# PANEL PACKET

## NOVEMBER 2015

STATE OF CALIFORNIA

ETP

EMPLOYMENT

TRAINING PANEL

# TABLE OF CONTENTS

## Panel Meeting of November 5, 2015

## PRELIMINARY MATTERS

Directions to Meeting Site
Future Meeting Sites
Prior Meeting Minutes
Key Program Elements

## REVIEW AND ACTION ON PROPOSALS

***Consent Calendar*** ***Tab***

Able Disabled Advocacy, Inc. ---------- 1
ASC Process Systems, Inc. ---------- 2
Asian Neighborhood Design, Inc. ---------- 3
General Mills Operations, LLC ---------- 4
Grossmont-Cuyamaca Community College District ---------- 5
La Reina, Inc. ---------- 6
Los Angeles Community College District (AB118) ---------- 7
Managed Career Solutions, Inc. ---------- 8
Riverside County Economic Development Agency ---------- 9

***Proposals for Single-Employer Contractors*** ***Tab***

***North Hollywood Area Regional Office***

AHMC Greater El Monte Community Hospital LP dba Greater El Monte Community Hospital ---------- 10
Northrop Grumman Systems Corporation ---------- 11

***San Diego Area Regional Office***

90210 Desert Resorts Management Co., LLC ---------- 12
Western Digital Corporation ---------- 13

Panel Date: November 5, 2015

***San Francisco Bay Area Regional Office***

Headway Technologies, Inc. ----------14
Lockheed Martin Space Systems Company, a division of Lockheed Martin Corporation ----------15
Maxim Integrated Products, Inc.----------16

***Sacramento Area Regional Office***

Milestone Technologies Inc.----------17
Siemens Industry, Inc. ----------18
TriWest Healthcare Alliance Corp. **(WITHDRAWN)** ----------19

## ***Proposals for Multiple-Employer Contractors Tab***

***North Hollywood Area Regional Office***

Brand Consulting Group, LLC dba Brand College----------20
Kern Community College District----------21
Laborers Training and Retraining Trust Fund for Southern California ----------22
Lomita Chamber of Commerce ----------23
Los Angeles Community College District ----------24

***San Diego Area Regional Office***

Riverside Community College District, Office of Economic Development----------25

***Sacramento Area Regional Office***

Joint Apprenticeship Committee for Operating Engineers for the 46 Northern Counties in California ----------26

# SUMMARY OF DELEGATION ORDERS

***Delegation Orders*** ***Tab***

AAA Plating & Inspection, Inc.
Ameriflex, Inc.
B & B Pipe and Tool Co.
Boral Roofing LLC
Brickley Construction Company, Inc. dba Brickley Environmental
Electronic Interface, Inc. dba Applied Engineering
Goodwest Rubber Linings, Incorporated dba Goodwest Linings and Coatings
Label Impressions, Inc.
Lavine, Lofgren, Morris & Engelberg, LLP
Momentous Insurance Brokerage, Inc.
Moreno Valley Collision, Inc. dba Fix Auto Moreno Valley (Amendment)
MSC Software Corporation
Murrietta Circuits
Natomas Auto Body Paint/Towing, Inc.
Organic By Nature, Inc.
QBI, LLC
Rolls-Royce High Temperature Composites, LLC
The Olivia Companies, LLC
Therm-X of California, Inc.
TriVista Business Group, Inc.
W. Banks Moore, Inc.
WFO Concepts

State of California

# M e m o r a n d u m

To: Panel Members

Date November 5, 2015

From: Stewart Knox
Executive Director

File: Panel Memo Doc.

Subject: **Directions to Meeting Site**

The Employment Training Panel will meet on THURSDAY, **November 5, 2015 at 9:30 a.m.**

**New City Hall**
**Council Chambers, