# PANEL PACKET

## MARCH 2015

STATE OF CALIFORNIA

ETP

EMPLOYMENT

TRAINING PANEL

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Friday, March 27, 2015 at 9:30 a.m.
California Environmental Protection Agency, 1001 I Street
Coastal Hearing Room, 2nd Floor
Sacramento, CA 95814
Phone: (916) 327-5640

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**State of California**

# M e m o r a n d u m

To: Panel Members

Date March 19, 2015

From: Stewart Knox
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on FRIDAY, **March 27, 2015 at 9:30 a.m.**

**California Environmental Protection Agency**
**Coastal Hearing Room, 2nd Floor**
**1001 I Street**
**Sacramento, CA 95814**
Telephone (916) 327-5640 (ETP Central Office)
FAX: (916) 445-5972 (ETP Central Office)

**Directions to the California Environmental Protection Agency - Coastal Hearing Room**

**From Sacramento International Airport:**

- Take **Hwy 5** South
- Exit on **"J" Street** to **11th St.**
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

**From San Francisco**

- Take **I-80 E**
- Merge onto **I-5 N**
- Exit on **"J" Street** to **11th St**.
- Turn Left on **11th Street**
- Turn Left on **I Street**
- **1001 I Street**

State of California

# M e m o r a n d u m

To: Panel Members

Date March 19, 2015

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

| | |
|---|---|
| **March 27, 2015** | **California Environmental Protection Agency<br>Coastal Hearing Room, 2nd Floor<br>1001 I Street<br>Sacramento, CA 95814** |
| **April 24, 2015** | **California Environmental Protection Agency<br>Coastal Hearing Room, 2nd Floor<br>1001 I Street<br>Sacramento, CA 95814** |
| **May 21, 2015** | **California Environmental Protection Agency<br>Sierra Hearing Room, 2nd Floor<br>1001 I Street<br>Sacramento, CA 95814** |
| **June 26, 2015** | **California Environmental Protection Agency<br>Sierra Hearing Room, 2nd Floor<br>1001 I Street<br>Sacramento, CA 95814** |

# NOTICE / AGENDA

## MEETING TIME/PLACE

Friday, March 27, 2015 at 9:30 a.m.
California Environmental Protection Agency, 1001 I Street
Coastal Hearing Room, 2nd Floor
Sacramento, CA 95814
Phone: (916) 327-5640

## AGENDA

| | | |
|---|---|---|
| 9:30 a.m. | Call to Order by Chair<br>• Roll Call<br>• Agenda<br>• Minutes | Barry Broad |
| 9:45 a.m. | Report of the Executive Director<br>• Legislative/Budget/Other<br>• Request Motion to Delegate in Event of Loss of Quorum/Action<br>• Request Motion to Adopt Consent Calendar Projects/Action | Stewart Knox |
| 10:00 a.m. | Report of General Counsel | Maureen Reilly |
| 10:15 a.m. | Review and Action on Proposals | Gregg Griffin<br>Creighton Chan<br>Willie Atkinson |
| 11:30 a.m. | Funding Priorities FY 2015/16 | Stewart Knox |
| 12:15 p.m. | Public Comments | |
| 12:40 p.m. | Public Meeting Adjourns | |

The notice of Panel Meetings is also available on the ETP website (www.etp.ca.gov). The times shown here are estimates, and may be changed at the meeting.

The dollar amounts shown here are subject to change up to and including the date of the Panel Meeting. Other changes may also occur (e.g. withdrawn). Please continue to assess this page for updated information.

If the Panel does not have a quorum, it will meet as a subcommittee of the whole at the same time and place. That subcommittee will hear the items identified on this Agenda, but cannot vote or take action.

Special accommodations (i.e., sign language, interpreter, accessible seating) may be requested by contacting ETP at least seven days prior to the meeting date. Please contact the Executive Office at (916) 327-4485.

# REVIEW AND ACTION ON PROPOSALS

These funding proposals are listed by Regional Offices and do not reflect the actual order of presentation. They will be considered by the Panel in accordance with a Table of Contents to be published on the ETP website no later than Monday, March 23, 2015 although the Panel may still change the order at the meeting.

## North Hollywood Regional Office

Building Skills Partnership---------- $336,700
Southern California Sheet Metal Joint Apprenticeship &
Training Committee ---------- $448,448
Technology Council of Southern California ---------- $649,865
Tech Serve Alliance – So Cal Chapter, Inc. ---------- $649,865

## San Diego Regional Office

Broker Solutions, Inc. dba New American Funding ---------- $310,250

## San Francisco Bay Area Regional Office

Chaya Centers, Inc. dba Greenridge Senior Care ---------- $115,068
Cobham Advanced Electronic Solutions Inc. ---------- $199,110
Shields Nursing Centers, Inc. ---------- $284,616

## Sacramento Regional Office

Feather River College ---------- $106,398
Feather River College (RESPOND) ---------- $117,520
J.R.R. Enterprises Inc. dba Caltronics Business Systems ---------- $303,530
Nichols Farms ---------- $423,000
Rich Products Corporation ---------- $108,200
UFCW Northern California Meat Apprenticeship Trust Fund ---------- $125,100

# PROPOSALS APPROVED
# BY DELEGATION ORDER FOR 02/11/2015 – 03/17/2015

| ≤ $100,000 | Approved Date | Approved Amount |
|---|---|---|
| **North Hollywood Regional Office** | | |
| BriteWorks, Inc. | 03/16/15 | $29,172 |
| Compass Health, Inc. | 03/16/15 | $39,600 |
| Little John's Bodyworks dba Fix Auto Downey | 03/04/15 | $18,634 |
| **San Diego Regional Office** | | |
| Jaridly Corporation dba The Original Mr. Cabinet | 03/03/15 | $49,920 |
| Phoenix Energy Technologies, Inc. (Amendment) | 03/04/15 | $16,380 |
| San Diego Collision Centers Inc. dba Fix Auto Miramar | 02/13/15 | $22,990 |
| **San Francisco Bay Area Regional Office** | | |
| AdvancedCath Technologies, LLC | 03/02/15 | $35,100 |
| Bay Cities Paving & Grading, Inc. | 02/23/15 | $22,680 |
| Lawrence Livermore National Laboratory | 03/16/15 | $24,192 |
| Noron Precision Machining, Inc. | 02/11/15 | $7,020 |
| **Sacramento Regional Office** | | |
| Air Conditioning Trade Association | 03/09/15 | $28,360 |
| Lumens dba Lumens Light & Lighting | 02/26/15 | $49,896 |
| Natomas Auto Body & Paint, Inc. | 02/23/15 | $40,920 |
| NFCC, Inc. dba North Fresno Collision Center | 02/25/15 | $42,042 |
| SnowTech, Inc. | 03/10/15 | $9,100 |

**STATE OF CALIFORNIA**
**EMPLOYMENT TRAINING PANEL MEETING**
New City Hall
915 I Street
Council Chambers, Room 1103 – 1st Floor
Sacramento, CA 95814
February 20, 2015

**PANEL MEMBERS**

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Sonia Fernandez
Member

Kish Rajan
Member

Edward Rendon
Member

Sam Rodriguez
Member

**Executive Staff**

Stewart Knox
Executive Director

Maureen Reilly
General Counsel

**STATE OF CALIFORNIA**
**EMPLOYMENT TRAINING PANEL MEETING**
New City Hall
915 I Street
Council Chambers, Room 1103 – 1st Floor
Sacramento, CA 95814
February 20, 2015

## I. PUBLIC PANEL MEETING CALL TO ORDER

Chairman Broad called the meeting to order at 9:33 a.m.

## II. ROLL CALL

Present
Gloria Bell
Barry Broad
Sonia Fernandez
Leslie McBride
Janice Roberts

Absent
Edward Rendon
Sam Rodriguez

Executive Staff Present
Stewart Knox, Executive Director
Maureen Reilly, General Counsel
Jill McAloon, Chief Deputy Director

## III. AGENDA

Chairman Broad asked for a motion to approve the Agenda.

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion that the Panel approve the Agenda.

Motion carried, 5 – 0.

## IV. MINUTES

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion that the Panel approve the Minutes from the January 22, 2015 meeting.

Motion carried, 5 – 0.

## V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director, said today we will be discussing some concepts today, so at the end of the meeting, the public can respond during public comment. Today we have mix of single employer and multiple employer contracts. He said the regional office managers present are Gregg Griffin from North Hollywood, Creighton Chan from Foster City and Willie Atkinson from Sacramento.
Regarding budgets, originally there was $3M available from the California Energy Commission. We will have approximately $2.1M remaining in that account and that several projects not on this Agenda will likely be presented in March. RESPOND (Drought Funds) has about $2M remaining and currently after this Panel, we will have $254,000 remaining.

Regarding core funds, this year ETP have approved an additional $10M, disencumbered funds from last year and this year's projected contracting capacity at 38% encumbrance level results in $94.3M.

To date, the Panel has committed approximately $61M and over 350 projects. This the largest number of projects we've had in recent years. There are still about 160 to go. Today, the Panel will consider an additional $3.2M. Should the Panel approval all the projects before it today, it will have approximately $30M left for the remainder of the FY. In regards to FY funding, if you recall back in September, the Panel modified staff recommendations, and the Panel directed staff to review the pre-applications in the order received and establish allocation by contract type. For single employer contracts, we allocated $48.8M, and after today's meeting there will be approximately $16M remaining. For multiple employer contracts, we allocated $19.7M, and after today there will be approximately $9.5M remaining; small business contracts were allocated $6.4M, and there will be approximately $2.1M remaining; apprenticeship programs were allocated $10.1M, and after today approximately $744,000 remaining if all projects are approved; critical proposals were allocated $6.1M, with about $1.1M remaining.

The Panel has directed the staff to manage repeat contracts, repeat MEC's to be funded once per FY and preference provided to first-time, single employers. At Panel's direction some offices have begun to work the repeat contracts. The Panel has reduced funding caps as follows: single employer capped at $425,000, MECs capped at $650,000 and apprenticeships capped at $300,000 per sponsor.

We will have a planning meeting in March as mentioned, with discussion around what that funding will look like, in regards to a couple of our programs. In March we will also review the funding allocations and caps. Staff will not begin accepting pre-applications for 2015-16 until April 2015. Also, the Panel a new delegation order for small business capped at $50,000 and other proposals capped at $100,000, to be approved by the Executive Director on a flow basis.

Regarding workload, it has been one of the comments in the past that we would report back, at the last meeting, regarding maximizing as much as we can in terms of staffing. We have hired four new project analysts, two to Sacramento, one in San Diego and one in North Hollywood. Due to funding and application demand still in the regional offices, some of the contracts that are still out in the regional offices are starting to be worked. The request is

about $17M; MEC's about $5.7M in demand and about $7.5M in remaining; small business about $1M in demand and $2.1remaining; critical proposals $700,000 in demand and $1.1M remaining; apprenticeship remains $1.5M demand and $744,000 remaining. Overall, $30M will be remaining in the fund with approximately $28M. Staff is working very hard to develop all the projects for this FY, recognizing that at the end of the FY, what we have left in the regional offices is about 78 single employer contracts; MECs 18, small business 33, critical proposals 3 and apprenticeships 3; for a total of 135 left in the field offices. In the AAU unit by category; single employer contracts 17, MECs 4, small business 0 and critical proposals 1, apprenticeship 8, total of 30 left, 17 which are on hold as they are the more difficult ones we are working through the process; most of the projects are in the field at this point. Total projects are 165; estimated value is about $28M.

In terms of Legislation, with the passage of Assembly Bill 1476, it provided a $10M increase in the Employment Training Fund in the Governor's budget. There are also two bills, SB69 and AB 103, through the Budget Act of 2015 that would make appropriations for the support of state government for the 2015-16 FY. In terms of the ETP's appropriation, both bills are identical. AB 103 was referred to the Assembly Committee on Budget on January 26, 2015 and may be heard in committee on or after February 11.

## VI. REQUEST MOTION TO DELEGATE IN EVENT OF LOSS OF QUORUM/ACTION

ACTION: Ms. Roberts moved and Ms. Bell seconded approval to delegate in event of loss of quorum.

Motion carried, 5 - 0.

## VII. REVIEW AND ACTION ON PROPOSALS

**<u>Single Employer Proposals</u>**

**AgreeYa Solutions, Inc.**

Willie Atkinson, Manager of the Sacramento Regional Office, presented a Proposal for AgreeYa Solutions, Inc. (AgreeYa), in the amount of $187,960. AgreeYa is a software company providing solutions and services to customers through a collaborative approach with global capability and flexible delivery. AgreeYa offers a variety of IT products and services such as Enterprise Social Collaboration, Cloud and Infrastructure, Microsoft SharePoint, Software Product Engineering, Application Development, Independent Software Testing and IT staffing (including risk-compliance).

Mr. Atkinson introduced Vaibhav Srivastava, Strategic Manager and Mike Snead with Sierra Consulting Services.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the Proposal for AgreeYa in the amount of $187,960.

Motion carried, 5 – 0.

## Multiple Employer Proposals

### Apprentice & Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry

Gregg Griffin, Manager of the North Hollywood Regional Office, presented a Proposal for Apprentice & Journeymen Training Trust Fund of the Southern California Plumbing and Piping Industry (P&P Trust), in the amount of $649,905. P&P Trust provides training for workers in the plumbing and pipefitting industry. The Trust was established by unions and contractors and is governed by a joint labor-management committee.

Mr. Griffin introduced Armando Pulido, Executive Director and Steve Duscha, Consultant.

Ms. Roberts asked if this is a part of the Veteran's Training Program and if this the first time we've seen this. Mr. Duscha said no, it's been in the previous projects.

ACTION: Ms. Roberts moved and Ms. McBride seconded approval of the Proposal for P&P Trust in the amount of $649,905.

Motion carried, 5 – 0.

### Los Angeles & Orange Counties Air Conditioning and Refrigeration Joint Journeyman and Apprentice Training Committee

Mr. Griffin presented a Proposal for Los Angeles & Orange Counties Air Conditioning and Refrigeration Joint Journeyman and Apprentice Training Committee (JJATC), in the amount of $299,886. JJATC was founded by a consortium of labor and management organizations to provide training for air conditioning and refrigeration technicians and is located in downtown Los Angeles. The JJATC administers a training trust fund created through collective bargaining and funded by signatory employers.

Mr. Griffin introduced Rick Hatlen, Director of Training and Steve Duscha, Consultant. There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the Proposal for JJATC in the amount of $299,886.

Motion carried, 5 – 0.

### Finishing Trades Institute of District Council 36 Joint Apprenticeship Training Trust Fund

Mr. Griffin presented a Proposal for Finishing Trades Institute of District Council 36 Joint Apprenticeship Training Trust Fund (Finishing Trades JATTF), in the amount of $649,650. Finishing Trades JATTF provides training for apprentices and journeymen painters, drywall finishers and glaziers. Facilities are available for workers represented by local unions under IUPAT District Councils on a nationwide scale. District Council 36 represents approximately 8,000 members. Bargaining for the signatory employers is conducted by two trade

associations: Los Angeles Painting & Finishing Contractors Association and the Western Wall & Ceiling Contractors Association.

Mr. Griffin introduced Jesus Fernandez, Administrator and Steve Duscha, Consultant.

There were no questions from the Panel.

Mr. Broad asked if there was any objection by the Panel, to incorporating the prior roll call. Hearing none, that will be the order and the JATTF Proposal is approved in the amount of $649,650.

**Kern County Electrical Joint Apprenticeship & Training Committee**

Mr. Griffin presented a Proposal for Kern County Electrical Joint Apprenticeship & Training Committee (Kern Electrical JATC), in the amount of $267,160. Kern Electrical JATC trains electricians to install power, lighting, controls and other electrical equipment in commercial, industrial and residential facilities. Kern Electrical JATC is governed by a Board of Trustees comprised of three labor and three management representatives, and is a joint effort of the International Brotherhood of Electrical Workers (IBEW) Local 428 and the National Electrical Contractors Association (NECA).

Mr. Griffin introduced Greg Rogers, Training Director.

There were no questions from the Panel.

Mr. Broad asked if there was any objection by the Panel, to incorporating the prior roll call. Hearing none, that will be the order and the Kern Electrical JATC Proposal is approved in the amount of $267,160.

**AcademyX Group, Inc.**

Creighton Chan, Manager of the Foster City Regional Office, presented a Proposal for AcademyX Group, Inc. (AcademyX), in the amount of $267,727. AcademyX offers advanced technology media and vocational computer skills training with hands-on, instructor-led computer classes in Adobe (authorized training), Microsoft (certified partner), and advanced Web Technologies. AcademyX's 18 classrooms are equipped with state-of-the-art computers that include both PC and Macintosh machines.

Mr. Chan introduced Stephen Fraga, CEO and Matt Helton, Branch Manager.

There were no questions from the Panel.

Mr. Broad asked if there was any objection by the Panel, to incorporating the prior roll call. Hearing none, that will be the order, and the AcademyX Proposal was approved in the amount of $267,727.

**California Field Iron Workers Apprenticeship Training and Journeyman Retraining Fund**

Mr. Chan presented a Proposal for California Field Iron Workers Apprenticeship Training and Journeyman Retraining Fund (SoCal Iron Workers), in the amount of $359,500. SoCal Iron Workers central training facility is located in La Palma, where journeymen and apprentices from throughout Southern California attend training. It also operates another training facility in San Diego. The training centers are a partnership between three International Brotherhood of Ironworker local unions and signatory employers. Each local is an apprenticeship program sponsor, all funded under the joint So-Cal Iron Workers Trust Fund.

Mr. Chan introduced Dick Zampa, Apprenticeship Director and Jan Borunda, California Labor Federation.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the Proposal for JJATC in the amount of $359,500.

Motion carried, 5 – 0.

**Northern California Heat & Frost Insulators and Allied Workers Joint Apprenticeship Committee**

Mr. Atkinson presented a Proposal for Northern California Heat & Frost Insulators and Allied Workers Joint Apprenticeship Committee (Heat and Frost Insulators JAC), in the amount of $200,160. Heat and Frost Insulators JAC administers an apprenticeship program with representatives from Local 16 and the Western Insulation Contractors Association. The apprentices in this trade insulate mechanical structures as gauged to ambient temperatures. A typical building has insulation on the hot and cold water pipes and equipment; and on the heating and air conditioning system and related mechanical equipment. Insulation materials conserve energy, reduce overall energy demand, reduce pollution, control condensation, eliminate mold, and improve workplace safety. Customers generally include insulation, fire stop and asbestos removal contractors.

Mr. Atkinson introduced Bill Hodges, JATC Coordinator/President and Steve Duscha, Consultant.

There were no questions from the Panel.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the Proposal for Heat and Frost Insulators JAC in the amount of $200,160.

Motion carried, 5 – 0.

**Sacramento Area Regional Technology Alliance**

Mr. Atkinson presented a RESPOND Proposal for Sacramento Area Regional Technology Alliance (SARTA), in the amount of $278,000. SARTA is a non-profit, membership based organization, established to foster economic and entrepreneurial growth in the Sacramento region. SARTA focuses on accelerating the growth and development of companies within the following nine county Sacramento regions: Butte, El Dorado, Nevada, Placer, Sacramento, Solano, Sutter, Yolo and Yuba Counties.

Mr. Atkinson introduced Kirk Uhler, CEO, Karla Nelson, JPMA and Mike Snead, Sierra Consulting Services.

Mr. Atkinson said there are development fees and administrative service fees, and when staff looked at the support cost we included them as part of the assessment, but it should have mentioned that staff did not increase the support costs.

Mr. Uhler said they are in agreement with staff's recommendation on the 12% of the support costs. Ms. Roberts said I understand you agree to the 12% support costs but I don't understand why you wanted to go to 20%; what is it that that extra percentage would give you? What other outreach programs are you considering? Mr. Uhler said we are chartered in the nine county Sacramento region and stepping well beyond our normal borders to reach out to the 23 job affected counties that we've identified, and so there are going to be significant additional costs associated with marketing the program beyond our membership base; but we believe we can absorb those costs. Ms. Roberts said yes, because you have your membership base already, correct? Mr. Uhler said yes here in Sacramento, but we are stepping out statewide with this.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the RESPOND Proposal for SARTA in the amount of $278,000 with the agreement of the reduction in support costs to 12%.

Motion carried, 5 – 0.

**<u>Amendments</u>**

**Headway Technologies, Inc.**

Mr. Chan presented an Amendment for Headway Technologies, Inc. (Headway), in the amount of $140,040. Headway designs and manufactures recording heads for high-performance hard disk drives used in laptops, portable computers and computer servers. This process utilizes giant magneto-resistive technology, the industry's current standard.

Mr. Chan introduced Louis Berry, Training Manager.

Mr. Chan said we are requesting that the Amendment for Job No. 1 be back-dated to August due to an ETP computer glitch, when several amendments that were sent out did not get received by ETP, but the customers received a verification that the amendment was received.

The glitch is now fixed. Mr. Broad said so we are holding them harmless for an error that was essentially ours. Mr. Chan said yes, that is correct.

Ms. Roberts asked if there are other companies that run into the computer glitch, if we are giving them the same consideration. Mr. Chan said we've gone through them, and we think we've located all of the companies with the glitch.

ACTION: Ms. Roberts moved and Ms. Bell seconded approval of the Amendment for Headway in the amount of $140,040.

Motion carried, 5 – 0.

## VIII. DISCUSSION/ACTION

Stewart Knox, Executive Director, said I'd like to discuss the current priorities that were put in place by the Panel. The current priorities include manufacturing/food production; biotechnology/life sciences; information technology services; multi-media/entertainment; goods movement and transportation/logistics; agriculture; allied healthcare; construction/green/clean technologies. He asked the Panel if they wish to reaffirm that those are the current priorities to move forward on.

Ms. Roberts asked about allied healthcare, why is "allied" in front of that, is that general terminology? Mr. Knox said yes, with healthcare they sometimes put it into the bucket with RNs, CNAs, and allied healthcare encompasses all of that; so essentially, it is anything in combination in the healthcare initiatives.

With ETP funding strategies, this last year it looks like what was done, and that I believe has worked well, is to put the buckets with the multiple employer contracts, single employer contracts and small business. One of things we'll talk more about is looking at ways to encourage small businesses to move into MECs. That could be either through community college systems, WIBs, partnership organizations and critical proposals and apprenticeship programs. We allocated the funds that way this year, and it seemed to work well from the staff's perspective. We look at it in terms of which buckets have money left in them and which projects we are working the most. It seems like we are pretty much on track if you look back at my last report. We have more money in MECs right now than we actually have projects. It's pretty close; single employers I think were within a $1M, and I know the Panel has the flexibility to move money around. But again, in looking for Panel recommendations moving forward into the next Fiscal Year (FY), is if the Panel's wish to utilize these funding strategies again.

Ms. McBride asked, in moving the small businesses into MECs; MECs are obviously a great tool for them because they don't usually have the resources to manage the program themselves. But on those instances where either a MEC is not convenient to them or they are not aware of it, would they still then have the ability under this kind of recommendation to apply it on their own? I realize there are the components of staff timing and allowing us to be more efficient as well. She asked if a small business will have the opportunity to come in on their own as well? Mr. Knox said, they would and we'll talk more about that. The good news and bad news about the small business program is that when you started this back in 2001, I

believe, it has exploded; so the good news is that it worked, but the bad news is that it is really staff intensive as you mentioned, so one of the ways we could hopefully alleviate some of that is to help push them towards MECs. One I believe was Arcata; Steve Duscha had one that went through CWA recently which was a small contract outside of Arcata, and they were able to go under CWA and I believe they had it worked in nine days. He asked how fast they received training. Mr. Duscha said it was faster than that. Mr. Knox said, so we think that there's a reason to do it that way, and we'll talk more about that. Ms. McBride said okay, so you'll elaborate on how we can help to market it to the small businesses so they know where to go for help.

Mr. Broad said Stewart, one thing I know you and I had talked about, and I don't know whether this is workable and we've mentioned it in the past, that maybe with the small employers and the obvious movement of people to computer-based training, based on what you are going to do on your computer, it's training you how to use computer programs on the computer, so the question is whether we, and you mentioned to me that Massachusetts has this model, that there might be some kind of out of the box, approved courses that you can purchase that are presumptively acceptable that a small employer could say that we want to do that training, we know how much that training cost, and that's what we approve, and if we do that it could be a very truncated approval process in terms of staff time. Mr. Knox said yes, that is accurate; I believe it is Massachusetts that has a similar model. There are 17 states I believe in total, that have models close to ours. Most are actually funded out of Workforce Investment Act funds and so they have different limitations. I believe there are only two or three that are very similar to ours, Massachusetts being one, and they do use that model exactly as what you said. They have a listed curriculum that is designed for small businesses that they pull from; it's approved basically by the Panel already and then staff just works from that amount. Now, also understanding small businesses have different needs, they could still have the flexibility to develop their own curriculum, but this would be a quicker way to do that and the staff could research that further to see how that may work. Mr. Broad said yes, if we could maybe have a conversation with Massachusetts, about whether it works, whether people think it's more efficient, does it save staff time, and are the companies that applied for it happy with that kind of a model. Mr. Knox said right, so we will definitely look at options for the small business and talk about it more, about the small business scenarios, to give the Panel a better idea of where we are today too.

Looking at the way we've allocated funds, again; I think it worked well at least from a staff standpoint. So in moving forward into the next FY at the March meeting, we are looking at recommending the strategy of funding by buckets into these allocations. Does that sound like the direction in which the Panel would still like to go? Mr. Broad said yes, and I think that's possible that can return regardless of our level of funding. We've had a high level of funding recently, and we nonetheless had a fairly high level of dysfunction in terms of a "run on the bank" mentality, and it would seem to me that we could still have that, where our demand potentially exceeds our funding, and that people feel like they have to get everything in at once, I'd like to explore that more in March and have our public think about whether there might be two stopping off points per year, so that we kind of have the first half of the year of funding proposals and a second half of the year, so that people don't feel like if they missed the first half if they weren't ready, they couldn't make an application in the second half. We want to avoid an abundance of poorly crafted pre-applications because people feel like if they don't submit them, they cannot come back for a year. So in terms of the flow, the more that

everything is regularized, and we can meet everyone's expectations, and not get into a panic, I'd like to explore that in March and see how the public feels about that.

Ms. Roberts said I would also like to expand on that, only because ETP is one of the viable incentives that we have for CA employers, and with Leslie being in the room with GO-Biz, there are other ones too, but they are more onerous than ETP. Having the ETP process close, open, close and open, is frustrating for the employers too as well, perhaps we can be more consistent with how we process that flow versus just closing it. Mr. Knox said right, more toward a year-round funding strategy.

Mr. Knox said, we have the priorities set by the Panel, but we are looking at other potential strategies such as may develop around Governor/Labor and Workforce Development Agency; non-traditional apprenticeship programs; drought/water reduction, clean/green industries; critical proposals/business expansion/retention; veterans, special populations; high speed rail. When I've talked with Barry, we discussed a phase-in process, and maybe even have a process in which staff can check the box for the priority industries of the Panel, but maybe also work from a second list which may be Governor's initiatives and LWDA initiatives; so it gives the staff a little more depth of understanding. Again it's not the bang or bust scenario, where it's first in/first out; it's where we are looking at proposals more in depth. Still, we value keeping it simple; we don't want to make the process more difficult than it has to be, and we can discuss some more strategies at the March meeting. I'd like to see what the interest of the Panel is, that is to say, there may be two different ways to look at this, not just one, currently being with the priority industries.

Second to that, we'd like to develop a simple way to work through proposals for FY 2015-16. Does it serve the priority industries, and does it serve Governor's priorities in special populations. There might be some ways we can hone in on proposals in the very beginning. Also as Barry mentioned, phase in the funding by category. One of the recommendations we are potentially looking to do for 2015-16 year, is a release of 2015-16 funds to MECs in apprenticeship programs in April, and then even phasing in by month, single employers in May, small business in June. Our largest backlog is probably with the single employers, but we also have a lot of work to do in the small businesses because they take the most time. This will help staff catch up and helps us to ease into the new FY as Barry mentioned. I also have other considerations potentially: 70% funds released in April, May June, and the remaining 30% in Fall, and consider restoring caps in March. That way as Barry mentioned, we are not releasing all of the funds at once and so we don't have this rush on the pre-applications trying to get in place. Maybe they'll take more time, actually work out their projects a little bit more, and then there's not so much work for the staff to scramble to make those work all within a two-three month period. These are just ideas; we do want to have it open longer. As you can tell with this year's funding, we are about $3M to the good, and it also gives us time as staff to analyze, as the funding continues to flow, as the projects start to fall off, or they reduce down in the amount of dollars.

I'm sure one of the questions was, how does it go from a $30M plus demand issue versus $3M to the good. Many projects, because they were in that rush to do the pre-application have either fallen off, or they are only at about a 60% to 70% of what they put in for as a placeholder. So these ideas might allow us to work around that, so that we are not having that rush. Better projects are coming in; for example, today we are getting late in the season,

all of those projects are really well done, very little questions, and the approval process is much quicker. He asked the Panel if they had any input on phasing in funding and he said we can also have a longer discussion in March around that.

Mr. Knox said he's talked to several contractors, at least on the top part of the release of the funds, about doing MEC apprenticeship programs first. I've heard from most of them, that it's not a bad idea. It gets the larger projects out the door quickly and first. We are only talking about two months off from full release, really it's at the same time, at least the larger projects can start to flow and start being worked by staff. We can open it up to the public also.

In regards to the Veterans Program, we had a discussion with Barry last week about the program, to look at ways we could encourage better participation by the veterans within our programs. We have so many limitations on the way our funding operates, as a lot of programs do. We have a few for the Panel to look at. Since 2008, we've had 18 contracts specifically around veterans. There are more, but those were specifically around veterans. About $1.3M and about 501 veterans were served by ETP specifically in the Veterans Programs. Under the current rules and regulations of ETP, we were not able to serve a lot of veterans. Maureen did a good job of providing some options as to how we could look at this.

Option 1: Revise Guidelines
Wages: The Panel could revise its guidelines to waive or modify the Special Employment Training (SET) wage requirement for Veterans for retraining in a High Unemployment Area (HUA). The SET wage is significantly higher than the ETP minimum wage. This issue only applies to retraining because out-of-state competition is not a factor for new-hire placement.

Option 2: Alternative Funding
The Panel is authorized to waive or modify wage, retention and other requirements for programs that are funded from an alternative source, such as the Workforce Investment Act (WIA). It is anticipated that ETP will receive WIA funding for FY 2015-16. A portion of that funding could be allocated to the Veterans Program. This is a good option for us especially in allied health, because as you know most of the healthcare facilities do not pay into the fund, so we use WIA funds, and Veterans might be another spot to access any WIA funds. Those have been off the table for the last couple of years. Basically what happened, the Department of Labor came out and took away a good portion of the 15% and most of the money flowed to the local level through the local WIBs and the State retained only a 5%. This year I believe it's being released at 8.5% and next year it will be released at a 15% level again. We hope to receive some funds from the WIA and again, we would have flexibility within the WIA and if the Panel wanted to so, we could set aside a percentage of the funds allocated for a special veterans program, and we could still be fund the healthcare which has usually been our focus with the WIA funds.

The Panel could also revise guidelines to expand eligibility. I talked to a few of the contractors that work with the veterans' population, and one of the pieces is the multiple barriers to employment. We had a restriction that they had to have been discharged within the last 24 months. That was an issue with some folks in Los Angeles; that's a short turnaround period from when they were discharged, and so we were recommending to go from a 24 month to a 48 month discharge. That gives them more time to establish residency within a certain location and actually get employment. Many times when they are discharged,

they move quite often. This will open the door a little more for outreach purposes. Mr. Broad said, I wonder if we should consider some kind of tolling of that amount of time after discharge, for someone who is a returning veteran who is wounded, and is receiving medical treatment and not on the job market yet. He asked if that sounds reasonable. He said from what I've read, I'm very concerned about this issue in the treatment of veterans. There is this tendency in our culture to thank them and then forget them. Battlefield medicine has improved to the degree that many soldiers who would have died of their wounds in prior wars, now survive their wounds, but with significant disabilities and challenges to getting back to a place where they can work. So maybe we are dealing with a veteran population with a higher percentage of people that suffered wounds. I wouldn't want to see them disadvantaged by that fact.

Ms. Fernandez said my thoughts as a veteran myself, is just that regardless of whether you are physically injured or not, it takes a long time to re-acclimate into a civilian world when you leave the service whether or not you've been in the battlefield. So there should be consideration for that; because from my own experiences, it was very hard to return and know what I was going to do next because I was used to a completely different way of life. To return to civilian life where it was much calmer, it was hard to re-acclimate to that so I think there are accommodations that need to be made for the veteran population in general.

Mr. Broad said that will be the argument for moving the discharge from 24 months to 48 months, that makes sense to me. With a child that is finishing military service, anyone in the military does not spend a lot of time thinking about what they are going to do afterward; that is the truth. It's all consuming in their life, and then they're done and faced with: what am I going to do now? It's a major question in their lives for many of them. So I think that we should be giving veterans, when it comes to time, every reasonable advantage. Mr. Knox said we will bring back a policy change to the Panel for that.

Mr. Knox said the existing Small Business Program model really operates as a single-employer type contract so they can receive the first 25% of the payment after the first eight hours of training. They can also receive 50% in what we call P-2, Payment 2, after the completion of the training and then the last 25% of the funds they receive after the verification of employee retainment. There are a couple of things that are risks to the small business in the first payment alone and also in the second payment scenario. In talking to staff, working with some of the small businesses, we are very open to a discussion, to reduce the risk to not only the small business but also the State, and one way to do this is to go to only a Payment 1 plus a final payment. That would get us out of the Payment 2 situation which reduces risk for both sides. It has pros and cons. The pro reduces the risk for overpayment to both us and small business. The con is there is no payment until 90 days after the completion and verification.

Mr. Broad asked, so in a small business program, are we finding that overpayments often have to be collected? Mr. Knox said it does happen, we would need to look at how many and what the dollar amounts are. Usually staff is good at helping the business avoid an overpayment situation, but it takes much staff time to help do that and fiscal is involved with that also. I think it's more of a staff time issue and less of a money issue for the most part. So I think that's one way to help minimize that.

The other piece to that would be, and this is kind of a package if you will, to reconsider the delegation order procedures. Small businesses started at around $25,000, then went to $50,000, then rose to $75,000 and now we are at $100,000. It is recommended to return to a maximum of $75,000 via delegation order. This allows small business proposals be approved on a flow basis again, so it's a little quicker, and with less risk with a lesser dollar amount. Another option is to cap the hours at 80. Again, it's less risk for them and less risk for us. It still leaves flexibility though; we want to be flexible to adjust back to $100,000 or above that if needed; but it would require justification. Also, I know we've had the one-year term structure versus a two-year structure. Right now, they are limited to the one year, but they can go up to the two years, and we would look at some flexibility around establishing the way that works.

I think the biggest piece to this is the referral, which we've brought up several times previously, the referral to a MEC. We've done this a little bit, but haven't really instituted it with staff. Refer small business program proposals to a MEC in their geographic region, if one is active and offers training of this type is desired. But then this also comes with ramifications and incentives to the MECs, to increase caps and hours and amounts, which we will discuss in March. If we push towards that direction, which I think is a good recommendation, it also has some impacts on those MECs, and we have to consider that.

Mr. Broad said, I have a concern about having a small business that comes in and we refer them to the MEC in their region, who may or may not be responsive and someone may be in a difficult place, because the MEC is not responsible to ETP. If they are cavalier and not doing what they need to do, we are not going to really hear about it. What we will have are small businesses that goes out of the program and may say well that wasn't good, they didn't return my phone call, and now I'm not going to do that. I'm a little worried about that element because I think what we would have to do is set up some kind of relationship with a MEC to guarantee they are going to respond to people in a certain way and that quality would be there. Otherwise, you could have a MEC, after a short period of time that could be happy with a constant stream of referrals, but not be very responsive; that worries me a little. Mr. Knox said it's a valid worry, we've seen it in so many things, referrals to small business development centers; you are right, there are many referrals especially on the economic development side which is really what this is, we are a party to that, and then there are the follow-up situations to make sure that was done. The reality is that we would never shut out a small business, so they could go to the MEC and if they are not properly served, could come back. Mr. Broad said but if this was something that saved a lot of staff time, if institutionally that's how you manage your workload, by saying go to that MEC over here. It's not like I'm happy to do it, and you don't have to go to the MEC. The taxpayers are paying for this, the Government needs to serve people; it could be a good idea, but I have anxieties about it.

Ms. Roberts said I think options are really good; you're not taking away those options, but I'll give you an example. I had a friend in the Palm Springs area that wanted to get funding for a small business of five people. I referred them to their local economic development group, and they referred them back to ETP. So maybe at that point, where we can stop the problem by saying we have a regional MEC in our area that probably could provide that training for you. If that was the case and maybe there are some relationships we can have with these local economic development groups. Ms. McBride said, and that brings up another layer of

issues because not every area is served by a regional economic development group. Ms. Roberts said that's true, but those that are. Ms. McBride said, we have layers of issues here that I'm sure we'll have ways to solve and work through them; we just need to have further discussion to figure it out. Mr. Knox said right, I think it's one of those matters where we've talked to community colleges because they could be an entity that could hold a MEC for small businesses, WIBs. I know the State through the LWDA and the Governor's office, is looking at setting regions around the WIBs, re-establishing those, so we are looking at that and trying to follow that. I know that community colleges have their fifteen regions that they are broken into so I think we are trying to look at that to see if that presents an opportunity to fund eight to 10 MECs within regions, either through existing or new systems. Then we could hopefully foster some relationships for the small businesses, and then it's more localized too.

Mr. Broad said with the MECs now, do we do customer satisfaction inquiries with regarding the contracts with the employers. Mr. Knox said, I don't believe we do. Mr. Broad said, you would have to do that if you do something like this because remember that right now the MEC has to reach out to some employer, generally speaking, and sell them on the idea that this is a good idea. So there is a relationship that is being established in which the MEC is reaching out. When you are referring an employer to a MEC, then the State is establishing the relationship, not the MEC, so how they are received in the process, we are going to want to know that, because we will want to know whether to refer people. I'm sure we will receive many comments about this, but it's an area we really need to think about. Mr. Knox said I agree, there are some options we can consider that may not happen in this FY, but we need to start moving in that direction.

There were no further questions by the Panel.

## IX. PUBLIC COMMENTS

Steve Duscha, Consultant, said on the small business issue it seems to me that the issue starts out with the fact that I think Mr. Knox mentioned, which is that the small contracts are over taxing the staff, and so you need to do something about them. You don't want to make it easier for a small business to come and try to contract with the State because then you will be swamped even more. In my opinion, you must move toward setting up some MECs that will handle these contracts. I think you need to set up some very well monitored MECs who are only going to do these small contracts. Because the goal is to take those small contracts off your hands and process them more efficiently. The example that Ms. McBride mentioned, that I'm involved in with the CA Workforce Association MEC, that was a case where a company wanted to do training this November and December. They had not applied in time for the July cut-off of accepting pre-applications, they could not have contracted directly with ETP, and they really did not want to contract directly with ETP because contracting with the State of CA is not that pleasant of an experience, especially for a small operation. The truth is that contracting with the State works best for large organizations, not small organizations, and I think this issue actually involves more than small businesses, it's about small contracts. If you have a $50,000 contract with a large business, and the case we are talking about is with an Arcata company, they have 120 employees and they don't qualify as a small business, but it's about $50,000 worth of training that they wanted to do in a hurry. There needs to be a way to deal with that, that doesn't tax the staff or the employer either, who really doesn't want to have to figure out how to fill out your application, understand how to do

your invoicing system and your enrollment system. So I've been an advocate for a long time, of setting up a small number of special MECs that will follow as Chairman Broad said a procedure that they all follow to ensure that the employers get good treatment and there's some monitoring of what goes on and these things should be monitored well. I would advise you to set up some arrangements with MECs that have experience with ETP and start making these referrals.

