



Training Proposal for:
California Workforce Association
Agreement Number: ET17-0136

Panel Meeting of: June 24, 2016

ETP Regional Office: Sacramento

Analyst: K. Mam

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SB <100 HUA SET	Industry Sector(s):	Manufacturing Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$852,900		\$88,425 12%		\$941,325

In-Kind Contribution:	50% of Total ETP Funding Required	\$900,000
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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	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	100	8-200	0	\$1,192	\$15.60
				Weighted Avg: 60			
2	Retrainee Priority Rate SB<100	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	65	8-60	0	\$1,722	\$15.60
				Weighted Avg: 60			
3	Retrainee	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-200	0	\$993	\$15.60
				Weighted Avg: 60			
4	Retrainee SB<100	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-60	0	\$1,457	\$15.60
				Weighted Avg: 60			
5	Retrainee Priority Rate HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	60	8-200	0	\$1,192	\$11.70
				Weighted Avg: 60			
6	Retrainee Priority Rate SB<100 HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-60	0	\$1,722	\$11.70
				Weighted Avg: 60			
7	Retrainee HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-200	0	\$993	\$11.70
				Weighted Avg: 60			
8	Retrainee SB<100 HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-60	0	\$1,457	\$11.70
				Weighted Avg: 60			

9	Retrainee SET	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	60	8-200	0	\$993	\$28.37
				Weighted Avg: 60			
10	Retrainee SB<100 SET	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-60	0	\$1,457	\$28.37
				Weighted Avg: 60			
11	Retrainee SET HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-200	0	\$993	\$15.60
				Weighted Avg: 60			
12	Retrainee SB<100 SET HUA	Continuous Impr, Mfg Skills, Business Skills, Comm. Skills, Computer Skills, OSHA 10/30	55	8-60	0	\$1,457	\$15.60
				Weighted Avg: 60			

Minimum Wage by County: Job Numbers 1-4, Job Number 11 & 12 (SET/HUA): \$17.02 for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara counties; \$16.48 for Los Angeles County; \$16.51 for Orange County; \$16.46 for San Diego County; \$16.10 for Sacramento County; \$15.91 for Alpine County; and \$15.60 for all other counties. Job Numbers 5-8 (HUA): \$12.77 for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara counties; \$12.36 for Los Angeles County; \$12.38 for Orange County; \$12.34 for San Diego County; \$12.08 for Sacramento County; \$11.93 for Alpine County; and \$11.70 for all other counties. Job Numbers 9-10 (SET): Statewide Average Hourly Wage of \$28.37.

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

Participating employers may use health benefits to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Worker		250
Manager		30
Production Worker		325
Professional Support Workers		80
Supervisor		40

INTRODUCTION

California Workforce Association (CWA) is a non-profit, membership-based association serving the local workforce development delivery system. CWA's membership represents all 48 of the Workforce Investment Boards (WIB) in the State of California. CWA has over 70 other members from labor, education, industry, chambers of commerce, government and community-based organizations. The affiliate membership includes local non-profits, government, educational institutions, and community-based organizations involved in training, education, economic development, welfare and employment, and other workforce development partners. CWA sponsors a number of annual workshops and conferences on workforce policy, One-Stop partnerships and service delivery, and youth employment and training.

In this proposal, CWA will continue collaborating with local WIBs. Employers in the core group are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes, and provide better service to their customers. Both team leaders and team members will be trained. Training will help employers meet a number of competitive challenges, including the still sluggish economy and international competition.

PROJECT DETAILS

Employer demand is determined by input from training vendors and local WIBs that have employer relationships through their board members and business services outreach to employers in their local communities. Each employer will be individually assessed to determine specific needs.

CWA anticipates enrolling approximately 40 trainees per month for 14 months. Customized training for individual employers will be provided at the employers' facilities.

Continuous Improvement (20%) – Training will be provided to all occupations. Topics include Communicating Effectively, Lean Manufacturing/Thinking, Process Improvement Methodologies, and Team Problem Solving. These courses are intended to eliminate waste and improve processes.

Manufacturing Skills (30%) – Training will be provided to all occupations. Topics include Equipment Operations, Manufacturing Practices, Operation & Processes, and Warehousing Operations & Distribution. Training is intended to increase production.

