



**Training Proposal for:
California Newspapers Partnership**

Agreement Number: ET16-0463

Panel Meeting of: May 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Manufacturing Multimedia/Entertainment Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Butte, Contra Costa, Humboldt, Lake, Los Angeles, Marin, Mendocino, Monterey, Orange, Riverside, San Bernardino, San Mateo, Santa Clara, Santa Cruz, Solano, Tehama, Yolo	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 2,943	U.S.: 2,943	Worldwide: 2,943
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$743,688		\$0	\$0		\$743,688

In-Kind Contribution:	100% of Total ETP Funding Required	\$868,049
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Mfg. Skills	1,252	8-200	0-60	\$594	*\$15.60
				Weighted Avg: 33			

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: \$17.02 per hour for Alameda, Contra Costa, Marin, San Mateo, and Santa Clara counties; \$16.51 per hour for Orange County; \$16.48 per hour for Los Angeles County; and \$15.60 per hour for Butte, Humboldt, Lake, Mendocino, Monterey, Riverside, San Bernardino, Santa Cruz, Solano, Tehama, and Yolo counties.

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

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

Health Benefits up to \$3.20 per hour may be used to meet the Post-Retention Wage.

There will be approximately 127 trainees employed as salespeople, account managers, and advertising/telemarketing staff who earn commission in addition to their base wages. Commission income up to \$4.57 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support/Finance/Accounting Staff		90
IT Professional, Technician, Project Manager		55
News Staff 1: Editor, Photographer, Reporter, Circulation Staff		105
News Staff 2: Editor, Photographer, Reporter, Circulation Staff		90
Graphic Artist, Designer, Editorial Staff		95
Advertising/Digital Media Staff		252
Sales/Marketing/Telemarketing Staff		225
Account Manager, Account Executive		185
Manager/Technical Director		95
Supervisor		60

INTRODUCTION

Founded in 1999 and headquartered in San Jose, California Newspapers Partnership (CNP), a subsidiary of Media News Group, is the largest publisher of daily and weekly newspapers in California. CNP's statewide network of newspapers and websites includes three affiliates: (news publishing employers): California Newspapers Limited Partnership, Monterey County Herald, and the Los Angeles Daily News Publishing Company. In this proposal, training will be administered by CNP for delivery to staff and workers employed by its three affiliates. CNP qualifies for priority industry reimbursement and is eligible for standard retraining under the out-of-state competition provisions based on its newspaper publishing industry classification.

CNP and its affiliates publish a variety of daily and weekly publications from approximately 60 locations statewide, all of which will participate in this training. Bay Area publications include the San Jose Mercury News, the Oakland Tribune, the Contra Costa Times, and the Vacaville Reporter. Southern California publications include the San Bernardino County Sun, the Inland Valley Daily Bulletin, the Pasadena Star-News, the Whittier Daily News, the San Gabriel Valley Tribune, the Long Beach Press-Telegram, and the Los Angeles Daily News.

This will be CNP's third ETP Agreement within the past five years. The first project introduced a foundation of skills for employees to function in the burgeoning social media world. The second ETP Agreement helped the Company build upon this foundation by improving the capability of its workforce to attract and maintain customers across various media platforms.

This proposed Agreement will allow the CNP to expand training substantially, particularly as it relates to recent business acquisitions. Many of the Curriculum topics are new and/or improved, to ensure there will be no duplication of training from past Agreements. In addition, a large percentage of the proposed training will be provided to employees at locations that have not participated in ETP training in the past.

PROJECT DETAILS

In March 2016, CNP was awarded the bid to acquire the Orange County Register and the Riverside Press-Enterprise. These two Southern California publications/locations will bring approximately 900 employees under the CNP umbrella. Neither of these two publications/locations has benefited from a structured training program. Both will be a large focus of the training outlined in this proposal.

In addition to the new acquisitions, the various CNP related publications/locations that may have participated in prior ETP Agreements all require additional training to facilitate the Company's shift to advanced digital technology and upgraded media systems such as Facebook, Twitter, and various apps created for smart phone/mobile device use. Training is necessary to ensure that workers remain up to date with marketing, online consumer, publishing, and advertising strategies critical to success in an evolving news/media industry.

