Training Proposal for:

CalPortland Company

Agreement Number: ET15-0449

Panel Meeting of: May 21, 2015

ETP Regional Office: North Hollywood  Analyst: E. Wadzinski

## PROJECT PROFILE

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Retrainees</th>
<th>Priority Rate</th>
<th>Industry Sector(s):</th>
<th>Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Construction</td>
<td>Transportation/Logistics</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Priority Industry: ☑ Yes  ☐ No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counties Served:</th>
<th>Los Angeles, Orange and Santa Barbara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repeat Contractor:</td>
<td>☐ Yes  ☑ No</td>
</tr>
</tbody>
</table>

| Union(s): | ☑ Yes  ☐ No  Teamsters Local Union 986, Teamsters Automotive; Industrial and Allied Workers Local Union 495; International Association of Machinists and Aerospace Workers District 947; Teamsters Local Union No. 848 |

<table>
<thead>
<tr>
<th>Number of Employees in:</th>
<th>CA: 807</th>
<th>U.S.: 2,077</th>
<th>Worldwide: 2,082</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Rate:</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers/Supervisors:</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## FUNDING DETAIL

<table>
<thead>
<tr>
<th>Program Costs</th>
<th>(Substantial Contribution)</th>
<th>(High Earner Reduction)</th>
<th>Total ETP Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$270,360</td>
<td>$0</td>
<td>$0</td>
<td>$270,360</td>
</tr>
</tbody>
</table>

In-Kind Contribution: 100% of Total ETP Funding Required $542,372
## TRAINING PLAN TABLE

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Description</th>
<th>Type of Training</th>
<th>Estimated No. of Trainees</th>
<th>Range of Hours</th>
<th>Average Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Retrainee Priority Rate</td>
<td>Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Manufacturing Skills</td>
<td>751</td>
<td>8-200 0</td>
<td>$360</td>
<td>$15.07</td>
</tr>
</tbody>
</table>

**Minimum Wage by County:** $15.97 in Los Angeles County, $16.02 in Orange County and $15.07 for Santa Barbara County

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

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

Up to $5.02 per hour may be used to meet the Post-Retention Wage.

## Wage Range by Occupation

<table>
<thead>
<tr>
<th>Occupation Titles</th>
<th>Wage Range</th>
<th>Estimated # of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drivers</td>
<td>228</td>
<td></td>
</tr>
<tr>
<td>Equipment Operators</td>
<td>123</td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>Mechanic</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Laborer</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Electrician</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Supervisor I</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Supervisor II</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sales I</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Sales II</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Managers I</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Managers II</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Engineers I</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Engineers II</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Analysts I</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Analysts II</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>IT</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCTION

Founded in 1890, CalPortland Company (CalPortland) (www.calportland.com), provides diversified building materials and construction solutions to the Western United States and Canada. CalPortland solutions utilize cement, ready-mixed concrete, aggregates, asphalt and other building materials. Construction services and products are used for electrical systems, water, gas and waste treatment; and other infrastructures as needed for hospitals, schools, railways and airports, roads and bridges. The Company creates solid foundations with sustainable materials and renewable technologies.

CalPortland will hold the ETP Agreement for training its employees and those of its four wholly-owned subsidiaries: California Portland Cement Company; CPS Transportation Company, LLC; CalPortland Construction and Southwest Concrete Products. Training will take place at company locations in Glendora, Santa Maria and Santa Ana.

PROJECT DETAILS

The construction industry is currently experiencing rapid changes. Training on the latest technology and newest methods in construction and concrete manufacturing are an organizational priority for CalPortland. The Company is working to upgrade its billing, payroll, dispatch and reporting systems to take advantage of these advances.

The occupations of Mechanics, Drivers and Equipment Operators are represented, as employed by CalPortland and its subsidiaries. The requisite support letters have been provided to ETP by Teamsters Local Union 986, Teamsters Automotive; Industrial and Allied Workers Local Union 495; International Association of Machinists and Aerospace Workers District 947; and Teamsters Local Union No. 848.

Training Plan

Business Skills (15%): Training will be provided to Administrative Staff, Analysts, Sales Staff, Supervisors and Managers in forecasting, reporting and BI tools, customer relations, organizational skills, business writing, bid closing procedures, collaborating, business acumen and related courses necessary for project development, sales negotiations, and customer service. Drivers will receive training in customer relations.

Commercial Skills (40%): Role specific training will be provided to Drivers, Electricians, Laborers, Operators, Mechanics and Maintenance workers in processes and techniques to operate and maintain equipment. This training will include loading/unloading procedures, ready mix slump control, environmental training, complete driver’s logs and inspections. Ready-Mix Mechanics, Ready-Mix Drivers, Laborers and Equipment Operators will also receive training on competent person-trench training, ATSSA traffic control, CAT paver operator training, MTV operator training, Topcon GPS point man training, compaction training, concrete understanding, motorgrader, shoulder backing, equipment hauling training, pipelayer training and concrete finishing. Drivers will also receive training on billing and purchase order procedures in relation to orders made while in the field.

Computer Skills (15%): Training will be offered to Administrative Staff, Analysts, Sales Staff, IT, Supervisors and Managers in SAP, business objects, Gems Pay Trax, Ipayables, and MS Office intermediate applications to help with business operations, presentations, lead generation and management. Drivers will be trained on Clearview (tablets). Engineers will be trained on AutoCad. Mechanics will be trained on HDR mechanic technology and Cat software training.
Continuous Improvement (10%): Training will be offered to all occupations in effective communication, teambuilding, coaching, and leadership skills to help build a team environment.