Business Skills (20%) – Training will be provided to all occupations. Topics include Business Analysis and Goal Setting, Creative Problem Solving & Innovative Solutions, Financial Strategies, and Sales Strategies & Skills. Training is intended to provide the skills to effectively and efficiently maintain business operations.

Commercial Skills (15%) – Training will be provided to all occupations. Topics include Case Behavior Analyst Skills, Management Skills, and Fundamentals of Banking.

Computer Skills (10%) – Training will be provided to all occupations. Topics include Computer Application Software, Shop Floor Computer Basics, and Enterprise Management Systems. Training is intended to improve software skills.

Certified Safety Training

OSHA 10/30. (5%) – 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.

Commitment to Training

CWA represents that 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 varies by participating employers, is both job specific and companywide, and includes sexual harassment prevention, safety, legal compliance, product knowledge, and on-the-job training.

High Unemployment Area

The 225 trainees in Job Numbers 5-8, 11 and 12 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. For facilities in HUAs, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. CWA is requesting a 25% wage modification for trainees in Job Numbers 5-8.

Impact/Outcome

Training is expected to develop skilled workers to produce more with less waste and aid California manufacturers and small businesses in gaining more business, which general leads to more jobs.

Marketing and Support Costs

Marketing activities include mail, email, and website marketing. Members of the WIBs will also market directly to their associates and training vendors will conduct direct marketing. Support costs will be used to recruit additional participating employers, assess their needs and help them customize training tailored to those needs.

CWA and its WIB partners will conduct needs assessments and do other work as required to customize training for Small Business (and other employers with small training projects). Due to the complexity of developing training specific to each participating employer, CWA is requesting 12% for support costs. Staff recommends approval.

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.

Job Numbers 9-12 will qualify under SET guidelines. However, since Job Numbers 11 and 12 are located in an HUA, trainees in those two Job Numbers can qualify if they meet the ETP Standard Minimum Wages by county.

Trainer Qualifications

Training will be delivered by outside vendors who are subject matter experts. In addition, some training may also be provided by experienced trainers who work for participating employers.

Training Coordinator

CWA has three employees dedicated to marketing, recruitment, needs assessment, scheduling and ETP administration. Project administration will be shared by CWA and Steve Duscha Advisories.

Tuition Reimbursement

CWA 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 Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by CWA under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0304	\$649,084	11/17/2014-11/16/2016	558	529	38

Based on ETP Systems, 26,197 reimbursable hours have been tracked, which is sufficient to support earnings of \$487,326 (75% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress through August of 2016.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0282	Statewide	02/04/2013-02/03/2015	\$649,295	\$594,764 (92%)
ET11-0251	Statewide	05/02/2011-05/01/2013	\$260.250	\$217,813 (84%)

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

Steve Duscha Advisories will also perform administrative services for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200 Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Adapting to Change
- Benchmarking
- Business Process Re-Engineering
- Coaching & Giving/Receiving Feedback
- Communicating Effectively
- Continuous Process Improvement/Need for Change
- Creating & Building Teamwork
- Dealing with Conflict/Difficult Attitudes
- Decision Making
- Implementing Solutions
- Implementing Statistical Process Control
- Interpreting and Analyzing Data
- ISO 9000 Overview (4-8 hours)
- Leading Others
- Lean Manufacturing/Thinking
- Kaizen Methodology
- Kanban Principles
- Meeting for Results
- Motivating Others
- Optimal Operating Methods
- Organizing for Total Quality Management
- Organizational Roles & Personality Styles
- Organizing and Setting Goals for Workflow
- Performance Improvement through Performance Management
- Planning
- Problem Solving
- Process Improvement Methodologies
- Process Mapping
- Pull System
- Role of the Lead
- Root Cause Analysis
- Setting Standards
- Six Sigma
- Statistical Process Control Concepts, Theory, Application
- Supply Chain Management
- Taking Ownership
- Team Problem Solving
- Time Management & Delegation
- Total Quality Management Principles
- Using Behavior Styles
- Visual Factory
- Work Flow/M Measurement