I also want to point out that I think today's Agenda is a really good illustration of how ETP works and how ETP should work. You funded training today for probably 500 employers through the MECs and eight through single-employer contracts. I don't think any one of those employers who are going to be served through a MEC, would have preferred to come to you as a separate contract for the various amounts of training that they are going to get under the MECs. I agree these needs to be monitored carefully, but I think you have to do it, or you cannot manage your workload.

Rob Sanger, representing California Manufacturers & Technology Association, thanked Mr. Knox for some of the great ideas presented today. On the small business side with the MECs, much of the work that staff has been doing already is kind of an extension of what Stewart was talking about. We work with Barry Broad and Robert Meyer in the marketing department. If we have a client that needs funding, especially this year, if someone contacts me or Robert Meyer, and if they want to do something today, the application period is closed, so they are already referring single employers to the MEC from time-to time. I think that's a good practice and I think it's a good idea to monitor the MECs, to talk to the clients that are being served because that isn't being done today. What is being done today, is at the end of on a single employer contract, it does happen with a MEC too, but the analyst will come out and say we are almost done, this is the last monitoring visit, and ask them to complete a one-page sheet whether they were happy with the process, were there areas you could see improvement in? The person that usually fills it out knows this was given to me by my analyst, and I could be audited next, so I'm going to be kind in my comments when I'm giving it back. If you want to monitor any of the MECs that's a great idea but also change the way you monitor the program so you can get real feedback from the client by using a third-party evaluation system that keeps the person who has an issue anonymous, or maybe they are really happy. An example is a small business that recently came to us, and they were at the January 2015 meeting, received funding and were very happy with the process. Especially right now with no funding being available for a single-employer contract, the MECs serve a great role, and I think it will continue to reduce the workload for staff.

The other thing with the veterans' programs, right now the Panel gives a couple extra dollars per hour for a veteran status but you have to create a new job group, and most employers don't know how many veterans they are going to hire. So, they have to put this money in an extra job that makes it hard to move in and out of, so really it's a wash as an incentive to include a veteran job group because it's extra administrative work, it locks that money into the job group. If you don't hire them, or you hire more, you don't get credit, so there's no real incentive in the program currently to hire a veteran other than the inherent good work that hiring a veteran obviously gives you and the experience they have. So, I think there definitely can be some improvement in that process.

Ms. Roberts said, Rob, you made a great point about the veterans and in coming into a different job classification; I know how cumbersome that could be. It would be interesting to see if actually we did have a veteran that falls under a regular job creation, or job grant, that maybe if they were a veteran and they did get trained, that maybe there could be some additional funding over-and-beyond them having to put them in job classifications. Mr. Sanger said correct, something without an extra job group. Maybe at the end you could say you served X amount of veterans, you'll receive an extra bonus of so many dollars per veteran. I don't like the idea of, though I agree mostly with what Steve Duscha said, but I don't agree with having a MEC only serving a particular group like small businesses because I think MECs can serve all sizes pretty easily. Even with the veterans' contracts, there are some veteran only MECs, which is a positive, and they serve a certain role, and I encourage you to continue you to do that, but you want to incorporate that into every MEC so everyone is encouraged to hire either a veteran or somebody else who maybe normally wouldn't be hired, but be given the chance. Ms. Roberts asked if there is a different process for small business, since she's unfamiliar with the small business application, is it a short form? Mr. Sanger said with the accelerated path, it's a shorter form I believe, for the single-employer contractors; I don't think it's significantly shorter.

## X. MEETING ADJOURNMENT

Ms. Roberts moved and Ms. Bell seconded meeting adjournment at 10:52 a.m.

Single Employer Contractor

A single employer, ranging from a small business to a large publicly-traded corporation, may contract directly with the Panel. Usually, these are retraining projects for current employees.

- Unless funded under Special Employment Training (SET), a single employer must face out-of-state competition.
- A single employer must be subject to the Employment Training Tax.
- The employer must also make an "in kind" contribution toward the cost of training, as follows: 1) 100 or fewer employees, at least 50% of the ETP-funded amount; 2) more than 100 employees, at least 100% of the ETP-funded amount.
- The employer must provide union letters of support for employees who are represented. The employer should also be able to show how the training will enhance job security and improve opportunities for advancement.
- A single employer must establish the need for the particular training curriculum proposed.
- The employer must establish its ongoing commitment to training and represent that ETP funds will not displace existing resources.
- All single employer contracts are capped at $425,000 (no variations).

These features apply to core program funding.

Multiple Employer Contractor

A Multiple Employer Contractor (MEC) may be a group of employers or a training agency, or a Workforce Investment Board.

- Up to 8% of program costs may be approved as additional funding for recruitment, placement and assessment activities. For New Hire training, the MEC may receive up to another 4% (total 12%). These costs must be justified.
- The project may be retraining or new hire training, or a combination of both. Training may take place at the worksite or a training center, or both.
- All MECs are capped at $650,000.

*Retraining*

- Training hours for retrainees are capped at 200. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must provide union letters of support for represented employees.
- The MEC must make an "in kind" contribution toward the cost of training, of at least 50% of the ETP-funded amount. These contributions may consist of:

  1) wages/benefits paid during training by participating employers;
  2) development, recruitment, placement, and assessment costs; and,
  3) facility and material expenses.

- The MEC must provide a list of participating employers to demonstrate actual employer demand for the occupational skills in the curriculum.
- The MEC must have a core group of participating employers for at least 80% of the training plan.
- Participating employers must be subject to the Employment Training Tax.
- Participating employers must demonstrate an ongoing commitment to training, and represent that ETP funds will not displace existing resources.

*New Hire Training*

- Training hours are capped at 260. The Panel may modify this cap for good cause on a case-by-case basis.
- The MEC must have a plan for recruiting trainees and participating employers. As part of this plan, the MEC must have an advisory board of participating employers qualified to provide guidance on needed occupational skills.
- Training must be for job-related skills that apply to specific occupations in a given industry or to specialized occupations across an industry spectrum.
- For all occupations, the MEC should be able to show a statewide or local shortage of skilled workers.

These features apply to core program funding.

## Delegation Order Process

- The Panel has delegated authority to the Executive Director, without consultation with the Panel Chair, to approve (1) small business (100 or fewer employees) for $50,000 or less, and (2) single and multiple employer proposals for $100,000 or less.

- This procedure allows projects to be approved on a flow basis. This process recognizes the need for just-in-time training, and reduces or eliminates the need for a Consent Calendar.

- An ETP130 and Curriculum is prepared for each proposal. They are reviewed and approved after the Executive Director signs off. The effective date will be the date specified by the Field Analyst and if no date is specified, the earliest effective date of contract is the day after the project is approved by the Executive Director.

- A copy of approved Delegation Orders is included in each month's Panel Packet, for projects approved prior to the Panel meeting, as an information item.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Memorandum

| | | | |
|---|---|---|---|
| To: | Panel Members | Date: | March 19, 2015 |
| From: | Stewart Knox, Executive Director | File: | ETP Funding Strategies |
| Subject: | FUNDING PRIORITIES FY 2015/16 | | |

This is to present a series of recommendations for "ETP funding strategies" that would take effect in Fiscal Year 2015/16. These recommendations are outlined in a Power Point format, for action by the Panel. (See attachment.) The strategies include:

- Continue to allocate funds based on historical demand, among five types of contracts
- Re-affirm or modify designation of Priority Industries
- Simplify process for balancing workload demands (working through proposals)
- Set staggered dates to open pre-application, beginning in April
- Continue to cap funding per-contract in nine contract categories

The draft allocation amounts and the recommended funding caps are displayed in table format. (See Power Point at pages 7 & 9.)

Attachment

# Employment Training Panel

Draft Recommendations
Stewart Knox, Executive Director
March 27, 2015

# ETP Funding Strategies

- **Multiple Employer Contracts**
- **Single employers**
- **Small Business**
- **Look at ways to encourage the Small Businesses to move into MECS**
- **Critical Proposals and Apprenticeship programs/Non-Traditional outreach?**

- Allocate funds based on historical demand of these categories. This seemed to work very well this last year in terms of management and oversight of funds

# Strategies

- Re-affirm or modify current Priority Industries:
  - Manufacturing/Food Production
  - Biotechnology/Life Sciences
  - Information Technology Services
  - Multi-media/Entertainment
  - Goods Movement & Transportation/Logistics
  - Agriculture
  - Allied Healthcare
  - Construction/Green/Clean Technologies

# Strategies Continued

- Develop around Governor/Labor and Workforce Development Agency within each category: Investing in California's Workforce – Governors Budget
- Non Traditional Apprenticeship Programs
- Drought/Water reduction, Clean/Green Industries
- Critical Proposals/Business Expansion/Retention
- Vets, Special Populations
- High Speed Rail
- Job Creation
- Training that leads to industry recognized credentials

# Strategies Continued

- Develop a "simple" way to work through proposals in the 15/16 year for determination of funding within each category:
  - Does it meet the Panel's Priority Industries?
  - Does it meet the Governor's Priorities?
  - Special Populations
  - Others?

# Funding 15/16

- Phase in Funding by Category- Stagger Release Dates
  - Release 15/16 Funds to MECs and Apprenticeship Programs- April
  - Single Employers – May
  - Small Business – June
- Allows staff time to finish this year's backlog of contracts
- Funding is not all released at one time
- Continue to Update Panel on Fund Status by Category at each Meeting
- Restoring Caps

# Current Funding Allocations

| Project Type | Current Allocations | Remaining $ | Demand |
|---|---|---|---|
| MECs | $19.7 | $7,213,957 | $3,947,889 |
| Single Employers | $51.5 | $14,810,431 | $14,366,150 |
| Small Business | $6.4 | $1,867,878 | $833,000 |
| Critical Proposals | $6.1 | $1,162,408 | $990,428 |
| Apprenticeships | $10.6 | $744,401 | $1,329,213 |
| **Totals** | **$94.3** | **$25,799,075** | **$21,466,679 remaining $4,332,396** |

# Proposed Funding Allocations

Allocation by Category

- Single Employer: $44,300,000 million
- MECs: $19,782,779 million
- Small Business: $6,500,000 million
- Critical Proposals: $7,840,000 million
- Apprenticeship/non-traditional: $12,078,779 million
- Total: $90,501,558 Million

Continuation of 38% encumbrance level

# Funding Caps

| Contractor Category | Historical 13/14 Caps | Current 14/15 Caps | Proposed 15/16 Caps |
|---|---|---|---|
| MECs | $1.25 M | $650 K | $950 K |
| MECs serving Small Business * | N/A | N/A | $1.2 M* |
| Single Employers | $850 K | $425 K | $750 K |
| Small Business | $50 K | $50 K | $50 K |
| Critical Proposal | $1.5 M | $750 K | $900 K |
| Apprenticeship – per sponsor | $450 K | $300 K | $450 K |
| Single Employer Job Creation | $700 K | N/A | N/A |
| Single Employer Job Creation & Retraining | $1.5 M | N/A | N/A |
| Single Employer Multiple Locations | $1.5 M | N/A | N/A |

*Incentivize MECs to serve Small Business. MECs serving Small Business would serve a "substantial" number of Small Businesses. ETP to refer Small Businesses directly to MECs.

# Questions

Panel Members Discussion

- ❑ Public Comment

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Broker Solutions, Inc. dba New American Funding

## Agreement Number: ET15-0399

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Diego **Analyst:** J. Davey

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Job Creation Initiative | Industry Sector(s): | Financial Services<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | Multiple | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 1,099 | U.S.: 1,410 | Worldwide: 1,410 |
| Turnover Rate: | 13% | | |
| Managers/Supervisors: (% of total trainees) | 2% | | |

## FUNDING

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $310,250 | | $0 | $0 | | $310,250 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $380,000 |

## 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 | Commercial Skills, Computer Skills | 810 | 8-200 | 0-28 | $225 | $15.07 |
| | | | | Weighted Avg: 15 | | | |
| 2 | Retrainee<br>Job Creation Initiative | Commercial Skills, Computer Skills | 200 | 8-200 | 0-28 | $640 | $12.33 |
| | | | | Weighted Avg: 32 | | | |

**Minimum Wage by County:** Job Number 1: $16.44/hr in Alameda, Contra Costa, San Mateo, Santa Clara counties; $15.97/hr in Los Angeles County; $16.02/hr in Orange County; $15.93/hr in San Diego County; $15.07/hr in Humboldt, Riverside, San Bernardino, Solano counties

Job Number 2(Job Creation): $13.70/hr in Alameda, Contra Costa, San Mateo, Santa Clara counties; $13.31/hr in Los Angeles County; $13.35/hr in Orange County; $13.28/hr in San Diego County; $12.33/hr in Humboldt, Riverside, San Bernardino, Solano 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 $0.96 per hour may be used to meet the Post-Retention Wage.

**Other Compensation:** In addition to base wages, Sales Staff earn commission income. Managers/Supervisors, Operations and Servicing/Secondary Marketing/Compliance can earn bonus income. However, neither is needed to meet ETP wage requirements.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Administrative Staff | | 61 |
| Managers/Supervisors | | 16 |
| Operations Staff | | 278 |
| Sales Staff | | 401 |
| Servicing/Secondary Marketing/Compliance Staff | | 54 |
| **Job Number 2** | | |
| Administrative Staff | | 25 |
| Managers/Supervisors | | 9 |
| Operations Staff | | 65 |
| Sales Staff | | 88 |
| Servicing/Secondary Marketing/Compliance Staff | | 13 |

## INTRODUCTION

Founded in 2003 and headquartered in Tustin, Broker Solutions, Inc. dba New American Funding (NAF) is a national mortgage banker/broker. Between 2010 and 2012, NAF established a Retail-Based Lending Division, a Wholesale Division, and a Builder Division. These divisions allow loan officers, borrowers, and builders to coordinate financing throughout the new home construction loan process. The Company is approved by Fannie Mae, Freddie Mac and Ginnie Mae as a seller/servicer. Training will take place at the Company's five regional operations centers in California, at 35 current and proposed new locations.

NAF has implemented more efficient systems and is on a path of continuous growth. NAF has opened 75 branches nationwide in the last 24 months and has hired an average of 50 employees per month for the last 12 months in California. Overall, NAF reports that business has nearly doubled every year since 2010.

During this period, the Company added new loan products, including fixed and variable rate loans such as, 15- and 30-year term. These new products require training for sales staff. In addition, NAF has added to and upgraded company software (loan origination, sales, mobile application, customer relations) to keep pace with the business and staff growth. Because of business growth and expansion of products, NAF has determined that it has reached a critical stage where formalized training is mandatory for all employees.

## PROJECT DETAILS

Training will provide staff the necessary skills to qualify, originate and process home loans for a variety of customers and markets. Training will also ensure the skills to comply with all Federal home loan lending rules and regulations.

### Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

NAF has committed to hiring 200 new employees (Job Number 2). NAF 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.

NAF reports that it has opened or is currently opening new plants, and is expanding and upgrading existing facilities. The Company recently opened operation centers in San Diego and Campbell and has expanded its headquarters facility in Tustin. The Company has aggressive plans to expand in California and other states. It recently purchased additional new space in Temecula and Riverside to handle expected growth.

In addition, the Company is expanding existing business capacity by adding newly hired employees to existing loan sales and servicing functions as part of the above-mentioned expansion plans.

### Training Plan

NAF will provide class/lab and E-Learning to staff.

**Commercial Skills** (20%): Training will be offered to all occupations in job-specific skills including Loan Origination, Processing, Funding, Qualifying, Marketing, Communication, Customer Service, and Product/Service Knowledge. Training will give each worker the necessary skills to perform their specific job, and will give newly hired trainees the skills needed to assume their new job.

**Computer Skills** (30%): Training will be offered to all occupations in job-specific software skills including Automated Underwriting Engines, Appraisal Management, Sales & Marketing, Loan Administration, Mortgage Servicing Platform, Intermediate MS Office and Network Administration & Management. Training is essential to improve performance and meet financial compliance requirements.

**E-Learning** (50%): E-Learning will be delivered to the more distant, smaller NAF offices, primarily in Northern and Central California. For time-saving and travel purposes it is more cost-effective to deliver training using this methodology. Training will mirror all class/lab courses.

**Computer-Based Training (CBT)**

NAF will provide up to 28 hours in CBT to all occupations in many of the same skills identified in class/lab above. CBT training will provide a method to reinforce the training taught through the class/lab and E-Learning methodologies. In addition, some compliance training requires CBT so it can be tracked and certified. Trainees will receive no more than 50% of total training hours in CBT.

**Commitment to Training**

NAF has provided training in CBT, Commercial, Computer, Continuous Improvement, and Business Skills in loan origination and processing, underwriting, sales and marketing, operations and other job-related skills. NAF spends approximately $200,000 annually per California facility on training and training related expenses.

NAF 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

NAF has a dedicated trainer for the five regional operation centers and individually at retail locations. The Company recently hired a subject-matter expert in loan origination and processing who will also provide training. In addition, the Company plans to hire two employees to track and administer ETP training.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development of this proposal for a flat fee of $15,000.

## ADMINISTRATIVE SERVICES

Training Funding Source 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:

**COMMERCIAL SKILLS**

- Lending Guidelines
- Loan Origination, Processing, Funding
- Locking Loans
- Qualifying Homebuyers
- Secondary Marketing
- Operational Challenges
- Communication Skills
- Customer Service
- Leadership Skills
- Performance Management
- Process, Policies and Procedures
- Product/Service Knowledge
- Time Management
- Problem Solving

**COMPUTER SKILLS**

- ADP Payroll Systems
- Automated Underwriting Engines
- Appraisal Management Company Sites
- Bankerview CRM (Proprietary Marketing Tool)
- Encompass (Sales, Processing, Underwriting, Funding, Post Closing, Accounting)
- PolyCom\I3 Telephony
- Loan Administration
- Mavent Compliance Engine
- Black Knight Mortgage Servicing Platform – Software to Manage Servicing Portfolio
- MS Office Intermediate Skills
- Network Admin & Management

**E-Learning Hours**

8 – 200

**COMMERCIAL SKILLS**

- Lending Guidelines
- Loan Origination, Processing, Funding
- Locking Loans
- Qualifying Homebuyers
- Secondary Marketing
- Operational Challenges
- Communication Skills
- Customer Service
- Leadership Skills
- Performance Management
- Process, Policies and Procedures
- Product/Service Knowledge

- Time Management
- Problem Solving

**COMPUTER SKILLS**

- ADP Payroll Systems
- Automated Underwriting Engines
- Appraisal Management Company Sites
- Bankerview CRM (Proprietary Marketing Tool)
- Encompass (Sales, Processing, Underwriting, Funding, Post Closing, Accounting)
- PolyCom\I3 Telephony
- Loan Administration
- Mavent Compliance Engine
- Black Knight Mortgage Servicing Platform – Software to Manage Servicing Portfolio
- MS Office Intermediate Skills
- Network Admin & Management

**CBT Hours**
0 – 28

**COMMERCIAL SKILLS**

- Loan Origination in the World of Fair Lending (1 Hour)
- Processing Loans Considering Anti Money Laundering Policies and Procedures (1 Hour)
- Originating Mortgages Following Rules of Unfair Deceptive Abusive Acts or Practices (1 Hour)
- Red Flags when Processing and Originating Mortgage Loans (1 Hour)
- Customer Service Representative (1 Hour)
- Home Mortgage Processing after the Financial Crisis (2 Hours)
- Uniform Residential Loan Applications (2 Hours)
- Residential Mortgage Banking & Finance (2 Hours)
- Mortgage Loan Processing 101 (2 Hours)
- Understanding the Appraisal Process (1 Hours)
- The FHA Factor in Mortgage Lending (2 Hours)
- Underwriting Home Mortgages (2 Hours)
- Originating Loans under The Truth in Lending Act (1 Hour)
- Protecting Consumers through the Fair Credit Reporting Act (1Hour)
- Plain & Simple – Step-by-Step New Integrated Disclosure to Consumers (1 Hour)
- How to Process a Title Insurance Report (1 Hour)
- Ethical Dilemmas, The Fight Against Fraud (1Hour)
- Originating Loans Considering the Equal Credit Opportunity Act (1 Hour)
- General Mortgage Industry Knowledge (2 Hours)
- Privacy of Consumer Financial Information (2 Hours)

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.

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Chaya Centers, Inc. dba Greenridge Senior Care

## Agreement Number: ET15-0344

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** L. Lai

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Job Creation Initiative<br>Medical Skills Training<br>Retrainee<br>SET<br>Priority Rate | Industry Sector(s): | Healthcare<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Alameda and Contra Costa | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 137 | U.S.:137 | Worldwide: 137 |
| Turnover Rate: | 27% | See Project Details Section | |
| Managers/Supervisors: (% of total trainees) | N/A | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $115,068 | | $0 | $0 | | $115,068 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $171,292 |

## 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<br>SET<br>Priority Rate<br>Medical Skills Training | MS Didactic, MS Preceptor, Computer Skills, Cont. Improv. | 38 | 8-200 | 0 | $1,386 | $20.55 |
| | | | | Weighted Avg: 77 | | | |
| 2 | Retrainee<br>SET<br>Priority Rate<br>Job Creation Initiative<br>Medical Skills Training | MS Didactic, MS Preceptor, Computer Skills, Cont. Improv. | 48 | 8-200 | 0 | $1,300 | $13.70 |
| | | | | Weighted Avg: 65 | | | |

**Minimum Wage by County:**

Job Number 1 (SET Priority Industry): $20.55 per hour.

Job Number 2 (Job Creation): $13.70 per hour for Alameda and Contra Costa 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 $2.23 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Registered Nurse (RN) | | 19 |
| Licensed Vocational Nurse (LVN) | | 11 |
| Medical Records Technician | | 4 |
| Social Services Worker | | 4 |
| **Job Number 2** | | |
| Registered Nurse (RN) | | 18 |
| Licensed Vocational Nurse (LVN) | | 14 |
| Certified Nursing Assistant (CNA) | | 10 |
| Medical Records Technician | | 2 |
| Social Services Worker | | 2 |
| Minimum Data Set Coordinator | | 2 |

## INTRODUCTION

Chaya Centers, Inc. dba Greenridge Senior Care (Chaya), located in El Sobrante, will be the lead employer in this proposal along with Hillside Senior Care is located in Fremont. These facilities are owned by the same owner; however, they are separate entities. Both are certified by Medicare and Medi-Cal to provide skilled nursing care services. The facilities provide long- and short-term nursing services, restorative nursing, rehabilitation services, activities programs, and social services.

## PROJECT DETAILS

Due to an aging population which raises patient acuity and new requirements under the Affordable Care Act, the Companies are experiencing changes in its operations and services. In the past, patients would remain in the hospital following surgery or other acute care. Today, patients are turning to skilled nursing facilities for multi-faceted post-acute care. This has increased patient volume.

Chaya must train its staff to provide new or advanced care services; implement system-wide software upgrades including Electronic Medical Records and International Classification of Diseases-10 (ICD 10); and develop Quality Assurance and Performance Improvement programs. The goals of training are to increase patient satisfaction scores; reduce or eliminate re-admissions; improve staff knowledge of advanced technologies; and increase the compliance and accuracy of all patient care documentation.

### Retrainee - Job Creation

In support of Job Creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Between the two facilities, the patient volume growth has averaged 16.5% annually. Both plan to hire additional staff to support an increasing patient census, unit expansions, and an overall strategic plan for new programs and services. Currently, the two facilities are at 80% capacity and Job Creation trainees will be distributed between the two facilities.

The Companies are committed to hiring 48 frontline staff under Job Number 2 during the term of the Agreement. The Companies represent that the date-of-hire for all trainees in the Job Creation program will be within the four-month period before contract approval or within the term-of-contract. [Note: The usual date-of-hire “window period” for this program is three months. In this case, because the proposal was held over due to cancellation of the Panel meeting in December 2014, and the Company has already started hiring, staff recommends extending this period by one additional month.] The Companies also represent that these trainees will be hired into “net new jobs” as a condition of contract.

### Training Plan

**Medical Skills Training** (70%)

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

Approximately 86 trainees including Registered Nurse (RN), Licensed Vocational Nurse (LVN), Certified Nursing Assistant (CNA), Minimum Data Set (MDS) Coordinator, and Social Service

Worker will participate in MS training. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function.

Training will enable RN, LVN, and CNA trainees to improve their skillsets to identify patients' conditions and determine the best course of action in the patient's overall care. MDS Coordinators is an RN who conducts assessments of a patient's physical, medical, cognitive, psychosocial, and rehabilitative status. Training will equip the MDS Coordinators with the skills necessary to work directly with other licensed nurses and physicians to communicate assessment schedule and determine the proper plan of patient care. Social Services Workers will acquire knowledge of the causes and natural courses of diseases, understand the many different mental health problems and receive appropriate training to recognize behaviors, understand needs and barriers, communicate effectively, and provide appropriate services for patients.

Medical Skills training is reimbursed at a blended rate of $22 per hour. This blended rate recognizes the higher cost of delivery for clinical training. It will apply to both the Didactic and Preceptor modes of delivery.

**Computer Skills** (15%) - Training will be offered to all trainees in the use of various medical software solutions. Training will encompass new ICD 10 coding and health records. Also, Intermediate and Advanced Microsoft Office training will be delivered to select trainees.

**Continuous Improvement** (15%) - Training will be offered to all occupations. Training topics will focus on performance and quality improvements. Training is necessary to improve documentation skills to foster quality and continuity of care and increase effective communication and problem solving abilities.

**Commitment to Training**

The Companies spend up to $55,000 annually each. Employee training includes basic skills updates, sexual harassment prevention, new hire classroom and preceptor-led training, safety training, fire codes, and mandated compliance training.

The Companies represent 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 Infrastructure

  An administrative subcontractor will assist the Companies with ETP project administration. In addition, each facility will have a designated staff member to oversee the training, coordinate training and resources, and collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

**Turnover Rate**

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover rate if the employer provides evidence that the proposed training will significantly decrease the turnover, or if the employer experienced a singular reduction in workforce, or if industry data supports a higher turnover rate. (Title 22, CCR, Section 4417(a).)

The Companies are requesting a waiver to the turnover rate based on industry data. According to the American HealthCare Association (AHCA), the 2012 median turnover rate for all employees in America's skilled nursing care centers is 44%, an increase of almost 6% from 2011. The AHCA cites that the main cause of the high turnover is workers moving from skilled nursing facilities to hospitals (traditionally, hospitals pay high salaries). While industry turnover rates remain high, the Companies' average turnover has been trending downwards (32% for 2012, 25% for 2013, and 23% to date for 2014). The Companies do point to [workers moving from skilled nursing facilities to hospitals] as a main factor of high turnover (as high as 5%).

If the Panel chooses to fund this training despite the Company's high turnover rate, it may impose a penalty whereby failure to stay under a maximum rate will trigger forfeiture of 25% of the amount earned for each trainee. The trigger rate is typically 20%, as measured by turnover during the final 12 months of the ETP Agreement. (Title 22, CCR, Section 4417(a).)

If the company exceeds the trigger rate, it will forfeit 25% of the amount earned for each trainee. However, given the company's downward trend in turnover and the higher than normal industry turnover, staff recommends a 25% trigger rate for the turnover penalty.

A turnover penalty will not be assessed for Job Number 2 consistent with Panel Guidelines for Retrainee – Job Creation.

**Special Employment Training (SET)**

Under SET, an employer is not required to demonstrate out-of-state competition. Trainees must earn at least the Statewide Average Hourly Wage at the end of the retention period. However, for trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to $20.32. Chaya requests this wage modification for trainees in Job Number 1 as needed to train entry-level healthcare workers in lower-wage occupations such as CNAs. The training will provide these workers with opportunities for promotion, wage increases, and long-term job security.

## RECOMMENDATION

Staff recommends approval of this proposal with the 25% trigger rate.

## DEVELOPMENT SERVICES

Chaya retained National Training Systems, Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of $14,939.

## ADMINISTRATIVE SERVICES

Chaya also retained NTS 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:

### MEDICAL SKILLS - DIDACTIC

- Advanced Cardiac Life Support
- Basic Life Support
- Behavior Management
- Cardiac Conditions
- Change of Condition Management
- Dementia/Alzheimer's
- Diabetic Management
- End of Life Care
- Enteral Management
- Gastrointestinal System
- Incontinence Management
- Infection Control
- Interdisciplinary Team Process
- Intravenous Therapy
- Medication Administration Management
- Neurological Conditions
- Neurovascular System
- Pain Management (Acute and Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Physical, Occupational, Speech Therapy
- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)
- Psychotropic Medication Management
- Resident and Family Education
- Resident Emergency Response
- Residents with Special Needs
- Respiratory Care
- Restorative Nursing Program
- Restraint and Restraint Reduction
- Skeletal/Orthopedic Conditions
- Urinary Management
- Wound Management

### MEDICAL SKILLS - PRECEPTOR

- **Inpatient Care Unit**
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus
  - Assessing Patients Receiving Tube Feedings
  - Enteral Management
    - Bolus
    - Intermittent
    - Continuous
  - Cardiac Conditions
  - Clinical Skills Review

- Dementia/Alzheimer's
- Feeding Tube
  - Insertion
  - Site Care
  - Removal
- Gastrointestinal Conditions
- Incontinence Management
- Infection Control
- Intravenous Therapy
- Managing Patients with Neurovascular Conditions
- Medication Management
- Patient Assessment and Care
- Patient Safety
- Preventing and Identifying Complications Related to Tube Feedings
- Residents with Special Needs
- Respiratory Care
- Skeletal/Orthopedic Conditions
- Wound Management

**COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Electronic Tablet
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- Patient Services Billing Software

**CONTINUOUS IMPROVEMENT**

- Clinical Services System Management
- Communication Skills
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Customer Service
- Documentation
- Incident/Accident Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Medical Records
- Mobility Skills
- Problem Analysis and Problem Solving
- Resident Centered Care
- Team Building

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

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Cobham Advanced Electronic Solutions Inc.

## Agreement Number: ET15-0396

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** L. Lai

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Job Creation Initiative<br>Priority Rate<br>Retrainee | Industry Sector(s): | Manufacturing<br>Aerospace and Defense<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Santa Clara | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 1,400 | U.S.: 3,700 | Worldwide: 10,100 |
| Turnover Rate: | 4% | | |
| Managers/Supervisors: (% of total trainees) | 11% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $199,110 | | $0 | $0 | | $199,110 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $205,000 |

## 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<br>Priority Rate | Business Skills, Cont. Imp., Computer Skills, Hazard Materials, Mfg Skills | 315 | 8-200 | -0- | $594 | $16.44 |
| | | | | Weighted Avg: 33 | | | |
| 2 | Retrainee<br>Priority Rate<br>Job Creation Initiative | Business Skills, Cont. Imp., Computer Skills, Hazard Materials, Mfg Skills | 15 | 8-200 | -0- | $800 | $13.70 |
| | | | | Weighted Avg: 40 | | | |

**Minimum Wage by County:** Santa Clara County: Job Number 1 - $16.44 per hour; Job Number 2 - $13.70 per hour.

**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 $3.19 per hour for Job Number 1 and up to $1.70 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

**Wage Range by Occupation**

| Occupation Titles | Wage Range | | Estimated # of Trainees | |
|---|---|---|---|---|
| | Job Number 1 (Retrainees) | Job Number 2 (Job Creation) | Job Number 1 | Job Number 2 |
| Administrative Staff | | | 22 | 2 |
| Customer Service Staff | | | 2 | n/a |
| Director*/Manager | | | 16 | n/a |
| Engineer | | | 33 | 3 |
| Sr. Engineer | | | 22 | n/a |
| Information Technology Staff | | | 4 | n/a |
| Production Worker | | | 102 | 5 |
| Sales/Marketing Staff | | | 3 | n/a |
| Supervisor | | | 19 | n/a |
| Technical Support Staff | | | 92 | 5 |

*Directors function at a managerial level, are not part of the executive team, and do not make company policies.

## INTRODUCTION

Located in San Jose, Cobham Advanced Electronics Solutions Inc. (Cobham) is a wholly owned subsidiary of Cobham Defense Electronic Systems, itself a subsidiary of Cobham, Plc of the United Kingdom. Founded in 1983, Cobham designs, manufactures, and tests passive and active microwave modular components and sub-components. Cobham also designs and manufactures waveguide switches, coaxial switches, waveguide circulators, and integrated assemblies for radar applications. Customers are in the electronic warfare, missiles, radar, communication, navigation and space markets.

## PROJECT DETAILS

Cobham is expanding its product lines and increasing production capacity to meet growing demands. In addition, customers are demanding increased quality and reduced delivery times and costs. In response, Cobham is implementing a Quality initiative, “Excellence in Delivery”, and expanding Lean manufacturing/Six Sigma techniques to improve manufacturing processes.

The proposed training will improve operating processes and manufacturing efficiency which will help increase customer satisfaction and sales.

### Retrainee - Job Creation

Cobham has committed to hiring 15 new employees (Job Number 2). 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. Trainees will be hired into “net new jobs” as a condition of contract.

The Company hired 30 people in 2014 and plans to expand business capacity by adding new employees to existing functions. Cobham currently operates a 130,000 square foot facility and has unused production capacity to accommodate the 15 new employees. The Company is also investing more than $2 million in a new Oracle computer system and converting its legacy computer systems to Microsoft Office 2007.

### Training Plan

**Business Skills** (15%): Training will be offered to Administrative Staff, Customer Service Staff, Directors, Managers, Supervisors and Sales/Marketing Staff. Trainees will receive training on Communication Skills, Proactive Listening, Priority Management and other skills. Engineers, IT Staff and Technical Support Staff will receive training on Presentation Skills, Product Knowledge, Technical Writing, and Time and Priority Management. Training will improve communication and operational efficiencies while reducing errors and operating costs.

**Computer Skills** (20%): Training will be offered to all occupations except Production Workers. Depending on specific job function, trainees will learn how to navigate and troubleshoot new Oracle applications, project software, Microsoft Office, Computer-Aided Design, ERP, networking, and computer-assisted engineering. Training will improve employees’ computer skillsets and workplace efficiency.

**Continuous Improvement** (25%): Training will be offered to all occupations. Course topics include Excellence in Delivery, Continuous Process Improvement, Lean Manufacturing, 5S, Six Sigma, Team Problem Solving, and Troubleshooting processes. Training will improve product quality, reduce waste, improve on-time deliveries, and increase sales.

**Hazardous Materials** (5%): Training will be provided to Production Workers and Technical Support Staff. Training topics include Hazard Communication, Hazardous Waste, HAZMAT Requirements, and Emergency Response Team Training. Training will reduce injuries on-the-job and contain hazardous events.

**Manufacturing Skills** (35%): Training will be offered to Production Workers and Technical Support Staff. Trainees will receive training in Assembly Procedures and Methods, Cross-Functional Equipment training, Inspection Procedures, Machine Operations, Production Systems, Standard Operating Procedures, and Troubleshooting. These skills will increase manufacturing productivity and improve profitability.

**Commitment to Training**

The Company's annual training expenditure is approximately $75,000. Past training includes new-hire orientation, OSHA mandated training, sexual harassment, first aid, basic computer skills, and function specific on-the-job training.

Cobham 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

The HR Director will be in charge of implementing the training program and will be assisted by a HR Specialist who will coordinate scheduling and training. A Senior HR Manager and HR Business Partner will also be available to advise the HR Director on training strategies and corporate goals. An administrative subcontractor will also assist with administrative processes.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

National Training Company, Inc. (NTC) in Irvine assisted with development of this proposal at no cost.

## ADMINISTRATIVE SERVICES

NTC will also perform administrative services for an amount 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:

## BUSINESS SKILLS

- Business Grammar and Writing Skills
- Coaching and Mentoring
- Communication Skills
- Conflict Management
- Customer Service and Sales Skills
- Effective Business Reports
- Financial Systems
- Goal Setting
- Managing Change
- Negotiation Skills
- Performance Management Skills
- Presentation Skills
- Proactive Listening
- Product Knowledge
- Project Management
- Technical Writing
- Time and Priority Management

## COMPUTER SKILLS

- Computer-Aided Design
- Computer-Assisted Engineering
- Computer Networking
- Computer Applications
- Computerized Inventory
- Enterprise Resource Planning Systems
- Database Administration
- Internal Customer Applications
- Internet Applications
- Microsoft Office (Intermediate and Advanced)
- Oracle Software Applications
- Project Software
- Software Systems

## CONTINUOUS IMPROVEMENT

- AS9100
- Continuous Process Improvement
- Excellence in Delivery
- Error Proofing
- Kaizen Training
- ISO 14001 Initiative
- Leadership Skills
- Lean Manufacturing
- Measuring for Success
- Process Mapping

- Quality Systems Training
- Root Cause Analysis
- 5 S Training (Sort, Set in Order, Shine, Standardize, Sustain)
- Scheduling & Planning
- Six Sigma
- Standard Work Instructions
- Team Building
- Team Problem Solving
- Train-the-Trainer
- Troubleshooting Processes
- Value Stream Mapping
- Visual Management
- Waste Analysis and Elimination
- Working as a Team

**HAZARDOUS MATERIALS**

- Hazard Communication
- Hazardous Materials
- Hazardous Waste
- HAZMAT Requirements
- Emergency Response Team Training
- HAZMAT Training

**MANUFACTURING SKILLS**

- Assembly Procedures & Methods
- Control Systems
- Design Standards & Processes
- Equipment Cross-Training
- Equipment Maintenance/Repair Skills
- Forklift Certification
- Inspection Procedures
- Machine Operation
- Maintenance Procedures
- Mechanical Systems
- Microwave Assemblies
- Production Systems
- Soldering Skills
- Standard Operating Procedures
- Tuning and Test Procedures
- Troubleshooting
- Wire Bonding Skills

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

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Shields Nursing Centers, Inc.

## Agreement Number: ET15-0406

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** L. Lai

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Job Creation Initiative<br>Medical Skills Training<br>Priority Rate<br>Retrainee<br>SET | Industry Sector(s): | Healthcare Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Contra Costa | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☒ Yes ☐ No SEIU-United Healthcare Workers-West | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 160 | U.S.: 160 | Worldwide: 160 |
| Turnover Rate: | 16% | | |
| Managers/Supervisors: (% of total trainees) | N/A | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $284,616 | | $0 | $0 | | $284,616 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $374,784 |

## 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<br>Medical Skills Training<br>Priority Rate<br>SET | MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp. | 78 | 8-200 | 0 | $1,656 | $20.55 |
| | | | | Weighted Avg: 92 | | | |
| 2 | Retrainee<br>Medical Skills Training<br>Priority Rate<br>SET<br>HUA | MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp. | 34 | 8-200 | 0 | $1,422 | $14.97 |
| | | | | Weighted Avg: 79 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>Medical Skills Training<br>Priority Rate<br>SET | MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp. | 35 | 8-200 | 0 | $3,060 | $14.97 |
| | | | | Weighted Avg: 153 | | | |

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry) - $20.55 per hour; *Job Number 2 (SET/HUA) $16.44 per hour in Contra Costa; *Job Number 3 (SET/Job Creation) – $13.70 per hour in Contra Costa

*These trainees will meet the Collective Bargaining Agreement wage of $14.97.

**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 $4.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1 (SET/Retrainees)** | | |
| Certified Nurse Assistant | | 22 |
| Licensed Vocational Nurse | | 6 |
| Registered Nurse | | 33 |
| Therapist | | 9 |
| Therapy Assistant | | 8 |
| **Job Number 2 (SET/HUA)** | | |
| Certified Nurse Assistant | | 34 |
| **Job Number 3 (SET/Job Creation)** | | |
| Certified Nursing Assistant | | 14 |
| Registered Nurse | | 19 |
| Respiratory Therapist | | 2 |

## INTRODUCTION

Founded in 1965, Shields Nursing Centers, Inc. (Shields) operates two nursing centers in Richmond and El Cerrito that specialize in providing long-term care. Both facilities are certified by Medicare and Medi-Cal to provide skilled nursing care and rehabilitation services.

## PROJECT DETAILS

Shields provides quality comprehensive healthcare. All services are referrals from acute care hospitals. A rise in patient population is expected to grow due to an aging population, the Affordable Care Act, competitive pricing of services, and patient acuity.

To support patient volume growth and the associated demand for services, Shields must train its staff to provide new and advanced care services; implement system-wide software upgrades including Electronic Medical Records; and develop Quality Assurance and Performance Improvement programs. Training will help to increase patient satisfaction scores; reduce re-admissions; improve staff knowledge of advanced technologies; and increase the compliance and accuracy of all patient care documentation.