The CNP related publications/locations statewide will utilize in-house subject matter experts and outside vendors to provide training. The majority of training will be delivered via class/lab; however, some training will be conducted via E-learning and/or computer-based training (CBT). CBT training will consist of varied course content offered by Lynda.com, a leading online education service.

Training Plan

Business Skills (45%) - Training will be offered to all occupations. Topics will include customer service and support, account management, product knowledge, strategic planning, and project management. This training will help employees improve their product development and support skills, and equip them with the technical expertise to identify and resolve problems more efficiently.

Computer Skills (35%) - Training will be offered to all occupations. Training will focus on the strategic implementation of digital media content for CNP's web and mobile-based audience. Trainees will learn methods to engross consumers through video, digital photography, audio recordings, and data visualizations.

Continuous Improvement (15%) - Training will be offered to all occupations. Areas of emphasis will include problem solving, communication, leadership, and teamwork. Trainees will learn techniques to improve processes, stimulate innovation, eliminate waste, and maintain quality products and services as the Company continues to migrate towards an advanced digital media environment.

Manufacturing Skills (5%) - Training will be offered to Technicians and News Staff. This training will cover production and workflow procedures for new and existing print media products. Trainees will learn manufacturing techniques to help produce and circulate newspapers at a lower cost.

Substantial Contribution

There is no Substantial Contribution being applied because no single CNP facility has earned \$250,000 or more within the past five years.

Commitment to Training

CNP had a training budget of approximately \$925,000 for all of its California facilities in 2015. Ongoing training efforts consist of new-hire orientation, basic computer skills, sexual harassment prevention, and executive development programs. Health and safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

CNP's Corporate Training Manager will oversee the internal administration of this project. The Company's training team will be responsible for scheduling, delivering, and documenting all training. CNP has also retained an outside administrative consultant to ensure that all training records adhere to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by CNP under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0202	Various	12/30/13 – 12/29/15	\$504,000	\$504,000 (100%)
ET12-0135	Various	10/03/11 – 10/02/13	\$499,680	\$499,680 (100%)

DEVELOPMENT SERVICES

California Training Administration (CTA) in Rocklin assisted with development of this proposal for a flat fee of \$2,500.

ADMINISTRATIVE SERVICES

CTA will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab/E-learning Hours**

8 - 200

Trainees may receive any of the following:

COMPUTER SKILLS***Systems & Tools***

- Workday
- ShoreTel
- JD Edwards
- AMEX
- E-Edition
- Google (Gmail, Calendaring, Hangouts, Drive, Docs, Sheets, Slides, Forms, Maps)
- Internet Search/Browsing
- Digital Skills
- Mobile Devices (Smartphones / Tablets)
- Computer Programs
- Desktop Applications
- Microsoft Tools (Word, Excel, PowerPoint – Int. & Adv. only)

Editorial/News Skills

- Digital Platforms
- Digital Certification
- Digital Skills
- Video Techniques (Shooting with Smartphones)
- Video Platforms (Tout)
- Broadcast Techniques
- Google Mapping
- Data Journalism
- Advanced Writing
- PhotoShop
- Search Engine Optimization for Publishing
- Multimedia Tools

Editorial Systems and Programs

- Saxotech
- Web Interface/Web Design/Website 101
- Google Analytics
- Parse.ly
- Adobe Software
- Final Cut
- Photo editing software
- Social Media Tools
 - Facebook for Journalists
 - Twitter for Journalist
 - Pinterest for Journalists
 - Snapchat for Journalists

Circulation Systems

- DTI (Newscycle Solutions Database)
- W Drive
- G2 Discovery
- Call Center Systems & Tools

Finance Systems

- BPC - Financial Reporting
- JDE- AP, Purchasing and GL
- Mactice / Adbase - Advertising A/R System
- COGNOS - Report Writer for Mactive

IT/IS Professionals Systems & Tools

- IT Solutions (Information Technology)
- Advanced Applied Manufacturing Technology
- Computer Programing
- Database Tools
- E-Business/Commerce
- Information Security
- MIS - Management Information Systems
- Network Administration
- System Analysis
- Technology Support
- Website Design and Development

Human Resource Tools

- Payroll & HR System Training
- Applicant Tracking System (AST) /Taleo/SmartRecuriters

CONTINUOUS IMPROVEMENT

- Customer Service
- Communications Skills
- Dealing with Difficult People
- Best Practices
- Conflict Management
- Creativity and Innovation
- Effective Meetings
- Team Work
- Project Management
- Process Improvements
- Creating Your Future Now
- Growing Your Business
- Lose The Negative
- Navigating the Sales Trail
- Ready, Aim Succeed
- Success Integrators
- Think Like a Winner

Leadership & Coaching

- Leadership 101
- Organizational Trust
- Performance Management
- Change Management
- Positive Approaches to Resolving Performance Problems
- Supervisor Communication Skills
- Managing Managers
- Challenging Negative Attitudes
- Communication
- Delegating
- Listening
- Team Building
- Problem Solving
- Process / Quality Improvement
- Decision Making
- Identifying Problems/Presenting Solutions
- Maximizing Productivity/Setting Priorities
- Leading in a Matrix Environment
- Time Management
- Workday Tools and Techniques
- Coaching
- Situational Leadership
- Negotiation Skills
- Leadership Challenge - Kouzes & Posner
- Navigating Difficult Conversations
- Financial Reporting and Budgets
- Team Development Finance for Non-Finance Managers
- Training Facilitation
- Managing Competencies and On-boarding
- Emerging Leader / Leadership Development
- Succession Planning for High Potentials

Sales Leadership

- Digital Sales Management and Application
- Sales Tools - A Day in the Life
- A Four Point Model for Leading High Performance Sales Teams
- Coaching
- Team Development
- Strategic Planning and Execution
- Finance for Sales Managers
- Project Management
- New Manager Pitfalls - How to Avoid Them and Succeed in a Leadership Role
- Sales Compensation - Get and Keep Top Talent without Breaking the Bank
- Sales Leadership Credibility
 - Part 1: Confidence Base
 - Part 2: Fallibility Paradox
- Six Managerial Styles You Need to Lead Effectively

- The ABC Method - Handling a Bad Attitude
- Why 80% of Sales Training Doesn't Stick
- Why Praise Can Backfire – And How to Do it Right

BUSINESS SKILLS

- Technical Business Writing
- Product Marketing and Support
- Account Management
- News Department Processes
- Marketing Communications
- On-boarding Newspaper Processes
- Product Knowledge
- Strategic Implementation
- Strategic Planning
- Project Management
- Customer Service
- Telephone Skills
- Budgeting Techniques
- Flash Reporting

Consultative Sales Skills

- Recession Proof Sales Tips
- Prospecting
- Identifying Needs
- Proposal Generation
- Presentation Skills
- Negotiations
- Closing
- Account Management

Marketing and Advertising Products

- Digital Skills
- Digital Platforms
- Digital Advertising Products
 - Newspaper.com sites
 - Yahoo.com
 - Ad Exchanges
 - Magellan
 - SEM
 - Bing
 - Google AdWords
- AdWords Sales Exam
- AdWords ROI for SMBs - Effectively convey return on investment to your clients
- Mobile - The Value Proposition
- Mobile Strategy & Campaign Development
- Account Structure & Basic Search Optimization
- Traditional Media/Digital - The Connection & Value Proposition
- Google Analytics for Sales Teams
- TDMA - Identifying Opportunities

- Improving Keyword Performance & Quality Score
- Upselling Your Clients
- Google Tools
- TDMA - Planning and Opening
- Understanding MCC & Leveraging Extensions
- Search Engine Optimization
- Geotargeting/fencing
- Video
- Programmatic
- Mobile Advertising
- Native Advertising
- Chat
- Pixels
- Retargeting
- UTM Tags
- Audience/Behavioral Targeting
- Smart Audiences
- Category Targeting
- IP Address Targeting
- Yelp
- Email Marketing
 - Data Dynamics
 - Email Responder
 - Edge5 Email
 - Newspaper Subscribers
- Social Media
 - Facebook
 - LinkedIn
- Print Advertising Products
 - Newspapers
 - Daily
 - Weekly
 - Inserts
 - Sticky Notes
 - Spadea
 - Total Market Coverage (TMC)
 - Monthly Magazines
 - Direct Mail
 - Custom Publishing
- Event Marketing

Sales and Marketing Tools

- Brainworks CRM – Customer Relationship Management System
 - General Brainworks Training
 - Pipeline Management
 - Sales Activities
 - Email Campaigning
 - Insertion Order Process

