

DELEGATION ORDER



RETRAINEE - JOB CREATION

Training Proposal for:

Carollo Engineers, Inc.

Agreement Number: ET15-0456

Approval Date: May 20, 2015

ETP Regional Office: Sacramento

Analyst: M. Jones

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Engineering Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa, Orange, Sacramento, Riverside, San Diego, Los Angeles, Placer, San Francisco, Santa Clara	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: 224	U.S.: 586	Worldwide: 587
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$19,390		\$0	\$0		\$19,390

In-Kind Contribution:	100% of Total ETP Funding Required	\$19,390
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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 Job Creation Initiative Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., OSHA 10/30, Hazwopper	10	8 - 200	0	\$400	\$13.00
				Weighted Avg: 20			
2	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Cont. Imp., OSHA 10/30, Hazwopper	45	8 - 200	0	\$342	\$15.07
				Weighted Avg: 19			

Minimum Wage by County: Job Number 1(Job Creation): \$12.33 for Riverside and Placer counties; \$13.13 for Sacramento County; \$13.28 for San Diego County; \$13.31 for Los Angeles County; \$13.35 for Orange County; and \$13.70 for Contra Costa, Santa Clara and San Francisco counties

Job Number 2: \$15.07 for Riverside and Placer counties; \$15.75 for Sacramento County; \$15.93 for San Diego County; \$15.97 for Los Angeles County; \$16.02 for Orange County; and \$16.44 for Contra Costa, Santa Clara and San Francisco 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

Up to \$0.70 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to \$1.37 per hour in Job Number 2.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Administrative Staff		2
Production Coordinator		1
Project Manager		1
Graphic Designer		1
Technical Designer		1
Engineer		1
IT Staff		1
Supervisor		1
Manager		1

Job Number 2		
Administrative Staff		9
Production Coordinator		8
Project Manager		2
Graphic Designer		2
Technical Designer		8
Engineer		4
IT Staff		4
Supervisor		4
Manager		4

INTRODUCTION

Carollo Engineers, Inc. (Carollo) was founded in 1933 in Phoenix, Arizona and is headquartered in Walnut Creek, California. This is an environmental engineering firm specializing in the planning, design, and construction of water and wastewater facilities, with an emphasis on renewable energy alternatives. Carollo has 39 locations in 16 states with training planned for 12 locations in California.

Need For Training

This will be the second Agreement between ETP and Carollo. In the first project, Carollo focused training on Continuous Improvement to eliminate wasteful activities and improve efficiencies in all processes and departments. With these practices now in place, the Company is poised to implement new technology and upgrade industry skills through certifications.

Currently, Carollo clients such as municipal water providers and wastewater treatment plants are required to ensure water conservation across all areas of their operation. This results in increased client demands for design and engineering conservation integration. The Company also required training on a new Video Conference System. ETP funding will enable Carollo to stay ahead of the competition through the state-of-the-art applications management.

Carollo will also provide LEED Accreditation and Professional Engineer certification training to remain competitive and allow them to bid on more contracts.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, Carollo has committed to hiring 10 new employees (Job Number 1). Carollo represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of contract.

California's current drought conditions have caused Carollo's clients to shift processes to ensure water conservation. These clients require updated conservation integration into their waste water treatment plants. The updated integration has increased Carollo's workflow by 3% and a

backlog of work from 12 to 18 months. To meet the client's needs and decrease backlog, Carollo is expanding their business capacity.

PROJECT DETAILS

Training Plan

Carollo will provide between 8 – 200 hours of Class/Lab and E-Learning in the following:

Business Skills (20%) – Training will be offered to Engineers, Supervisors, Managers, Administrative, Technical and IT Staff to forecast potential challenging scenarios, plan for variations in processes and to ensure timely delivery of services. Training topics include Frontline Decision Making and Problem Solving and Leadership Skills.

Computer Skills (35%) – Training will be delivered to all occupations in job specific computer skills. New technology upgrades in equipment and software will allow staff to implement 3D and 4D applications as well as enable virtual meetings, incorporate needed software to access data and files across all departments and from jobsites. Training topics include Adobe Software Upgrades, CAD 3D and 4D Imaging and Modeling, Microsoft Office 2013 Info Sharing Interface, SAN and Servers and Video Conference Equipment Upgrades.