### 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 September 2015, Shields will open two sub-acute treatment units at its Richmond and El Cerrito facilities. Currently, the two facilities are at 80% capacity. Both facilities plan to hire additional staff to support an increasing patient census and new services.

Shields is committed to hiring 35 frontline staff (CNAs, RNs, Respiratory Therapists) during the term of the Agreement. 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.

### Training Plan

**Medical Skills Training** (70%) – Training will be offered to all occupations. Trainees will utilize didactic and/or clinical with preceptor training methodologies as it pertains to their job function.

Training will equip workers with an understanding of advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Trainees will also increase skill sets to competently provide ventilator and tracheotomy care, wound management, cardiac care, atrial fibrillation, prevention of ventilator acquired pneumonia, infection control, pain management, intravenous therapy, diabetes management, dialysis care, medication management and administration, behavior management, psychotropic medication management, and dementia/Alzheimer’s patient care skills.

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

**Computer Skills** (10%) – Training will be offered to all occupations in Electronic Medical Records software to accurately enter and retrieve patient information. In addition, Intermediate and Advanced Microsoft Office training will improve the accuracy and reporting of daily activities.

**Continuous Improvement** (20%) – Training will be offered to all occupations to improve team building, culturally appropriate care, documentation, customer service, communication skills, and quality improvement.

**Commitment to Training**

Shields spends approximately $50,000 annually for each facility. Training includes new hire orientation, sexual harassment prevention, safety, basic computer skills, and skills update.

Shields 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 Infrastructure

An administrative subcontractor will assist the Company with ETP project administration. In addition, the Director of Staff Development at each facility will oversee the training program and a designated staff will coordinate training-related resources, collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

**Special Employment Training/High Unemployment Area**

- **Wage Modifications**

Under SET, an employer is not required to demonstrate out-of-state competition. Trainees must earn at least the Statewide Average Hourly Wage at the end of the retention period. However, for trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to $20.55. Shields requests this wage modification for trainees in Job Number 1 to train entry-level healthcare workers in lower-wage occupations.

The Company's Richmond facility is in a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. For this reason, trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. Shields is requesting a wage modification for the 34 trainees in Job Number 2 who work at the Richmond facility. This modification is 25% below the standard ETP Minimum Wage of $16.44 down to a modified wage of $14.97. This is a collective bargaining minimum wage; therefore, post-retention wage does not need to be different from the start-of-training wage.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

National Training Systems, Inc. (NTS) in Ladera Ranch assisted with development for a flat fee of $14,939.

## ADMINISTRATIVE SERVICES

NTS will also perform administrative services 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:

## MEDICAL SKILLS TRAINING - DIDACTIC

- Advanced Cardiac Life Support
- Annual Skills Update
- Basic Life Support
- Behavior Management
- Body Mechanics
- Cardiac Conditions
- Change of Condition Management
- Dementia/Alzheimer's
- Diabetic Management
- End of Life Care
- Enteral Feeding Tube Management
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Gastrointestinal System
- Incontinence Management (colostomy care, urinary catheter care)
- Infection Control
- Interdisciplinary Team Process
- Intravenous Therapy
- Laboratory (Arterial Blood Gas Interpretation and Electrolyte Imbalance)
- Medication Administration Management
- Neurological Conditions
- Neurovascular System
- Pain Management (Acute and Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Transfer Techniques
- Physical, Occupational, Speech Therapy
- Pro Act - Professional Assault Crisis Training and Certification
- Psychotropic Medication Management
- Resident and Family Education
- Resident Emergency Response
- Residents with Special Needs
- Respiratory Care
- Restorative Nursing Program
- Restraint and Restraint Reduction
- Skeletal/Orthopedic Conditions
- Urinary Management (foley catheter, input/output)
- Wound Management

## MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

- **Inpatient & Outpatient Care Unit:**
  - Activities of Daily Living
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus

- Assisting and Performing Self-Care Skills with Patients; Facilitating Functional Gains of Each Patient
- Assistive Devices
- Bowel and Bladder Training of Patients
- Breathing Patterns and Respiratory Function
- Cardiac Conditions
- Charting
- Clinical Skills Review
- Colostomy Care
- Conduct Range of Motion Exercises with Patient
- Dementia Care
- Dementia/Alzheimer's
- Enteral Management (Bolus, Intermittent, and Continuous)
- Equipment/Modalities
- Feeding Tube (insertion, Intermittent, and Continuous)
- Functional Mobility and Ambulation
- Gastrointestinal Conditions
- Hazardous Waste Handling
- Identification of Patient Change in Condition
- Identification of Skin Impairments and Prevention
- Incontinence Management (colostomy care)
- Infection Control
- Intravenous Therapy
- Isolation Techniques
- Managing Patients with Neurovascular Conditions
- Medication Management
- Monitor Blood Pressure of Patients
- Monitoring of Cardiovascular Changes such as Vital Signs, Endurance, Level of Consciousness
- Operate Safety Devices with Patient
- Pain Management
- Patient Assessment and Care
- Patient Care of Foot and Hand
- Patient Safety
- Positioning of Patients for Correct Body Alignment
- Preventing and Identifying Complications Related to Tube Feedings
- Procedures for Temperature Check for Hydrocollator/Paraffin
- Proper Use of Exercise Equipment
- Rehabilitation Services (Physical, Occupational, and Speech Therapy)
- Residents with Special Needs
- Respiratory Care
- Safe Linen Handling
- Safe Patient Handling
- Skeletal/Orthopedic Conditions
- Therapeutic Activities
- Therapeutic Exercises
- Therapeutic Safety
- Use of the Call Light System
- Wound Management

**COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Electronic Tablet for Bedside Charting
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- Patient Services Billing Software

**CONTINUOUS IMPROVEMENT**

- Administration
- Clinical Services System Management
- Communication Skills
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Customer Service
- Documentation
- Incident/Accident Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Medical Records
- Mobility Skills
- Problem Analysis and Problem Solving
- Resident Centered Care
- Team Building

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

ET15-0406

UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

Dave Regan - President
Stan Lyles - Vice President

560 Thomas L. Berkley Way
Oakland, CA 94612
510-251-1250
FAX 510-763-2680

5480 Ferguson Drive
Los Angeles, CA 90022
323-734-8399
FAX 323-721-3538

www.SEIU-UHW.org

February 25, 2015

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

To Whom It May Concern:

This letter is to confirm the support of SEIU United Healthcare Workers-West for Shields Nursing Center Inc training proposal as submitted to the Employment Training Panel.

For the Union,

Norma Gutierrez
Nursing Home Director
SEIU United Healthcare Workers-West
560 Thomas L. Berkley Way
Oakland, CA 94608
Cell: 510-517-5948
Fax: 510-763-2680
E-Mail: ngutierrez@seiu-uhw.org

CC: Files

# RETRAINEE - JOB CREATION

## Training Proposal for:

# J.R.R. Enterprises Inc. dba Caltronics Business Systems

## Agreement Number: ET15-0411

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** L. Fraizer

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Job Creation Initiative<br>HUA | Industry Sector(s): | Services<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | Sacramento, Alameda, Santa Clara, Fresno, Los Angeles, Placer, Sonoma | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 280 | U.S.: 300 | Worldwide: 300 |
| Turnover Rate: | 7% | | |
| Managers/Supervisors: (% of total trainees) | 13% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $303,530 | | $0 | $0 | | $303,530 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $537,000 |

## 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<br>HUA | Buisness Skills, Commercial Skills, Computer Skills, Management Skills, PL-Commercial Skills | 225 | 8-200 | 0-39 | $1,170 | $16.54 |
| | | | | Weighted Avg: 78 | | | |
| 2 | Retrainee<br>Job Creation<br>HUA | Business Skills, Commercial Skills, Computer Skills, Management Skills, PL-Commercial Skills | 19 | 8-200 | 0-53 | $2,120 | $16.54 |
| | | | | Weighted Avg: 106 | | | |

**Minimum Wage by County: Job Numbers 1 and 2:** $15.07 per hour for Sonoma, Placer & Fresno Counties; $15.75 per hour for Sacramento County; $15.97 per hour for Los Angeles County; and $16.44 per hour for Alameda & Santa Clara 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

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Job Number 1 | | |
| Warehouse Staff | | 5 |
| Driver | | 5 |
| Administration Staff | | 32 |
| Solutions Engineer | | 9 |
| Sales Representative | | 47 |
| Supervisors | | 24 |
| Trainer | | 7 |
| Technician | | 96 |
| **Job Number 2** | | |
| Technician | | 10 |
| Administration Staff | | 4 |
| Solutions Engineer | | 1 |
| Sales Staff | | 4 |

## INTRODUCTION

Founded in 1976, J.R.R. Enterprises Inc., dba Caltronics B.S. (Caltronics) www.caltronics.net, is a family owned and operated business. The Company sells, leases, and services copy and facsimile machines including high-speed digital copiers and printers, multi-functional devices, and software for document management and retrieval. Caltronics is one of the largest independent dealers of KonicaMinolta in the country, offering software solutions that increase efficiency and competition within the office products and services industry.

Headquartered in Sacramento, Caltronics has 10 locations in California and one location in Arizona. It is anticipated that staff from seven Caltronics locations will participate: Sacramento, Pleasanton, San Jose, Fremont, Fresno, Irwindale, and Rocklin. Training will be conducted at all work sites.

Caltronics experiences competition from manufacturers such as Canon, Konica Minolta, Sharp, and Toshiba; as well as other independent dealers. Caltronics sells and installs products and provides full service maintenance as a Pro-Tech Certified Company. Caltronics has sold and installed more digital systems than most other independent dealers in the United States and has been a top Western Regional Konica Minolta dealer for over 20 years. The Company's customer base consists of large and small business, federal and state government, municipalities and school districts throughout California.

Caltronics is eligible for standard retraining as a company primarily engaged in providing services directly to customers located both inside and outside of California.

### Need for Training

Caltronics is committed to providing the highest level of customer service before and after every sale, which means staying current with new technology. The digital office products industry is constantly evolving as new products and software are introduced (e.g. Bizhub Press and Pro).

Caltronics provides service and support for office products as well as the software utilized. Training will focus on new technological skills that are important to properly diagnose and correct issues in the areas of machine repair, troubleshooting, and customer care.

## PROJECT DETAILS

### Commitment to Training

Caltronics currently has an annual training budget of $ 100,000 which includes manufacturing specific technical training, business skills training, customer service training, sales training, and industry-specific internal software training.

Caltronics 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 Infrastructure

Caltronics will have executive staff, as well as, senior frontline staff, at each location. They will be responsible for scheduling training, collecting completed rosters and sending them to the corporate office, as in addition, Caltronics is using Integrated Solutions as their contract administrator for the enrollment and tracking of trainee hours.

**High Unemployment Area**

The 23 trainees in Job Number 1 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's location in Fresno qualifies for HUA status under these standards. However, Caltronics is not asking for a wage and/or retention modification.

**Retrainee - Job Creation**

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Konica Minolta comes out with new equipment throughout the year to meet the needs of the constantly expanding technology market that drives its devices. An example of which is Konica Minolta's award-winning Bizhub products that speed up output and streamline workflow with multifunctional productivity. Caltronics is expanding their existing business capacity by introducing these Bizhub products to their customers and in doing so will move the Company into an expanding market.

As technology advances throughout the years, the demand for machinery at the forefront of the office products and services industry has increased considerably. This increase in demand necessitates the hiring of new Technical, Administrative, Engineering, and Sales Staff. Caltronics is currently in a steady, controlled, growth mode and is planning on incorporating Job Creation staff at all of the proposed facilities.

In this proposal, Caltronics has committed to hiring 19 new employees as shown in Job Number 2. Caltronics Business represents that the date-of-hire for all trainees in Job Number 2 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.

**Training Plan**

**Business Skills** (20%) – Training will be offered to Technicians, Warehouse staff, Supervisors, Trainers, and Sales Representatives. The goal is to equip the workforce with an understanding of the Company's products and improve communication with internal and external customers.

**Computer skills** (10%) - Training will be offered to all occupations to increase productivity and improve proficiency in various software platforms and applications. Topics will include Desktop Applications, Software, Programming Languages, and Project Management Software Applications.

**Commercial Skills** (30%) – Training will be offered to all occupations. Courses include Decision Making, Corrective and Preventative Actions, Management Controls, Process Validations and Complaint Management Systems. Training will improve the Company's service, quality, reliability, delivery time, and order accuracy by providing a common language and a consistent methodology for how its employees meet customer requirements.

**Management Skills** (7%) – Training will be offered to Supervisors to effectively manage personnel by improving business processes, increasing team rapport, and resolving work challenges.

**Productive Laboratory** (20%)

The Panel recently adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting. PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training, and special attendance rosters will be used to assist in monitoring.

Training will be offered to all Technicians and job specific Solutions Engineers. Productive Lab training will supplement Class/Lab training to strengthen employees; understanding of how to perform equipment/operations related jobs. Many of the office machines that Caltronics services are only accessible in the field. Every customer environment is different and the varied sites bring unique perspective that cannot be simulated in a Class/Lab setting.

Incumbent workers in Job Number 1 and Job Creation trainees in Job Number 2 will receive between 0-40 hours of PL training with a trainer-to trainee ratio of 1:1.

The trainers will be product knowledge experts in the course topic and will provide demonstration of tasks prior to observing a trainee perform the job. Coaching and mentoring will be provided by the trainer until the trainee has been determined to be competent in the skill. During PL training trainees are not held to productivity standards since their specific goal is learning. Training will consist of machine or software specific service or maintenance techniques. Troubleshooting, maintenance, adjustments, calibration, programing and proper service techniques will be covered during PL training depending on the needs of the trainee and the machine requirements. Trainees will receive training on Konica Minolta Office Systems, Productive Print Machines, and Desk-top printing machines.

**Computer Based Training (CBT)** (13%) Trainees will receive Business Skills, Computer Skills, Commercial skills, and Management Skills to supplement class/lab training. The recipients of this training will include Technicians, Solutions Engineers and Supervisors.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Caltronics retained Integrated Solutions in Redwood City to assist with development of this proposal for a flat fee of $6,000.

## ADMINISTRATIVE SERVICES

Caltronics also retained Integrated Solutions to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## TRAINING VENDORS

PSigen of Bend, Oregon has been retained to provide certification training for a fee of $6,000.

Access Control Devices, Inc. of Little Rock, Arkansas has been retained to provide on-site Commercial Skills training for a fee of $ 8,310.

Other trainers will be identified for ETP record-keeping purposes, as they are retained by Caltronics.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Accounting
- ADP Workforce Now
- Marketing
- Inventory Control
- Product Knowledge
- Business and Report Writing
- Conflict Management
- Interpersonal Skills
- Customer Relations
- Identifying Customer Needs
- Handling Customer Requests
- Resolving Customer Complaints
- Customer Needs
- Leadership Skills

**COMMERCIAL SKILLS**

- Repair and Maintenance
- Equipment Setup
- Process Improvement
- Trouble Shooting

**COMPUTER SKILLS**

- Microsoft Office Intermediate & Advanced
- Computer Networking
- Network Management
- Decision Making

**MANAGEMENT SKILLS (Supervisors/Managers Only**

- Leadership
- Decision Making
- Teambuilding

**Productive Lab** (Ratio 1:1)

0 – 40

**COMMERCIAL SKILLS**

- Equipment Operation (2-8 Hour)
- Software Programing (2-8 Hour)
- Optical Character Recognition (2-8 Hours)

**CBT Hours**

Job No.1 (0-39)
Job No.2 (0-53)

**COMMERCIAL SKILLS**

- Association Certification (28 Hour)
- Professional Certification (14 Hour)
- Expert Color Certification (11 Hour)
- Expert Production Print Certification (11 Hour)
- Expert Network Certification (19 Hour)
- Expert Office Solutions Certification (15 Hour)
- Master Color Certification (8 Hour)
- Master Production Print Certification (8 Hour)
- Master Office Solutions Certification (8 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.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Nichols Farms

## Agreement Number: ET15-0398

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Jones

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>Retrainee<br>HUA | Industry Sector(s): | Manufacturing<br>Agriculture<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Kings | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 320 | U.S.:320 | Worldwide: 320 |
| Turnover Rate: | 13% | | |
| Managers/Supervisors: (% of total trainees) | 9% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $423,000 | | $0 | $0 | | $423,000 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $450,000 |

## 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<br>Priority Rate<br>HUA | Computer Skills, Continuous Impr, Mfg Skills, Literacy Skills | 250 | 8-200 | 0 | $1,692 | $11.30* |
| | | | | Weighted Avg: 94 | | | |

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

**Minimum Wage by County:** Job Number 1: $11.30 per hour, HUA minimum wage for Kings 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 $1.30 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrator | | 7 |
| Laborer | | 21 |
| Maintenance Helper | | 7 |
| Maintenance Worker | | 16 |
| Manager | | 12 |
| Office Assistant | | 5 |
| Production Worker | | 155 |
| Quality Assurance Worker | | 17 |
| Supervisor | | 10 |

## INTRODUCTION

Nichols Farms is a family-owned business established in Kings and Tulare Counties in 1958. The Company has more than 1,000 acres of pistachio orchards along with almond orchards and row crops. In 1990, the family started a nut processing plant, handling approximately 20 million pounds of pistachio nuts each year for retail, wholesale and food service customers (along with a substantially lesser amount of almonds). Since then, demand has been so high that the Company now buys pistachios from other growers in the area.

Most of the products are sold in the United States under the name Nichols Farms and in the private brand names of major customers such as Costco, Wal-Mart, Walgreens, and CVS Pharmacies. However, about 20% of the nuts are exported to Europe, Japan, Australia and

China. The Company packages roasted and raw pistachios in packages ranging from 5 ounces to 3 pounds for retail customers and 25 or 30-pound cartons for wholesale and food service customers. The plant has been modernized regularly since opening. Today, most operations are powered by solar energy.

## PROJECT DETAILS

This is the second proposal for Nichols Farms. Training in the previous Agreement focused on new employees and introduced incumbent workers to continuous improvement and Lean production systems. Under this proposal, the Company will institute two main initiatives: cross-training of incumbent workers to improve versatility and efficiency and enhancement of the continuous improvement system to incorporate it into day-to-day culture and operations.

In addition, trainees will need training as the Company continues improving production and offering new products. Raw and finished products –pistachios and almonds, both conventional and organic – will have to be handled, processed and stored differently at every stage of growing and processing to avoid cross-contamination and ensure food safety. Shared equipment will have to be sanitized in different ways between jobs to produce quality products. To meet market growth for health conscious consumers seeking natural foods, Nichols Farms is installing a new roaster in its processing plant to increase volume of production. Lastly, trainees will be trained to capture and utilize byproducts, such as oil in the roasting process, to reduce waste.

### Training Plan

Training will include quality concepts, team skills, Lean manufacturing, designing improvement projects, problem solving, and optimizing work cells.

**Computer Skills (10%)** - Training will be offered to Administrators, Office Assistants, Managers, and Supervisors. Trainees need to understand how to use the Company software in order to perform their job duties. Computer training will be provided in applications software, Enterprise Resource Planning, and shop floor operations.

**Manufacturing Skills (35%)** - Training will be offered to Laborers, Maintenance Workers, Production Workers, and Quality Assurance Workers. The Company's products are dependent on machines and understanding how to operate them is crucial. Training will include farm management, sorting equipment, roasters, packaging equipment, and maintenance.

**Continuous Improvement (35%)** – Training will be offered to all occupations. Training will improve plant efficiency and production to keep up with a growing market. Training will include quality concepts, team skills, Lean manufacturing, problem and waste analysis, designing improvement projects, implementing improvements, optimizing work cells, communications skills, using data to improve performance, and related job-specific practices.

**Literacy Skills (10%)** – Training will be offered to Laborers, Maintenance Workers, and Production Workers. Training will enable frontline workers to progress to leadership positions and handle more complex tasks.

### Seasonal Workers

Although Nichols Farm is an agricultural organization and have seasonal workers, this proposal will focus on providing training to permanent, full-time workers.

**Substantial Contribution**

Nichols Farms is a repeat contractor with projected payments earned in excess of $250,000 at the Hanford facility within the past five years (See Active Project Table.). However, Nichols Farms is not subjected to a substantial contribution as Job Creation earned funds are not used in calculating the need for a substantial contribution. Under the active Agreement, Nichols Farms will not earn over $250,000 for incumbent retrainees.

**Commitment to Training**

Nichols Farms spends $500,000 annually, per facility, on training. The Company currently provides safety training, standard operating procedures (as necessary), on-the-job training, and equipment operation. Company representatives state that ETP funding will permit training on a company-wide basis and provide more training on a faster timetable. Nichols Farms will continue to train new and existing employees after the conclusion of this Agreement.

Nichols Farms 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 Infrastructure

Nichols Farms is ready to start training immediately. The Company has dedicated four part-time staff members to administer the project. Additionally, the Company will subcontract with Steve Duscha Advisories for ETP project administration functions.

**High Unemployment Area**

All trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%.

➢ Wage Modification

Nichols Farms is requesting a post-retention wage modification for all trainees in this proposal to 25% below the ETP Minimum Wage. The modified post-retention wage would be reduced from $15.07 per hour to $11.30 per hour, as shown in the Training Plan Table for Job Number 1.

**Impact/Outcome**

After training, trainees should be able to meet the following objectives, respective to their individual job responsibilities:

- Sort, prepare, package, store, and ship pistachios;
- Demonstrate a thorough knowledge of best safety practices;
- Complete and document all product quality checks;
- Complete and document all food safety checks;
- Actively participate in preventing and correcting potential quality related issues;
- Communicate and interact with others in a manner consistent with Continuous Improvement principles;
- Initiate, organize, and actively participate in team meetings, committees, and task forces;

- Demonstrate proficiency in multiple operations skill areas;
- Use packaging-forming, -wrapping, and -bundling equipment;
- Understand, use, and follow standard operating procedures;
- Understand and perform maintenance on specified equipment; and
- Follow inventory control procedures.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET13-0319 | $294,300 | 04/1/2013–03/31/2015 | 220 | 233 | 6 |

Based on ETP Systems, 17,390 reimbursable hours have been tracked for potential earnings of $294,300 (100% of approved amount).

## DEVELOPMENT SERVICES

Nichols Farms retained Steve Duscha Advisories in Sacramento to assist with development of this proposal for a flat fee of $15,000.

## ADMINISTRATIVE SERVICES

Nichols Farms also retained Steve Duscha Advisories to perform administrative services in connection with this proposal 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:

### COMPUTER SKILLS

- Applications Software
- Enterprise Resource Planning System
- Shop Floor Computer Operations

### CONTINUOUS IMPROVEMENT

- Applying Lean Methodology Tools to Business
- Standardizing Lean Systems Across Business Units
- Kanban Systems
- Creating Lean System Leaders
- Effective Communication Skills
- Leading in a Team Environment
- Selecting Team Members
- Frontline Leadership
- Frontline Problem Solving
- Identifying Lean Projects
- Implementing Lean Projects
- Customer Service Skills
- Protocols for Process Improvement
- Documentation for Process Improvement
- Sustaining Continuous Improvement Systems

### MANUFACTURING SKILLS

- Handling Organic Produce
- Requirements for Organic Produce
- Safe Working Conditions
- Theory and Process for Allergen Separation
- Sanitation Requirements for Processing Organic Produce
- Using Optical Sorters
- Maintenance of Optical Sorters
- Types of Sorts
- Food Safety Principles and Processes
- Creating Standard Operating Procedures
- Using Standard Operating Procedures in Production
- Forklift Operation and Safety
- Packaging Systems
- Roasting Systems
- Managing Inventory
- Sampling and Testing
- Setting Product Parameter Specifications to Maintain Quality
- Chemical Use for Sanitation
- Efficient Turnarounds and Changeovers
- Safety Policies and Procedures
- Preventive Maintenance
- Troubleshooting Equipment Operation
- Setup and Use of Packaging Equipment
- Setup and Use of Roasters

- Good Manufacturing Processes
- Maintenance of Electrical Systems
- Traceability of Product for Food Safety

**LITERACY SKILLS**

- Vocational English as a Second Language
- Basic Math Skills

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training will be limited to 10% of total training hours per-trainee

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

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Rich Products Corporation

## Agreement Number: ET15-0402

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** W.Sabah

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>HUA<br>Job Creation Initiative | Industry Sector(s): | Manufacturing<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Fresno | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No Teamster Local 431 | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 589 | U.S.:3,100 | Worldwide: 7,500 |
| Turnover Rate: | 2% | | |
| Managers/Supervisors: (% of total trainees) | 11% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $108,200 | | $0 | $0 | | $108,200 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $125,500 |

## 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<br>Priority Rate<br>HUA | Commercial Skills, Computer Skills, Continuous Impr., Mfg. Skills, Mgmt Skills, OSHA 10/30 | 140 | 8-200 | 0 | $630 | $15.07 |
| | | | | Weighted Avg: 35 | | | |
| 2 | Retrainee<br>Priority<br>Job Creation<br>HUA | Commercial Skills, Computer Skills, Continuous Impv., Mfg. Skills, OSHA 10 PL-Mfg. Skills | 20 | 8-200 | 0 | $1,000 | $14.00 |
| | | | | Weighted Avg: 50 | | | |

**Minimum Wage by County:** $15.07 per hour for Job Number 1 and $12.33 per hour for Job Number 2 in Fresno 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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Production Staff | | 80 |
| Mechanics/ Maintenance Staff | | 8 |
| Quality Control Staff | | 6 |
| Warehouse Staff | | 12 |
| Sanitation Staff | | 10 |
| Administrative Staff | | 7 |
| Front Line Managers/ Front Line Supervisors | | 17 |
| **Job Number 2** | | |
| Production Staff | | 17 |
| Mechanics/Maintenance Staff | | 3 |

## INTRODUCTION

Founded in 1945, Rich Products Corporation (Rich Foods) www.richs.com developed the world's first frozen non-dairy whipped topping. The Company found its niche in the non-dairy segment of the frozen food industry and has become a world leader in non-dairy toppings,

icings and other emulsions. Headquartered in Buffalo, NY, Rich Foods has a worldwide presence with facilities in Canada, China, Malaysia, Vietnam, India, Australia, Korea, Mexico, Brazil, Argentina, United Kingdom, Russia, Turkey and South Africa. The Company also produces other key products, including cakes/desserts, pizza, bakery products, breads/rolls, shrimp/seafood, appetizers/snacks, meatballs, pasta; and gluten-free and all-natural items. Rich Foods serves the food service industry, in-store bakeries, and retail marketplaces. Customers include Costco, Wal-Mart, California Pizza Kitchen, Smart-n-Final, and a variety of grocery chains. The Company has 4 locations in California. Training will only take place at the Company's Fresno facility.

## PROJECT DETAILS

Rich Foods strives to remain competitive with a strong presence in the California manufacturing community and retain their reputation for quality and service. Rich Foods has made a commitment to retool and maximize production at the Fresno facility rather than seek new modern facilities elsewhere. The Fresno facility requires modernization and implementation of training programs in order to improve efficiency, increase productivity, and allow staff to provide faster customer service.

This is the second proposal for Rich Foods. During the prior ETP contract, Rich Foods focused on Phase 1 of the Manufacturing Line Optimization Program. In the current proposal, Rich Foods plans on instituting an advanced, Phase 2, Manufacturing Line Optimization Program that will further develop staff production efficiency and allow employees to properly integrate data and function adjustments to production equipment. The Company also recognizes the ever-changing need to provide high quality products and services to its customers. Training in this proposal will not duplicate the training in the prior contract as Phase 2 is more advanced and will build on the Phase 1 training.

### Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Rich Foods has committed to hiring 20 new employees (Job Number 2). To increase capacities and expand services, the Company is implementing a new product line that will be introduced mid-2015. A new cinnamon roll product line will utilize current equipment that were previously idle but will be modified to accommodate the new products. The newly modified product line will increase production output and have new production processes, which subsequently will require the addition of 20 New Hire employees during the course of this contract. The date-of-hire 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.

### Training Plan

To remain competitive, the Company will be implementing a training plan that will focus on sanitation practices, handling of production equipment, and inventory management.

**Commercial Skills (15%)** Training will be provided to Mechanics and Maintenance Staff. Training will focus on safe operation, cleaning, maintenance and troubleshooting of refrigeration equipment, rotary valve pumps and boiler machinery.

**Computer Skills (10%)** Training will be offered to all occupations. Training will focus on production scheduling, material tracking, inventory management and increasing production speed. Front Line Supervisors, Warehouse Staff, Administrative Staff and Production Staff will receive training on Materials Resource Planning Software training to measure and monitor inventory, and optimize production capacity.

**Continuous Improvement Skills (20%)** Training will be offered to all occupations. Training will focus on improving productivity, increasing team morale, and standardizing product quality. Leadership courses for Frontline Managers and Frontline Supervisors will allow trainees to coach, mentor, motivate, and advocate for employees.

**Manufacturing Skills (35%)** Training will be offered to all occupations. Training will focus on Manufacturing Line Optimization Program training which will measure production performance, maximize production processes, and make adjustments to machines to achieve maximum output. In addition, sanitation training will allow trainees to improve sanitation and quality control systems.

**Management Skills (5%)** Training will be offered to Frontline Managers and Front Line Supervisors. Training will focus on identifying Company needs and goals, buildings consensus on implementation of goals, communicating plans to the workforce, communication with customers and vendors, and improving inventory control and shipping accuracy.

**OSHA 10/30 (10%)** This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom training for Production Staff, Mechanics, Maintenance Staff, and Warehouse Staff and 30 hours for Frontline Supervisors. The coursework is geared towards construction work and 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.

**Productive Laboratory**

During Productive Laboratory (PL) training, trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor must be dedicated to training delivery during all hours of training.

Training will be offered to all Production Staff, Mechanics and Maintenance Staff in Job Number 2 only. PL training will supplement Class/Lab training to improve machine set-ups, operation, preventative maintenance, setting changes, and cycle time analysis and maximization. In spring of 2015, Rich Foods will implement a new product line that will require PL training on new processes, new recipes and newly modified machinery. Equipment will include but is not limited to: Adamatic Dough Roller, Ink Jet Box Printers, Sheet Rollers, Glycol Mixers, Spiral Freezers, Auto Particulate Conveyor, and Ice Cream Freeze Tunnels.

Newly hired employees (Job Number 2) will receive up to 25 hours of PL training. Newly hired employees are inexperienced and untrained on each type of machinery and require hands-on-training. The trainers will be experts in the course topics and provide demonstration of the process prior to observing the trainee perform the task. Mentoring by the trainer will be provided until the trainee has an increased level of efficiency, speed and capacity and has been deemed competent in the area. During training, production is expected to decrease while waste and defects are expected to increase. The trainer-to-trainee ratio will not exceed 1:2. Rich foods is requesting this higher trainer-to-trainee ratio to increase the efficiency of the technical training. (2 trainees training together may encounter different issues and allow trainees to learn from each other’s experiences.)

**Commitment to Training**

Rich Foods currently has an annual training budget of $30,000, which includes state mandated safety training, new employee orientation, violence in the workplace, and sexual harassment prevention training. Rich Foods 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.

**High Unemployment Area**

All 140 trainees work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's Fresno County location qualifies for HUA status under these standards. However, Rich Foods in not requesting a wage modification.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0431 | Fresno, Santa Fe Springs, South San Francisco/Union City | 06/30/2012-06/29/2014 | $407,610 | $79,376 (19%) |

ET12-0431 – Rich Foods completed 19% of the approved contract amount providing training at the following facilities: Fresno, Santa Fe Springs (2 locations), and South San Francisco/Union City. The contractor's under performance was due to a plant closure in Santa Fe Springs and the release of a majority of upper management in Union City and the remaining Santa Fe Springs facility as a result of the economic downturn. This resulted in a lack of leadership support for training activities and inconsistent training. In addition, employees in the Union City and the remaining Santa Fe Springs facility had to focus on production and plant operations as they waited for new management. However, the Fresno Plant earned 56% of the training funds for that facility. Thus the Company is only requesting funds for training at the Fresno Plant for the current contract. From the prior contract, the Company has gained experience in ETP training, improved their administration process, and have developed a comprehensive training schedule to ensure completion of 100% of the requested funding.

## DEVELOPMENT SERVICES

Rich Foods retained Strategic Business Solutions in Visalia to assist with development of this proposal for a flat fee of $6,750.

## ADMINISTRATIVE SERVICES

Rich Foods also retained Strategic Business Solutions to perform administrative services in connection with this proposal 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:

**COMMERCIAL SKILLS**
- Refrigeration Systems Repair and Maintenance
- Rotary Valve Pump, Valves, Gauges
- Stainless Steel Welding
- Boiler Machinery Repair and Maintenance

**COMPUTER SKILLS**
- Bulls Eye Manufacturing Software
- Materials Resource Planning Software
- Clean In Process (CIP) Data Software

**CONTINUOUS IMPROVEMENT**
- Team Building
- Leadership
- British Retail Consortium
- Confined Space

**MANAGEMENT SKILLS** (Managers and Supervisors Only)
- Strategic Planning
- Customer and Vendor Relations

**MANUFACTURING SKILLS**
- Manufacturing Line Optimization Program
- Production Equipment Safe Operation and Maintenance
- Food Manufacturing Sanitation Best Practice
- Materials Handling Equipment

**OSHA 10/30** (OSHA Certified Instructor)
- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

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

**PL Hours**
0-25 (Job Number 2 only)

**MANUFACTURING SKILLS (1:2 trainer-to-trainee ratio)**
- Production Equipment Safe Operation and Maintenance

Note: Reimbursement for retraining is capped at 200 total hours per trainee, regardless of method of delivery. PL is capped at 25 hours per-trainee.

ET15-0402

# GENERAL TEAMSTERS UNION LOCAL NO. 431

*Packinghouse Employees, Warehousemen, Drivers and Helpers, Dried Fruit and Nut Packers and Dehydrators; Fresno and Madera Counties, California*

*Affiliated with the International Brotherhood of Teamsters*

March 2, 2015

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

Re: ETP Training Program

The International Brotherhood of Teamsters Union Local No. 431 supports the ETP Training Program at Rich Products. We represent the Members employed by Rich Products at the Fresno Plant in California located at 320 "O" Street Fresno CA 93721. The program will provide our Members with skills needed to meet operational demands which in turn will provide a more secure work environment for the future.

If you have any questions, please do not hesitate to contact me at (559) 486-5410 ext 19.

Sincerely,

Lennie Wells

Lennie Wells
Secretary-Treasurer
General Teamsters Union Local No. 431

LW/ed

1140 W. OLIVE • FRESNO, CALIFORNIA 93728-2815 • (559) 486-5410 • FAX (559) 441-1743
Email: teamsters431@sbcglobal.net

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Building Skills Partnership

## Agreement Number: ET15-0409

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** North Hollywood **Analyst:** L. Vuong

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | SET<br>Retrainee<br>Multiple Barriers | Industry Sector(s): | Services<br>Green Technology<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | Statewide | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No SEIU-USWW Local 1877 | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $315,000 | | $21,700<br>8% | | $336,700 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $525,000 |

## 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<br>SET<br>Multiple Barriers | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, Literacy Skills | 350 | 8-200 | 0 | $962 | $15.07 |
| | | | | Weighted Avg: 60 | | | |

* It will be made a condition of contract that the trainees in Job Number 1 will never be paid less than the statewide minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

**Minimum Wage by County: Job Number 1:** $16.44 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara Counties; $15.97 per hour for Los Angeles County; $16.02 per hour for Orange County; $15.93 per hour for San Diego County; $15.75 per hour for Sacramento County; $15.56 per hour for Alpine County; and $15.07 per hour for all other 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

Participating employers may use health benefits ranging from $2.32 to $6.18 per hour to meet the Post-Retention Wage.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Janitor | | 350 |

## INTRODUCTION

Building Skills Partnership (BSP) (www.buildingskills.org) is a statewide non-profit collaboration between the Service Employees International Union-United Service Workers West (SEIU-USWW) Local 1877, building service employers, and community leaders. BSP's mission is to improve the quality of life of low-wage building service workers, their families, and communities by increasing their skills and educational opportunities for career advancement; and to assist unionized building service employers to develop stronger staff so they can maintain a competitive edge.

BSP provides services to six regions in California: Los Angeles, Orange County, San Diego, San Jose, Oakland/San Francisco, and Sacramento. BSP currently has eighty janitorial employers contributing to its training and education fund, and offers assistance to approximately 12,000 union Janitors and service workers in California.

BSP's programs include: ADVANCE Workplace Training, Computer Literacy, English as a Second Language, Health and Wellness, Parent Education and Educational Access, Civic Engagement, Customized Vocational Training, and Financial Literacy.

In its last ETP Agreement, BSP piloted a new Green Janitor Education Program (GJEP). The GJEP was designed in collaboration with the U.S. Green Building Council-Los Angeles Chapter (USGBC-LA), the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA), industry experts, building owners, and the janitors' union (SEIU-United Service Workers West). Over 100 janitorial workers throughout Los Angeles took part in the pilot program and received certifications from USGBC-LA, which is a non-profit environmental organization made up of over one thousand architects, designers, engineers, students, property managers, builders, consultants, and lawyers.

BSP is eligible for ETP funding as a Group of Employers and will be funded under Special Employment Training (SET) provisions for frontline workers. This is BSP's fourth ETP Agreement.

## PROJECT DETAILS

By working closely with employers, property managers and owners, employees, and SEIU-USWW Local 1877 representatives, BSP has developed a curriculum that seeks to meet workrorce training needs. BSP has used surveys, focus groups, and testimonials from all of the parties above to determine the appropriate content for the classes.

Customized training will be offered onsite at the employers' locations, on paid time. Prior to the start of training, the building service company must meet with BSP and union representatives to complete a needs assessment and training readiness survey. This information helps determine whether employers and their employees are ready to begin the training and which job skills classes are most needed.

Under this proposal, BSP will continue ADVANCE Workplace Training and expand GJEP statewide. GJEP training is designed to improve workers skills in regard to green initiatives such as recycling programs, automated lighting, water control, chemical and tool cleaning. In addition, participating employers and union representatives have identified the need for training that is focused on reducing labor and material costs, Leadership in Energy and Environmental Design (LEED) certification and other specialized courses are dsigned to heop employers be more competitive against non-union competition.

Classes are held at over 30 onsite locations, thus ensuring high attendance and completion rates. BSP reports that Janitors who complete the program are often promoted. According to BSP, nearly 400 Janitors and immigrant workers have graduated and demonstrated improved job performance.

The core group of employers represents 100% of requested funding for this proposal. The training will be offered statewide, in keeping with the Center-based initiative.

### Training Plan

BSP has confirmed that no trainees from previous participating employers will receive duplicate training in any subject matter. Training will begin upon Panel approval in the following areas:

**Business Skills** (10%) - Training will provide trainees with the skills necessary to improve communication, understand green initiatives, and develop advanced customer service skills.

For those janitors moving from night cleaning to day cleaning, this training will help them develop the customer service skills needed to interact directly with clients and other building maintenance workers.

**Commercial Skills** (40%) - Training will help Janitors adjust to new LEED principles, green cleaning and energy efficiency standards, updated clean room requirements, higher sanitary standards due to recent flu outbreaks, and stricter security measures. Janitors will learn how to implement new methods of working during the day with minimal customer disruption. Trainees will also learn the proper use of equipment, as well as how to effectively identify and report equipment failures.

**Computer Skills** (10%) - Training will enable Janitors to become more competent in utilizing company software programs, page messaging, and other PDA systems.

**Continuous Improvement** (30%) - Training will equip trainees with the skills to work more independently, execute job tasks safely and efficiently, respond to and solve problems in a timely manner, and implement green building maintenance measures. This training will focus on process improvements, team concepts and customer satisfaction.

**Literacy Skills** (10%) - Training will improve written and verbal communication, as well as basic math skills of employees with limited English proficiency. BSP representatives state that more building service company clients are requiring English-speaking Janitors at their facilities. This training will enable janitorial companies to meet these changing marketplace demands.