- Resources
 - Attribution Models
 - Sales Engineering
 - AdMall.com / AdMall Pro
 - ReCas for Co-op
 - Metro Creative Graphics
 - Market Research Tools (Kantar, Omniture, Google Analytics)
 - Competitive Media
 - ReachLocal
 - Television
 - Radio
 - YP.com
 - Client Categories
 - Automotive
 - Employment
 - Education
 - Entertainment
 - Finance
 - Furniture/Mattress
 - Healthcare
 - Real Estate
 - Travel
 - Metro Creative Graphics
 - Paper G
 - Affinity
 - Dourated
 - iShare
 - AdBase/Mactive
 - Ad Perfect
 - AdTaxi Analytics/Dashboard
 - TapClicks IO Tool
 - JIRA Product Management
 - Search Intelligence Tool
 - QuickBase
 - Duda Mobile
 - Yelp
 - DFP - Dart for Publishers
 - Yahoo APT
 - UBL SignUp Tool
 - UBL Reporting Tool / BrightLocal
 - MOAT
 - Lotame
 - Choozle
 - DSP - Ad Tracking System
 - Own Local
 - Web Interface/Web Design/Website 101
 - Quizstar

MANUFACTURING SKILLS

- Green Energy (RoHS, Recycling, Waste, Lead-free)
- Testing/Debugging Techniques
- New Equipment Training
- Technical Support
- Equipment Maintenance and Repair
- Handling Hazardous Chemicals
- Shipping/Receiving Techniques
- Material Handling & Storage Procedures

CBT Hours

0 - 60

CBT – BUSINESS SKILLS (.5 to 8.0 hours per module)***Linda.com - 500 modules available, including the following:***

- Basic Presentation Skills: Planning a Presentation (1 hour)
- Basic Projects within Organizations (PMBOK Guide Fifth Edition) (1.5 hours)
- Business Writing: Know Your Readers and Your Purpose (1 hour)
- Customer Service: Confrontation and Conflict (1 hour)
- Customer Service: Building Rapport in Customer Relationships (1 hour)
- Customer Service in the Field (1 hour)
- Customer Service over the Phone (1 hour)
- Decision Making: Making Tough Decisions (1 hour)
- Decision Making: The Fundamentals (1 hour)
- Developing & Using Strategic Thinking Skills: Seeing the Big Picture (1 hour)
- Generating Creative and Innovative Ideas: Maximizing Team Creativity (1 hour)
- Internal Customer Service (1 hour)
- Interpersonal Communication: Being Approachable (1 hour)
- Interpersonal Communication: Communicating Assertively (1 hour)
- Interpersonal Communication: Listening Essentials (1 hour)
- Interpersonal Communication: Targeting Your Message (1 hour)
- Leading with Emotional Intelligence (1 hour)
- Managing Projects within Organizations (PMBOK Guide Fifth Edition) (2 hours)
- Principles of Accounting and Finance for Non-financial Professionals (1 hour)
- Project Management Overview (PMBOK Guide Fifth Edition) (1.5 hours)
- Public Speaking Strategies: Confident Public Speaking (1 hour)
- Public Speaking Strategies: Preparing Effective Speeches (1 hour)
- Time Management: Avoiding Time Stealers (1 hour)
- Time Management: Planning and Prioritizing Your Time (1 hour)

CBT – COMPUTER SKILLS (.5 to 8.0 hours per module)***Linda.com - 1300 modules available, including the following:***

- Advanced Data Management in Excel 2007 (1.5 hours)
- Advanced Formatting in Excel 2007 (2 hours)
- Analyzing Data in Excel 2007 (3.5 hours)
- Excel 2007 Charts, Pictures, Themes, and Styles (1.5 hours)
- Excel 2007 Formulas and Functions (2 hours)
- Exchanging Data with Excel 2007 (3 hours)
- Manipulating and Formatting Data and Worksheets in Excel 2007 (3 hours)
- Protecting and Sharing Excel 2007 Workbooks (2 hours)

CBT – CONTINUOUS IMPROVEMENT (.5 to 8.0 hours per module)***Linda.com - 450 modules available, including the following:***

- Being an Effective Team Member (1 hour)
- Building Your Influence as a Leader (1 hour)
- Developing a High-performance Organization (1 hour)
- Problem Solving: Determining and Building Your Strengths (1 hour)
- Problem Solving: The Fundamentals (1 hour)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours per trainee.