Manufacturing Skills (20%): Training will be offered to Equipment Operators, Mechanics and Maintenance workers to increase order and production projections, and provide skills in processes and equipment operation including: conveyors, burner control operation, baghouse inspection, shakers, bearings, gearboxes, Cat equipment, paving machines and screening.

Commitment to Training

CalPortland provides training in employer orientation, safety training, job specific training, timekeeping, and entry-level training for new staff. Training also includes California labor laws and regulations and anti-harassment training.

CalPortland represents that 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

CalPortland has human resource staff and/or Managers at each location to ensure training scheduling, coordination and proper recordkeeping. The Company has also hired ADP to assist them in the administration of this Contract.

Impact/Outcome

Training goals include new technologies, manufacturing skills, and business skill sets that are necessary to remain competitive and provide career opportunities to entice talent to grow within the organization and in the construction industry as a whole.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

ADP in San Dimas assisted with development of this proposal for a flat fee of $15,000.

ADMINISTRATIVE SERVICES

ADP 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 Hours

8 – 200  
Trainees may receive any of the following:

**BUSINESS SKILLS**
- Forecasting
- Reporting and BI Tools
- Customer Relations
- Organizational Skills
- Business Writing
- Bid Closing Procedures
- Partnering
- Business Acumen
- Project Management

**COMPUTER SKILLS**
- Geotrax - Gems
- PayTrax – Approval system
- Druva
- Excel – Intermediate/Worksheets
- Ipayables
- SAP
- Business Objects
- Clearview - Tablets
- AutoCad
- HDR Mechanic Technology - CAT
- Cat Software Training
- TruckTrax Updates

**CONTINUOUS IMPROVEMENT**
- Team Building
- Leadership
- Coaching
- Effective Teams

**COMMERCIAL SKILLS**
- PO Procedures
- Project Engineer Skills - AGC
- Proper Driving Techniques
- Field Billing and Purchase Order Procedures
- Driver's Logs and Inspections
- Brakes System
- Disc Brakes
- Diesel Exhaust Fluid
- Suspension Training
- Crusher Maintenance/Liners
- Screening
- Electrical Troubleshooting
- Loading/Unloading Procedures
Ready Mix Slump Control
Environmental Training
Driver Procedure Manual
Basic Concrete Properties
Competent Person - Trench
ATSSA Traffic Control Technician
CAT Paver Operator Training
MTV Operator Training
Topcon GPS Point Man Training
Compaction Training
Concrete Understanding - Various
Hot Topics in HMA
Gradechecker Training
Motorgrader Training
Shoulder Backing Training
Equipment Hauling Training
Pipefitter Pipelayer Training
Concrete Finisher Training
Batch Panels Replacements

MANUFACTURING SKILLS
Plant Control Training
Conveyors
Burner Control Operation
Baghouse Inspection
Shaker, Bearing, Gearbox R/M
Cat Equipment Training
Paving Machine Training
Screening

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
March 16, 2015

Application Review Unit
Employment Training Panel
1100 "J" Street, 4th Floor
Sacramento, CA 95814

RE: TRAINING

To Whom It May Concern:

On behalf of the employees of Catalina Pacific Concrete represented by Teamsters Local 986, I am writing this letter in support of additional training through the ETP program.

We recognize the importance of training and the impact that will have to improve the skills of our workers.

Respectfully,

Greg Bashem
Greg Bashem
Business Representative

GB:iv
March 16, 2015

Application Review Unit
Employment Training Panel
1100 "J" Street, 4th Floor
Sacramento, CA 95814

RE: TRAINING

To Whom It May Concern:

On behalf of the employees of CPC Services, Inc. represented by Teamsters Local 986, I am writing this letter in support of additional training through the ETP program.

We recognize the importance of training and the impact that will have to improve the skills of our workers.

Respectfully,

Greg Bashem
Greg Bashem
Business Representative

GB:lv
March 13, 2015

EMPLOYMENT TRAINING PANEL
1100 J Street, 4th Floor
Sacramento, CA 95814

To Whom It May Concern:

On Behalf of the employees of Catalina Pacific Concrete represented by Teamsters Local 495, I am writing this letter in support of additional training through the ETP program.

We recognize the importance of training and the impact that will have to improve the skills of our workers.

Respectfully,

TEAMSTERS AUTOMOTIVE, INDUSTRIAL
AND ALLIED WORKERS LOCAL NO. 495

George A. Park
President

GAP:pl
March 13, 2015

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Re: Employment Training Panel

To Whom It May Concern:

The International Association of Machinists and Aerospace Workers, District 947, endorse the upcoming ETP Fund Training on behalf of the employees of Catalina Pacific Concrete.

We anticipate that this training will be beneficial to our members and the Company.

If you have any questions, please feel free to contact me at my office (562) 427-8900 or on my cell phone (562) 239-0034

Sincerely,

James Watson
James Watson, A/D Business Representative
I.A.M.A.W. District Lodge 947

JW/aj
opeiu #537
afl-cio

cc: S. Vasquez, P/DBR

Website: www.iam947.org • Email: iam947@hotmail.com
March 18, 2015

Application Review Unit
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Re: Training

To Whom It May Concern:

On behalf of the employees of CPC Services, Inc. represented by Teamsters Local 848, I am writing this letter in support of additional training through the ETP program.

We recognize the importance of training and the impact that will have to improve the skills of our workers.

Respectfully,

Erik Lagafuaina
Business Representative
Teamsters Local No. 848
March 18, 2015

Application Review Unit
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

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Business Representative
Teamsters Local No. 848