MANUFACTURING SKILLS

- Assembly Procedures
- Blueprint Reading
- Equipment Operations
- Good Manufacturing Practices
- Job Instruction/Analyzing Jobs For Efficiency
- Manufacturing Practices
- Maintenance Procedures
- Operations & Processes
- Production Operations
- Shop Math
- Warehousing Operations & Distribution

BUSINESS SKILLS

- Accounting
- Behavior Strategies/Styles To Improve Teamwork
- Budgets
- Business Administration
- Business Analysis And Goal Setting
- Business Performance
- Business Plans
- Business Writing And Grammar
- Communication Skills
- Cost Control
- Creative Problem Solving & Innovative Solutions
- Customer Service
- Difficult Situations
- Diversity In The Workplace
- Effective Meeting Skills
- Employee Selection And Coaching
- Facilitation Skills
- Financial Analysis And Management
- Financial Strategies
- Implementing A Plan
- Internet Marketing
- Interpersonal Skills
- Inventory Control
- Marketing
- Marketing & Product Knowledge
- Negotiating
- Payroll Systems
- Payroll Systems, Accounting
- Presentation Skills
- Project Management
- Relationship Building Through Sales & Service
- Sales Strategies & Skills
- Solar Technology

COMMERCIAL SKILLS

- Behavior Analyst Skills
- Case Management Skills
- Therapy Skills
- Auto Repair: Engine Repair; Body Work
- Fundamentals of Banking
- Civil Engineering
- Environmental Engineering

COMPUTER SKILLS

- Computer Application Software
- Shop Floor Computer Basics
- Enterprise Management Systems

OSHA10/30 (Certified OSHA Instructor)

- OSHA 10 (Requires full 10-hour course)
- OSHA 30 (Requires full 30-hour course)

Note: Reimbursement for retraining is capped at 60 total training hours per trainee for Job Numbers 2, 4, 6, 8, 10 and 12 and 200 total training hours per trainee for Job Numbers 1, 3, 5, 7, 9, 11, regardless of the method of delivery.

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: California Workforce Association

CCG No.: ET17-0136

Reference No: 16-0333

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Aquatic Designing Inc., dba North Coast Fabricators

Address: 4801 West End Rd.

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 35

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

Company: Center for Autism and Related Disorders (CARD)

Address: 19019 Ventura Blvd., Suite 300

City, State, Zip: Tarzana, CA 91356

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 60

Total # of full-time company employees worldwide: 1,206

Total # of full-time company employees in California: 662

Company: Easter Seals Superior California

Address: 3205 Hurley Way

City, State, Zip: Sacramento, CA 95864

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 73

Total # of full-time company employees worldwide: 116

Total # of full-time company employees in California: 116

Company: Keurig Green Mountain

Address: 11480 Commercial Parkway

City, State, Zip: Castroville, CA 95012

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 200

Total # of full-time company employees worldwide: 7,000

Total # of full-time company employees in California: 300

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: California Workforce Association
Reference No: 16-0333

CCG No.: ET17-0136
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Company: Monterey County Weekly

Address: 668 Williams Ave.

City, State, Zip: Seaside, CA 93955

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 19

Total # of full-time company employees worldwide: 27

Total # of full-time company employees in California: 27

Company: NHS, Inc.

Address: 104 Bronson St., #9

City, State, Zip: Santa Cruz, CA 95062

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 30

Total # of full-time company employees worldwide: 97

Total # of full-time company employees in California: 97

Company: Ninos del Cielo

Address: 2425 E. Slauson Ave., #203

City, State, Zip: Huntington Park, CA 90255

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 30

Total # of full-time company employees worldwide: 33

Total # of full-time company employees in California: 33

Company: Provino Incorporated dba VinoPRO

Address: 2227 Capricorn Way, Suite 208

City, State, Zip: Santa Rosa, CA 95407

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 40

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 50

**Participating Employers in Retrainee
Multiple Employer Contracts**

Contractor's Name: California Workforce Association

CCG No.: ET17-0136

Reference No: 16-0333

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Company: Synaptics, Inc.

Address: 1251 McKay Dr.

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 50

Total # of full-time company employees worldwide: 1,785

Total # of full-time company employees in California: 590