**Green/Clean Operations**

Companies servicing public building space must equip workers with the skills to follow new green initiatives while meeting efficiency goals. The janitorial workers must be trained to maintain green building efforts such as recycling programs, new cleaning chemicals and tools, and automated lighting and water controls.

**Impact/Outcome**

BSP representatives have met with employers, industry leaders, and community college partners to discuss the creation of a vocational training program that would lead to an industry accepted green certification. This certification would verify that a Janitor possesses a high skill set for commercial and residential property service work and can follow LEED standards. This training proposal will assist BSP's efforts to finalize the vocational certification and document the success rates of trainees passing the Green Janitor Education Certification training program that meets new standards and certification requirements.

The statewide SEIU-USWW Local 1877 fully supports the proposed training and will play an active role in shaping the goals of BSP's pilot certification program.

**Commitment to Training**

BSP represents that ETP funds will not displace the existing financial commitment to training of participating employers. According to BSP, the success of prior ETP-funded projects has enabled the company to raise additional support from janitorial companies for its training fund.

According to BSP, participating employers will continue to provide new hire orientation, informal one-on-one job skills training, and basic safety training. However, they rely on BSP to meet their training needs in customer service, commercial skills, business skills, and VESL.

BSP represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The proposed training will include some individuals that may have participated in the prior ETP Agreement. However, this project will provide additional instruction, particularly in newly introduced green practices and higher skilled work such as floor polishing and public area cleaning. BSP estimates that approximately 60% of the proposed trainees will be new to the program and the remaining 40% will consist of trainees who require additional or more advanced training.

**Marketing and Support Costs**

BSP has surveyed, interviewed, and given presentations to property service employers, and other members of its Joint Labor-Management Board. BSP works closely with SEIU-USWW Local 1877 and affiliate locals, the Building Owners and Managers Association of Los Angeles, and attendees at trade and union conferences. BSP's relationships with these stakeholders contribute to the development of concise program objectives and play an important role in the recruitment of employers and trainees.

BSP's marketing efforts will consist of newsletters, presentations, contacting new employees by phone and e-mail, and meeting with each new employer to discuss the program in detail. In prior ETP contracts, BSP initially planned to market its program statewide, but subsequently decided to focus primarily on the Los Angeles area. Following measurable program success, BSP now plans to fully market the proposed training on a statewide level, including rural and high unemployment areas.

BSP has 12 employees and seven Americorps volunteers dedicated to marketing, recruitment, assessment, and scheduling training. BSP seeks full Support Costs to fund extensive marketing efforts and the recruitment of additional participating employers. Panel regulation allows Support Costs of up to 8% for participating employer recruitment, as well as assessment of employer-specific job requirements. Staff believes 8% Support Costs are justified in this proposal for the reasons set forth above.

**Special Employment Training**

**Multiple Barriers**

This SET project will target workers with multiple barriers to employment, who lack essential job skills necessary to improve their employment opportunities. They may be affected by lack of prior educational opportunities and intermittent work histories. They may have several barriers to employment, as well as limited literacy skills, and an inconsistent employment.

- **Wage and Retention Modifications**

Trainees in Job Number 1 have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). These multiple barrier trainees are eligible to receive the ETP Standard Wage. BSP is requesting this wage modification for Job Number 1.

The SET frontline workers with multiple barriers to employment trainees in Job Numbers 1 are eligible for more hours of basic skills and literacy training (Vocational English as a Second Language). (Title 22, CCR, Section 4420.) Therefore, BSP is requesting that the literacy skills cap be increased to 50% of a trainee's total training hours, as shown in the proposed curriculum.

**Substantial Contribution**

BSP serves large and small companies, some of which may have partisipated in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of $250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 30% to reflect a substantial contribution to the cost of training. Funding for any employer that has previously been assessed a substantial contribution will be reduced by 50%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

**Trainer Qualifications**

BSP anticipates that 100% of the training will be held at employer worksites. Classes will be provided by BSP's 19 trainers and outside professional experts may be used only if and when specific technical skills are required and unavailable internally.

**Tuition Reimbursement**

BSP 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, including the 50% literacy skills training cap and the post-retention wage modifications.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| *ET13-0205 | Statewide | 12/31/12 – 12/30/14 | $398,665 | $321,954.88 (80%) |
| ET11-0111 | Statewide | 12/20/10 – 12/19/12 | $399,788 | $333,985 (83%) |
| ET08-0322 | Statewide | 06/30/08 – 06/29/10 | $195,896 | $162,967 (83%) |

*ET13-0205: Based on information obtained from the current ETP Contract Status Report, 360 trainees have completed training and retention. The Class/Lab Tracking System supports earnings in the amount of $321,954.88 (80% of funding). To date, ETP has approved reimbursement in the amount of $1,683, with $319,843 in process.

## DEVELOPMENT SERVICES

BSP retained the California Labor Federation in Sacramento and Strategy Workplace Communications (Strategy) in Oakland to assist with development of this proposal.

Note: Cal FED is eligible to receive up to 10% of the approved amount of funding under a marketing agreement with ETP, for referals such as this not to exceed $15,000. This fee does not affect the approved amount of funding.

## ADMINISTRATIVE SERVICES

Strategy will also perform administrative services in connection with this proposal 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

**Customer Service:**

- Developing advanced customer relations and service knowledge
- Identifying customer needs
- Explaining green initiatives
- Applying innovative ways of handling complaints and requests
- Communicate effectively with tenants in cases of an emergency

**Communication Skills:**

- Effective verbal and written communication through accurate and concise work reporting
- Responding to client concerns and requests professionally
- Communicating with customers, co-workers, supervisors, managers, building owners and management representatives effectively

### COMMERCIAL SKILLS

- Proper usage of floor care materials, products and equipment
- Water conservation practices
- Air quality control practices
- Operating and maintenance procedures that result in energy savings
- Following of waste management and recycling program practices
- Using and maintaining new energy efficiency equipment correctly
- Mixing and handling green chemicals correctly
- Using green cleaning devices appropriately
- Using clean room standards in high tech environments
- Identify and reporting property hazards and damages
- Developing and following green cleaning procedures
- Following green cleaning inspection standards
- Understand Safety and Security procedures under Homeland Security program in their building and using safe evacuation procedures
- Developing and applying security and safety standards and procedures established by client
- Training on new green standards mandated by local or state legislation
- Training to meet industry backed maintenance certification requirements as the industry is “upskilled”
- Understanding of Energy Star standards and criteria
- Understanding of LEED certification standards and criteria set by the U.S. Green Building Council
- Green Janitors Education Program Certification (30 hour course)

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

## COMPUTER SKILLS

- Entering data using company software programs to conduct work duties (Basic “off-the-shelf” courses such as Word, Excel, PowerPoint, etc. are not allowable)
- Using page messaging and other PDA systems to communicate work duties

## CONTINUOUS IMPROVEMENT

- Giving and receiving feedback and evaluations
- Cultivating better interpersonal relationships while at work
- Exhibiting leadership skills
- Developing better decision-making skills

**Process Improvement:**

- Understanding contracts, procedures and forms
- Recognizing roles and responsibilities of team members
- Assisting customers as a team
- Understanding and recognizing change
- Identifying and complying with green standards established for offices and common areas
- Developing quality green measurements
- Applying leadership skills during an emergency situation
- Applying team problem solving processes daily and during crisis situations

**Supervisory Skills for Frontline Workers:**

- Acquiring more effective supervisory techniques
- Developing better employee relations:
  (1) Creating and leading a team that works together and
  (2) Helping employees understand company expectations around service levels and customer service

## LITERACY SKILLS

(*Literacy Training cannot exceed 50% of total training hours per trainee)

**Vocational English as a Second Language (VESL):**

- Using job specific words, phrases and abbreviations
- Filling out work documents such as tenant/client instruction, work orders, reports and safety information
- Understanding verbal directions and instructions
- Reading workplace documents such as tenant/client instruction, work orders, reports and safety information
- Reading work procedures, directives and surveys
- Helping limited English-speaking employees to understand and follow procedures

**Basic Math:**

- Using fractions and numbering systems
- Understanding basic algebraic equations
- Interpreting charts and graphs
- Understanding proper measurements for mixing of chemicals and other cleaning supplies

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

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Building Skills Partnership | CCG No.: ET15-0409

Reference No: 14-0663 | 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ABM

Address: 1150S Olive Street, 19th Floor

City, State, Zip: Los Angeles, CA 90013

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

Estimated # of employees to be retrained under this Agreement: 250

Total # of full-time company employees worldwide: 7,500

Total # of full-time company employees in California: 7,500

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Company: Flagship Facility Services

Address: 1050 N 5th Street, Ste 50

City, State, Zip: San Jose, CA 95112

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

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

Total # of full-time company employees worldwide: 2600

Total # of full-time company employees in California: 1800

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Company: Servicon Systems

Address: 3965 Landmark Street

City, State, Zip: Culver City, CA 90232

Collective Bargaining Agreement(s): Yes, SEIU Local 1877

Estimated # of employees to be retrained under this Agreement: 80

Total # of full-time company employees worldwide: 1250

Total # of full-time company employees in California: 1175

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Company:

Address:

City, State, Zip:

Collective Bargaining Agreement(s):

Estimated # of employees to be retrained under this Agreement:

Total # of full-time company employees worldwide:

Total # of full-time company employees in California:

**United Service Workers West**

SEIU

Southern California
Headquarters
828 W. Washington Blvd.
Los Angeles, CA 90015
(213) 284-7705
(213) 284-7725 fax

Orange County office
1936 W. Chapman Ave.
Orange, CA 92868
(657) 888-6647
(714) 704-9102 fax

San Diego office
4265 Fairmount Ave.
Suite 260
San Diego, CA 92105
(619) 641-3050
(619) 641-3055 fax

Northern California
Headquarters
3411 East 12th Street
Suite 200
Oakland, CA 94601
(800) 772-3326
(510) 261-2039 fax

San Francisco office
45 Polk Street
San Francisco, CA 94102
(415) 552-1301
(415) 552-1307 fax

San Jose office
1010 Ruff Drive
San Jose, CA 95110
(408) 280-7770
(408) 280-7804 fax

Stanford office
42 Arguello Way
P.O. Box 19152
Stanford, CA 94309
(650) 723-3680
(650) 723-3650 fax

Sacramento office
1401 21st Street
Suite 310
Sacramento, CA 95811
(916) 498-9505
(916) 497-0806 fax

February 6, 2015

State of California – Employment Training Panel
1100 J Street, Suite 400
Sacramento, CA 95814

Dear Employment Training Panel,

Service Employees International Union – United Service West (SEIU-USWW), of which I am President, fully supports this application being submitted by Building Skills Partnership (BSP). SEIU-USWW has been full partners in the planning of this training project with BSP. We have met with Executive Director Aida Barragan and various employers throughout California regarding ETP training schedule, the training curriculum and the recruitment plan for our members.

We have participated and will continue to take part in any meeting required by our joint efforts to create successful training program for our members. We plan to support the training by assisting BSP in contacting companies and getting them involved in the training.

We fully give our approval for BSP to run this ETP-funded training program and believe that the training will help SEIU-USWW members develop the skills needed to position themselves for secure and better paid work in California.

Thank you.
Sincerely,

David Huerta

David Huerta
President, SEIU - United Service Workers West

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Southern California Sheet Metal Joint Apprenticeship & Training Committee

## Agreement Number: ET15-0925

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** North Hollywood **Analyst:** M. Reeves

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee Apprenticeship | Industry Sector(s): | Construction Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, Orange, San Bernardino, Riverside, Inyo, Mono, Kern | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No International Association of Sheet Metal, Air, Rail and Transportation Workers, Local Union 105 | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $419,328 | | $29,120<br>8% | | $448,448 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | Inherent |

## 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 Apprentice | Commercial Skills | 224 | 8-200 | 0 | $2,002 | $20.55 |
| | | | | Weighted Avg: 144 | | | |

**Minimum Wage by County:** $20.55 per hour Statewide (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

Although participating employers provide health benefits, they are not being used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Apprentice Sheet Metal Worker | | 224 |

## INTRODUCTION

The Southern California Sheet Metal Joint Apprenticeship & Training Committee trust fund (SoCal Sheet Metal) (www.socalsma.org) was formed in October 2003, as a result of the merger between two trust funds serving two separate apprenticeship programs: 1) Sheet Metal Workers' International Association, Local Union 105 JATC and 2) Air Conditioning Sheet Metal Association, Orange Empire SMACNA JATC. In 2007, those two apprenticeship programs also merged, although they remained separately registered with the Division of Apprenticeship Standards (DAS) for several years to allow continuity for the apprentices who started training under separate programs. The merger was completed with DAS in July 2013. The SoCal Sheet Metal trust fund serves Los Angeles County, Orange County and (five) other counties in Southern California.

Under these circumstances, when a joint trust is serving a large number of Apprentices over a broad geographic region, ETP has recognized that the cap on apprenticeship funding may be overly restrictive. In this proposal, staff recommends a total of $448,448 for Apprentice training. This amount is well below the cap and reflects the fact that the joint trust resulted from a merger of two program sponsors.

Located in the City of Industry, the SoCal Sheet Metal training facility has eight classrooms and multiple laboratory areas including a Welding lab, a Field Installation lab, two Shop labs, and a Heating/Ventilation/Air Conditioning (HVAC) service lab. The current location opened in 2005

and presently serves 500 Apprentices and 2,900 Journeyman workers. This proposal will only target Apprentices.

SoCal Sheet Metal seeks funding for retraining of Apprentices who perform installation, maintenance, adjusting and balancing, testing, and energy management work. In addition, this proposal will also target Apprentices who specialize in architectural sheet metal, fabrication, commercial refrigeration, and HVAC systems.

**Employer Demand for Training**

The proposed training targets workers represented by the International Association of Sheet Metal, Air, Rail and Transportation Workers, Local Union 105. This union responds to employer needs related to general worker shortages, as well as requests for workers trained in specialty areas. Employer needs are also identified through the jointly sponsored International Training Institute for Sheet Metal and Air Conditioning Industry.

The proposed training will help employers and workers adapt to the growing demand for energy efficiency, environmentally friendly technology, and the reduction of waste in the way systems are constructed and operated. Energy efficiency demands are having a significant impact on the air conditioning and refrigeration industry.

Similar to other industries, Sheet Metal Workers are being expected to accomplish more tasks as part of smaller teams. This requires that workers be highly skilled, better organized, and able to effectively utilize all means of technology.

The California Building Energy Efficiency Standards require higher levels of efficiency from air conditioning and refrigeration systems, such as new types of equipment and controls, and the setting up of systematic cooling zones within commercial buildings. As a result, workers must learn how to calculate energy usage, energy loss, and the overall efficiency of installed systems.

**Apprenticeship Program**

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by Division of Apprenticeship Standards (DAS). The Panel adopted the Apprenticeship Training Program as a pilot in March 2012. It is designed to supplement cost of delivery for the Related and Supplemental Instruction (RSI) portion of DAS-approved apprenticeship training.

Apprenticeships are a multi-year training program that results in DAS certification to work as a Journeyman. They are authorized in California under the Shelly-Maloney Apprenticeship Labor Standards Act of 1939. Apprentices commit to training under contract with an apprenticeship program sponsor. They advance through a series of apprenticeship levels as they complete modules of RSI and on-the-job training. Wages are paid for hours worked on the job, in progression with a series of advancements up to the Journeyman level.

Apprentice programs are typically sponsored by a Joint Apprenticeship Training Committee (JATC) or Unilateral Apprenticeship Committee (UAC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management, as compared to a UAC which is created through a trade association. Both types require employer contributions to a training trust fund.

Depending on the type of trade, apprenticeship programs vary in length, typically from 2-6 years. They also vary in size, ranging from less than 10 to several hundred apprentices at any

given point in time. Several types of trainees are eligible under the Apprenticeship Program: Apprentices (second-year), Journeymen and Pre-Apprentices. First-year Apprentices are not eligible due to the higher drop-out rates associated with this entry-level.

ETP funding flows through a Multiple Employer Contract (MEC), in this proposal held by a JATC. The employers are not "participants" but are members of a trade association.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated Local Educational Agency; in this proposal there are two LEA's: Los Angeles Unified School District, and North Orange County ROP. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice. However, SoCal Sheet Metal has not requested OSHA10 training.

For the building trades, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

Because ETP funding cannot displace another source of government funds, the fixed fee rate is reduced by $5.00 to account for adult education funding appropriated each year for Apprentice training through the California Community College Chancellor's Office and Department of Education. This changes the ETP Priority Industry Rate from $18.00 to $13.00 per hour for all Apprentice Job Numbers.

In addition, the Panel adopted a "blended rate" for Journeymen, reflecting the fact that they may be employed by a variety of contractors over the two-year term of contract ranging from large employers, to small (≤100 employees). This is $22 per hour, midway between the Priority Industry standard rate ($18) and Small Business rate ($26). [Note: This "blended rate" has been extended to Pre-Apprentices, for ease of administration.]

Under the Apprenticeship Training Program, the post-retention wage has been standardized to $20.55 per hour reflecting the Special Employment Training (SET) wage for Priority Industry. This wage was chosen for ease of administration, recognizing that most Apprentices and all Journeymen exceed the highest ETP wage requirements.

### DAS Completion Rate

The average completion rate for Apprentices in the Sheet Metal industry is 68.10% as measured by DAS over the most recent five-year reporting period: CY2009 through CY2013. When the average completion rate for an apprenticeship program is less than half the industry average (benchmark), the Panel requires a justification for funding. In this proposal, the DAS completion rate for SoCal Sheet Metal is 69.68%, which exceeds the benchmark.

## PROJECT DETAILS

### Training Plan

**Commercial Skills** (100%) - training will include trade mathematics, drafting and sketching, layout and pattern development, shop work, field installation, plans and specifications, architectural sheet metal, HVAC Systems, testing and balancing, and energy conservation.

More advanced training will focus on welding skills, advanced math, drawing and drafting, electronic and computerized controls for energy efficiency, and specialty work.

**Impact/Outcome**

Apprentices trained under this proposal will be certified as journeymen workers once they complete the entire apprentice curriculum.

**Marketing and Support Costs**

Apprentices are recruited through outreach by various partners including the JATC.

Employers are informed of training through the Sheet Metal and Air Conditioning Contractors' National Association (Los Angeles and Orange Empire Chapters). Workers are notified of training through their union local and directly by the training center. Notifications are generally made via web postings, mailings, and presentations.

SoCal Sheet Metal conducts assessments at the conclusion of each training session. To evaluate training needs and program effectiveness, trainees and employers are encouraged to provide feedback through their respective representatives on the joint apprenticeship committee.

SoCal Sheet Metal requests 8% support costs for training-related funding to assist in apprentice recruitment, employer outreach, and to conduct assessment of employer-specific job requirements. Although many of the participating employers have already been notified, additional outreach and needs assessments will take place during the term of the Agreement. Staff recommends the 8% Support Costs.

**Commitment to Training**

Employers will continue to make contributions to the training trust for every hour worked by apprentices. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

**Training Coordination**

Administration will be performed by agreement between the SoCal Sheet Metal, the Los Angeles Unified School District, and Steve Duscha Advisories. The JATC will handle class scheduling and completion of training rosters. The two administration vendors will assist in employer liaison, documentation of work hours, uploading training and enrollment data, ETP reporting, and related activities.

**Recordkeeping**

Staff has approved the use of a Learning Management System (LMS) for recordkeeping.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarizes performance by SoCal Sheet Metal under an active ETP Agreement:

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0906 | $448,448 | 11/16/13 – 11/15/15 | 224 | 324 | TBD* |

*Based on ETP Systems, 45,760 reimbursable hours have been tracked for potential earnings of $598,998 (134% of approved amount). Pending final closeout of this Agreement, the Contractor projects final earnings of 100% based on training completed to date.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0911 | City of Industry | 10/22/12 – 10/21/14 | $298,936 | $298,936 (100%) |

## DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal for a flat fee of $10,000.

## ADMINISTRATIVE SERVICES

Steve Duscha Advisories and the Los Angeles Unified School District in Los Angeles will perform administrative services for a total combined fee not to exceed 13% of payment earned.

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 - 200 Trainees may receive any of the following:

## COMMERCIAL SKILLS

### Course Two

A. Introduction
B. Workplace Safety*
C. Trade Mathematics – Part 2
D. Drafting and Sketching – Part 2
E. Layout and Pattern Development – Part 2
F. Reading Plans and Specifications – Part 1
G. Materials – Part 2
H. Industrial Specialties – Part 2
I. Shop Work – Part 2
J. Field Installation – Part 2
K. Service Work – Part 2
L. Architectural Sheet Metal – Part 2
M. Heating, Ventilation, and Air Conditioning (HVAC) Systems – Part 2
N. Testing and Balancing – Part 1
O. Energy Conservation

### Course Three

A. Workplace Safety*
B. Welding Metallurgy
C. Welding Equipment and Processes
D. Welding Tools and Equipment
E. Welding Symbols and Nomenclature
F. Surface Welds
G. Fillet Welds: All Positions
H. Groove Welds
I. Oxyacetylene Cutting (Burning)
J. Air Carbon Arc Process
K. Brazing Steel and Cast Iron
L. Welding Evaluation
M. Reading Plans and Specifications – Part 2

**Course Four**

A. Introduction
B. Workplace Safety Review*
C. Drafting and Sketching – Part 3
D. Layout and Pattern Development – Part 3
E. Reading Plans and Specifications – Part 3
F. Materials – Part 3
G. Industrial Specialties – Part 3
H. Shop Work – Part 3
I. Heating, Ventilation, and Air Conditioning Systems – Part 3
J. Field Installation – Part 3
K. Service Work – Part 3
L. Architectural Sheet Metal – Part 3
M. Electronic and Computerized Controls – Part 1
N. Blowpipe System – Part 1
O. Food Service and Beverage Dispensing Equipment – Part 1
P. Asbestos

**Course 5**

A. Professional Growth
B. Advanced Trade Mathematics
C. Drafting and Sketching – Part 4
D. Layout and Pattern Development – Part 4
E. Reading Plans and Specifications – Part 4
F. Industrial Specialties – Part 4
G. Shop Work – Part 4
H. Heating, Ventilation, and Air Conditioning (HVAC) Systems – Part 4
I. Testing and Balancing – Part 2
J. Architectural Sheet Metal – Part 4
K. Electronic and Computerized Controls – Part 2
L. Food Service and Beverage Dispensing Equipment – Part 2
M. Supervisory Training

*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.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Tech Serve Alliance - So Cal Chapter, Inc.

## Agreement Number: ET15-0400

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** North Hollywood **Analyst:** M. Paccerelli

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>SB <100<br>Retrainee | Industry Sector(s): | Technology/IT<br>Aerospace and Defense<br>Technology/Other<br>Biotechnology/Life Sciences<br>Manufacturing<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Statewide | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | ≤20% | |

## FUNDING DETAIL

| Program Costs | + | Support Costs | = | **Total ETP Funding** |
|---|---|---|---|---|
| $607,760 | | $42,105<br>8% | | $649,865 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $326,000 |

## 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<br>SB <100<br>Priority Rate | Computer Skills, Continuous Improvement | 157 | 8-200 | 0 | $2,224 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 2 | Retrainee<br>SB<100 | Computer Skills, Continuous Improvement | 71 | 8-200 | 0 | $1,882 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 3 | Retrainee<br>Priority Rate | Computer Skills, Continuous Improvement | 71 | 8-200 | 0 | $1,540 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 4 | Retrainee | Computer Skills, Continuous Improvement | 45 | 8-200 | 0 | $1,283 | $16.44 |
| | | | | Weighted Avg: 80 | | | |

**Minimum Wage by County:** $16.44 per hour in Alameda, San Francisco, Contra Costa, Marin, San Mateo, Santa Clara, and Santa Cruz counties; $15.97 per hour in Los Angeles; $16.02 per hour in Orange; $15.93 per hour in San Diego; $15.75 per hour in Sacramento County; $15.56 in Alpine; and $15.07 per hour in all other 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

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

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Technical Analyst, PC/Hardware Technician, Sales Representative, Account Representative | | 27 |
| System Analyst/Administrator | | 84 |
| Programmer Analyst | | 31 |
| Network Engineer/Administrator/Architect | | 87 |
| Database Administrator/Architect | | 26 |
| Application Architect | | 22 |
| Manager/Supervisor | | 67 |

## INTRODUCTION

This is the second proposal for Tech Serve Alliance – So Cal Chapter, Inc. (TSA) www.techservealliance.org.

TSA is an all-volunteer organization providing Information Technology (IT) and Engineering solutions to Technology companies, consultants and suppliers throughout California. One of TSA's key initiatives is developing the skills of employees in its member companies in technology-driven industries such as: automotive, business services, software, manufacturing, health care, entertainment and new media.

## PROJECT DETAILS

### Employer Demand

The curriculum was developed by Saisoft in direct response to the demand from participating employers for better management and administration of Microsoft Windows Servers, SQL Server Databases, VMWare Virtual infrastructure and Cisco Networking equipment. These technologies power the computing infrastructure and business critical software applications, such as Cloud Computing, Virtualization, ERP, Sales Force Automation and Customer Relationship Management.

Participating employers have indicated a strong need for the proposed IT training because of the constant and rapid change in technology. Employers need workers with current technical skills to remain competitive, and while they do have training programs, they are unable to keep up with the amount and frequency of technical training on their own.

Some employers are training their employees in complementary technologies and the ETP funds will give them the opportunity to broaden their employees' skill base. In other cases, the employers are already training some of their employees in these technologies and the ETP funds augment their efforts and allow them to train more employees in the new technologies. The employers have stated that this training could not be made available to their employees without ETP funding.

### Curriculum Development

At the start of the employer recruitment process, TSA directed Saisoft to conduct surveys with managerial staff in Human Resources, Training and IT to understand the current business drivers and challenges their companies are facing and discuss steps they are taking to overcome these challenges. The companies are asked to identify new technologies that are being implemented to improve profitability and business efficiency.

Saisoft obtains direct feedback from the students after each training class by using surveys. This helps them to not only improve the quality of instruction but to also constantly customize the curriculum to remain current and relevant.

### Marketing and Support Costs

TSA's marketing and recruitment efforts include outreach to new employers as well as referrals from employers who have participated in previous ETP contracts. Saisoft contacts each potential employer to begin the ETP employer recruitment process. TSA and Saisoft maintain an active web site and use Internet marketing to reach targeted employers to educate them on available training opportunities. TSA and Saisoft also utilize employer and employee evaluations to gauge emerging training needs and to maintain ongoing relationships with employers.
TSA has an extensive database of businesses in electronics, technology, manufacturing and business services industries who are members and clients. Companies are represented in electronics, technology, manufacturing and business services industries. Additionally, Saisoft uses social media marketing extensively to reach out to IT Directors, CIOs and CTOs in these companies to explore their need for IT training. Using a variety of marketing techniques listed

below, TSA and Saisoft conduct an extensive employer training needs assessment. TSA and Saisoft's marketing activities included email marketing, social media marketing, IT industry events/trade shows, telemarketing, internet marketing and in-person visits to companies.

Beyond the core group of employers already identified and surveyed, TSA and Saisoft will continue to recruit participating employers and assess employer-specific job training requirements throughout the term of the project as noted above. TSA's goal is to specifically focus on priority industries and small businesses. Due to the intensive outreach efforts required to market the program, research training requirements and enroll participating employers, TSA has requested an 8% support costs.

**Core Group of Employers**

All participating employers in the core group have been determined to meet out-of-state competition standards. According to TSA and Saisoft, the core group and all other employers who will be participating in this project will not, or have not, participated in other Saisoft-vendored ETP projects.

**Reimbursement Rate**

The curriculum is for IT coursework at an advanced level. (See Exhibit B) However, TSA is not asking for reimbursement at the higher AT rate. Instead, the four Job Numbers in this proposal will be reimbursed at the rate for Small Business and standard-size business, Priority Industry and non-priority, as pertinent. For this reason, the trainer-to-trainee ratio will also be standard class lab at 1:20, not 1:10 as required for the AT rate.

**TRAINING PLAN**

**Computer Skills** (96%) – This training will be delivered to all occupations. Training will cover topics in Microsoft Windows Server; Oracle SQL; Comptia Server; Amazon Web Services; Microsoft Sharepoint and VMWare.

**Continuous Improvement** (4%) – This training will be provided to System Analysts, Network Administrators, Programmer Analysts and Database Administrators. These IT professionals need IT-centric Continuous Improvement training in order to improve service delivery efficiency, quality and consistency.

**E-Learning**

Saisoft will deliver live, instructor-led e-learning training over the Internet using GoToMeeting. Its newly designed courses and lab exercises will greatly enhance the learning experience of the trainees by simulating the 'real world' environment in which IT systems are deployed. Participating employers will provide the equipment that the trainees will need to do lab exercises in the form of servers, software, switches, routers and mobile computing devices.

Although 100% of training was conducted online via GoToMeeting (GTM) in the last ETP Agreement, TSA anticipates approximately 2% will be conducted at the employer work sites. This center-based training will apply to companies that have training facilities equipped with the necessary hardware and software; and those with a large number of employees to make the on-site class economically feasible to conduct.

**Training Vendor Qualifications**

TSA has selected Saisoft, an IT training provider, to deliver 100% of the training in this proposal.

**Training Coordinator**

TSA's Co-President will coordinate the delivery and compliance of the proposed ETP-funded training.

**Substantial Contribution**

TSA serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer has received the benefit of training with payment earned in excess of $250,000 within the past five years, reimbursement for trainees at the same facility will be reduced by 30% to reflect a substantial contribution to the cost of training. Funding for any participating employer previously assessed a substantial contribution will be reduced by 50%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

**Electronic Recordkeeping**

TSA will utilize Saisoft's electronic recordkeeping to document training. GTM Reports will also be maintained by TSA and Saisoft for monitoring purposes.

**Commitment to Training**

TSA represents that training funded under this proposal is supplemental and that ETP funds will not displace the existing financial commitment to training by participating employers. These employers provide on-going training in the form of web-based, quality assurance and on-the-job training. Employers stated that although they have training programs, they are unable to keep up with the amount and frequency of technical training needed to remain competitive.

Safety training is provided by the participating employers in accordance with all pertinent requirements under state and federal law.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECT**

The following table summarizes performance by TSA under ETP Agreement completed within the last five years:

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0377 | El Segundo | 05/07/12 – 05/06/14 | $198,377 | $175,195 (88%) |

**As a result of recent findings during the Final Monitoring, an overpayment of $20,520 was identified, thereby reducing the earned amount $154,674 (78%).*

## DEVELOPMENT SERVICES

Saisoft, Inc., in Irvine, assisted with the development of this proposal at no cost.

## ADMINISTRATIVE SERVICES

Saisoft, Inc. will also perform administrative services for a fee of $38,988, not to exceed 13% of payment earned.

## TRAINING VENDORS

Saisoft, Inc. will provide Computer and Continuous Improvement Skills training for a fee of $545,832.

# Exhibit B: Menu Curriculum

## Class/Lab/E-Learning Hours

8-200

Trainees may receive any of the following:

### COMPUTER SKILLS

- CMP-CL1: Comptia Cloud Essentials (CLO-001)
- CMP-SR1: Comptia Server+ (SKO-003)
- CRY-RP: SAP Crystal Reports 2011
- AGL-SC: Agile and Scrum Software Development Methodology
- PMT-IT: Software Development Lifecycle (SDLC) Information Technology Infrastructure Library - ITIL
- SAI-467: Designing Business Intelligence Solutions with Microsoft SQL Server 2012
- SAI-466: Implementing Data Models and Reports with Microsoft SQL Server 2012
- SAI-465: Designing Database Solutions for SQL Server 2012
- SAI-464: Developing Microsoft SQL Server 2012 Databases
- SQL-463: Implementing a Data Warehouse with Microsoft SQL Server 2012
- SQL-462: Administering Microsoft SQL Server 2012 Databases
- SQL-461: Querying Microsoft SQL Server 2012
- MSW-AZ: Implementing Microsoft SQL Azure
- AWS-CC: Cloud computing with Amazon Web Services
- MSO-365: Migrating Exchange Server to MS Office 365
- MSW-AZ: Implementing Microsoft SQL Azure
- GOO-AN: Implementing Google Analytics
- GOO-AD: Google Adwords Administration
- MSF-BG: Microsoft Bing Adcenter Administration
- FCB-AD: Facebook Ads Manager Administration
- LIN-AD: Linkedin AdManager Administration
- MSF-AC: Microsoft Access Programming
- MSF-SPS: Microsoft Sharepoint Designer 2010
- MSF-VS: Microsoft Visio 2010 Administration
- CIT-XA: Citrix XenApp Implementation
- DIS-R1: Disaster Recovery for Information Technology
- IPH-PR: iPhone Programming
- AND-PR: Android Programming
- CIS-NPR: CCNP ROUTE (642-902)
- CIS-NPS: CCNP SWITCH (642-813)
- CIS-NPT: CCNP TSHOOT (642-832)
- MSF-SPA: Microsoft Sharepoint Foundation Administration
- MSF-SPF: Microsoft Sharepoint Foundation
- MSF-SPD: Microsoft Sharepoint Development
- MSF-SPB: Microsoft Sharepoint Business Intelligence
- CPT-SC: Comptia Security +
- CPT-NW: Comptia Network +
- SQL-TS: Programming SQL Server with Transact-SQL
- SQL-AD: SQL Server Advanced Topics

- SQL-RS: SQL Server Reporting Services
- SQL-BI: SQL Server Business Intelligence
- MySQL Database Administration
- Apache Web Server Administration
- CGI (Common Gateway Interface) and PHP (Hypertext Preprocessor) Programming
- Perl Programming
- Perl Programming - Using advanced modules
- Perl Advanced Topics: Serving pages using HTTPS (Secure Hypertext Protocol) with mod_ssl
- ORA-SQ: Oracle – SQL (Structured Query Language)
- ORA-PL: Oracle – PL/SQL (Programming Language in SQL)
- DDT-DM: Data Modeling and Database Design
- DDT-LP: Logical and Physical Data Modeling
- MSF-EX: Microsoft Exchange Server Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- MSF-SEC: Designing Security for Microsoft Networks
- MSF-PS: MS Windows Administration with Powershell
- MSF-SA8: Microsoft Windows 2008 Server Administration
- MSF-NA8: Microsoft Windows 2008 Network Infrastructure
- MSF-AD8: Microsoft Windows 2008 Active Directory
- SEC-NI: Securing Network Infrastructure and Communications (Security+ 1)
- SEC-AP: Application, Operational and Organizational Security (Security+ 2)
- SEC-AI: Designing Security Architecture Infrastructures
- SEC-MA: Designing Security Management Infrastructures
- JAV-OO: Object Oriented Programming in Java
- JAV-AP: Application Development in Java
- JAV-AT: Advanced Topics in Java
- CIS-ND1: Configuring Cisco Network Devices I (ICND1 – 640-822)
- CIS-ND2: Configuring Cisco Network Devices II (ICND2 - 640-816)
- CIS-SC: Configuring scalable Cisco Networks
- CIS-ML: Configuring Multi-layer Switched Cisco Networks
- CIS-RA: Configuring Remote Access Cisco Networks
- CIS-TA: Troubleshooting Advanced Cisco Networks
- PMT: Software Development Lifecycle (SDLC) Project Management
- Information Technology Infrastructure Library (ITIL) Implementation
- Information Technology Infrastructure Library (ITIL) Best Practices
- Network Security – Ethical Hacking
- Network Security – Applied Computer Forensics
- VBS-PR: Programming in VB.NET
- VBS-AS: Programming ASP.NET and ADO.NET using VB.NET
- VBS-EN: Enterprise Application Development in VB.NET
- CSP-PR: Programming in C#
- CSP-AS: Programming ASP.NET and ADO.NET using C#
- CSP-EN: Enterprise Application Development in C#
- MSF-W7: Microsoft Windows7 Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- LIN-SA: Linux System Administration
- LIN-NA: Linux Network Administration
- CRY-RP: Programming Crystal Reports

- DWH-IN1: Data Warehousing Fundamentals
- DWH-IN2: Programming Informatica
- COG-PR1: Implementing Business Intelligence with Cognos
- VMW-AD: VMWare Infrastructure Administration
- OOD-UML: Object Oriented Design and Unified Modeling Language
- CIT-SA: Citrix Presentation Server Administration
- UBU-DS: Ubuntu Linux Desktop Administration
- ORA-DB: Oracle Database Administration
- SQL-SA: SQL Server Database Administration
- SQL-DB: SQL Server Database Design
- MSF-HY: Microsoft Windows Server Hyper-V Administration
- SQL-MD12: SQL Server 2012 Multi-dimensional Expressions and Data Analysis Expressions
- SQL-RS12: SQL Server 2012 Reporting Services
- SQL-AS12: SQL Server 2012 Analysis Services
- SQL-BID: SQL Server 2012 Designing Business Intelligence Solutions
- MSF-SPS: Microsoft Sharepoint Designer 2013
- MSF-SPA: Microsoft Sharepoint Foundation 2010 Administration
- MSF-SPF: Microsoft Sharepoint Foundation 2010
- MSF-SPD: Microsoft Sharepoint 2010 Development
- MSF-SPB: Microsoft Sharepoint 2010 Business Intelligence
- MSF-VS: Microsoft Visio 2010
- MSF-PS1: MS Windows Administration with Powershell I
- MSO-365: Migrating Exchange Server to Office 365
- MSF-410: Installing and configuring Windows Server 2012
- MSF-411: Administering Windows Server 2012
- MSF-412: Configuring Advanced Windows Server 2012 Services
- CIS-NPR: Cisco CCNP Routing and Switching
- CIS-SP1:Computer Information Systems Security Protocol
- CEH-P1: Certified Ethical Hacking Training
- CAP-P1: Computer Systems Authorization Protocol
- WIR-TS: Wireless Technology Specialist
- WIR-NA Wireless Network Administration
- GGL-GL: Google Glass Application Development
- CMP-MOB: Comptia Mobility+ (MBO-001)
- CMP-SM: Comptia Social Media Security
- BUS-AN: Business Analysis and Modeling
- HAD-DB1: Big Data Management with Hadoop
- MON-DB1: Big Data Management with MongoDB
- PYT-PR: Programming in Python
- PRL-PR: Programming in Perl
- JVS-PR: Javascript Programming
- PHP-PR: Programming in PHP
- WRD-PR: Website design with Wordpress
- LIN-WI: Linux for Windows users
- QCB-A1: Quickbooks Training

**CONTINUOUS IMPROVEMENT**

- SSC-GB: Six Sigma Green Belt
- PMT-SK: Project Management Skills
- PMT-MP: Project Management using MS Project
- PMT-SD: Information Technology Project Management

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

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Tech Serve Alliance - So Cal Chapter, Inc. CCG No.: ET15-0400

Reference No: 15-0096 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: 8x8, Inc

Address: 2125 O'Neill Drive

City, State, Zip: San Jose, CA 95131

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 150

Total # of full-time company employees worldwide: 472

Total # of full-time company employees in California: 448

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Company: Aqua Lung America, Inc.

Address: 2340 Cousteau Ct.

City, State, Zip: Vista, CA 92081

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 156

Total # of full-time company employees in California: 95

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Company: Carefusion Resources LLC

Address: 3750 Torrey View Court

City, State, Zip: San Diego, CA 92130

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 150

Total # of full-time company employees in California: 100

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Company: Cognizant Technology Solutions

Address: 5000 Executive Parkway, #295

City, State, Zip: San Ramon, CA 94583

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 5000

Total # of full-time company employees in California: 2000

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Tech Serve Alliance - So Cal Chapter, Inc. CCG No.: ET15-0400

Reference No: 15-0096 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: ICE Consulting Inc.

Address: 1900 McCarthy Blvd

City, State, Zip: Milpitas, CA 95085

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 14

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Lucrazon, Inc

Address: 18881 Von Karman Ave, Ste 600

City, State, Zip: Irvine, CA 94612

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 8

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

Company: Popular Tech

Address: 2081 Business Center Drive

City, State, Zip: Irvine, CA 92612

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 26

Total # of full-time company employees worldwide: 26

Total # of full-time company employees in California: 26

Company: Ray Morgan Company, Inc.

