. There will be an official kick-off of the training project for all office employees supported by Directors and Executives to ensure commitment. Training attendance rosters will

be made accessible to all conference and training rooms and the Director of HR will provide monthly updates to the Company's leadership team to ensure the training program stays on task. ETP project administration, including enrolling and tracking all trainees in the ETP on-line systems, will be provided by an administrative subcontractor.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes performance by Baker Electric under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0191	Escondido	10/21/13 – 10/20/15	\$171,744	\$16,112 (9%)*

\*The Contractor reported several reasons for poor performance in their first Agreement: 1) Inadequate administrative process for capturing and documenting training in the field and at construction job sites; 2) Too many locations (job sites) for training; and, 3) Delivery of training that did not qualify for ETP reimbursement (i.e. general safety training).

For the current proposal, training will not take place in the field. Additionally, the Company has outlined a detailed process for properly documenting ETP-funded training, with a dedicated in-house administrator and a third-party consultant. This proposal has been "right-sized" consistent with prior earnings.

## **DEVELOPMENT SERVICES**

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

## **ADMINISTRATIVE SERVICES**

Baker Electric also retained TFS to perform administrative services in connection with this proposal for an amount not to exceed 13% of payment earned.

## **TRAINING VENDORS**

To Be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8–200

Trainees may receive any of the following:

#### **BUSINESS SKILLS**

- ✚ Conflict Resolution
- ✚ Financial Risk Analysis
- ✚ Marketing & Business Development
- ✚ Project Management
- ✚ New Product Knowledge Skills

#### **CONTINUOUS IMPROVEMENT**

- ✚ Leadership Skills
- ✚ Performance Improvement
- ✚ Problem Solving
- ✚ Process Improvement
- ✚ Productivity Improvement
- ✚ Project Planning
- ✚ Teamwork

#### **COMMERCIAL SKILLS**

- ✚ Equipment Operations
- ✚ Field Operation Procedures
- ✚ Green Construction
- ✚ Solar Photovoltaics and Renewable Energy
- ✚ Work Practices

#### **COMPUTER SKILLS**

- ✚ Acubid
- ✚ Bid2Win Estimating
- ✚ Computer Aided Design (CAD) - Auto Desk
- ✚ Estimate Breakdown
- ✚ Job Costing
- ✚ LSI Centerium
- ✚ Microsoft Office
- ✚ Spectrum
- ✚ Tool Watch

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

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.