Commercial Skills (15%) – Training will be provided to Technical Designers, Engineers and IT Staff in enable the organization to expand its service capabilities. Training topics will include courses LEED Accreditation, LEED Specialty Accreditation, Professional Engineer Certification and Project Quick Reference.

Continuous Improvement (25%) – Training will be provided to all occupations to support the Company's goals of moving towards a high performance workplace, improve operating costs, reliability, quality and customer satisfaction.

Certified Safety Training (5%) – Training will be provided to Production Coordinators, Project Managers, Graphic Designers, Technical Designers, Engineers and IT Staff as needed for certification per-trainee.

1. OSHA 10/30. 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.
2. Hazardous Waste Operations and Emergency Response Standard (HAZWOPER). This training is also a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. It consists of 40 hours of classroom or CBT training, for workers stationed at the hazard site; and 24 hours for workers who visit the site (e.g., engineers). Field training is also required, although not funded by ETP. Completion of the training results in a certificate that expands employment opportunities. Each certification requires an 8-hour annual refresher course. This coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

Commitment to Training

Carollo currently has an annual training budget of \$300,000 for all California facilities combined, which includes training such as basic skills, employee orientation and mandated Human Resources compliance training.

Carollo 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.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0164	Sacramento	10/24/11 – 10/23/13	\$99,828	\$13,950 (14%)

Carollo completed 14% of the approved contract amount. The prior ETP project originally planned for a small percentage of employees to be trained on a variety of topics. Carollo later identified many processes that were outdated, time consuming, cost ineffective and inefficient. Carollo had to focus on establishing Standard Operating Procedures (SOP). With SOP in place, Carollo was able to upgrade several systems across-the-board.

Given the resources indicated, the new SOP, training hours were substantially reduced and many trainees were unable to meet the minimum 24 hours. The trainees did receive Continuous Improvement skills as funded in part by ETP, with the Company making up the shortfall. With SOP launched, the Company is now ready to renew training and expects 100% performance. Even so, due to the prior performance, the requested funding amount under this proposal has been right-sized to \$19,390.

DEVELOPMENT SERVICES

Sallyanne Monti Consulting in San Francisco assisted with development of this proposal for a flat fee of \$600.00.

ADMINISTRATIVE SERVICES

Sallyanne Monti Consulting 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

- Frontline Decision Making and Problem Solving
- Leadership Skills

COMMERCIAL SKILLS

- Leadership in Energy & Environmental Design (LEED) Accreditation
- LEED Specialty Accreditation (BD & C Upgraded Version 2009-Green Building Design & Construction)
- Professional Engineer Certification
- Project Quick Reference

COMPUTER SKILLS

- Adobe Software Upgrades
 - Acrobat
 - In-Design 6
- CAD 3D & 4D Imaging & Modeling
 - Revit
- Microsoft Office 2013 Info Sharing Interface
 - Intermediate & Advanced
- Storage Area Networks & Servers
- Video Conference Equipment Upgrades

CONTINUOUS IMPROVEMENT

- Performance Management

OSHA 10/30 (OSHA Certified Instructor)

HAZWOPER (Certified Instructor)

Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER).

E-Learning Hours

8 – 200 Trainees may receive any of the following:

BUSINESS SKILLS

- Frontline Decision Making and Problem Solving
- Leadership Skills

COMMERCIAL SKILLS

- LEED Accreditation
- LEED Specialty Accreditation (BD & C Upgraded Version 2009-Green Building Design & Construction)

- Professional Engineer Certification
- Project Quick Reference

COMPUTER SKILLS

- Adobe Software Upgrades
 - Acrobat
 - In-Design 6
- CAD 3D & 4D Imaging & Modeling
 - Revit
- Microsoft Office 2013 Info Sharing Interface
 - Intermediate & Advanced
- SAN & Servers
- Video Conference Equipment Upgrades

CONTINUOUS IMPROVEMENT

- Performance Management

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