Address: 3131 Esplanade

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 100

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

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Technology Council of Southern California

## Agreement Number: ET15-0401

**Panel Meeting of:** March 27, 2014

**ETP Regional Office:** North Hollywood **Analyst:** M. Paccerelli

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>SB <100<br>Retrainee | Industry Sector(s): | Technology/IT<br>Aerospace and Defense<br>Technology/Other<br>Biotechnology/Life Sciences<br>Manufacturing<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Statewide | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | ≤20% | | |
| Managers/Supervisors: (% of total trainees) | ≤20% | | |

## FUNDING DETAIL

| Program Costs | + | Support Costs | = | **Total ETP Funding** |
|---|---|---|---|---|
| $607,760 | | $42,105<br>8% | | $649,865 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $325,800 |

## 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<br>SB <100<br>Priority Rate | Computer Skills, Continuous Impr | 157 | 8-200 | 0 | $2,224 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 2 | Retrainee<br>SB<100 | Computer Skills, Continuous Impr | 71 | 8-200 | 0 | $1,882 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 3 | Retrainee<br>Priority Rate | Computer Skills, Continuous Impr | 71 | 8-200 | 0 | $1,540 | $16.44 |
| | | | | Weighted Avg: 80 | | | |
| 4 | Retrainee | Computer Skills, Continuous Impr | 45 | 8-200 | 0 | $1,283 | $16.44 |
| | | | | Weighted Avg: 80 | | | |

**Minimum Wage by County:** $16.44 per hour in Alameda, San Francisco, Contra Costa, Marin, San Mateo, Santa Clara, and Santa Cruz counties; $15.97 per hour in Los Angeles; $16.02 per hour in Orange; $15.93 per hour in San Diego; $15.75 per hour in Sacramento County; $15.56 in Alpine; and $15.07 per hour in all other 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

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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Technical Analyst, PC/Hardware Technician, Sales Representative, Account Representative | | 28 |
| System Analyst/Administrator | | 82 |
| Programmer Analyst | | 32 |
| Network Engineer/Administrator/Architect | | 85 |
| Database Administrator/Architect | | 26 |
| Application Architect | | 23 |
| Manager/Supervisor | | 68 |

## INTRODUCTION

Technology Council of Southern California (TCOSC) (www.tcosc.org) is non-profit, volunteer-driven organization providing events, connections, information and resources to technology companies. TCOSC develops content-driven programs that encourage interactive discussions between employers, researchers and venture capitalists. Its two flagship events, VentureNet™

and the annual Industry Awards are regarded as among the most influential technology events in the region. Its members are in the technology industry sectors with operations in Greater Los Angeles and Silicon Valley. TCOSC is committed to developing the critical skills of Information Technology (IT) workers to meet the constantly evolving demands of the companies in its membership.

## PROJECT DETAILS

### Employer Demand

The curriculum was developed by Saisoft in direct response to company requests for training in the management and administration of Microsoft Windows Servers, SQL Server Databases, VMWare Virtual Infrastructure and Cisco Networking. These technologies power computing infrastructure and business critical software applications such as Cloud Computing, Virtualization, ERP, Sales Force Automation and Customer Relationship Management.

These companies, identified by TCOSC as a “core group” of participating employers have training programs but are unable to keep up with the amount and frequency of necessary technical training. Some of them are training employees in complementary technologies. ETP funds will give them the opportunity to broaden their employees’ skill base. In other cases, where the companies are already training in these technologies, ETP funds will augment their efforts.

### Curriculum Development

At the start of the participating employer recruitment process, TCOSC directed its consultant, Saisoft, to conduct surveys with the Human Resources, Training and IT departments of its membersip companies to understand their current business drivers and challenges. The companies were asked to identify new technologies that are being implemented to improve profitability and business efficiency.

Saisoft also obtains direct feedback from students after each training class by using surveys. This helps them to not only improve the quality of instruction but to also constantly customize a curriculum such as the one in this proposal.

### Marketing and Support Costs

TCOSC’s marketing and recruitment efforts include outreach to new employers as well as referrals from employers who have participated in the past ETP contract. TCOSC and Saisoft’s marketing activities include email marketing, social media marketing, IT industry events/trade shows, telemarketing, internet marketing and in-person visits to companies. TCOSC and Saisoft maintain an active website and use Internet marketing to reach targeted employers to educate them on available training opportunities. TCOSC and Saisoft also utilize employer and employee evaluations to gauge emerging training needs and to maintain ongoing relationships with employers.

TCOSC has an extensive database of businesses that are members and service providers to the Technology industry (Legal, Venture Capital companies and Private equity firms). Additionally, Saisoft uses social media marketing extensively to reach out to IT Directors, CIOs and CTOs in these industries to explore their need for IT training. .

Beyond the companies already identified and surveyed, TCOSC and Saisoft will continue to recruit participating employers and assess employer-specific job training requirements

throughout the term of the project. TCOSC's goal is to specifically focus on priority industries and small businesses. Due to the intensive outreach efforts required to market the program, research training requirements and enroll participating employers, TCOSC has requested 8% support costs.

**Core Group of Employers**

All participating employers in the core group have been determined to meet out-of-state competition standards. According to TCOSC and Saisoft, the core group and all other companies participating in this project will not or have not participated in other Saisoft-vendored ETP projects.

**Reimbursement Rate**

The Curriculum is for IT coursework at the Advanced Technology (AT) level (See Exhibit B). However, TCOSC is not asking for reimbursement at the higher AT rate. Instead, the four Job Numbers in this proposal will be reimbursed at the rate for small business and stardard-size business, priority industry and non-priority, as pertinent. For this reason, the trainer-to-trainee ratio will also be standard class/lab at 1:20.

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will be reduced by 50%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

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Safety training is provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Saisoft will deliver 100% of the training in this proposal. TCOSC's Chairman will coordinate the delivery and compliance of the proposed ETP-funded training.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECT

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

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**As a result of recent findings during the Final Monitoring, an overpayment of $22,707 was identified, thereby reducing the earned amount to $160,520 (81%).*

## DEVELOPMENT SERVICES

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# Exhibit B: Menu Curriculum

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8-200 Trainees may receive any of the following:

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- AWS-CC: Cloud computing with Amazon Web Services
- Apache Web Server Administration
- CGI (Common Gateway Interface) and PHP (Hypertext Preprocessor) Programming
- CIS-NPR: CCNP ROUTE (642-902)
- CIS-NPS: CCNP SWITCH (642-813)
- CIS-NPT: CCNP TSHOOT (642-832)
- CIS-ND1: Configuring Cisco Network Devices I (ICND1 – 640-822)
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- CIS-RA: Configuring Remote Access Cisco Networks
- CIS-TA: Troubleshooting Advanced Cisco Networks
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- Information Technology Infrastructure Library (ITIL) Best Practices
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- JAV-AP: Application Development in Java
- JAV-AT: Advanced Topics in Java
- LIN-AD: Linkedin AdManager Administration
- LIN-SA: Linux System Administration
- LIN-NA: Linux Network Administration
- MSO-365: Migrating Exchange Server to MS Office 365
- MSF-AC: Microsoft Access Programming
- MSF-BG: Microsoft Bing Adcenter Administration

- MSF-SPS: Microsoft Sharepoint Designer 2010
- MSF-SPA: Microsoft Sharepoint Foundation Administration
- MSF-SPF: Microsoft Sharepoint Foundation
- MSF-SPD: Microsoft Sharepoint Development
- MSF-SPB: Microsoft Sharepoint Business Intelligence
- MSF-VS: Microsoft Visio 2010 Administration
- MSW-AZ: Implementing Microsft SQL Azure
- MSW-AZ: Implementing Microsoft SQL Azure
- MySQL Database Administration
- PMT-IT: Software Development Lifecycle (SDLC) IT Infrastructure Library - ITIL
- SAI-467: Designing Business Intelligence Solutions with Microsoft SQL Server 2012
- SAI-466: Implementing Data Models and Reports with Microsoft SQL Server 2012
- SAI-465: Designing Database Solutions for SQL Server 2012
- SAI-464: Developing Microsoft SQL Server 2012 Databases
- SEC-NI: Securing Network Infrastructure and Communications (Security+ 1)
- SEC-AP: Application, Operational and Organizational Security (Security+ 2)
- SEC-AI: Designing Security Architecture Infrastructures
- SEC-MA: Designing Security Management Infrastructures
- SQL-463: Implementing a Data Warehouse with Microsoft SQL Server 2012
- SQL-462: Administering Microsoft SQL Server 2012 Databases
- SQL-461: Querying Microsoft SQL Server 2012
- SQL-TS: Programming SQL Server with Transact-SQL
- SQL-AD: SQL Server Advanced Topics
- SQL-RS: SQL Server Reporting Services
- SQL-BI: SQL Server Business Intelligence
- ORA-SQ: Oracle – SQL (Structured Query Language)
- ORA-PL: Oracle – PL/SQL (Programming Language in SQL)
- Perl Programming
- Perl Programming - Using advanced modules
- Perl Advanced Topics: Serving pages using HTTPS (Secure Hypertext Protocol) w/ mod_ssl
- MSF-EX: Microsoft Exchange Server Administration
- MSF-W7: Microsoft Windows7 Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- MSF-SP: Microsoft Sharepoint Server Administration
- MSF-SEC: Designing Security for Microsoft Networks
- MSF-PS: MS Windows Administration with Powershell
- MSF-SA8: Microsoft Windows 2008 Server Administration
- MSF-NA8: Microsoft Windows 2008 Network Infrastructure
- MSF-AD8: Microsoft Windows 2008 Active Directory
- Network Security – Ethical Hacking
- Network Security – Applied Computer Forensics
- PMT: Software Development Lifecycle (SDLC) Project Management
- VBS-PR: Programming in VB.NET
- VBS-AS: Programming ASP.NET and ADO.NET using VB.NET
- VBS-EN: Enterprise Application Development in VB.NET
- COG-PR1: Implementing Business Intelligence with Cognos
- VMW-AD: VMWare Infrastructure Administration
- OOD-UML: Object Oriented Design and Unified Modeling Language
- CIT-SA: Citrix Presentation Server Administration

- UBU-DS: Ubuntu Linux Desktop Administration
- ORA-DB: Oracle Database Administration
- SQL-SA: SQL Server Database Administration
- SQL-DB: SQL Server Database Design
- MSF-HY: Microsoft Windows Server Hyper-V Administration
- SQL-MD12: SQL Server 2012 Multi-dimensional Expressions and Data Analysis Expressions
- SQL-RS12: SQL Server 2012 Reporting Services
- SQL-AS12: SQL Server 2012 Analysis Services
- SQL-BID: SQL Server 2012 Designing Business Intelligence Solutions
- MSF-SPS: Microsoft Sharepoint Designer 2013
- MSF-SPA: Microsoft Sharepoint Foundation 2010 Administration
- MSF-SPF: Microsoft Sharepoint Foundation 2010
- MSF-SPD: Microsoft Sharepoint 2010 Development
- MSF-SPB: Microsoft Sharepoint 2010 Business Intelligence
- MSF-VS: Microsoft Visio 2010
- MSF-PS1: MS Windows Administration with Powershell I
- MSO-365: Migrating Exchange Server to Office 365
- MSF-410: Installing and configuring Windows Server 2012
- MSF-411: Administering Windows Server 2012
- MSF-412: Configuring Advanced Windows Server 2012 Services
- CIS-NPR: Cisco CCNP Routing and Switching
- CIS-SP1:Computer Information Systems Security Protocol
- CEH-P1: Certified Ethical Hacking Training
- CAP-P1: Computer Systems Authorization Protocol
- WIR-TS: Wireless Technology Specialist
- WIR-NA Wireless Network Administration
- GGL-GL: Google Glass Application Development
- CMP-MOB: Comptia Mobility+ (MBO-001)
- CMP-SM: Comptia Social Media Security
- BUS-AN: Business Analysis and Modeling
- HAD-DB1: Big Data Management with Hadoop
- MON-DB1: Big Data Management with MongoDB
- PYT-PR: Programming in Python
- PRL-PR: Programming in Perl
- JVS-PR: Javascript Programming
- PHP-PR: Programming in PHP
- WRD-PR: Website design with Wordpress
- LIN-WI: Linux for Windows users
- QCB-A1: Quickbooks Training

**CONTINUOUS IMPROVEMENT SKILLS**

- SSC-GB: Six Sigma Green Belt
- PMT-SK: Project Management Skills
- PMT-MP: Project Management using MS Project
- PMT-SD: Information Technology Project Management

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

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Technology Council of Southern California CCG No.: ET15-0401

Reference No: 15-0036 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Aumkaara, Inc.

Address: 4340 Stevens Creek Blvd Suite 286

City, State, Zip: San Jose, CA 95129

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Comware Technical Services, Inc.

Address: 17922 Sky Park Cir, Ste E

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 24

Total # of full-time company employees worldwide: 120

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

Company: Enterprise Vision Technologies, Inc.

Address: 201 Wilshire Boulevard

City, State, Zip: Santa Monica, CA 90401

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 12

Total # of full-time company employees in California: 12

Company: Liftoff LLC

Address: 600 N. Brand Blvd, Ste 620

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 12

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 12

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Technology Council of Southern California CCG No.: ET15-0401

Reference No: 15-0036 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Moka5, Inc.

Address: 475 Broadway St, 2nd Floor

City, State, Zip: Redwood City, CA 94063

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 52

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Company: Nitech, Inc

Address: 15560 Rockfield Blvd, Ste B110

City, State, Zip: Irvine, CA 94618

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

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Company: RemX Specialty Staffing, Inc.

Address: 8577 Haven Avenue, Ste 100

City, State, Zip: Rancho Cucamonga, CA 91730

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 42

Total # of full-time company employees in California: 42

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Company: Science Applications International Corporation

Address: 10140 Campus Point Drive

City, State, Zip: San Diego, CA 92121

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 13248

Total # of full-time company employees in California: 1294

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Technology Council of Southern California CCG No.: ET15-0401

Reference No: 15-0036 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Smith Micro Software, Inc.

Address: 51 Columbia

City, State, Zip: Aliso Viejo, CA 92656

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 100

Company: Syntricity, Inc.

Address: 4225 Executive Square, Ste 520

City, State, Zip: San Diego, CA 92037

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 18

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 23

Company: Technossus LLC

Address: 17885 Von Karman Ave, Ste 410

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 23

Total # of full-time company employees worldwide: 26

Total # of full-time company employees in California: 26

Company: Total Defense iSherrif Inc.

Address: 555 Twin Dolphin Plaza, Ste 610

City, State, Zip: Redwood City, CA 94065

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

# Participating Employers in Retrainee
# Multiple Employer Contracts

| | |
|---|---|
| Contractor's Name: Technology Council of Southern California | CCG No.: ET15-0401 |
| Reference No: 15-0036 | Page 4 of 4 |

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Valley Network Solutions, Inc.

Address: 364 W. Fallbrook Avenue, Ste 101

City, State, Zip: Fresno, CA 93711

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 15

Total # of full-time company employees worldwide: 24

Total # of full-time company employees in California: 24

Company: Where 2 Get It, Inc.

Address: 5101 E. La Palma Ave, Ste 107

City, State, Zip: Anaheim, CA 92807

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 29

Total # of full-time company employees worldwide: 44

Total # of full-time company employees in California: 32

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Feather River College

## Agreement Number: ET15-0405

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>Retrainee<br>SB<100<br>HUA<br>Entrepreneurial<br>SET | Industry Sector(s): | Manufacturing<br>Services<br>Agriculture<br>Engineering<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Butte, Del Norte, Humboldt, Lassen, Mendocino, Modoc, Plumas, Shasta, Siskiyou, and Tehama | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | ≤20% | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $99,508 | | $6,890<br>8% | | $106,398 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $115,000 |

## 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<br>Priority Rate | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 30 | 8-200 | 0 | $770 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 2 | SB<100<br>Priority Rate<br>Retrainee | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 50 | 8-60 | 0 | $1,251 | $15.07 |
| | | | | Weighted Avg: 45 | | | |
| 3 | SB<100<br>Retrainee<br>SET | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 1 | 8-60 | 0 | $941 | $27.40 |
| | | | | Weighted Avg: 40 | | | |
| 4 | SB<100<br>Priority Rate<br>SET | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 1 | 8-60 | 0 | $1,112 | $20.55 |
| | | | | Weighted Avg: 40 | | | |
| 5 | SB<100<br>Retrainee<br>SET<br>HUA | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 13 | 8-60 | 0 | $941 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 6 | SB<100<br>Entrepreneurial<br>Priority Rate | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 6 | 8-60 | 0 | $583 | N/A |
| | | | | Weighted Avg: 21 | | | |
| 7 | SB<100<br>Entrepreneurial | Business Skills, Continuous Impr, Literacy Skills, Mgmt Skills | 6 | 8-60 | 0 | $494 | N/A |
| | | | | Weighted Avg: 21 | | | |

**Minimum Wage by County:** Job Numbers 1 and 2: $15.07 per hour for Butte, Del Norte, Humboldt, Lassen, Mendocino, Modoc, Plumas, Shasta, Siskiyou, and Tehama Counties.

Job Number 3(SET/Statewide): $27.40

Job Number 4(SET/Priority): $20.55

Job Number 5(SET/HUA): $15.07 per hour for Butte, Del Norte, Humboldt, Lassen, Mendocino, Modoc, Plumas, Shasta, Siskiyou, and Tehama 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

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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrative Staff | | 12 |
| Customer Service Representative | | 13 |
| Sales Representative | | 10 |
| Production Staff | | 6 |
| Technician | | 5 |
| Maintenance Staff | | 4 |
| Logistical Support Staff | | 5 |
| Export Administrator | | 5 |
| Agricultural Worker | | 10 |
| Engineer | | 4 |
| Analyst | | 7 |
| Supervisor/Manager (Range 1) | | 7 |
| Supervisor/Manager (Range 2) | | 7 |
| Entrepreneur (Owner) | | 12 |

## INTRODUCTION

Feather River College (FRC), located in Quincy, was founded in 1968 (www.frc.edu). The institution is a 2 year community college, accredited by the Accrediting Commission for Community Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). FRC offers general education classes to the local community.

In addition to servicing the general population, FRC works directly with businesses within surrounding communities to provide training to incumbent workers. Employers in the core group are primarily agricultural, manufacturers, or professional services providers.

## PROJECT DETAILS

FRC conducted a survey of businesses located in Northern California to determine their business and training needs. It was determined that many of the companies in this area are in need of training to increase their worldwide competitiveness.

The training plan, developed by FRC and the Center for International Trade Development (CITD), will focus on business skills necessary to export goods to customers worldwide. Trainees will learn to deal with international shipping costs, complex regulations, foreign currency, government agencies, language barriers, financing to work with foreign customers.

In addition, companies have requested Literacy Skills training to improve internal communication; Management Skills training to ensure lead employees effectively lead the workforce; and Continuous Improvement to improve production efficiencies and quality.

## Training Plan

**Business Skills** (50%): Training will be provided to all occupations. Training will focus on skills which are critical in nature to compete internationally and nationally. Training will be delivered on global business skills, communication skills, customer service skills, sales skills, and marketing skills.

**Literacy Skills** (10%): Training will be provided to Production Staff, Technicians, Maintenance Staff and Agricultural Workers. Trainees will receive English as a Second language (ESL) training from a certified ESL instructor to improve communication and understanding on the job.

**Management Skills** (20%): Training will be provided to Managers, Supervisors and Entrepreneurs. Training will focus on the management skills necessary to compete globally as well as the skills necessary to ensure that staff is engaged and focused.

**Continuous Improvement** (20%): Training will be provided to Production Staff, Technicians, Maintenance Staff, Analysts, Supervisors, Managers, and Entrepreneurs. Training will improve productivity and product quality.

## Commitment to Training

FRC represents that ETP funds will not displace the existing financial commitment to training. Safety training will continue to be provided in accordance with all pertinent requirements under state and federal law. Training by participating employers is job specific and may include new hire orientation, sexual harassment prevention, best practices, first-aid, and legal compliance.

## High Unemployment Area

Some trainees may work in a High Unemployment Area (HUA), defined as any area with unemployment exceeding the state average by 25%. FRC is not requesting a wage modification in this proposal; however, since Job Number 5 has a SET/HUA attribute, it qualifies for the standard minimum wage instead of the State Average Hourly Wage.

## Impact/Outcome

Training is expected to improve participating employers' competitiveness globally. After completion, participating employers will be able to successfully market and sell their products worldwide. With an increase in demand for their products worldwide, training will lead to a greater job certainty and ultimately job creation in Northern California.

## Marketing and Support Costs

FRC is requesting 8% support costs to assist with recruitment, employer outreach, assessments of employer-specific job requirements, creation of unique training curriculums, and obtaining highly specialized trainers. Marketing efforts will be done through online newsletters, social media, local press, personal on-site visits, telephone calls, emails, networking, and the college systems' websites. FRC aims to market in the 10 county region of Northern California to over 250 businesses.

CITD and Gnosis Communications will also assist FRC with marketing. Their responsibilities include: contacting prospective participating employers to market the program, analyzing and tracking employer need assessments, developing the training, obtaining subject matter experts

to be trainers, scheduling trainings, creating class handouts, and ensuring that trainee attendance is logged on ETP rosters.

**Trainer Qualifications**

Training for the proposed curriculum will be delivered by specialists from within the California Community College system and from UC Davis and Chico State. It is also anticipated that training will be delivered by subject matter experts from outside vendors. Some training may also be provided by experienced trainers who work for participating employers. FRC is estimating that 50% of training will be delivered by outside training vendors and 50% of training will be delivered by specialists from within the college system.

**Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, FRC 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.

## DEVELOPMENT SERVICES

FRC retained Sierra Consulting Services in Cameron Park to assist with development of this proposal for a flat fee of $8,900.

## ADMINISTRATIVE SERVICES

FRC also retained Sierra Consulting Services to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200 Job Number 1
8-60 Job Numbers 2-7

Trainees may receive any of the following:

## BUSINESS SKILLS

- Business Assessment and Growth Strategies
- Business Fundamentals
- Business Structure and Finance
- Brand Identity and Global Markets
- Business Process Re-engineering
- Business Writing
- Collaboration
- Conflict Resolution
- Corporate/Department Budgeting and Forecasting
- Cost Control
- Communication Styles
- Creative Marketing
- Customer Relationship Management
- Customer Service Skills
- Dealing with Difficult People
- Financial Analysis
- Funding Strategies
- Global Business Skills
- Identifying New Markets
- Import/Export (Regulations & Procedures)
- Leadership
- Marketing/Sales Techniques
- Multiculturalism
- Negotiating
- Online Platforms and Affiliate Marketing
- Operational Skills
- Personal Effectiveness (Problem Solving, Decision Making, Taking Ownership)
- Planning, Organizing, and Goal Setting
- Presentation Skills
- Product Knowledge
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building
- Target Markets and Market Research
- Wrap-up and Launch Strategy

## CONTINUOUS IMPROVEMENT

- Project Management Skills
- Time Management Skills
- Lean Manufacturing
- Process Improvement
- 5S
- Problem Solving

**LITERACY SKILLS**

- Vocation English as Second Language: Basic English Language Skills/Reading/Comprehension and Basic Mathematics

**MANAGEMENT SKILLS** (Managers and Supervisors only)

- Change Management
- Corporate Finance for Managers
- Delegation
- Developing a Successful Corporate Culture
- Essential Skills for a New Manager
- Leadership Skills
- Managing a Department
- Team Building
- Strategic Planning

Literacy Training cannot exceed 45% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total hours per trainee for Job Number 1 and 60 total hours per trainee for Job Numbers 2-7, regardless of method of delivery.

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Feather River College | CCG No.: ET15-0405

Reference No: 15-0242 | 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: AB Medical

Address: 20272 Skypark Drive

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

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Company: Advanced Concepts

Address: 2952 Bechelli Ln.

City, State, Zip: Redding, CA 96002

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

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Company: AJA Video Systems, Inc.

Address: 180 Litton Drive

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 45

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Company: Alambic Inc.

Address: 3001 South State St. #35

City, State, Zip: Ukiah, CA 95482

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: B & D Precision

Address: 19818 Canpom Court

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Bianca's Gourmet & Lupina LLC

Address: P O Box 967

City, State, Zip: Mt. Shasta, CA 96067

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Big Bluff Ranch

Address: 12480 Colyer Springs Rd

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Butte View Olive Co.

Address: 2950 Louis Avenue

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Contract Manufacturing Inc.

Address: 571 Searls Avenue Suite D

City, State, Zip: Nevada City, CA 95959

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Country Connection

Address: P. O. Box 1115

City, State, Zip: Berry Creek, CA 95916

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

Company: David Hull & Associates

Address: 4330 Cedar Street, Suite M

City, State, Zip: Eureka, CA 95503

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 1

Total # of full-time company employees in California: 1

Company: Eigen Inc.

Address: 13366 Graca Valley Avenue #A

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: High Sierra Electronics, Inc.

Address: 155 Spring Hill Drive #106

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 15

Total # of full-time company employees in California: 3

Company: Humboldt Hotsauce

Address: 1966 Elmwood Place

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 2

Total # of full-time company employees in California: 2

Company: Liqua-Tech Corporation

Address: 3501 North State Street

City, State, Zip: Ukiah, CA 95482

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

Company: M&M Molds

Address: 6250 Lancaster Drive

City, State, Zip: Paradise, CA 95969

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Microphor Inc.

Address: 452 East Hill Road

City, State, Zip: Willits, CA 95490

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 50

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

Company: Op-Test

Address: 1246 Redwood Blvd

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 20

Total # of full-time company employees in California: 20

Company: Orchids For The People

Address: 1975 Blake Road

City, State, Zip: McKinleyville, CA 95519

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 1

Total # of full-time company employees in California: 1

Company: Organic Essence

Address: 629 Bertsch Avenue

City, State, Zip: Crescent City, CA 95531

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Organic Horseradish Company

Address: 7890 County Road 120

City, State, Zip: Tulelake, CA 96134

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Orland Farmstead Creamery

Address: 4721 Road L

City, State, Zip: Orland, CA 95963

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Redwood Burl, Inc.

Address: 200 Aldergrove Rd

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

Company: Redwood Executive Training

Address: 1556 Tantara Lane

City, State, Zip: McKinleyville, CA 95519

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 2

Total # of full-time company employees in California: 2

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: RiddleFixer

Address: 726 Damrow Lane

City, State, Zip: Paradise, CA 95969

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 1

Total # of full-time company employees in California: 1

Company: Roplast Industries

Address: 3155 South 5th Avenue

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

Company: Solace Graphics

Address: P O Box 1947

City, State, Zip: Grass Valley, CA 95945

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

Company: Spirit Art Glass

Address: 5251 Avenue of the Giants

City, State, Zip: Miranda, CA 95553

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Stein Design

Address: 10591 Belford Place

City, State, Zip: Truckee, CA 96161

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Sweet Grass Organics

Address: 257 Guidici Lane

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 1

Total # of full-time company employees in California: 1

Company: Ted Pella, Inc.

Address: 4595 Mountain Lakes Boulevard

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 100

Total # of full-time company employees in California: 100

Company: Turri Family Farms

Address: P O Box 2158

City, State, Zip: Flournoy, CA 96029

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 1

Total # of full-time company employees worldwide: 1

Total # of full-time company employees in California: 1

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Vapolution INC

Address: 1692 Mangrove Avenue

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

Company: Vision Care Devices, Inc.

Address: 6100 Belevue Ln.

City, State, Zip: Anderson, CA 96007

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 35

Total # of full-time company employees in California: 35

Company: Wing Inflatables, Inc.

Address: 1220 5th Street

City, State, Zip: Arcata, CA 95521

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

Company: Wonder Metals Corp.

Address: 4351 Caterpillar Road

City, State, Zip: Redding, CA 96003

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 19

Total # of full-time company employees in California: 19

# RESPOND

## Training Proposal for:

# Feather River College

## Agreement Number: ET15-1003

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Critical Proposal<br>RESPOND (Alt/Gen Funds)<br>Retrainee<br>SB<100<br>Priority Rate<br>HUA | Industry Sector(s): | Agriculture<br>Biotechnology/Life Sciences<br>Manufacturing<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Butte, Lassen, Modoc, Siskiyou, Tehama | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | ≤20% | | |
| Managers/Supervisors: (% of total trainees) | ≤20% | | |

## FUNDING DETAIL:

All funding is from the General Fund as authorized for the RESPOND program.

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $100,160 | | $17,360<br>20% | | $117,520 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $120,000 |

## 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, Commercial Skills, Cont. Imp., Literacy Skills, Mgmt. Skills | 23 | 8-200 | 0 | $845 | $17.00 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee Priority Rate HUA | Business Skills, Commercial Skills, Cont. Imp., Literacy Skills, Mgmt. Skills | 5 | 8-200 | 0 | $845 | $11.30 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Retrainee Priority Rate SB<100 | Business Skills, Commercial Skills, Cont. Imp., Literacy Skills, Mgmt. Skills | 45 | 8-60 | 0 | $1,220 | $17.00 |
| | | | | Weighted Avg: 40 | | | |
| 4 | Retrainee SB<100 | Business Skills, Commercial Skills, Cont. Imp., Literacy Skills, Mgmt. Skills | 20 | 8-60 | 0 | $1,033 | $17.00 |
| | | | | Weighted Avg: 40 | | | |
| 5 | Retrainee Priority Rate SB<100 HUA | Business Skills, Commercial Skills, Cont. Imp., Literacy Skills, Mgmt. Skills | 15 | 8-60 | 0 | $1,220 | $11.30 |
| | | | | Weighted Avg: 40 | | | |

**Minimum Wage by County:** Job Numbers 1, 3 and 4: $15.07 per hour for Butte, Lassen, Modoc, Siskiyou and Tehama counties. Job Numbers 2 and 5 (HUA): $11.30 per hour for Lassen, Modoc, Siskiyou and Tehama 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

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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Crop Specialist | | 5 |
| Economic Development Specialist | | 5 |
| Farm Worker | | 20 |
| Maintenance Technician | | 10 |
| Pesticide Specialist | | 10 |
| Operation Worker | | 8 |
| Municipal Supervisor | | 3 |
| Municipal Manager | | 2 |
| Irrigation Specialist | | 10 |
| Production Staff | | 5 |
| Water Treatment Specialist | | 5 |
| Urban Planner | | 3 |
| Rural Planner | | 2 |
| Municipal Water Specialist | | 5 |
| Owner | | 10 |
| Business Analyst | | 5 |

## INTRODUCTION

Feather River College (FRC), located in Quincy, was founded in 1968 (www.frc.edu). The institution is a two-year community college and is accredited by the Accrediting Commission for Community Junior Colleges of the Western Association of Schools and Colleges. As a community college, FRC offers general education classes to the local community. In addition to servicing the general population, FRC works directly with businesses within surrounding communities to provide training to incumbent workers in the agriculture, manufacturing and professional services sectors.

In this proposal, FRC is collaborating with Lassen College and the Center for International Trade Development (CITD), which is a branch of the community college system. The employers participating in this proposal will be located in a county declared as severely impacted by the drought by the Governor's office and the California Department of Food and Agriculture.

Employers in the core group are primarily agricultural and food processing manufacturers whose businesses have been severely impacted by the drought. Some of these employers are ineligible for core program funding. For this reason, the General Fund appropriation will be used.

### Need for Training

The drought has brought unprecedented challenge and hardship to Northern California as agriculture and agricultural-related services are extremely important to the economies of these counties. Businesses are faced with difficult choices such as changing crops, changing

irrigation equipment, changing irrigation schedules/processes, and changing the amount of pesticides and fertilizers used.

Training plans developed will educate participating employers to allow informed decisions. Workers will be trained on different drought solutions and how to implement these changes. The training program will help growers and agriculture service businesses improve water usage efficiencies, irrigation systems, pesticide applications, and landscape designs. Participating employers will also receive training on recent technological advances regarding water systems and equipment, which will foster improvement and ensure sustainability.

Companies may be forced to change business processes and therefore will need training in Business Skills. These skills are necessary to remain competitive in their industries. Workers require training on the marketing and sale of drought-related products and services as well as customer service, writing and financial planning skills.

The drought has affected all sectors of these businesses and training will improve production efficiencies, management skills and communication skills by providing trainees with Vocational English as a Second Language training.

**RESPOND/Drought**

The Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) pilot program was adopted by the Panel in early 2014 to fund training in designated drought areas. The drought has impacted several key industry sectors (e.g. agriculture) and could lead to loss of jobs. Hardest hit are the San Joaquin Valley and Central Coast areas. (A total of 24 counties have been identified by the Governor's Office.)

The funds may be "alternate" using a special one-time appropriation of $2,000,000 from the State's General Fund. Funds may also be "core" program as authorized in the RESPOND guidelines. RESPOND funding is used to: (1) support displaced workers; (2) avert layoffs; and (3) help employers transition to more sustainable operations and practices.

**Reimbursement Rate**

FRC is not requesting a modification to the standard reimbursement rates. Trainees of priority industry large businesses will receive the standard reimbursement rate of $18 per hour; trainees of priority industry small businesses will received the standard reimbursement rate of $26 per hour; and trainees of non-priority small businesses will receive the standard reimbursement rate of $22 per hour.

## PROJECT DETAILS

Large business trainees in Job Numbers 1 and 2 will receive between 8-200 hours of classroom/laboratory training and Small Business trainees in Job Numbers 3-5 will receive between 8-60 hours of classroom/laboratory training. (Explain how the Business Skills courses relate to the RESPOND goal.)

**Business Skills** (20%): Training will be offered to Economic Development Specialists, Municipal Supervisors, Municipal Managers, Urban Planners, Rural Planners Municipal Water Specialists, Business Analysts and Farm Owners. Training will focus on marketing, sales, communication, financial analysis, customer service and planning. Professional trainees will be able to successfully market, sell and incorporate drought related products. Training topics will

include Creative Marketing, Customer Relationship Management, Cost Control, Financial Analysis, Negotiating, Retaining Customers, Marketing/Sales Techniques, Communication styles and Strategic Planning.

**Literacy Skills** (10%): Training will be offered to Operation Workers, Production Staff, Farm Workers and Maintenance Technicians. Trainees will receive English as a Second language (ESL) training from a certified ESL instructor to improve communication and understanding on the job. Vocational English as a Second Language will include courses in Language Skills, Reading, Comprehension and Basic Mathematics.

**Commercial Skills** (50%): Training will be offered to all occupations and will be specific to the trainee's job duties. The focus of training will be drought-related topics to improve water usage efficiencies, irrigation systems, pesticide applications, landscape designs and technological advances. Training topics will include Crop Irrigation Design, Crop Rotation, Drought Resistant Crops, Irrigation Systems, Pesticide Application in Drought Conditions, Pumps, Soil Management, Water Conservation, Water Management and Landscape Sprinkler Design.

**Management Skills** (10%): Training will be offered to Municipal Supervisors, Municipal Managers and Owners. Training will focus on the enhancement of techniques used to keep the workforce engaged, productive and focused. Training topics will include Coaching, Decision Making, Leadership, Motivation and Teambuilding.

**Continuous Improvement** (10%): Training will be offered to all occupations and focus on the reorganization of processes and procedures to improve drought-related efficiencies. Training topics include Kaizen, 5S, Lean Manufacturing, Problem Solving and Process Improvements.

**Commitment to Training**

FRC 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 varies by participating employer, is both job specific and companywide, and includes new hire orientation, sexual harassment prevention, best practices, first-aid and legal compliance.

**High Unemployment Area**

Some trainees may work in a High Unemployment Area (HUA) with unemployment exceeding the state average by 15%. FRC is requesting a wage modification for the 5 trainees in Job Number 2 and 15 trainees in Job Number 5, from $15.07 to $11.30 per hour.

**Impact/Outcome**

Drought training is expected to improve water usage efficiencies, increase crop yields and train farmers on drought resistant crops. After the completion of training, farmers will be able to use less water to produce the same amount of crops. With farms producing at the same capacity, it will prevent the loss of jobs in the Northern California region.

**Marketing and Support Costs**

FRC is requesting 20% support costs to assist in the recruitment, employer outreach, and assessment of employer-specific job requirements. To reach as many potential participating employers as possible, FRC retained the expert services of Grant Management Associates

(GMA). GMA is based in Northern California and has many years of experience working with local water districts, farm bureaus, and water conservation districts. In addition to recruiting participating employers, GMA is recruiting subject matter experts who will be used as trainers and assisting in the development of the curriculum.

An extensive needs assessment was completed by CITD, in which over 250 businesses in the 10 county Northern California regions completed assessments. The assessment uncovered that many of the exports are agricultural-related products and that there is substantial need for businesses to increase their exports.

FRC has also retained the services of Gnosis Communications (GC) to market training and to assist with confirming trainee attendance, arranging travel, and printing and distributing course materials.

Marketing is done through online newsletters, seminars, social media, local press, utilizing partner's networks, personal contacts, telephone calls, and emails. As a community college, FRC has formed partnerships with Workforce Investment Boards, Workforce Investment Agencies, regional Economic Development Centers, The US Small Business Administration, and Small Business Development Centers. The relationship between FRC and these agencies assists in the bridge between education and industry. This will allow FRC to reach even more potential participating employers.

**Trainer Qualifications**

Outside training vendors will deliver all of the drought-related training, which involves water efficiencies or water technology. These trainers will subject matter experts. Experienced trainers who work for participating employers may also provide some training. FRC staff will deliver much of the Business and Management Skills training. It is estimated that outside training vendors will deliver 70% of the training in this proposal and FRC staff will deliver 30%.

**Training Coordinator**

FRC has contracted with CITD, GMA and GC to assist with need assessments, marketing, training developing, obtaining qualified trainers, scheduling, class handouts, and ensuring attendance is logged on ETP rosters. In addition, FRC has contracted with Sierra Consulting Services to perform all administration functions in relation to the ETP contract.

**Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, FRC 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.

## DEVELOPMENT SERVICES

Sierra Consulting Services in Cameron Park assisted with development of this proposal for a flat fee of $8,900.

## ADMINISTRATIVE SERVICES

Sierra Consulting Services will also perform administrative services for a fee not to exceed 12% of payment earned.

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200 Job Numbers 1-2
8-60 Job Numbers 3-5

Trainees may receive any of the following:

## BUSINESS SKILLS

- Business Fundamentals
- Business Writing
- Collaboration
- Conflict Resolution
- Creative Marketing
- Cultural Aspects, Negotiations and Awareness
- Customer Relationship Management
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Finance and Banking
- Financial Analysis
- Foreign Relations and Legal
- International Marketing, Shipping and Planning
- Leadership
- Leveraging Multiple Funding Sources
- Logistics and Documentation
- Marketing/Sales Techniques
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building
- Strategic Planning
- Time Management

## COMMERCIAL SKILLS

- Agriculture Equipment Obsolescence and Replacement
- Soil, Plant and Water Relationships
- Pipeline Hydraulics I
- Pipeline Hydraulics II
- California Drought Overview
- Cattle and Livestock Management
- Crop Irrigation Design
- Crop Rotation
- Drip/Micro Irrigation Design
- Drought-Related Landscape Design
- Drought-Related Urban Design
- Drought-Related Rural Design
- Drought Resistant Crops
- High Desert Water Management

- Irrigation Scheduling, Salinity and Drainage
- Irrigation Systems
- Irrigation Management
- Landscape Sprinkler Design
- Pesticide Application in Drought Conditions
- Pumps
- Soil Management
- Tailwater Return Systems
- Water Conservation
- Water Management
- Water Recycling
- Water Technologies
- Water Transfer Supply
- Waste Water Treatment Design

**CONTINUOUS IMPROVEMENT**

- Kaizen
- 5S
- Lean Manufacturing
- Process Improvement
- Production Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Process Capability

**LITERACY SKILLS**

- Vocation English as Second Language:
  - Basic English Language Skills
  - Reading/Comprehension
  - Basic Mathematics

**MANAGEMENT SKILLS** (Managers/Owners Only)

- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership
- Motivation
- Supervisor Skills
- Teambuilding
- Essential Skills for a New Supervisor

Literacy Training cannot exceed 45% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 200 total training hours per trainee in Job Numbers 1-2, regardless of the method of delivery. Reimbursement is capped at 60 total training hours per trainee in Job Numbers 3-5, regardless of the method of delivery.

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Feather River College | CCG No.: ET15-1003

Reference No: 15-242 | 

Company: 4 Corner Growers LLC

Address: 9051 Aguas Frias Rd.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 2

Total # of full-time company employees in California: 2

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Company: Agra Trading LLC

Address: 60 Independence Circle

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

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Company: Alternative Energy Systems

Address: 13620 California Hwy. 99

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

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Company: Bell-Carter Olive Company

Address: 1012 Second St.

City, State, Zip: Corning, CA 96021

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 10

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 250

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Betagna Orchards

Address: 3329 Hegan Lane

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 10

Total # of full-time company employees in California: 10

Company: Bertagna Son Kissed Vineyards

Address: 3363 Hegan Lane

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Burnisini Vineyards

Address: 19535 Hammers Ln.

City, State, Zip: Cottonwood, CA 96022

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Butte Hulling & Drying

Address: 557 Ord Ranch Rd.

City, State, Zip: Gridley, CA 95948

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Butte View Olive Company

Address: 2950 Louis Ave.

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Chambers Oil

Address: 501 Miller Ave.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Chico Nut Company

Address: 2020 Esplanade

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Chico Sprinkler Inc.

Address: 2 Three Sevens Lane

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 7

Total # of full-time company employees in California: 7

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Compton Enterprises

Address: 2434 Dayton Rd.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Cross Petroleum

Address: 3560 South Market St.

City, State, Zip: Redding, CA 96001

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

Company: Dayton Road Walnut Hulling & Drying

Address: 3101 Dayton Rd.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Deseret Farms

Address: 6100 Wilson Landing Rd.

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Durham Pump

Address: 2313 Durham Dayton Hwy.

City, State, Zip: Durham, CA 95938

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: Fruit Growers Lab

Address: 563 E. Lindo Ave.

City, State, Zip: Chico, CA 95926

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Grey Fox Vineyards

Address: 90 Greyfox Lane

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Happy Orchards, Inc.

Address: 8165 White Oak Dr.

City, State, Zip: Durham, CA 95938

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Irrigate.net

Address: 1770 Serenity Way

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Keyawa Orchards

Address: 3230 California 35

City, State, Zip: Glenn, CA 95943

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 5

Total # of full-time company employees worldwide: 30

Total # of full-time company employees in California: 30

Company: La Rocca Vineyard

Address: 12360 Doe Mill Rd.

City, State, Zip: Forest Ranch, CA 95942

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 8

Total # of full-time company employees in California: 8

Company: Llano Seco Rancho

Address: 8369 Hugh Baber Ln.

City, State, Zip: Chico, CA 95928

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Lodestar Olive Oil

Address: 3719 Foothill Blvd.

City, State, Zip: Oroville, CA 95966

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 5

Total # of full-time company employees in California: 5

Company: Lodi Pump & Irrigation

Address: 1301 Armstrong Rd.

City, State, Zip: Lodi, CA 95242

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Micheli Farms

Address: 6005 Hwy. 99

City, State, Zip: Live Oak, CA 95953

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 4

Total # of full-time company employees worldwide: 14

Total # of full-time company employees in California: 14

Company: Roney Land Cattle Company

Address: 515 Roney Trail

City, State, Zip: Chico, CA 95973

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Tehama County Farm Bureau

Address: 275 Sale Ln.

City, State, Zip: Red Bluff, CA 96080

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 3

Total # of full-time company employees worldwide: 3

Total # of full-time company employees in California: 3

Company: The Olive Grove Nursery

Address: PO Box 659

City, State, Zip: Oroville, CA 95968

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Tozier Ranch

Address: 2401 Flag Canyon Rd.

City, State, Zip: Oroville, CA 95965

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

Company: Wil-ker-son Ranch and Packing Co.

Address: 661 E. Evens Reimer Rd.

City, State, Zip: Gridley, CA 95948

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 2

Total # of full-time company employees worldwide: 4

Total # of full-time company employees in California: 4

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# UFCW Northern California Meat Apprenticeship Trust Fund

## Agreement Number: ET15-0924

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Apprenticeship | Industry Sector(s): | Services<br>Retail Food<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | Northern California | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☒ Yes ☐ No United Food and Commercial Workers, Locals 5 and 8 | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $117,000 | | $8,100<br>8% | | $125,100 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | Inherent |

## 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 | Commercial Skills | 45 | 8-200 | 0 | $2,780 | $17.35 |
| | | | | Weighted Avg: 200 | | | |

**Minimum Wage by County:** SET Wage Non-Priority: $27.40 [Note: The Post-Retention Wage is based on the union-negotiated wage/benefits.]

**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 $6.80 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Apprentice Meat Cutters | | 45 |

## INTRODUCTION

In this proposal, the UFCW Northern California Meat Apprenticeship Trust Fund (UFCW Meat Trust) seeks training funds for 45 apprentices in the retail and wholesale meat cutting industry. Apprentice training has been offered in California by the United Food and Commercial Workers (UFCW) for 75 years in this industry sector. The current program sponsored by UFCW Northern California MEAT JAC was formed by a merger of three separate Joint Apprenticeship Training Committees (JATC) in Local 5 and Local 8: Humboldt & Del Norte Meat cutters, Oakland & Vicinity Meat Industry and Santa Clara County Meat Cutters.

The merger into one JATC under the UFCW Meat Trust was approved by the Division of Apprenticeship Standards (DAS) in December 2014. The joint trust, headquartered in Hayward, serves 48 counties throughout Northern California.

This is the second non-traditional apprenticeship program to be funded by ETP since the Apprentice Training Program was adopted as a pilot in March 2012. [Note: The first was Holt Caterpillar's Big Idea program for mechanics, funded last Fiscal Year under a Single Employer Contract.]

Traditional apprenticeships are in the building trades. The term “non-traditional” is used by the Division of Apprenticeship Standards (DAS) for other industry sectors such as Retail Food, Machining, Mechanical and Healthcare. ETP has been partnering with DAS in this regard, especially now that the Governor’s Budget for FY 2015/16 includes a special “adult education” appropriation to the California Community College Chancellor’s Office (CCCCO) to reach non-traditional apprenticeships.

## PROJECT DETAILS

This is a one-year apprenticeship program, following a year of entry-level “meat clerk” training to learn the rudiments pertinent to one occupational specialty (Meat Cutter). The other specialty, Sausage Maker, is not included in this proposal. ETP will not fund training for meat clerks because it is all on-the-job; the classroom training does not begin until the apprenticeship program.

The Apprentices are all full-time permanent employees with a given signatory employer, such that on-the-job training totals 4,160 hours over the course of two years (including one year as a Meat Clerk). Wages for both Apprentices and Meat Clerks are proportionate to Journeymen, with advancements at each six-month period. Related & Supplemental Instruction (RSI) begins in the second year, as noted above, after the meat clerk has been accepted into the apprenticeship program.

ETP will fund RSI, which is delivered as classroom training. Standard RSI for this program is 144 hours. However, ETP will also fund ancillary RSI, up to the 200-hour cap per-trainee.

The training curriculum was developed with input from the national UFCW and the signatory employers. New apprenticeship standards were filed with DAS in December 2013, preparatory to merger of the two JATC’s under a joint trust fund, as discussed earlier. The three original JATC members remain active in the current program, especially in regard to recruitment.

Post-merger, the new Local Educational Agency (LEA) is Hayward Center for Education & Careers replacing the original three (Hayward Adult School, San Leandro Adult School and San Jose Community College). Training is delivered on-campus using a semester schedule. RSI is on a semester schedule, although it is delivered at three facilities in Hayward, San Francisco and San Jose. The instructors are qualified Journeymen and experts, per standards set by the LEA.

According to the UFCW Meat Trust, signatory employers seek Apprentices and Journeymen skilled in safe meat-handling consistent with Federal & Drug Administration standards. They also require training in new technologies including computer software, to better track inventory and reduce waste. Employers also demand worker training in new equipment and techniques responsive to changes in consumer demand. Some employers seek Journeymen with training in meat-department management.

### Apprenticeship Program

The Panel is authorized to fund Apprentice training that does not displace any other source of government funds, or replace an existing apprenticeship program approved by DAS. The Panel adopted the Apprenticeship Training Program as a pilot in March 2012. It is designed to supplement cost of delivery for the RSI portion of DAS-approved apprenticeship training.

Apprenticeships are a multi-year training program that results in DAS certification to work as a Journeyman. They are authorized in California under the Shelly-Maloney Apprenticeship Labor

Standards Act of 1939. Apprentices commit to training under contract with an apprenticeship program sponsor. They advance through a series of apprenticeship levels as they complete modules of RSI and on-the-job training. The Meat Cutters apprenticeship is a one-year program, with two levels. Wages are paid for hours worked on the job, in progression with a series of advancements up to the Journeyman level.

The Apprenticeship Training Program extends to Journeymen and Pre-Apprentices. Normally, first-year Apprentices are not eligible due to the higher drop-out rates associated with the entry-level. With a one-year program as here, that eligibility standard is waived.

Apprenticeship programs are typically sponsored by a JATC or a Unilateral Apprenticeship Committee (UAC). A JATC is created through collective bargaining, with an equal number of members appointed by union and management, as compared to a UAC which is created through a trade association. Both types require employer contributions to a training trust fund.

ETP funding flows through a Multiple Employer Contract (MEC), held here by a joint trust fund. The employers are not “participants” but are signatories to the Collective Bargaining Agreements, as negotiated by UFCW Local 5 and Local 8. These are “box store” agreements that do not flow through a trade association on the employer side. The principal signatory employers are Safeway Food Stores, Food Maxx, Save Mart-Lucky Supermarkets and Nob Hill General Stores.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum is developed with input from DAS and a designated LEA. As stated earlier, following merger of three JATCs under the NFCW Joint Trust, the original three LEAs have been replaced by an affiliation with the Hayward Center for Education & Careers. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice; however, the UCFW Joint Trust has not requested OSHA10 training.

For the trades, including Retail Food, it is not customary for workers to be employed for a standard retention period of 90 consecutive days with one employer. In that instance, the Panel may substitute non-consecutive hours worked for retention. This modified retention period must be no less than 500 hours within 272 days with more than one employer. Both the standard and modified retention periods will apply to this proposal.

Because ETP funding cannot displace another source of government funds, the fixed fee rate is reduced by $5.00 to account for adult education funding appropriated each year to apprentice training through the CCCCO and Department of Education. This changes the ETP Priority Industry Rate from $18.00 to $13.00 per hour for all Apprentice Job Numbers. [Note: The fixed fee rate for Journeymen and Pre-Apprentices remains $18.00 per hour.]

Under the Apprenticeship Training Program, the post-retention wage has been standardized to the Special Employment Training (SET) wage, which is $20.55 for Priority Industry; it is $27.40 for a non-priority industry such as this proposal (Retail Food). The SET wage was chosen for ease of administration, recognizing that most Apprentices and all Journeymen exceed the highest ETP wage requirements. In the event wages for an Apprentice or Pre-Apprentice are below SET, as in this proposal, the Panel will recognize the union-negotiated wage.

**DAS Completion Rates**

The average completion rate for Apprentices in this industry sector (Food Stores) is 76% as measured by DAS over the most recent five-year reporting period: CY2009 through CY2013. When the average completion rate for an apprenticeship program is less than half the industry average (benchmark), the Panel requires a justification for funding. In this proposal, the DAS benchmark is 38%. The overall average completion rate for apprentices registered under the NFCW Meat Trust is 60%, well in excess of the benchmark.

**Impact/Outcome**

Successful completion of the apprenticeship program will result in Journeymen status, as certified by DAS. These trainees will also receive CPR and First Aid certifications from the Red Cross. The additional training for Journeymen is designed to keep current with new technologies and standards in the meat-cutting industry.

**Marketing and Support Costs**

The UFCW Meat Trust will engage in outreach and positive recruitment activities with a special focus on increasing participation by ethnic minorities and women. The joint trust will sponsor workshops, seminars and other informational meetings with assistance from employment and educational agencies. The three JATCs and employer representatives will also participate in job fairs, school career days, and meetings by minority and women organizations. They will explain the program's opportunities and assist with the "meat clerk" application process. Furthermore, the JATCs regularly evaluate employer evaluations and revise the RSI curriculum and other aspects of training as warranted, through DAS. Staff recommends Support Costs of 8% for these purposes.

**Training Plan**

The specific RSI class titles, for each of the training types shown below, are identified in the Menu Curriculum Exhibit B. All training is in Commercial Skills.

**Supermarket Math:** Skills necessary to understand gross/net profit, and labor percentage.

**Safeway (Safety):** Skills necessary for working safely with knives and power equipment; proper lifting techniques.

**History of Sanitation:** Overview the history of government oversight of the meat industry handling; and, sanitary clean-up procedures.

**Beef:** Skills necessary for inspection and grading cattle breeds, and beef cuts. Overview of cooking and nutritional values.

**Pork:** Skills necessary for inspection and grading; and pork cuts. Overview of changes in the pork industry. Overview of cooking and nutritional values.

**Lamb and Veal:** Skills necessary for inspection and grading; and lamb/veal cuts. Overview of changes in the pork industry. Overview of cooking and nutritional values.

**Sausage Making:** Overview of the types of sausages and casings. Overview of cooking and nutritional values.

**Seafood:** Overview of treatments for farm-raised vs. wild seafood. Learning COOL (Country of Origin Labeling). Overview of cooking and nutritional values

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200

## Commercial Skills

### Supermarket Math
- Skills necessary to understanding gross/ net profit, labor percent.

### Safeway
- Working safely with knives and power equipment
- Proper lifting techniques
- Proper knife sharpening

### History of Sanitation
- The jungle (history of government oversight)
- HACCP (Hazard Analysis & Critical Control Points)
- Proper clean-up procedures

### Beef
- Inspection and grading breeds of cattle
- Proper beef cuts
- Cooking and nutritional values

### Pork
- Changes in the pork industry
- Proper pork cuts
- Cooking and nutritional values

### Lamb and Veal
- Distinguishing lamb from veal
- Proper lamb/veal cuts
- Cooking and nutritional values

### Sausage Making
- History
- Types of sausages
- Castings
- Cooking and nutritional values

### Seafood
- Farm raised vs. wild
- COOL (Country Of Origin Labeling)
- Cooking and nutritional values

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

**DELEGATION ORDER**

# RETRAINEE - JOB CREATION

## Training Proposal for:

# AdvancedCath Technologies, LLC

## Agreement Number: ET15-0394

**Approval Date:** March 3, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** R. Jackson

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>Job Creation Initiative | Industry Sector(s): | Manufacturing Technology/Other<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Santa Clara | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 62 | U.S.:315 | Worldwide: 315 |
| Turnover Rate: | 0% | | |
| Managers/Supervisors: (% of total trainees) | 10% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $35,100 | | $0 | $0 | | $35,100 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $36,600 |

## 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<br>Priority Rate | Mfg Skills, Computer Skills, Continuous Impr, Mgmt Skills, Business Skills | 23 | 8-200 | 0 | $900 | $16.44 |
| | | | | Weighted Avg: 50 | | | |
| 2 | Retrainee<br>Priority Rate<br>Job Creation | Mfg Skills, Computer Skills, Continuous Impr, Mgmt Skills, Business Skills | 12 | 8-200 | 0 | $1,200 | $13.70 |
| | | | | Weighted Avg: 60 | | | |

**Minimum Wage by County:** Job Number 1: $16.44 for Santa Clara County; Job Number 2: $13.70 for Santa Clara 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 $2.44 may be used to meet ETP's Minimum wage requirement in Jobs 1 & 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Purchasing Manager | | 1 |
| Engineer | | 3 |
| Engineering Manager | | 2 |
| Technician | | 5 |
| Assembler | | 12 |
| **Job Creation Job Number 2** | | |
| Engineer | | 3 |
| Assembler | | 7 |
| Manager | | 2 |

## INTRODUCTION

In this proposal, AdvancedCath Technologies, LLC (AdvancedCath) (www.advancedcath.com) seeks funding for retraining under the Panel's Priority Retrainee and Job Creation designations as a surgical and medical instrument manufacturer. Founded in 2001, AdvancedCath is an FDA registered manufacturer of medical devices including appendages and coronary, vascular, and neurovascular products. AdvancedCath also performs research and development prototyping

for surgical and medical instruments. Customers include medical device companies and distributors such as Johnson and Johnson, Medtronic, and Boston Scientific. AdvancedCath also markets to smaller start-up companies in the medical field in the U.S. and Europe. In some instances, items made by AdvancedCath are combined with other products. Training is planned for the Company's employees located in San Jose.

## PROJECT DETAILS

Adapting and upgrading employee skills to meet shifting market priorities will enable AdvancedCath to compete for growth market business specifically related to vascular and appendage products. New equipment, estimated to cost $200,000, will be installed before the end of 2015. In addition to training on the new equipment, AdvancedCath will offer training on FDA requirements, ISO 13485 and Lean. These topics were identified by quality assurance team managers as being necessary to speed production and reduce costs to keep pace with the Company's rapid expansion.

### Retrainee - Job Creation

The Panel is offering 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.

AdvancedCath expanded from 45 full-time employees in 2013 to 62 full-time employees in 2014. The growth is reportedly attributed to increases in manufacturing demands for medical and surgical products and a broadening of the Company's customer base. During that time, revenues reportedly went up from $6M to $10M. The Company expects another increase in revenues, up to 60% of current levels (from $10M to $16M). In this proposal, AdvancedCath has committed to hiring twelve new employees (Job Number 2), 10 Assemblers and 2 Engineers in order to help staff a new 1,500-square-foot clean room installed in 2014 to meet product demand and new cleanliness standards for the Company's new medical device product lines.

AdvancedCath 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. These trainees will be hired into "net new jobs" as a condition of contract.

### Training Plan

**Business Skills** (5%): Training will be offered to Purchasing Manager, Engineer Managers, Technicians, and Engineers. Training will be related to job specific functions focused on sales, leadership, business planning, communications, and customer service processes.

**Management Skills** (10%): Training will be offered to Engineering Managers and a Purchasing Manager. Leadership skills including team building, conflict resolution, and coaching with an emphasis on maintaining high employee retention rates are central topic areas. This training is deemed needed to help successfully facilitate the human resource growth the company is experiencing.

**Computer Skills** (5%): Training will be offered to Technicians and Engineers. Trainees will be trained on new systems that are being installed across all functions to help the facility become Food and Drug Administration certified in 2015.

**Manufacturing Skills** (30%): Training will be offered to Assemblers, Technicians, Engineers, and Managers. The planned training includes assembly operations improvements, testing processes, process design, equipment usage, and quality control procedures.

**Continuous Improvement** (50%): Training will be offered to all occupations. The overall goal of this training is to improve the Company's efficiency and productivity by implementing process improvements throughout the organization. Training will reduce costs, shorten lead times and improve the Company's ability to attract new business.

**Commitment to Training**

AdvancedCath represents that ETP funds will not displace the Company's existing financial commitment for training. ETP funds will support cross training and training programs that lead to certifications. Currently, the Company delivers an estimated 25 hours a month of paid training to the workforce, per trainee. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**Impact/Outcome**

ISO certification will be attained for Continuous Improvement. Food and Drug Administration recertification will be attained for Computer Skills training.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Manex Consulting in San Ramon assisted with development of this proposal. Note: California Manufacturing Technology Consulting (CMTC) is eligible to receive 10% of the approved amount of funding for referrals such as this, under a marketing agreement with ETP, not to exceed $15,000. For this proposal, the fee will be $3,510.

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### BUSINESS SKILLS

- Business Plans
- Customer Service
- Communication Skills
- Developing Sales Strategies
- Developing Marketing Strategies
- Finance for Medium Sized Manufacturers
- Interpersonal Skills
  - Conflict resolution
  - Effective Team Building
  - Effective Report Writing
- Inventory Control
- Negotiating Skills
- New Product Introduction
- New Product Development
- Report Writing
- Product Development
- Project Management
- Product Management
- Sales Methodologies
- Sales Management

### COMPUTER SKILLS

- Accounting Systems
- Computer Networking / Support systems
- Communications Systems
- Database Management
- Engineering Design Software
- Graphic Design Software
- Manufacturing Requirements Planning (MRP)
- Enterprise Resource Planning (ERP) Training:
- Information Technology Training (IT) Programming / Manufacturing Equipment Support
- Spreadsheets / Advanced Excel and Access Training

### CONTINUOUS IMPROVEMENT

- 5S: Sort, Set, Shine, Standardize, Sustain
- Basic Quality Tools
- Continuous Improvement Skills / Lean Manufacturing
- Creative Problem Solving Skills
- Cycle-time Reduction Techniques
- Interpreting & Analyzing Data

- ISO 13485
- Mentoring and Coaching for front line workers
- Maintenance (Ex: Total Quality Maintenance Programs or TQM)
- Process Control / Process Improvement
- Process / Product Handling
- Production Scheduling
- Production Operations / Workflow
- Project Management
- Standard Operating Procedures
- Statistical Process Control (SPC)
- Teambuilding
- FDA Standards and requirements

**MANAGEMENT SKILLS** (Managers only)

- Leadership
- Decision Making
- Motivation
- Teambuilding
- Coaching

**MANUFACTURING SKILLS**

- Assembly Operations
- Facilities Management
- Inventory Management
- Quality Control and Final Quality Assurance
- Set Up Reduction
- Shipping / Receiving
- Special Machines/Inspections
    - Extrusion Line, Balloon Bonding, Braiding Operations
- Statistics Skills for Operations
- Testing Techniques
- Warehousing Operations/Distribution

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

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Air Conditioning Trade Association

## Agreement Number: ET15-0392

**Approval Date:**

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | SB <100<br>Retrainee<br>Priority Rate<br>HUA<br>SET | Industry Sector(s): | Construction<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Contra Costa, Fresno, Kings, Sacramento, and Shasta | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $26,520 | | $1,840<br>8% | | $28,360 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $38,000 |

## 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<br>SB <100<br>HUA<br>SET | Commercial Skills | 5 | 8-210 | 0 | $2,836 | $15.07 |
| | | | | Weighted Avg: 102 | | | |
| 2 | Retrainee<br>SB<100<br>Priority Rate<br>SET | Commercial Skills | 5 | 8-210 | 0 | $2,836 | $20.55 |
| | | | | Weighted Avg: 102 | | | |

**Minimum Wage by County:** Job Number 1 (SET Priority HUA): $15.07 per hour for Fresno and Kings Counties; Job Number 2 (SET Priority): $20.55 per hour statewide.

**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 |
| HVAC/R Service Technician (Job 1) | | 5 |
| HVAC/R Service Technician (Job 2) | | 5 |

## INTRODUCTION

Air Conditioning Trade Association (ACTA) (http://www.actrade.ac/) is a non-profit, member association that was founded in 1990 and is operated by a Board of Trustees composed of trade industry members, primarily small-business construction contractors. ACTA assists its membership, in part, by providing sheet metal, Service Technician and EPA certification training programs. The Service Technician training program focuses in heating, ventilation, air-conditioning and refrigeration (HVAC/R). This proposal will only include HVAC/R trainees.

The HVAC/R training courses prepare new workers with the skills and knowledge required to be an effective employee and to work within industry codes. The Service Technician training is offered to employers and to individuals throughout the state of California. For this proposal, ACTA has participating employers located in Contra Costa, Fresno, Kings, Sacramento and Shasta County.

### Need for Training

The contractors that are members have expressed a need for this type of Service Technician training for the past several years. It has proven difficult for these contractors to find quality, non-union, Service Technicians that are able to complete all aspects of the HVAC/R Service Technician position. Training will focus on increasing the knowledge and efficiencies of employees, while increasing the profitability for employers. With fully trained staff, employers will be able to offer prospective customers more competitive bids.

The HVAC/R training program consists of six modules: Electrical, Refrigeration, Air Conditioning, Heating, Advanced Refrigeration and Chiller/Cooling Towers. After completion of the training program, trainees will be prepared to take the North American Technician Excellence (NATE) certification tests. Consumers prefer certified technicians, and the participating employers will have a competitive edge over their competition as there are many HVAC contractors that do not have NATE certified HVAC technicians.

## PROJECT DETAILS

Trainees in Job Number 1 and Job Number 2 will receive between 8–210 hours of Classroom/Laboratory training. The entire training program developed by ACTA is 210 hours in length. ACTA will place an emphasis on completing all six modules of training. This proposal has been developed based on estimated trainees completing the 3 modules in which there are no prerequisites (102 hours).

### Training Plan

**Commercial Skills** (100%) – Training will be provided to HVAC/R Service Technicians to prepare them for NATE certification testing. The training will focus on HVAC/R Electrical, Refrigeration, Air Conditioning, Heating, Advanced Refrigeration and Chiller/Cooling Towers. Class/Lab training will include course topics such as Electricity, Magnetism, Leak Detection, Refrigerants, Air Distribution and Balance, Electric Heat, Gas Furnaces, Oil Heat, Compressors, Ice Machines, Chilled Water Systems, and Cooling Towers.

### Commitment to Training

ACTA represents that ETP funds will not displace the existing financial commitment to training for participating employers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### Impact/Outcome

Training will develop skilled HVAC/R technicians who will be able to complete all job functions within the industry. Having a skilled workforce will allow the participating small businesses to submit bids for projects for which they would have otherwise not been considered. ETP-funded Training will grow the businesses of the participating employers and in turn will create additional jobs.

### Marketing and Support Costs

Marketing activities include postcards sent by mail, email, trade shows, events, and website marketing. ACTA has about 70 members, and marketing is aimed at both members and non-members businesses.

Support costs of 8% will be used to recruit additional participating employers and assess employer specific job training requirements throughout the term of the project.

**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.

**Wage Modification – High Unemployment Area**

The five trainees in Job Number 1 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 25%. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. The participating employer's locations in Fresno and Kings Counties qualify for HUA status under these standards. ACTA is requesting the HUA Wage Modification for trainees in Job Number 1.

**Training Coordinator**

All training will be center based at ACTA's single location in Manteca, delivered by experienced, in-house journeyman staff with formal instruction in training methods and subject matter.

**Training Hours Limitation**

Retraining hours for small business are capped at 60 per-trainee, however, ACTA is requesting a modification to the cap. The HVAC/R training plan includes 6 modules of instruction and in total the training is 210 hours long. ACTA is requesting ETP reimbursement for an average of 102 hours, which equates to 3 modules of the HVAC/R training.

**Tuition Reimbursement**

ACTA 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.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET09-0301 | Manteca | 10/18/2008 – 10/17/2010 | $41,700 | $18,672 (44.8% )* |

*ACTA failed to reach 70% performance in the ET09-0301 contract due to an overestimation of 20 participants in their training program. All trainees that participating employers originally committed did not

start the planned training. In addition, ACTA allowed trainees to enroll separately for each training module and because of this some trainees did not reach the weighted average as originally anticipated.

To ensure higher performance in this proposal, ACTA is emphasizing the importance of trainees attending all 6 modules of training. In addition, ACTA has reduced the estimated number of trainees from 20 to 10 and reduced the weighted average from 130 to 102, by way of “right sizing” this proposal.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-210 Trainees may receive any of the following:

### COMMERCIAL SKILLS

Electricity
- Electricity
- Magnetism
- Automatic Controls
- Types of Electrical Motors
- Troubleshooting

Refrigeration
- Heat
- Temperature
- Matter and Energy
- Refrigerants
- Refrigeration Tools
- Piping
- Leak Detection
- System Clean-up
- Evaporators and Condensers
- Refrigeration Safety

Air Conditioning
- Comfort
- Psychrometrics
- Air Distribution and Balance
- Installation
- Operating Conditions
- Troubleshooting
- Heat Pumps

Heating
- Electric Heat
- Gas Furnaces
- Oil Heat
- Hydronic Heat
- Indoor Air Quality
- Load Cycle

Advanced Refrigeration
- Compressors
- Expansion Devices
- Special Refrigeration System Components
- Applications of Refrigeration Systems
- Ice Machines
- Troubleshooting

Chiller/Cooling Towers

- Chilled Water Systems
- Cooling Towers
- Operation
- Maintenance
- Troubleshooting
- Commercial Packaged Rooftop
- Variable Refrigerant Flow
- Variable Air Volume Systems

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

Note: Reimbursement for retraining is capped at 210 total training hours per trainee, regardless of the method of delivery.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Bay Cities Paving & Grading, Inc.

## Agreement Number: ET15-0389

**Approval Date:** February 23, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** A. Nastari

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>Retrainee<br>SET | Industry Sector(s): | Construction<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Contra Costa | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☒ Yes ☐ No Operating Enginees Local Union No. 3 - Oakland Dist. 20 and Stockton Dist. 30; Laborers Training and Retraining Trust Fund for Nothern California - Hayward #304, San Jose #270, Martinez #324 and Stockton #73 | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 300 | U.S.: 300 | Worldwide: 300 |
| Turnover Rate: | 12% | | |
| Managers/Supervisors: (% of total trainees) | 20% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $22,680 | | $0 | $0 | | $22,680 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $47,915 |

## 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<br>Priority Rate<br>SET | Computer Skills, Commercial Skills, OSHA 10/30 | 60 | 8 - 200 | 0 | $378 | $27.40 |
| | | | | Weighted Avg: 21 | | | |

**Minimum Wage by County:** The Statewide Average Hourly Wage is $27.40
**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
$4.77 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrative Assistants | | 4 |
| Foremen | | 30 |
| Office Managers | | 3 |
| Project Engineers | | 8 |
| Project Managers | | 8 |
| Superintendents | | 7 |

## INTRODUCTION

Bay Cities Paving & Grading, Inc. (Bay Cities Paving) provides construction services in roadway paving, grading, and excavation. The Company contracts with the State (CalTrans), local city governments, and private businesses such as shopping malls, parking lots, and commercial sites. Bay Cities Paving's engineers work directly with clients to identify paving needs, layout designs, determine materials (asphalt/concrete/slurry), provide cost analysis, schedule projects, and provide assistance through completion of the project.

Bay Cities Paving has experienced increased competition during bidding processes from contractors who are better equipped with the latest technological software programs and skills, enabling them to reduce overall operational costs. The training plan is designed to overcome this deficit.

The Laborers Training and Retraining Trust Fund for Northern California and the Operating Engineers Local Union No. 3 support Bay Cities Paving's ETP training plan for its represented Foremen and Superintendents.

## PROJECT DETAILS

To remain competitive, Bay Cities Paving purchased two essential software programs that are widely used by the construction industry:

- **Heavyjobs** is utilized nationwide providing Project Managers, Superintendents, and Foremen with minute-by-minute operational analysis required to avoid unnecessary delays in productivity and expenses. It supports Administrative Assistants through the elimination and manual entry of daily time card reviews, as well as Time and Material Billing. Staff will have a more accurate day-by-day analysis of operational expenses, material and productivity costs allow for more accurate bids and increased project management.
- **Nice Touch Solutions software** is the industry standard for internet "Extra Work Bills (iEWB)" as required by Caltrans from contractors. All contractors must use iEWB to send bills electronically to the resident engineer for processing. The upgraded program allows all parties (Caltrans, General Contractors, and Subcontractors) to view, from "The Cloud" or general server, Time and Material billed for use on a job, resulting in paperless transactions. The system updates automatically, thereby eliminating redundant data entry and increasing productivity.

Administrative Assistants will be trained in Excel VBA (Visual Basic for Applications), Excel Power User, and Access Database. This will improve accuracy of information, eliminate duplication of invoices and payments. The overall gain is increased efficiencies and elimination of duplication of processes.

Bay Cities Paving also needs to train its Project Engineers in Storm Water Pollution Prevention Program (SWPPP). This is a specialized program required for all CalTrans and other public works jobs. The new regulations stipulate training on how to appropriately design and implement pollution prevention plans. The training will further ensure Bay Cities Paving is eligible to compete in job bidding.

### Special Employment Training

The Company is eligible for funding using SET under the Special Employment Training (SET) program. 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.

### Retention

As a construction company, Bay Cities Paving also requests the alternative retention of at least 500 hours within 272 days with one employer, in addition to standard retention.

### Commitment to Training

Bay Cities Paving reports an annual training budget of $15,016 which is used to train Office Management, Project Management, Administrative Assistants, Foremen, Superintendents, and Project Engineer mandatory training such as Sexual Harassment, and Safety Training. Additional training in Human Resources and Notary Commissioner Training is on an as needed basis.

Bay Cities Paving 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 Infrastructure

  Bay Cities Paving has designated a staff member to administer the ETP funded training, including overseeing that trainees are attending training, hours are accurately documented, and meeting with ETP staff to ensure ETP procedures are in compliance as required by the program.

**Impact/Outcome**

It is expected that Project Engineers will receive SWPPP Certification and Superintendents and Foremen will acquire OSHA 10/30 Certifications upon completion of their training.

**OSHA 10/30**

OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for journey-level and 30 hours for frontline supervisors.

This training is not required as a condition of doing business in California. However, the coursework must be approved by, and the instructors must be certified by Cal-OSHA. When delivery is by CBT all training hours must be delivered in a classroom over a finite period of time, and the vendor must have a certified instructor present to confirm attendance.

Completion of the training results in a certificate that expands employment opportunities. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour or 30-hour course. OSHA 10/30 is not included in the 10% limitation on safety training, nor in the 50% limitation on CBT.

**Training Plan**

**Computer Skills** (50%): This training will be offered to Administrative Assistants, Foremen, Office Managers, Project Managers, Project Engineers, and Superintendents in Heavyjobs, Nice Touch, Excel VBA, Excel Power User, and Access Database. The Excel and Access programs enhance workers existing software skills. Training in Heavyjobs and Nice Touch are new programs which will be delivered by program specialists.

**Commercial Skills** (5%): This training will be offered to Project Engineers and Project Manager in SWPPP which will be delivered by a certified SWPPP instructor.

**OSHA 10/30 (**45%**)**: This training will be offered to Foremen and Superintendents and will be delivered by a certified OSHA instructor.

## RECOMMENDATION

Staff recommends approval of this proposal with modified retention.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

Global Environmental Network of Santa Ana has been retained to provide Storm Water Pollution Prevention Program training for a fee of $3,990.

Heavy Construction Systems Specialists of Chico has been retained to provide Heavy Construction software Computer Skills.

Nice Touch Solutions of Alamo has been retained to provide Computer Skills training for a fee of $3,830.

AcademyX, of San Francisco has been retained to provide Computer Skills in Excel and Access programs training for a fee of $1,695.

Certified training vendors for the OSHA 10/30 will be provided when identified.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 - 200 Trainees may receive any of the following:

**COMPUTER SKILLS**

- HeavyJobs (Heavy Construction Software)
- Nice Touch (Extra Work Billing Software)
- Excel VBA
- Excel Power User
- Access Database

**CONTINUOUS IMPROVEMENT**

- Storm Water Pollution Prevention Program (SWPPP)

**OSHA 10/30**

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

*Safety training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30.

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

# OPERATING ENGINEERS LOCAL UNION NO. 3

1620 SOUTH LOOP ROAD, ALAMEDA, CA 94502 • (510) 748-7400 • FAX (510) 748-7412

Jurisdiction: Northern California, Northern Nevada, Utah, Hawaii, and the Mid-Pacific Islands

Business Manager Russell E. Burns


January 5, 2015

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

To Whom It May Concern,

I am writing on behalf of the Operating Engineers Local Union No. 3. We support the proposed training funded in part by the Employment Training Panel. This training will be covered under Bay Cities Paving and Grading, Inc. Single Employer Training Contract. The proposed training will assist our union members in developing new technical skills such as, paperless daily attendance tracking, daily equipment/material tracking, and field operations analysis through Heavy Jobs software programs; and practical skills such as recognition and prevention of unsafe or hazardous condition job sites through the OSHA 10/30 training program.

Sincerely,

Russell E. Burns
Business Manager
IUOE General Vice President

REB:smcd:iuoe3/afl-cio

**Laborers Training and Retraining Trust Fund for Northern California**

1001 Westside Drive • San Ramon, CA 94583-4098
Phone: 925.828.2513 • Fax: 925.828.6142
Email: training@norcalaborers.org • Website: www.norcalaborers.org

***Commitment • Integrity • Quality • Teamwork • Balance***

January 9, 2015

To Whom It May Concern:

The Laborer's Training & Retraining Trust Fund for Northern California is pleased to submit this letter of support to the Employment and Training Panel (ETP) on the behalf of Bay Cities Paving and Grading, Inc. for their Single Employer Training Contract.

The proposed training will assist our members in developing new technical skills such as, paperless daily attendance tracking, daily equipment/material tracking, and field operation analysis through the HeavyJobs software programs. Additionally, practical skills such as recognition and prevention of unsafe or hazardous conditions on construction job sites through the OSHA 10 & 30 training programs.

If you should have questions regarding this letter, please feel free to contact me at lgonzales@norcalaborers.org or call 925.828.2513.

Sincerely,

Leonard Gonzales, Executive Director
Laborer's Training & Retraining Trust Fund for
Northern California

***Mission** • The Laborers Training Center provides union laborers comprehensive, quality training, emphasizing safety, skills and knowledge to increase their marketability and value to themselves, the signatory contractors and the construction industry.*

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# BriteWorks, Inc.

## Small Business ≤ $50,000

## ET15-0404

**Approval Date:** March 16, 2015

**ETP Regional Office:** North Hollywood **Analyst:** M. Webb

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 70

  Worldwide: 70

  Number to be trained: 34

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $29,172
- In-Kind Contribution: $31,500

## 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<br>SET<br>SB <100<br>Multiple Barriers | Business Skills, Computer Skills, Cont. Imp., Green Clean Skills, Literacy Skills | 34 | 8-60 | 0 | $858 | $15.97 |
| | | | | Weighted Avg: 39 | | | |

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): Los Angeles
- Occupations to be Trained: Janitors/Cleaners, Purchasing Staff, Supervisors, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $3.28 per hour

## SUBCONTRACTOR

- Development Services: Southern California Employer Resource Group of Chino Hills provided development services at no charge.
- Administrative Services: Southern California Employer Resource Group will also provide administrative services for an amount not to exceed 13% of payment earned.
- Training Vendors: Southern California Employer Resource Group will provide all training services under this Agreement.

## OVERVIEW

Founded in 1997 and headquartered in Covina, BriteWorks, Inc. (BriteWorks) (www.Briteworks.com) provides janitorial and commercial waste management cleaning services to businesses throughout the area. BriteWorks customer base includes commercial, industrial, education, and retail businesses. To remain competitive, the Company has implemented environmental-friendly practices by using eco-friendly cleaning chemicals; ventilation and air system cleaning and monitoring; on-site hazardous waste management and disposal systems; microfiber systems; and toxin-free cleaning fluids.

In an effort to compete with larger companies, BriteWorks has decided to provide staff with training opportunities that will increase knowledge in Green Clean Standards and improve skill set in customer service. Through training, BriteWorks hopes to gain operational efficiencies, improve staff performance and reduce overhead costs.

**Training Plan**

Government regulations in the cleaning industry require companies to use environmentally sensitive systems/products. To alleviate employee health concerns, BriteWorks customers are demanding that staff utilize green cleaning technologies and procedures. As such, BriteWorks must educate its staff on clean products and new green standards. Training topics in Green Clean Skills to be delivered include Operation and Maintenance Procedures, Waste Management, Handling Green Chemicals and Item Selection Process.

Training will also be provided in non-toxic cleaning standards based on Leadership in Energy and Environmental Design Program (LEED), leading to industry certification. Staff will learn to utilize natural resources, maintain mechanical cleaning equipment, learn color code systems to avoid cross-contamination, and how to document commercial cleaning compliance data. The following provisions have emphasized the strong need for BriteWorks to train incumbent workers and eventually recruit and hire staff that will need green clean training in the future.

Training will also focus on communication and leadership skills, and time management. This will prepare incumbent staff to train newly hired staff in the near future, market the business, and communicate effectively.

BriteWorks recently invested approximately $40,000 in a new network server. As a result, trainees will receive Computer Skills training to better familiarize them with computer software that will be used for task such as inventory control, order entry, and item codes. Staff will also learn to use programs such as Microsoft Office (Excel) to execute job duties efficiently. BriteWorks has hired Southern California Employer Resource Group to deliver all training under this Agreement.

The coursework is outlined below:

**Business Skills** (15%) - Training will be offered to all occupations to increase efficiency and improve employee skill set. Curriculum topics include Customer Service, Time Management, Team Building and Sales Techniques.

**Computer Skills** (5%) - Training will be offered to Purchasing Staff in software programs used on a daily basis. Training will include Intermediate/Advanced Microsoft Excel and other software used to manage inventory control and submit orders for purchase.

**Continuous Improvement** (25%) - Training will be offered to all occupations to develop a cross-functional/high performance workplace. Trainees will participate in curriculum topics to improve workflow and conflict resolution skills as well as promote critical thinking.

**Green Clean Skills** (50%) - Training will be offered to all occupations to increase staff knowledge and introduce new procedures. Trainees will learn operating and maintenance procedures that save energy and meet green standards.

**Literacy Skills** (5%) - Training will be offered to all occupations in which trainees speak English as a second language. Trainees will receive instruction in Green Clean Skills to guarantee staff understands company processes and equipment operation.

**SET/Multiple Barriers**

Under Special Employment Training (SET), companies are 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.

Trainees have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). Some trainees speak English as a second language and have limited education (reading, writing, math). As a result, they are unable to acquire higher paying jobs and require additional time to comprehend job expectations/duties.

These trainees qualify for the ETP Minimum Wage of $15.97 for Los Angeles County rather than the Statewide Average Hourly Wage of $27.40. BriteWorks has requested this wage modification.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-60 Trainees may receive any of the following:

### BUSINESS SKILLS

- Sales & Marketing
- Product Knowledge (Including eco-friendly disposable items, environmentally safe janitorial, cleaning, and chemical sanitary maintenance products)
- Costs and Analysis
- Customer Service
- Conflict Management/Resolution
- Interpersonal Skills
- Project Management
- Time Management
- Team Building
- Leadership Skills
- Accounting, Budgeting and Cost Control
- Documentation Procedures
- Responding to Client Concerns and Requests Professionally
- Communication Skills
- Goal Setting
- Workflow and Scheduling

### GREEN CLEAN SKILLS

- Maintenance Procedures
- Operation Procedures
- Equipment Operation
- Item Selection Process
- Green/LEED Standards
- Green Initiatives
- Waste Management and Recycling Programs
- Handling Green Chemicals
- Reporting Property Hazards and Damages
- Green Inspection Standards
- Safety and Security Procedures*

### COMPUTER SKILLS

- 2007 Microsoft Excel
- Laptop (item codes, inventory look-up, cost and commission calculation, contracts, customer maintenance, order entry)
- Target Software

### CONTINUOUS IMPROVEMENT

- Higher Performance Workplace
- Critical Thinking/Problem Solving
- Strategic Planning
- Total Quality Management

- Decision Making
- Tracking and Monitoring Production
- Supply Chain Elements & Management
- Problem Solving
- Lean/5-S
- Inventory Control
- Basic Logistics Standard Practices
- Certified Logistics Management
- Root Cause Analysis
- Six Sigma
- Statistical/Strategic Process Control
- ISO & AS Standards
- Just-in-Time Manufacturing
- Process Improvement
- Coaching and Mentoring
- Manufacturing Resource Planning
- Material Resource Planning

**LITERACY SKILLS**

- Operation Procedures
- Equipment Procedures

*Safety Training cannot exceed 10% of total training hours per-trainee
**Literacy Skill cannot exceed 45% of total training hours per-trainee

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Compass Health, Inc.

## Agreement Number: ET15-0408

**Approval Date:** March 16, 2015

**ETP Regional Office:** North Hollywood **Analyst:** M. Webb

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | SET<br>Medical Skills Training<br>Retrainee<br>Priority Rate | Industry Sector(s): | Healthcare Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | San Luis Obispo, Santa Barbara | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Number of Employees in: | CA: 1,029 | U.S.:1,029 | Worldwide: 1,029 |
| Turnover Rate: | 16% | | |
| Managers/Supervisors: (% of total trainees) | N/A | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $39,600 | | $0 | $0 | | $39,600 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $71,324 |

## 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<br>SET<br>Medical Skills Training<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, MS-Didactic | 20 | 8-200 | 0 | $360 | $27.40 |
| | | | | Weighted Avg: 20 | | | |
| 2 | Retrainee<br>SET<br>Medical Skills Training<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, MS-Didactic | 90 | 8-200 | 0 | $360 | $20.55 |
| | | | | Weighted Avg: 20 | | | |

**Minimum Wage by County:** Job Number 1: SET Statewide Average Hourly Wage; Job Number 2: $20.55 per hour for SET Priority Statewide Average Hourly Wage.

**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 $2.28 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Licensed Vocational Nurse/Registered Nurse | | 10 |
| Therapists (Occupational, Physical, Speech | | 5 |
| Therapy Assistants | | 5 |
| **Job Number 2** | | |
| Licensed Vocational Nurse/Registered Nurse | | 60 |
| Therapists (Occupational, Physical, Speech) | | 15 |
| Therapy Assistants | | 15 |

## INTRODUCTION

Founded 25 years ago, Compass Health, Inc. (Compass Health) (www.compass-health.com) serves the senior community throughout the Central Coast of California. The Company's mission is to offer specialized, professional skilled nursing and assisted living healthcare services without sacrificing personal concern and attention. The Company also offers continued education, counseling, and rehabilitative services for residents. Compass Health is one of the largest healthcare providers on the Central Coast; with seven skilled nursing facilities and two assisted living facilities (plus a corporate office). All locations except the corporate office are participating.

## PROJECT DETAILS

Under the prior ETP agreement (ET13-0102), Compass Health implemented a new Electronic Medical Records (EMR) system to change employee workflow and organizational culture in order to provide great service and accessible and affordable care to patients. Due to availability and scheduling, training originally rolled out to a limited number of employees; under this proposal, additional employees will be reached. Courses have been modified to meet content applicability standards for 2015-2016 and only staff members who did not receive or complete training under the last ETP project will participate.

Compass Health staff are expected to anticipate the personal needs and interests of residents. As such, Compass Health has created initiatives on process improvement that will be implemented immediately, as supported by training to improve social service and communication skills.

### Training Plan

**Business Skills** (15%): Training will be offered to all occupations to improve customer service and documentation procedures. Trainees will learn clinical documentation/charting, and reimbursement solutions.

**Computer Skills** (15%): Training will be offered to all occupations. Trainees will learn how to utilize the Company's EMR system to document patient information electronically. Training will also increase efficiency and familiarize staff with computer systems required to be used on a daily basis.

**Continuous Improvement** (10%): Training will be offered to all occupations to improve job performance. Team Building and Leadership Skills will enable staff to problem solve and improve processes and productivity in the workplace.

**Medical Skills Training** (60%):

The panel has established a higher reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. All medical staff will receive Didactic training to remain current in medical treatment such as Infection Control, Patient Transfer, and Body Mechanics.

### Commitment to Training

Compass Health spends approximately $111,000 annually in training. The Company will continue to deliver training such as Safety Training, Harassment Prevention, New Employee Orientation, Diversity Training, and other mandated training outside of this ETP project.

Compass Health 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

  The Company has hired Training Funding Partners to aide in the administration of the ETP program. Two representatives of Compass Health have been assigned as the main point of contact for the duration of the Agreement.

**Modification to Full-Time Employment**

Compass Health requests a modification to the 35-hour minimum requirement for full-time employment. The Panel may approve a workload of less than 35 hours on a case-by-case basis. (Title 22, California Code of Regulations Section 4400(h).) Under the federal Affordable Care Act, a full-time employee is defined as any employee with an average of at least 30 hours of service per week. Additionally, according to the Compass Health Employee Handbook, "a minimum of 32 hours per week will be considered full-time." Occupations that may work less than 35 hours per week include Licensed Vocational Nurses, Registered Nurses, and Therapists. Staff recommends this modification to 32 hours.

**Special Employment Training/Wage Modification**

Under SET, the 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. The 90 trainees in Job Number 2 are employed in a priority industry. These trainees qualify for a SET wage modification up to 25% (from $27.40 to $20.55) below the statewide average hourly wage. The Company is requesting this modification, which staff recommends.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0102 | Grover Beach | 7/26/2012-7/25/2014 | $64,800 | $36,965 (57%) |

ET13-0102: This agreement included multiple Compass Health locations across two counties. The Company was unable to properly maintain attendance rosters; and could not meet the wage requirement in some instances. Instructors and Supervisors are now familiar with the ETP program and understand the importance of documentation and data entry.

Additionally, the Company found it difficult to deliver 24 hours of training to employees. As a result, training hours for more than 100 employees were not eligible for reimbursement although they would have qualified under the new 8-hour standard. The Company has enough training scheduled to earn the full amount of $39,600 with this new standard.

## DEVELOPMENT SERVICES

Compass Health retained Training Funding Partners in Tustin to assist with development of this proposal for a fee of $3,000.

## ADMINISTRATIVE SERVICES

Compass Health also retained Training Funding Partners to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### BUSINESS SKILLS

- Clinical Reimbursement Solutions
- Resident Communication/Social Service Skills
- Discharge to Home Procedures
- Documentation and Charting

### COMPUTER SKILLS

- Electronic Medical Records
- New Clinical System Skills

### CONTINUOUS IMPROVEMENT

- Leadership Skills
- Process Improvement Skills
- Team Building Skills

### MEDICAL SKILLS-DIDACTIC

- Body Mechanics
- Cardiopulmonary Distress
- Change of Condition
- Patient Oriented Assessment and Care
- End of Life Skills
- Infection Control
- Medication /Pharmacy
- Patient Transfer Skills

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

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Jaridly Corporation dba The Original Mr. Cabinet Care

## Small Business ≤ $50,000

## ET15-0397

**Approval Date:** March 3, 2015

**ETP Regional Office:** San Diego **Analyst:** J. Davey

**CONTRACTOR**

- Type of Industry: Construction
  Manufacturing
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 58
  Worldwide: 58
  Number to be trained: 48
  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $49,920
- In-Kind Contribution: $59,616

## 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<br>SB <100<br>Priority Rate | Business Skills, Computer Skills, Cont. Imp., Management Skills, Manufacturing Skills | 48 | 8-60 | 0 | $1,040 | $16.02 |
| | | | | Weighted Avg: 40 | | | |

- Reimbursement Rate: $26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Administrative Staff, Design Consultant/Sales Staff, Installers, Managers, Owners, Production Staff, Project Coordinators, Surveyors
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

## SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

## OVERVIEW

Family owned and operated since 1987, Jaridly Corporation dba The Original Mr. Cabinet Care (Mr. Cabinet Care) is one of the largest kitchen remodeling companies in Southern California. Located in Anaheim, Mr. Cabinet Care designs, manufactures and installs custom, high-quality cabinetry for kitchen remodeling.

### Training Plan

In Southern California, competition in the custom cabinetry industry has increased over the last few years: there are now hundreds of competitors locally and globally. The Company's customers have also changed the way they make purchase decisions. New customers now rely heavily on the internet for information before a purchase.

In addition, the Company has lost some profit margin due to untrained employees in the latest technology and techniques, which improves operational efficiency in production. As a California-based, small-manufacturer, the Company must stay competitive with products manufactured in other states, and by low-cost foreign manufacturers.

These changes have required the Company to reevaluate the way it markets, sells and produces; leading to a determination that employees need the following skills to remain competitive:

**Business Skills** - Training will be offered to Administrative Staff, Design Consultant/Sales Staff, Installers, Mangers, Owners, Project Coordinators and Surveyors in the Business skills specifically tailored to their job requirements. Design Consultants/Sales Staff, Installers and Surveyors will receive training in Customer Service/Communication Skills to improve interaction with customers. Installers and Project Coordinators will receive training in Time Management/Organizational Skills to manage and organize their time more effectively.

**Computer Skills** - Training will be offered to all occupations in new software and technology. Training will include CAD/Cabinet Vision and Chief Architect for Design Consultant/Sales Staff, Installers, Project Coordinators, Surveyors and some Administrative Staff. Design Consultant/Sales Staff will also receive training in Contact Management Software; Installers will train in Mobile Workforce Management Software; and Administrative Staff will train in Microsoft Office and QuickBooks software.

**Continuous Improvement** - Training will be offered primarily to Production Staff and Managers in Problem Solving, Teambuilding, Process Improvement and other skills to improve production efficiencies and reduce waste.

**Management Skills** - Training will be offered to Managers in Leadership and Motivation skills to improve performance of and better manage the employees they supervise.

**Manufacturing Skills** - Training will be offered to Production Staff and include the latest CNC machinery, Production Operations, Equipment Operations and Carpentry/Cabinetry skills to improve production efficiency and reduce waste. Training will also include Cross-Functional Production skills for skill versatility to reduce production down times.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 – 60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Time Management/Organizational Skill
- Sales/Negotiation Skills
- Customer Service/Communication Skills

**COMPUTER SKILLS**

- QuickBooks
- Microsoft Office
- Computer-Aided Design:
  - Cabinet Vision
  - Chief Architect
- Xora (Mobile Workforce Management Software)
- Goldmine (Contact Management Software)

**CONTINUOUS IMPROVEMENT**

- Problem Solving
- Teambuilding
- Process Improvement
- Total Quality Management
- Just-In-Time/Process Improvement/Production Scheduling

**MANAGEMENT SKILLS** (Managers & Supervisors Only)

- Leadership Skills
- Motivation Skills

**MANUFACTURING SKILLS**

- CNC Machine
- Cross-Functional Production Skills
- Production Operations
- Lean Manufacturing
- Equipment Operations
- Cabinet Making
- Finishing
- General Carpentry
- Safety

Safety Training is capped at 10% of a trainee's total training hours

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Lawrence Livermore National Laboratory

## Agreement Number: ET15-0407

**Approval Date:** March 16, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** A. Nastari

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee Priority Rate | Industry Sector(s): | Services Technology/Other<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Alameda | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 6,570 | U.S.: 6,575 | Worldwide: 6,575 |
| Turnover Rate: | 2% | | |
| Managers/Supervisors: (% of total trainees) | 28% | See Projects Details Section | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $24,192 | | $0 | $0 | | $24,192 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $51,000 |

## 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 | Commercial Skills | 28 | 8 - 200 | 0 | $864 | $25.24 |
| | | | | Weighted Avg: 48 | | | |

**Minimum Wage by County:** $16.44 in Alameda 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
Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Facility Coordinators | | 20 |
| Facility Managers | | 8 |

## INTRODUCTION

Lawrence Livermore National Laboratory (LLNL) is operated by Lawrence Livermore National Security, LLC (LLNS) (www.llnl.gov). This Proposal includes funding to train workers at AKIMA Infrastructure Services, LLC., a close affiliate of LLNL. LLNL was created in 1952 to serve the Atomic Energy Commission. The laboratory is now under the National Nuclear Security Administration within the Department of Energy. The laboratory supports the needs of Homeland Security in the research, design and development of techniques and equipment necessary for national security. In addition, the laboratory conducts research in the medical and energy fields. Training will be conducted in Livermore.

LLNL meets out-of-state competition requirements, as defined by its NAICS code for Research & Development in the Physical, Engineering and Life Sciences industry sector. LLNL has also been identified as a priority industry.

This is LLNL's third ETP Proposal, which builds upon training previously delivered in Facilities Management. The previous training included Air Handling, Water Treatment & Plumbing systems, Electrical and Illumination and Energy Management and Controls. LLNL continues to experience significant upgrades within its facilities, resulting from innovative implementations to its internal energy sources, controls, and monitoring systems. The training in this Proposal does not duplicate the content delivered in the previous two ETP funded training plans.

## PROJECT DETAILS

Due to the high level of experiments and research conducted at the laboratory, its Facilities Managers and Facilities Coordinators must ensure that the environment meets strigent standards.

In addition, the Federal Buildings Personnel Training Act of 2010 (Act) makes training requirements applicable to non-federal personnel performing building operations and maintenance. The Act increased requirements on facilities to have the highest level of security with the least environmental impact. The Act mandates all facilities management personnel are trained in the most current technologies associated with all aspects of facilities operation and maintenance. The training in this proposal is designed to meet the Act's requirements.

### Commitment to Training

LLNL's company-wide training budget is estimated at $12,500,000 which is dedicated to compliance training consisting of Environmental Safety and Health, Security, Job Assignment Competency, Personal Growth, Leadership, and Management Skills. Training is delivered to frontline workers, Managers, and Executive Staff. The request for ETP funds will cover instructional costs to raise the competency level of Facility Coordinators and Facilities Management Staff which will help ensure that the LLNL facilities and the service provided by Facilities Management remains competitive with National Laboratories in other states.

LLNL 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 Infrastructure**

  Training will be conducted by in-house trainers and a vendor. The training will be delivered through classroom/laboratory instruction.

### Green/Clean Operations

LLNL has launched a pilot project to reduce potable water use by using treated groundwater to cool equipment and research facilities. Water from one of the laboratory's treatment wells is being run through a reverse osmosis filtration unit and used as an alternative to using water from the Hetch-Hetchy Reservoir throughout some of its buildings. This process will reduce the need for utilizing water from the Reservoir and associated costs. LLNL's Sustainability Manager has set forth a plan of an ongoing effort to conserve water, reduce costs and help the Laboratory meet its environmental goals. LLNL strives to identify innovative ways to improve its water efficiency.

### Managers/Supervisors

LLNL proposes to train eight (28%) Facility Managers. Although they have direct reports, over 50% of their work time is performing frontline functions many times providing guidance, direction, and implementing processes along side their subordinates. The Facility Managers are directly responsible for working with other LLNL department managers in identifying areas

where facility upgrades are necessary, as well as maintenance safety, and equipment issues. They are required to make decisions that impact and improve the safety of the facilty.

**Training Plan**

LLNL will train 28 Facility Coordinators and Facility Managers (both occupations are frontline workers) in a Facilities Management Training Program, geared to the Act. The training examines how each system or component operates. It covers the total facility from parking area to roof, including its waste water leaving the facility.

**Commercial Skills** (100%) – will be offered to both Facility Coordinators and Facility Managers. Training in Electrical Systems and Illumination will provide the skills required to measure electrical consumption and control usage. Trainees require these skills to recognize, set up, and maintain a reliable and effective maintenance and safety system.

Training in Building Design and Maintenance focuses on the repair and replacement of structural items such as floors, ceilings, interior walls, and windows. Trainees will have a better understanding of LLNL's building designs, materials, codes, regulations, and structural systems and finishes. Staff needs to comprehend maintenance procedures, equipment operation, and grounds design in order to maintain and implement preventive maintenance measurements.

LLNL's refrigeration equipment is a key component of its air-conditioning system which must be properly maintained and operated at maximum efficiency. The Refrigeration Systems and Accessories course reviews refrigeration cycle and system components, operation and maintenance of reciprocating and absorption within the systems.

The Facilities Planning and Project Management course is designed specifically for Facility Managers. They will acquire skills for developing strategic facilities plans, planning facilities projects and effectively implementing and evaluating projects. Trainees will learn how to read and use the symbols and tools required in reading architectural drawings, enhancing communication skills with architects, designers and general contractors.

Training in Design, Operation and Maintenance of Building Systems addresses electrical systems and lighting, elevator maintenance and modernization, and pest and solid waste management. Other aspects of the training include security issues, fire and safety systems, and energy management concerns. The training is required so that Facility Coordinators and Managers have the capability to make decisions that will increase occupant safety and comfort while facilitating building requirements and systems efficiency to meet LLNL's business goals. This training is Part II, building upon what was previously funded by ETP.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0256 | Livermore | 1/2/13 – 1/1/15 | $14,616 | $14,616 (100%) |
| ET09-0399 | Livermore | 12/31/08 – 12/30/10 | $69,300 | $14,300 (21%) |

ET13-0256 – The ETP online Tracking system shows a total of 840 hours entered for 17 trainees for potential reimbursement amount of $15,120. The Contract Status Report shows LLNL has been paid $7,776 which has yet to be earned. The organization submitted its Final Invoice on December 30, 2014, totaling $15,120. It is expected that LLNL will earn 100% of its Agreement Amount - $14,616.

ET09-0399 - The Company representative reports that during its first Agreement it only achieved 21% of the Agreement amount because training was postponed due to the organization's budget constraints and workload demands.

For its second project (ET13-0256). LLNL originally requested $53,600. However, the proposal was right sized to reflect the amount earned in its first Agreement to ensure that the funds would be fully utilized. Management's commitment to workload coverage during training allowed the release of trainees, resulting in 100% performance.

The management team is committed to its same workload coverage strategy to again achieve a high outcome.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

JEMCOR of Santa Rosa has been retained to provide training for a fee of $7,000 per course. Other trainers will be identified for ETP record-keeping purposes, as they are retained by Lawrence Livermore National Laboratory.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 – 200 Trainees may receive any of the following:

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

### COMMERCIAL SKILLS

- Electrical Systems and Illumination
- Building Design and Maintenance
- Refrigeration Systems and Accessories
- Facilities Planning and Project Management
- Design, Operation and Maintenaance of Building Systems – Part II

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

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Retrainee - Job Creation Training Proposal for:

# Little John's Body Works dba Fix Auto Downey

## Small Business ≤ $50,000

## ET15-0390

**Approval Date:** March 4, 2015

**ETP Regional Office:** North Hollywood **Analyst:** M. Paccerelli

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 23

  Worldwide: 23

  Number to be trained: 15

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 6%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $18,634
- In-Kind Contribution: $12,115

## 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 | | |
| 01 | Retrainee<br>SB <100<br>SET | Business Skills, Comm'l Skills, Computer Skills, Cont. Improvement, Hazardous Mat., PL Comm'l Skills | 11 | 8-60 | 0 | $1,254 | $27.40 |
| | | | | Weighted Avg: 57 | | | |
| 2 | Retrainee<br>SB<100<br>Job Creation<br>SET | Business Skills, Comm'l Skills, Computer Skills, Cont. Improvement, Hazardous Mat., PL Comm'l Skills | 4 | 8-60 | 0 | $1,210 | $13.31 |
| | | | | Weighted Avg: 55 | | | |

- Reimbursement Rate: Job #'s 1 & 2: $22 SB Non-Priority
- County(ies): Los Angeles
- Occupations to be Trained: Administrative Support Staff; Repair Planner; Technician; Frontline Manager; Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $2.89 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants, LLC (SMC) in Grass Valley provided development for a flat fee of $1,200.
- Administrative Services: SMC will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

Little John's Body Works dba Fix Auto Downey (Little John's) (www.fixauto.downey.com) is an automotive collision repair company located in the City of Downey. The Company offers collision repair services and auto repair parts and accessories sales.

Due to automobile industry changes in process and handling of materials used to manufacture new vehicles, Little John's must retrain its workers. These changes are being implemented to ensure that vehicles meet Corporate Average Fuel Economy standards. Technicians will also need a comprehensive, industry-specific training. Some course will lead to credentials issued by: Inter-Industry Conference on Auto Collision Repair (ICAR), Automotive Service Excellence and Original Equipment Manufacturer. These credentials are required by most insurers and vehicle manufacturers.

In addition, Little John's has invested $35K over the last year in new equipment such as inverter type resistance spot welders, aluminum welders and aluminum body repair equipment. The purchase price of this new equipment does not include training. Technicians and Repair Planners need to be trained on this equipment for repair of newer aluminum-frame vehicles, and those that utilize metals such as boron and ultra-high strength steel composites.

**Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, 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, Little John's has committed to hiring four new employees (Job Number 2). 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.

Little John's has undertaken an aggressive strategy to grow its business by 20% over the next 24 months. In addition, the Company will open an additional location this year, which will add another 30% sales volume. The new employees will assist in increased business capacity, but they will require training to develop the requisite skills for the Company's planned expansion.

**Training Plan**

The proposed ETP-funded training will allow Little John's to provide formal structured training to upgrade the skills of its incumbent and newly-hired workers, and promote the professional development of its team members.

**Business Skills** - Training will be provided to all occupations and will focus on customer relationship building, conflict resolution, negotiation skills and communication skills.

**Commercial Skills** - Training will be provided to Repair Planners, Technicians and select Frontline Managers. Training will include vehicle repair and finishing skills; estimating skills and alternative fuel; hybrid vehicle repair diagnostics; and I-CAR collision repair skills.

**Computer Skills** - Training will be provided to all occupations enabling them to navigate the Company's software systems used to track costs, plan production and schedule service.

**Continuous Improvement** - Training will be provided to all occupations to improve quality, cycle time and cost efficiency by implementing Lean concepts and Kaizen event strategies.

**Hazardous Materials** - This training will be provided to Technicians, Repair Planners and Frontline Managers on safe handling, disposal and regulatory documentation of hazardous materials.

**Productive Lab - Commercial Skills** - Under the Panel's Productive Lab (PL) guidelines, trainees may produce goods or perform services for profit as part of the training. PL training is necessary because many employees enter the automotive collision repair industry lacking the hands-on technical skills to perform tasks at an optimal level. Therefore, certain elements of training must take place in a PL setting to ensure that workers reach the required level of proficiency.

Approximately six Technicians and Repair Planners will each receive up to 14 hours of PL-Commercial Skills. The trainer-to-trainee PL ratio will be no more than 1:3 and the trainers will be in-house subject matter experts exclusively dedicated to instruction for the entire reported training time.

The tasks and competencies associated with the proposed PL training support the Company's expressed business needs for training. Training assignments will include collision repair and painting, body filler methods, structural resistance spot welding, mig brazing techniques, color tinting, spraying/blending techniques, measuring vehicle structures, alignment process for unitized and full frame vehicles, and aluminum repair. Trainees will be certified competent on the task assigned by the trainers at the conclusion of PL training.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-60 Trainees may receive any of the following:

### BUSINESS SKILLS

- Customer Care Skills:
  - Customer Retention
  - Customer Engagement
  - Customer Relationship Building
- Advanced Sales & Marketing Skills:
  - Prospecting & Closing
  - Sales Account Management
  - Advanced Closing Techniques
  - Sales Procedures & Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

### COMMERCIAL SKILLS

- I-CAR Collision Repair Certification Skills
- Refinishing Skills:
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Set-Up
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair:
  - Unibody Alignment
  - Three Dimensional Measuring
  - Repair & Replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Glass Replacement
  - Pillars, Rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating Cooling and AC Systems
  - Steering & Suspension Systems
  - Advanced Vehicle Systems
- Non-Structural Vehicle Repair Skills:
  - Remove & Install Trim & Hardware
  - Adhesive Bonding
  - Diagnose Wind Noise & Water Leaks

- Aluminum Cosmetic Damage
- Spot Welding

- Estimating Skills:
  - Steering & Suspension System Damage Analysis
  - Damage on Non-Drivable Vehicles
  - Electrical/Mechanical Systems
  - Stationary Glass
  - Advanced Materials
  - Advanced Vehicle Systems
- Vehicle Operation, Maintenance & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Service Procedures & Scheduling
- Product Knowledge
- Original Equipment Manufacturer Knowledge/Skills

**COMPUTER SKILLS**

- CCC One Software:
  - Job Costing
  - Production Flow
  - Production Planning - ETA Times & Dates
  - Internal & External Customer Communication
- Michell & Michell Repair Center Software
- CCC Info Systems Software
- Alldata Software
- Microsoft Office Suite

**CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Process/Quality Improvement
- Problem Solving/Decision Making Skills
- Inventory Control
- Standard Operating Procedures

**HAZARDOUS MATERIALS**

- Completing Material Safety Data Sheets (MSDS)
- Volatile Organic Compound (VOC) Tracking
- Emergency Clean-Up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances

**PL Hours**

0 – 14 **COMMERCIAL SKILLS (RATIO 1:3)**

- Body Filler Methods
- Structural Resistance Spot Welding
- MIG Brazing Techniques
- Color Tinting
- Spraying/Blending Techniques
- Measuring Vehicle Structures
- Alignment Process for Unitized Vehicles

- Alignment Process for Full Frame vehicles
- Aluminum Repair

Safety Training will be limited to 10% of total training hours per-trainee

| |
|---|
| Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. |

**DELEGATION ORDER**

# Retrainee - Job Creation Training Proposal for:

# Lumens dba Lumens Light & Lighting

## Small Business ≤ $50,000

## ET15-0393

**Approval Date:** February 26, 2015

**ETP Regional Office:** Sacramento **Analyst:** W. Sabah

**CONTRACTOR**

- Type of Industry: Retail

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 84

  Worldwide: 84

  Number to be trained: 78

  Owner ☐ Yes ☒ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 15%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $49,896
- In-Kind Contribution: $107,284

## 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<br>SB <100 | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement | 64 | 8-60 | 0 | $616 | $15.75 |
| | | | | Weighted Avg: 28 | | | |
| 2 | Retrainee<br>Job Creation<br>SB<100 | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement | 14 | 8-60 | 0 | $748 | $14.00 |
| | | | | Weighted Avg: 34 | | | |

- Reimbursement Rate: Job #'s 1 & 2: $22 SB Non-Priority
- County(ies): Sacramento
- Occupations to be Trained: Accounting Staff, Customer Service Staff, Administrative Staff, Information Technology Staff, Marketing Staff, Merchants, Publishing Staff, Purchasing Staff, Warehouse Staff, Trade Staff, Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $2.17 per hour

## SUBCONTRACTORS

- Development Services: Sierra Consulting Services in Cameron Park assisted with development for a flat fee of $4,500.
- Administrative Services: Sierra Consulting Services will also provide administration services for an amount not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 2004, Lumens dba Lumens Light & Lighting (Lumens) (www.lumens.com) is an online retail shop for lighting, fans, furniture and accessories from small, independent studios. The Company sells products online and at three retail locations in Sacramento. The flagship store in midtown is a 4,000 square foot facility devoted to showcasing indoor lighting, outdoor lighting, ceiling fans, modern furniture and home accessories. Lumens advertises in publications such as the New York Style Times, Style Magazine, Décor and Interior Design and Dwell. Their

primary customers are interior designers, contractors, architects and online customers. A significant portion of the Lumens customer base is from out-of-state, for their flagship store.

**Need For Training**

Over the years, there have been major changes in the lighting industry as it converted from incandescent to light-emitting diode (LED). Incandescent is considered 'harsh' lightning, while LED is considered 'soft' lighting. Lumens customers rely on staff to offer suggestions and provide accurate verbal descriptions of the new LED light bulb fixtures and effects when they place their orders. LED has very unique effects from its combination of color, hue, wattage, and other specifications. To improve product knowledge and customer service, Lumen's staff requires significant technical training.

In addition, Lumens will be adding a new product division, Home Furnishing Marketplace. Currently, the Company has the manufacturer ship products directly to the customer. With the introduction of the Home Furnishing Marketplace, the sales and logistics process will require Lumens to increase inventory and ship products from its warehouse, also in midtown. To meet these demands, Lumens must improve processes and procedures by training staff on new marketing techniques, sales methods, warehousing, inventory management and logistics.

**Retrainee - Job Creation**

Lumens' commitment to growing their business and the expansion of services warrant the addition of new employees. The Company is expecting to increase their revenues significantly in 2015 and has leased an additional 14,000 square feet to expand their existing flagship office in Sacramento. To support the expansion, the Company has created new positions in departments such as IT Personnel, Online Marketing, and Customer Service.

The Panel offers incentives to companies that commit to hiring new employees and newly-hired employees subject to a lower-post-retention wage. For this proposal, Lumens has committed to hiring 14 new employees (Job Number 2). The Company 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.

## Training Plan

**Business Skills** – Training will be offered to all occupations to improve communication skills, increase product knowledge, identify customer needs and improve productivity. Training will include course topics such as Communication Styles, Operational Skills, Product Knowledge, Project Management and Methodology and Relationship Building.

**Commercial Skills** – Training will be offered to Merchants, Managers, Marketing, Publishing, Purchasing, Warehouse, Trade and IT Staff. Training will focus on improving product quality, promoting sales, proper application, increasing lighting knowledge and retaining customers. Topics will include Logistics, Online Marketing, Website Design, Light Source Technology and Light Source Fundamentals.

**Computer Skills** – Training will be offered to all occupations to expand their skill set in Lumens upgraded software system, collect and analyze expenses, and manage processes efficiently. IT Staff will receive training in website design, optimization, point-of-sale and product knowledge to customize the website to the Company's needs. Training will include JAVA, HTML, IT Networking, Website Design and Online Marketing

**Continuous Improvement** – Training will be offered to Merchants, Customer Service, Marketing, Publishing, Warehouse and Trade Staff. Training is designed to improve and implement new working processes and increase product/process quality. Training will include Production Operations & Workflow, Process Improvement and Project Management.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**
- Business Writing
- Creative Marketing
- Customer Relationship Management
- Communication Styles
- Marketing and Sales Techniques
- Operational Skills
- Product Knowledge
- Project Management and Methodology
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building

**COMMERCIAL SKILLS**
- Inventory Management
- Logistics
- Online Marketing
- Online Publishing
- Warehousing
- Website Design
- Website Optimization
- Website Point of Sale
- Light Source Technology
- Light Source Fundamentals
- Advanced Lamps (bulbs) and Light Sources
- Advanced Kitchen and Bath Lighting
- Advanced Recessed and Track Lighting

**COMPUTER SKILLS**
- JAVA
- HTML
- IT Networking
- Net Suite
- Concur

**CONTINUOUS IMPROVEMENT**
- Production Operations and Workflow
- Process Improvement
- Project Management

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery

**DELEGATION ORDER**

# Retrainee - Job Creation Training Proposal for:

# Natomas Auto Body & Paint, Inc.

## Small Business ≤ $50,000

## ET15-0395

**Approval Date:** February 23, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 60

  Worldwide: 60

  Number to be trained: 40

  Owner ☐ Yes ☒ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 9%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $40,920
- In-Kind Contribution: $40,112

## 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<br>SET<br>SB <100 | Business Skills, Commercial Skills, Computer Skills, Continuous Impv., HazMat, PL - Commercial Skills | 16 | 8-60 | 0 | $990 | $27.40 |
| | | | | Weighted Avg: 45 | | | |
| 2 | Retrainee<br>SET<br>SB<100<br>HUA | Business Skills, Commercial Skills, Computer Skills, Continuous Impv., HazMat, PL - Commercial Skills | 20 | 8-60 | 0 | $1,056 | $14.15 |
| | | | | Weighted Avg: 48 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>SET<br>SB<100<br>HUA | Business Skills, Commercial Skills, Computer Skills, Continuous Impv., HazMat, PL - Commercial Skills | 4 | 8-60 | 0 | $990 | $14.00 |
| | | | | Weighted Ave: 45 | | | |

- Reimbursement Rate: Job #'s 1-3: $22 SB Non-Priority
- County(ies): Sacramento, Sutter
- Occupations to be Trained: Administrative Staff, Sales Staff, Support Staff, Estimator, Technician, Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $2.15 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants, LLC in Grass Valley assisted with development of this project for a flat fee of $3,400.
- Administrative Services: Synergy Management Consultants, LLC will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## INTRODUCTION

Founded in 1995 in Sacramento, Natomas Auto Body & Paint, Inc. (Natomas Auto Body) (http://natomasautobody.com/) is a full service automotive repair center. The Company specializes in collision repair services for Lexus, BMW, Ford, Toyota, Honda, Chevrolet and other major brands. Services include repairing the vehicle internally, externally and mechanically to its pre-accident condition. Natomas Auto Body also sells parts and accessories necessary to complete such repairs.

Due to consumer demand, a second collision repair location was opened in Sacramento in 2004 and a third location was opened in Yuba City in 2010. The collision repair services are utilized by consumers located in the Sacramento and Yuba City vicinities. Proposed training will take place at all three locations.

### Need for Training

Natomas Auto Body has developed an aggressive growth strategy to expand their business by 20% over the next 24 months. To grow the business Natomas Auto Body must have repair staff who are Inter-Industry Conference on Collision Auto Repair (I-CAR) and Automotive Service Excellence (ASE) certified for all automotive brands. The proper certifications will enable more referrals from insurance companies.

Technicians and Estimators will be trained to become I-CAR and ASE certified to service new vehicle brands such as Tesla, Ford Aluminum, Nissan, Infinity and Mercedes. In addition, Natomas Auto Body's staff requires training on industry changes. The automotive collision repair industry has transformed in recent years as vehicles are being produced using different materials including: aluminum, boron, ultra high strength steel and composites. As such, technicians are required to use new repair methods equipment. Support Staff and Estimators also require updating of their skills to include these new vehicle materials and repair methods.

Natomas Auto Body will also deliver training on customer service skills, updated operating procedures, marketing skills, sales skills, computer software skills and Lean concepts.

### Job Creation

Within the next few months Natomas Auto Body expects to begin servicing claims from new insurance referrals. At this time, the location in Yuba City is in negotiations with Farmers Insurance. In addition, a recent change in Yuba City's contract with Progressive Insurance has increased shop sales by 20%. The Sacramento locations expect growth as well, through ongoing negotiations with State Farm Insurance.

To support their growth plan, Natomas Auto Body is expecting to increase the number of full time permanent employees. The Company has created new positions in their Yuba City and Sacramento locations and have committed to hiring four new full time employees (Job Number 3). The new positions will fill needs in the Technician, Estimator, Administrative Staff and Sales Staff occupations.

The Panel offers incentives to companies that commit to hiring new employees - Trainees will be subject to a lower post-retention wage. The Company 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.

**Training Plan**

Trainees will receive between 8–60 hours of classroom/laboratory training and may receive between 0–18 hours of productive laboratory training.

**Business Skills** – Training will be offered to Administrative Staff, Sales Staff, Estimators and Managers. The training will focus on customer care skills, advanced sales, marketing skills and communication skills to improve overall customer satisfaction and increase sales. Training topics will include Customer Retention, Customer Relationship Building, Sales Procedures and Strategies, Prospecting and Closing, Negotiation Skills, and Presentation Skills.

**Commercial Skills** – Training will be provided to Technicians, Estimators, Managers, Sales Staff and Support Staff. Training topics will include I-CAR Collision Repair Certification; Refinishing Skills – Vehicle Priming and Sealing, Corrosion Protection Process and Blending Techniques; Structural Repair Skills – Three Dimensional Measuring, High Strength Steels, Aluminum Repair Process, MIG Welding and Straightening Structural Damage; Non-Structural Vehicle Repair Skills – Adhesive Bonding, Diagnose Wind Noise and Water Leaks and Spot Welding; and Estimating Skills – Steering and Suspension System Damage Analysis, Electrical/Mechanical Systems, Advanced Materials and Stationary Glass.

**Computer Skills** – Training will be provided to all occupations and will focus on job specific software programs. The collision repair industry is in process of transitioning to a paperless environment and staff will receive training in all necessary software programs to properly exchange data with insurers and other partners. Training topics will include CCC One Software, Michell & Michell Repair Center Software and Alldata Software. Training will be delivered by in-house staff.

**Continuous Improvement** – Training will be provided to Technicians, Estimators, Support Staff and Managers to improve efficiencies and to reduce waste. A lean quality and production improvement system is being instituted by Natomas Auto Body and efficiencies are expected to increase by fifteen percent with training. Training topics will include Root Cause Analysis, Lean Concepts, Kaizen Event Strategy and Implementation, Problem Solving and Decision Making, and Inventory Control.

**Hazardous Materials –** Training will be provided to Technicians, Estimators and Managers to ensure that hazardous materials are handled and disposed of properly. Training topics will include course topics such as: Volatile Organic Compound Training, Emergency Clean-up, and Registration, Evaluation, Authorization, and Restriction of Chemical Substances.

**Productive Lab (PL) (Commercial Skills) –** PL training will be provided to Technicians and Estimators to supplement Class/Lab training. The delivery of PL training is necessary as trainees will be given real life projects to perform work on. This training will strengthen their understanding of how to complete automotive collision repair services. Training will include course topics that require the technicians' skills to be updated. Estimators' PL training will focus on the correct diagnosis of damage and properly working through the documentation, insurance and pricing processes.

Trainees will use the following equipment in PL training: resistance spot welder, mig (metal inert gas) welder, frame rack and measuring system, paint spray guns, paint spray booths, and various hand tools. Staff will be trained on welding of structural parts, aluminum repair, glass replacement, plastic repair, and system diagnostics and repair. All PL training will take place onsite at Natomas Auto Body and the trainer-to-trainee ratio for all PL training will be 1:1. Technicians will receive between 0–18 hours of PL training and Estimators will receive between 0–4 hours of PL training.

PL training will consist of a normal collision repair duties where the trainer will walk the trainee through the repair process. The trainer will observe the trainee complete the repair and will offer coaching and mentoring throughout the process. During the PL training, output is expected to decrease by 25-30%. Trainers will be journey level Technicians or Estimators who are considered to be subject matter experts. After the successful completion of a PL training course, the trainer will sign off that the trainee is competent.

**High Unemployment Area**

All trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's location in Yuba County qualifies for HUA status under these standards. Natomas Auto Body is requesting a wage modification to $12.00 per hour to allow training for 20 trainees in Job Number 2.

**RECOMMENDATION**

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60

Trainees may receive any of the following:

## BUSINESS SKILLS

- Customer Care Skills
- Customer Retention
- Customer Engagement
- Customer Relationship Building
- Advanced Sales & Marketing Skills
- Prospecting and Closing
- Sales Account Management
- Advanced Closing Techniques
- Sales Procedures and Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills
- Leadership Skills
- Team Building Skills

## COMMERCIAL SKILLS

- I-CAR Collision Repair Certification Skills
- ASE Certification Skills
- Refinishing Skills
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Setup
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair Skills
  - Unibody Alignment
  - Three Dimensional Measuring
  - Repair & Replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Glass Replacement
  - Pillars, Rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating, Cooling and A/C Systems
  - Steering & Suspension Systems
  - Advanced Vehicle Systems
- Non-Structural Vehicle Repair Skills

- Remove/Install Trim & Hardware
- Adhesive Bonding
- Diagnose Wind Noise & Water Leaks
- Aluminum Cosmetic Damage
- Spot Welding

- Estimating Skills
  - Steering & Suspension System Damage Analysis
  - Damage on Non-Drivable Vehicles
  - Electrical/Mechanical Systems
  - Stationary Glass
  - Advanced Materials
  - Advanced Vehicles Systems
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid vehicle Repair Diagnostics
- OEM (Original Equipment Manufacturer) Knowledge/Skills

**COMPUTER SKILLS**

- CCC One Software
  - Job Costing
  - Production Flow
  - Production Planning – ETAs Times & Dates
  - Internal & External Customer Communication
- Michell & Michell Repair Center Software
- CCC Info Systems Software
- Alldata Software
- Intermediate & Advanced Microsoft Office

**CONTINUOUS IMPROVEMENT**

- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Process and Quality Improvement
- Problem Solving and Decision Making Skills
- Inventory Control
- Standard Operating Procedures

**HAZARDOUS MATERIALS**

- Completing Material Safety Data Sheets (MSDS)
- Volatile Organic Compound (VOC) Training
- Emergency Clean-up
- Registration, Evaluation, Authorization, & Restriction of Chemical Substances

Safety Training cannot exceed 10% of total training hours per-trainee. This cap does not apply to Hazardous Materials training.

**Productive Lab (PL) Hours**
0–18

**PL COMMERCIAL SKILLS (1:1 ratio)**

- Body Filler Methods (1.5 hours)
- Structural Resistance Spot Welding (1 hour)
- Mig Brazing Technique (0.5 hours)
- Color Tinting (3 hours)
- Spraying/Blending Techniques (2 hours)
- Measuring Vehicle Structures (1 hour)
- Alignment Process for Full Frame Vehicles (2 hours)
- Alignment Process for Unitized Vehicles (2 hours)
- Aluminum Repair (1 hour)
- Technical Estimating Training (3.5 hours)

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. Safety training is capped at 10% of total training hours, per trainee excluding Hazardous Materials. PL is capped at 18 hours per-trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# NFCC, Inc. dba North Fresno Collision Center

## Small Business ≤ $50,000

## ET15-0391

**Approval Date:** February 25, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 39

  Worldwide: 39

  Number to be trained: 39

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 8%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $42,042
- In-Kind Contribution: $32,005

## 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<br>SET<br>SB <100<br>HUA | Business Skills, Commercial Skills, Computer Skills, Continuous Impr, PL - Comm Skills, HazMat | 39 | 8-60 | 0 | $1,078 | $11.30 |
| | | | | Weighted Avg: 49 | | | |

It will be made a condition of contract that trainees will never be paid less than the statewide minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): Fresno
- Occupations to be Trained: Administrative Staff, Estimator, Parts Staff, Technician, Detailer, Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $2.00 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants, LLC (SMC) in Grass Valley will develop the project for a flat fee of $3,800.
- Administrative Services: SMC will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## INTRODUCTION

Founded in 2004 and located in North Fresno, NFCC, Inc. dba North Fresno Collision Center (NFCC) (http://northfresnocollision.com/) is a full service automotive repair center that specializes in automotive mechanical and collision repair services. The Company also sells automotive parts and accessories. NFCC's customer base includes residents of Fresno and the surrounding vicinity.

### Need for Training

NFCC has an aggressive growth plan, which includes the acquisition of new Direct Repair Accounts (DRAs). Negotiations for new DRAs are currently in process with State Farm Insurance and USAA. To further increase serviceable market segments, NFCC technicians will need to certify individually for BMW, Mercedes Benz, Aston Martin, Tesla, and Bentley automobiles.

Significant changes have been made in recent years to the materials used to manufacture automobile (aluminum, boron, and ultra-high strength steels). This requires new welding equipment and techniques to successfully complete repairs. In addition, Technicians must learn special repair methods to service Electric and Hybrid vehicles. For Estimators, the industry changes have impacted the overall cost of service calculation. To identify and properly price service, Estimators will require the most up to date knowledge of the industry.

To obtain the required skills, NFCC staff will train in standards adopted by the Inter-Industry Conference on Auto Collision Repair, Automotive Service Excellence, and manufacturers. NFCC will also train staff members on sales, customer service, negotiation and other business skills to promote a high level of customer satisfaction.

**Training Plan**

**Business Skills (20%) -** Training will be provided to Administrative Staff, Estimators, and Managers. Training will be job specific and will focus on improving the sales process, customer service, and the transmittal of insurance claims. Managers will receive training in all topics to be able to better support customers and employees.

**Commercial Skills (20%) –** Training will be provided to Technicians, Parts Staff, Estimators and Managers. Training will focus on maintenance service, new vehicle technologies, aluminum vehicles, electric and hybrid repair, Inter-Industry Conference on Auto Collision Repair (ICAR) credentials, certifications to work on high end vehicles, correctly estimating damage, and the creation of repair plans for technicians.

**Computer Skills (10%) –** Training will be provided to all occupations. Training will focus on software training to improve cost tracking, production planning, estimation quotes, and service flow.

**Continuous Improvement (30%)** – Training will be provided to all occupations. Training will focus on improving quality, cycle time, and cost efficiency. NFCC will be implementing Lean quality and production improvement systems to increase efficiency.

**Hazardous Materials (5%) –** Training will be provided to Technicians only and will focus on the handling and disposal of automotive hazardous materials.

**Productive Lab-Commercial Skills (10%) –** PL training will be provided to Technicians and Estimators to supplement Class/Lab training. The delivery of PL training is necessary as trainees will be given real-life projects to perform work. For Technicians, training will update skills and strengthen their understanding of how to complete automotive collision repair services. Estimators will focus on the correct diagnosis of damage and properly working through documentation and insurance and pricing processes.

Trainees will use the following equipment in PL training: resistance spot welder, metal inert gas welder, frame rack and measuring system, paint spray guns, paint spray booths, and various hand tools. Staff will be trained on job duties such as welding of structural parts, aluminum repair, glass replacement, plastic repair, and system diagnostics and repair. All PL training will take place onsite at NFCC. The trainer-to-trainee ratio will be 1:1. Technicians will receive up to 14 hours of PL training and Estimators up to 4 hours of PL training.

PL training will consist of a normal collision repair duties where the trainer will walk the trainee through the repair process. The trainer will observe the trainee complete the repair and will offer coaching and mentoring throughout the process. During the PL training, output is

expected to decrease by 25-30%. Trainers will be journey level technicians who are considered experts. After the successful completion of a PL training course, the trainer will determine a trainee competent.

**Two-Year Contract Term**

To meet ETP performance requirements and to ensure all training is delivered, NFCC is requesting a modification to the contract term. Normally, small businesses are limited to a one-year contract term. However, due to high workloads and demands of the job, NFCC cannot complete the training within the standard one-year term. Thus, the Company has developed a 2 year training plan to train staff.

**SET/HUA**

NFCC is eligible for Special Employment Training funding to train frontline workers located in Fresno County, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Usually, SET trainees must meet the Statewide Average Hourly Wage of $27.40. However, trainees in an HUA qualify for the ETP Standard Minimum Wage ($15.07 per hour) and may qualify for a wage reduction of 25% below the ETP Standard Minimum Wage ($11.30 per hour). NFCC is requesting the 25% wage modification.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8–60 Trainees may receive any of the following:

## BUSINESS SKILLS

- Customer Care Skills
  - Customer Retention
  - Customer Engagement
  - Customer Relationship Building
- Advanced Sales & Marketing Skills
  - Prospecting & Closing
  - Sales Account Management
  - Advanced Closing Techniques
  - Sales Procedures & Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

## COMMERCIAL SKILLS

- I-CAR Collision Repair Certification Skills
- Refinishing Skills
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Set-Up
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair
  - Unibody Alignment
  - Three-Dimensional Measuring
  - Repair & Replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Glass Replacement
  - Pillars, Rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating Cooling and AC Systems
  - Steering & Suspension Systems
  - Advanced Vehicle Systems
  - Composite Materials and Bonding Techniques
- Non-Structural Vehicle Repair Skills
  - Remove & Install Trim & Hardware
  - Adhesive Bonding

    - Diagnose Wind Noise & Water Leaks
    - Aluminum Cosmetic Damage
    - Spot Welding
    - Composite Repair
- Estimating Skills
    - Steering & Suspension System Damage Analysis
    - Damage on Non-Drivable Vehicles
    - Electrical/Mechanical Systems
    - Stationary Glass
    - Advanced Materials
    - Advanced Vehicle Systems
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Service Procedures & Scheduling
- Product Knowledge
- OEM (Original Equipment Manufacturer) Knowledge/Skills
    - Aston Martin, BMW, Rolls-Royce, Bentley, M-Benz, Tesla

**COMPUTER SKILLS**

- CCCOne Software
    - Job Costing
    - Production Flow
    - Production Planning - ETA Times & Dates
    - Internal & External Customer Communication
- Mitchell & Mitchell Repair Center Software
- Audatex Software
- CCC Info Systems Software
- Alldata Software
- Intermediate and Advanced Microsoft Office

**CONTINUOUS IMPROVEMENT SKILLS**

- Leadership Skills
- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Process/Quality Improvement
- Problem Solving/Decision Making Skills
- Inventory Control
- Consistent Operating Methods

**HAZARDOUS MATERIALS**

- Completing Material Safety Data Sheets (MSDS)
- Volatile Organic Compound (VOC) Tracking
- Emergency Clean-Up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances

Safety Training will be limited to 10% of total training hours per-trainee

**Productive Lab Hours**
0–14

**COMMERCIAL SKILLS (1:1 trainer-to-trainee ratio)**

- Body Filler Methods
- Structural Resistance Spot Welding
- Mig Brazing Techniques
- Color Tinting
- Spraying/ Blending Techniques
- Measuring Vehicle Structures
- Alignment Process for Full Frame Vehicles
- Alignment Process for Unitized Vehicles
- Aluminum Repair
- Technical Estimating Skills

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL training is capped at 14 hours per-trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Noron Precision Machining, Inc.

## Small Business ≤ $50,000

## ET15-0384

**Approval Date:** February 11, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 9

  Worldwide: 9

  Number to be trained: 9

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 10%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $7,020
- In-Kind Contribution: $7,830

## 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<br>SB <100<br>Priority Rate | Business Skills, Continuous Improvement, Manufacturing Skills | 9 | 8-60 | 0 | $780 | $16.25 |
| | | | | Weighted Avg: 30 | | | |

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Santa Clara
- Occupations to be Trained: Owner, Production Staff, Administrative Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.75 per hour

## SUBCONTRACTORS

- Development Services: Assured Incentive Group in San Clemente assisted with development of this project for a flat fee of $1,200.
- Administrative Services: Assured Incentive Group will also provide administrative services in connection with this project for a fee not to exceed 13% of payment earned.
- Training Vendors: ISO Ready in Concord will provide training in Continuous Improvement and Manufacturing Skills.

## OVERVIEW

Established in Sunnyvale in 1977, Noron Precision Machining, Inc. (Noron) is a small business manufacturer machine shop supplying precision Computer Numerical Control machining, turning and other metal fabrication services to a variety of industries including; automotive, aerospace/aviation, biomedical, computer, medical device, and defense.

The ETP-funded training will assist Noron by reinforcing quality assurance and skill upgrade efforts for Production Staff, Administrative Staff, and the Owner. The proposed is essential for Noron to remain competitive and improve the skills of frontline workers.

Noron customers are requiring AS9100C certifications, as required for quality assurance serving the aerospace industry. The AS9100C training and certification will help Noron become more

competitive and enable the Company to expand by attracting new business.

Noron is eligible as a NAICS approved entity under Out of State Competition provisions as an industry identified Manufacturer, and also qualifies for the Small Business priority reimbursement rate.

## Training Plan

Training will be delivered by vendor and in house subject matter experts. Additional training venders may be identified at a later date.

**Manufacturing Skills:** This training will be delivered to Production Staff and Owners. Trainees will obtain skills in production equipment and tools, operations for production, process control and improvement, and specialized manufacturing such as metal stripping. The skills are transferable within the industry and generally held to be skill upgrades for the workforce. Training will enable workers to operate a broader array of equipment and perform more tasks independently.

**Continuous Improvement:** All occupations will receive this training to develop efficiency. Staff will be better able to make decisions and take immediate action, resulting in error reduction, and reduction in customer response time. AS9100C training will also be provided to ensure quality standards are met for various customer and industry requirements.

**Business Skills:** This training will be delivered to all occupations to enhance internal and external customer service. This will assist the Company in its efforts to implement process improvements.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Performance
- Coaching
- Communications

**CONTINUOUS IMPROVEMENT**

- AS9100
- Internal Auditor
- 5-s Lean
- Production Scheduling
- Production Operations
- Process Control

**MANUFACTURING SKILLS**

- Metal Stripping
- Machining Set Up
- Milling
- Assembly
- Lathe Operations
- CNC Screw Machining
- Saw and Drill Operations

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Panel Amendment #2 Proposal for:

# Phoenix Energy Technologies, Inc.

## Agreement Number: ET14-0165

**Approval Date:** March 4, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

## CURRENT PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Type: | Priority/SB<100<br>Retrainee<br>Job Creation | Industry Sector(s): | Technology/Other Services |
| Counties Served: | Orange | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | Priority Industry: | ☒ Yes ☐ No |
| Current Contract Term: | September 30, 2013 to September 29, 2015 | Substantial Contribution: | ☐ Yes ☒ No |

## CURRENT FUNDING

| Current Funding |
|---|
| $33,020 |

## AMENDMENT FUNDING

| Requested Funding | Total Funding |
|---|---|
| +$16,380 | $49,400 |

## AMENDMENT 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 | Priority/SB<100 | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement | 26 | 8 - 120 | 0 | $1,300 | $15.88 |
| | | | | Weighted Avg: 50 | | | |
| 2 | Job Creation | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement | 6 | 8 - 120 | 0 | $2,600 | $13.23 |
| | | | | Weighted Avg: 100 | | | |

**Minimum Wage by County:** $15.88 per hour for Job Number 1 and $13.23 per hour for Job Number 2 for Orange 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

Up to $0.50 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

| Wage Range by Occupation | |
|---|---|
| Occupation Title | Wage Range |
| **Job Number 1:** | |
| Administrative Support | |
| Customer Service | |
| Sales/Marketing | |
| Software Engineer/Developer | |
| Analyst | |
| Implementation Specialist | |
| Manager/Supervisor | |
| Owner | |
| **Job Number 2:** | |
| Customer Service | |
| Software Engineer/Developer | |

## INTRODUCTION

Phoenix Energy Technologies, Inc. (PETI) is an energy management-consulting firm for retail and other multi-site clients. The Company works with retail, commercial, university, theater, and industrial customers to diagnose opportunities and implement strategies to reduce energy consumption and costs. Clients include Best Buy, AMC, California State University (Los

Angeles), Red Robin and Office Depot. PETI creates and utilizes a proprietary Enterprise Resource Planning (ERP) system that builds efficiencies, improves planning, and maximizes assets by reducing the nation's energy use in the commercial sector, where more than 50% of the country's electrical energy is consumed.

## AMENDMENT DETAILS

PETI reports that, with continued process improvement and software system upgrades, it must continually provide its workforce with critical skills training. As a result, as of October 2014, PETI has delivered enough training hours to exhaust its current ETP funding.

PETI requests an increase in funding sufficient to complete its overall training plan to improve efficiencies. The Company plans to deliver an additional 630 total training hours for the existing 31 trainees, through the end of the training period (6/29/15). The Contractor has provided a training schedule to support this projection.

The additional hours will include training in different levels of upgrade for the Company's software, specifically in computer system designs and edX modules. The Advanced Training topics in the existing Curriculum are specific to these software systems. As such, there will be no changes in the Curriculum.

By this Amendment:

- The Agreement amount will increase by $16,380, from $33,020 to $49,400;
- The weighted average hours for Job Number 1 (incumbent trainees) will increase by 15, from 35 to 50 with an increase in cost-per-trainee from $910 to $1,300;
- The weighted average hours for Job Number 2 (Job Creation trainees) will increase by 40, from 60 to 100 with an increase in cost-per-trainee from $1,560 to $2,600.

## RECOMMENDATION

Staff recommends approval of this Amendment.

### SUMMARY OF PRIOR MODS/AMDS

- Modification No. 1 increased the Range of Hours from 8-60 to 8-100 in Job Numbers 1 & 2.

## CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by PETI under the current ETP Agreement:

| Agreement No. | Approved Amount | Term | No. Trainees Enrolled | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0165 | $33,020 | 9/30/13 – 9/29/15 | 31 | 0 | 0 |

To date, 1,658 eligible training hours has been entered in the ETP Online System, which is more than 100% of the current Agreement amount. PETI projects 100% earnings by the end of the contract term.

**DELEGATION ORDER**

# RETRAINEE – JOB CREATION

## Training Proposal for:

# San Diego Collision Centers, Inc. dba Fix Auto Miramar

## Small Business ≤ $50,000

## ET15-0382

**Approval Date:** 2/13/15

**ETP Regional Office:** San Diego **Analyst:** S. Godin

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 56

  Worldwide: 56

  Number to be trained: 25

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 20%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $22,990
- In-Kind Contribution: $13,000

## 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<br>SB <100<br>SET | Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL-Commercial Skills | 22 | 8-60 | 0 | $880 | $27.40 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee<br>SB<100<br>Job Creation Initiative<br>SET | Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL-Commercial Skills | 3 | 8-60 | 0 | $1,210 | $13.28 |
| | | | | Weighted Avg: 55 | | | |

- Reimbursement Rate: Job #'s 1 & 2: $22 SB Non-Priority
- County(ies): Riverside
- Occupations to be Trained: Administrative Support, Estimator, Technician, Owner, Manager,
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1 & 2: $2.41 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants in Grass Valley assisted with development for a flat fee of $1,400.
- Administrative Services: Synergy Management Consultants will also provide administration services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

San Diego Collision Centers, Inc. dba Fix Auto Miramar joined the Fix Auto Group in 2012 as an independently owned franchise (www.fixauto.com/miramar) (FAM). The Company specializes in automotive collision and repair and sales of associated parts and accessories. FAM operates two facilities in San Diego County: one in Miramar and another in El Cajon. Only employees from the Fix Auto Miramar facility will participate in the proposed ETP Agreement.

## PROJECT DETAILS

FAM reports that its need for training is being driven by the Company's strategic plan to increase revenues, raise worker efficiency levels, and provide a higher level of customer satisfaction at competitive prices. To meet this goal, the Company must update employee product knowledge and technical skill sets, and implement standard operating procedures and process improvements.

Increased consumer demand for vehicles made from lighter metals and recent technological advances in alternative fuel systems has changed the way auto body repairs are done and how repair costs are estimated. Technicians must be able to work with these metals and understand how body repairs differ based on the metal composition of the vehicle. Key training areas include automobile repair that utilize metals such as Boron and ultra-high strength steels and composites, as well as damage assessment for newer technology vehicles. Technicians will also receive technical training required to meet standards established by the Inter-Industry Conference on Auto Collision Repair (I-CAR), Automotive Service Excellence, and Original Equipment Manufacturers Association (OEMs).

FAM participates in Direct Repair Programs (DRPs) as a preferred provider with Geico, Wawanesa, and most recently, United States Automobile Association (USAA). The Company is also in negotiations to add Farmers, Allstate, and Mercury Insurance as preferred providers. Participating in a DRP provides a streamlined and more efficient process for FAM, the insurance carrier and the customer. Preferred provider status allows FAM to act on behalf of the insurance carrier; eliminates the need for the adjuster to make a trip to the body shop and write an estimate. In addition, the Company does not have to wait for repair approval. DRP participation removes unnecessary steps, reduces cycle time and contains costs.

Each insurance carrier has specific repair guidelines. Estimators and Technicians must have the product knowledge and technical skills to complete estimates and repairs per each carrier's specific criteria to maintain DRP status. The majority of the insurance carriers also require annual technical skills upgrade training and recertification of Technicians, Estimators and Administrative Support Staff. Although the training varies by carrier, most insurers require Technicians and Estimators to complete a minimum 40 hours of industry specific training each year on the most current repair technology.

Training on revisions to the various software programs used by FAM and updates to each DRP insurance carrier's software will enable employees to navigate the various system components used for estimating, job costing, production planning, and customer communication. Estimators and Administrative Support will also receive training on the latest updates to the proprietary software used by each insurance carrier. Training will be delivered by a combination of training vendors and in-house staff.

**Retrainee - Job Creation**

FAM experienced an 8% increase in revenue for the period of 1/1/14 – 12/31/14 and its employee count increased from 40 to 42. The recent addition of USAA, and current negotiations to add Allstate, Farmers, and Mercury insurance as DRP providers, has the future potential to increase revenues and work orders by at least 18% over the next two years. FAM's location next to the Miramar Naval Air Station also provides a unique opportunity to increase the number of USAA repair customers exponentially.. The role of a DRP makes formal training critical to managing growth and remaining profitable.

To support the above stated expansion of its existing business functions, FAM has committed to hiring 3 employees in Job 2 (1 Technician and 2 Estimators). These new workers will require extensive training to develop the requisite skills needed to facilitate projected growth.

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. Trainees will be hired into "net new jobs" as a condition of contract. Under the Job Creation Initiative, trainees for SET-funded projects are subject to the ETP minimum wage for new-hires, rather than the SET wage. Trainees will be hired into "net new jobs" as a condition of contract.

**Training Plan**

ETP-funded training will assist FAM in providing formal structured training needed to upgrade the skills of its incumbent and newly hired workers. Training will also promote the professional development of its team members to support sustained, profitable sales growth at its repair facility.

**Business Skills** - Training will be offered to all occupations and will focus on customer relationship building, negotiation skills, and presentation and communication skills. This training will also provide workers with industry-specific claims processing techniques and customer service engagement skills.

**Commercial Skills** – Training will be offered to Technicians, Estimators, and select Managers. Training will include automotive service and repair skills, new vehicle technologies, aluminum and hybrid repair, alternative fuel vehicle maintenance, and extended I-CAR credentials for collision centers. This training will also teach Estimators and selected Administrative Support Staff how to accurately estimate damage and create repair plans.

**Computer Skills** – Training will be offered to all occupations in the Company's software systems used to track costs and production flow, schedule service, and connect with customers and insurance carriers. Estimators will receive extensive training on estimating software.

**Continuous Improvement** – Training will be offered to all occupations. Continuous Improvement topics are designed to promote teamwork throughout the organization, streamline processes, and improve quality, cycle time and cost efficiency.

**Hazardous Materials** – This training will be offered to Technicians and select frontline Managers on the safe handling and disposal of hazardous materials.

**Productive Laboratory**

Under the Panel's Productive Lab (PL) guidelines, trainees may produce goods or perform services for profit as part of the training in the courses identified under the Curriculum. The training will be provided by in-house subject matter experts exclusively dedicated to instruction for the entire reported training time.

Many employees enter the automotive collision repair industry lacking requisite "hands-on" technical skills to perform tasks at an optimal proficiency level. Due to the nature of vehicle collision repair, it is essential that certain elements of the proposed training take place in a PL setting to ensure that workers reach required skill levels. PL Tasks, competencies and the estimated minutes/hours needed to achieve proficiency for each process/piece of equipment in the PL curriculum have been developed and are included as part of the proposed training plan.

PL training will compliment class/lab training modules listed in the curriculum. PL training will involve the use of resistance spot welders, metal inert gas welders, frame rack and measuring system, paint spray guns, paint spray booths, and various hand tools.

Trainees will receive instruction in collision repair and painting methods, welding of structural parts, measuring frames and uni-body structures, aluminum repair methods, identification of mechanical components, uni-body alignment processes, and advanced vehicle diagnosis and repair. Trainers will certify trainees once competencies are achieved. At the conclusion of PL, trainees will be skilled in the various vehicle repair technologies and able to meet minimum productivity standards.

Approximately 17 Technicians and Estimators will receive up to 20 hours of PL Commercial Skills. Most of the PL training will have a trainer-to trainee ratio of 1:1; however, some repair processes may be performed in teams at a ratio of 1:3. For instance: for the PL Body Filler Methods process, a team of three will be stationed around a full-size vehicle. Each trainee will repair a medium-sized dent on one of the vehicle's steel panels. The trainer is able to give instruction, observe, correct, and provide real time feedback while the team of three trainees simultaneously repair the vehicle.

**Special Employment Training**

Under Special Employment Training (SET), companies are 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.

**Frontline Worker**

FAM requests to train three Frontline Managers who work in conjunction with Estimators and Technicians. The Company represents that although these managers are exempt from payment of overtime compensation under state and federal law, they directly produce and deliver goods or services more than 50% of the time.

FAM states that its three frontline managers meet the Frontline Worker definition as outlined under (Title 22 CCR, Section 4400ee (3)).

## Wages: Use of Commissions and Bonuses to Meet ETP Wages for Job 1 Trainees

FAM has a formal Commission Plan. Commissions are calculated and paid twice monthly. FAM requests to use commissions to meet the post retention wage of $27.09 for Job 1 estimators and technicians.

Per Title 22, CCR, Section 4418(b): *"The Panel may use commission earnings to determine a trainee's hourly wage, if there is a reliable history of commission payment by the employer and if actual payment can be verified. As used herein, "commission" means a percentage or proportion of the sale price, for services rendered in the sale of goods or services, paid to employees whose principal job duty is sales."*

FAM requests to use commissions to meet the Post-Retention wage of $27.40 for the occupational titles of Technician and Estimator in Job Number 1. Commissions for these occupations are based on a percentage of services rendered and sold and company profits.

Technicians- FAM reports that its Technicians receive a variable commission based on a percentage of FAM's labor rate, number and type of cars receiving services, and the level of expertise of the Technician. The base hourly rate for Technicians ranges from $16.00 - $24.00 per hour. Monthly commissions for the Technicians in Job 1 for the last 12 consecutive months (1/1/14 – 12/31/14) were at least $10.77 per hour. As such, all technicians will earn $27.40 per hour with the use of commissions and (if needed) employer-paid health benefits of $2.41 per hour.

Estimators – These trainees earn a variable commission based on the amount of work (repairs) sold. Estimators are paid a base hourly wage of $16.00 plus commissions. FAM reports that commissions were at least $21.90 per hour for the last 12 consecutive months (1/1/14 – 12/31/14) for this group.

### Contract Term Limitation

Although a small business, this project includes a Job Creation hiring component. FAM states that the 3 job creation trainees will be hired over a two year period. These employees will be hired as the expansion of existing business functions occurs. A 24-month Agreement term will provide the time needed to hire, train, and retain newly hired technicians and estimators as its DRP program grows.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60

Trainees may receive any of the following:

## BUSINESS SKILLS

- Customer Care Skills
  - Customer Retention
  - Customer Engagement
  - Customer Relationship Building
- Advanced Sales & Marketing Skills
  - Suspecting, Prospecting & Closing
  - Sales Account Management
  - Advanced Closing Techniques
  - Sales Procedures & Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

## COMMERCIAL SKILLS

- I-CAR Collision Repair Certification Skills
- Refinishing Skills
  - Trim & Hardware
  - Surface Preparation
  - Vehicle Priming/Sealing
  - Paint Spray Guns Maintenance & Set-up
  - Corrosion Protection Process
  - Sand, Buff & Detail
  - Color Theory & Tints
  - Blending Techniques
  - New Technologies
- Structural Repair
  - Unibody Alignment
  - Three dimensional measuring
  - Repair & replacement of Outer Body Panels
  - High Strength Steels
  - Aluminum Repair Processes
  - MIG Welding Skills
  - Straightening Structural Damage
  - Glass Replacement
  - Pillars, rocker Panels, Rails, Front Structures & Floor Pan Replacement
  - Heating Cooling and AC Systems
  - Steering & Suspension Systems
  - Advanced & Hybrid Vehicle Systems
  - Composite materials & Bonding Techniques

- Non-Structural Vehicle Repair Skills
    - Remove & Install Trim & Hardware
    - Adhesive Bonding
    - Diagnose Wind Noise & Water Leaks
    - Aluminum Cosmetic Damage
    - Spot Welding
    - Composite Repair
- Estimating Skills
    - Steering & Suspension System Damage Analysis
    - Damage on non-drivable vehicles
    - Flood & Fire Damage Analysis
    - Damage on non-drivable vehicles
    - Electrical/Mechanical Systems
    - Stationary glass
    - Advanced Materials
    - Advanced Vehicle Systems
    - Hail, theft & vandalism damage
- Vehicle Operation, Maintenance, & Troubleshooting
- Alternative Fuel & Hybrid Vehicle Repair Diagnostics
- Service Procedures & Scheduling
- Product Knowledge
- OEM Knowledge/Skills

## COMPUTER SKILLS

- Summit Software
    - Job Costing
    - Production Flow
    - Production Planning - ETA Times & Dates
    - Internal & External Customer Communication
- Michell & Michell Repair Center Software
- Nugen IT
- Audatex Software
- CCC Info Systems Software
- Alldata Software
- Microsoft Office Suite

## CONTINUOUS IMPROVEMENT SKILLS

- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy & Implementation
- Lean Concepts
- Standard Operating Procedures
- Leadership Skills for Frontline Workers
- Process/Quality Improvement
- Problem Solving/Decision Making Skills
- Inventory Control

## HAZARDOUS MATERIALS HANDLING

- Completing Material Safety Data Sheets (MSDS)
- Volatile Organic Compound (VOC) Tracking
- Emergency Clean-up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances

**Productive Lab Hours**
0-20

## COMMERCIAL SKILLS (Ratio 1:3)

- Body filler methods
- Structural resistance spot welding
- MIG Brazing techniques
- Color Tinting
- Spraying/ Blending techniques
- Measuring vehicle structures
- Alignment process for unitized Vehicles
- Estimating repair & collision repairs
- Estimating System Software Skills
- Estimating DRP Process

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30 or HAZMAT or HAZWOPER. Insert approved type of safety training, as appropriate.

| |
|---|
| Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. |

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# SnowTech, Inc.

## Small Business ≤ $50,000

## ET15-0403

**Approval Date:** March 10, 2015

**ETP Regional Office:** Sacramento **Analyst:** M. Mazzone

**CONTRACTOR**

- Type of Industry: Construction
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 10
  Worldwide: 10
  Number to be trained: 10
  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible Competitors Outside of California
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 15%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $9,100
- In-Kind Contribution: $8,600

## 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<br>SB <100<br>Priority Rate | Business Skills, Commercial Skills, Computer Skills, HazMat, OSHA 10/30, PL- Commerical Skills | 10 | 8-60 | 0 | $910 | $20.00 |
| | | | | Weighted Avg: 35 | | | |

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Nevada
- Occupations to be Trained: Lead Associate, Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

## SUBCONTRACTORS

- Development Services: Sierra Consulting Services in Cameron Park assisted with development for a flat fee of $447.20.
- Administrative Services: Sierra Consulting Services will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## Introduction

In 1999 SnowTech, Inc. (SnowTech) was founded in Truckee as a snow removal business (www.snowtech.net). About 55% of SnowTech's business is snow removal, and 45% is construction. Snow removal has been the Company's main business during the winter, however, SnowTech remains in operation year round providing construction services in the summer with services that include interior/exterior painting and staining, and driveway sealing. The Company's customers range from the owners of residential homes and condominium complexes to businesses such as restaurants, ski resorts and hotels. SnowTech services Truckee and the surrounding areas.

SnowTech is eligible for standard retraining as a company primarily engaged in providing services directly to customers located both inside and outside of California.

### Need for Training

SnowTech's main business is snow removal, but the drought has had an adverse effect on the amount of work available. To ensure that the business continues to be successful there are

immediate plans to enter new industries. In May 2015, SnowTech will begin providing carpet cleaning and hard surface floor maintenance and repair services. SnowTech will also begin bidding on light construction projects, such as patios and decks. To be competitive in these industries, SnowTech must train their staff on the necessary occupational skills.

While SnowTech had been focused on residential jobs in the past, the Company has modified their strategy to focus on business-to-business services due to a more consistent stream of revenue. This will require training of staff on improving sales strategies, marketing and customer relationship management. SnowTech recently invested in a new Customer Relationship Management (CRM) software program that will go into operation in the Spring of 2015. The software will allow sales staff to manage projects remotely from a wireless device.

SnowTech is requesting a 2 year contract term due to the Company's expansion into new industries. In the 2nd quarter 2015, SnowTech will begin providing services in carpet cleaning. After the Company has a foothold in carpet cleaning the training will be expanded into the construction trade. The training plan developed by SnowTech is based on when the Company's expansions are taking place; therefore, SnowTech is requesting a 2 year term to ensure success with the ETP contract.

**Seasonal Workers**

Although SnowTech hires seasonal workers, this proposal will focus on providing training to permanent, full-time workers.

## Training Plan

SnowTech staff will receive 8–60 hours of classroom/laboratory and E-Learning training, and 0–24 hours of productive lab (PL) training.

**Business Skills** – Training will be delivered to all occupations and will focus on improving marketing skills, sales skills, interpersonal skills, and Financial Analysis. Training topics will include Business Writing, Conflict Resolution, Customer Retention, Market Research, Marketing Plan Development, Sales Techniques and Strategies, Time Management and Financial Analysis.

**Commercial Skills** – Training will be delivered to all occupations and will focus on the development of new skills for carpet cleaning, floor restoration and construction sides of the business. Staff will also receive training on traditional aspects of business regarding proper techniques. Training topics will include Carpet Care Maintenance, Hard Surface Floor Maintenance, Paint and Stain Application, Blueprint Reading, Light Construction, Welding and Fabrication, Electrical Systems, and Driveway Sealant Application.

**Computer Skills** – Training will be delivered to all occupations and will focus on the new CRM software and accounting software. The new software will assist staff with project management from prospecting to invoicing. Training topics will include FileMaker (CRM) and QuickBooks.

**Management Skills** – Training will be delivered to Managers and will focus on skills required to run a team effectively and efficiently. Training topics will include Leadership Skills, Coaching Skills, Team Building Skills, and Essential Skills for a New Supervisor.

**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, and the instructors must be certified by Cal-OSHA.

**Hazardous Materials** – Training will be delivered to all occupations and will focus on the proper handling and disposal of hazardous materials. Training course topics will include: Paint and Stain Disposal, Paint and Stain Solvents, and Surface Preparation Chemicals.

**Productive Lab (Commercial Skills)** – PL training will be provided to Lead Associates to supplement Class/Lab and E-Learning training. The delivery of PL training is necessary as trainees will be given real life projects to perform work on. This training will strengthen their understanding of how to properly complete carpet cleaning services, paint and stain services, driveway sealing services, snow removal services and construction services. PL training will include topics such as Carpet Care Maintenance, Hard Surface Floor Maintenance and Repair, Paint and Stain Application, Driveway Sealing Application, Equipment Operation for Snow Removal, Welding and Fabrication, and Electrical Systems.

Trainees will use the following equipment in PL training: paint/stain airless sprayer, wood sander, floor sander, circular saw, table saw, chop saw, nail gun, compressor, commercial carpet cleaning unit, and snow removal equipment. All PL training will take place on SnowTech's job sites and the trainer-to-trainee ratio for all trainings will be either 1:1 or 1:2. Lead Associates will receive between 0–24 hours of PL training.

In a PL training courses the subject matter expert will walk the trainee through the proper service procedures. The trainer will demonstrate the proper process and then observe the trainee complete the same action. Throughout the observation the trainer will offer coaching and mentoring. During the PL training, output is expected to decrease by 25-50%. Trainers will be veterans of the trade who are considered to be subject matter experts. After the successful completion of a PL training course, the trainer will sign off that the trainee is competent.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60

Trainees may receive any of the following:

## BUSINESS SKILLS

- Business Fundamentals
- Business Writing
- Collaboration
- Conflict Resolution
- Customer Relationship Management
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Financial Analysis
- Market Research
- Marketing Plan Development
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodolgy
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building
- Sales Strategies
- Sales Techniques
- Strategic Planning
- Time Management

## COMMERCIAL SKILLS

- Carpet Care Maintenance
- Hard Surface Floor Maintenance & Repair
- Upholstery Maintenance
- Odor Control
- Product Knowledge
- Paint & Stain Application
- Paint & Stain Removal
- Paint & Stain Mixing Procedures
- Driveway Sealant Application
- Driveway Sealant Mixing Procedures
- Blueprint Reading
- Green Building Techniques
- Light Construction
- Electrical Systems
- Heavy Equipment Operations
- Diesel Engine Maintenance
- Welding & Fabrication

**COMPUTER SKILLS**

- FileMaker – Customer Relationship Management (CRM)
- QuickBooks

**HAZARDOUS MATERIALS**

- Paint & Stain Removal
- Paint & Staing Solvents
- Surface Preparation Chemicals

**MANAGEMENT SKILLS**

- Leadership Skills
- Essential Skills for a New Supervisor
- Team Building
- Coaching Skills

**OSHA 10/30**

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

**E-Learning**
8-60

**BUSINESS SKILLS**

- Business Fundamentals
- Business Writing
- Collaboration
- Conflict Resolution
- Customer Relationship Management
- Communication Styles
- Cost Control
- Dealing with Difficult People
- Financial Analysis
- Market Research
- Marketing Plan Development
- Negotiating
- Operational Skills
- Planning and Organization
- Product Knowledge
- Project Management and Methodolgy
- Project Requirements Analysis and Specifications
- Retaining Customers
- Relationship Building
- Sales Strategies
- Sales Techniques
- Strategic Planning
- Time Management

**COMMERCIAL SKILLS**

- Carpet Care Maintenance
- Hard Surface Floor Maintenance & Repair
- Upholstery Maintenance
- Odor Control
- Product Knowledge
- Paint & Stain Application
- Paint & Stain Removal
- Paint & Stain Mixing Procedures
- Driveway Sealant Application
- Driveway Sealant Mixing Procedures
- Blueprint Reading
- Green Building Techniques
- Light Construction
- Electrical Systems
- Heavy Equipment Operations
- Diesel Engine Maintenance
- Welding & Fabrication
- Ladder Safety
- Respiration Safety
- Hand Tool Procedures

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30.

**Productive Lab**
0-24

**COMMERCIAL SKILLS (1:2 Ratio)**

- Carpet Care Maintenance
- Hard Surface Floor Maintenance and Repair
- Upholstery Maintenance
- Paint & Stain Application
- Paint & Stain Removal
- Panit & Stain Mixing Procedures
- Driveway Sealant Application
- Driveway Sealant Mixing Procedures
- Electrical Systems
- Welding & Fabrication
- Construction Equipment Usage
- Equipment Operation for Snow Removal

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 24 hours per-trainee.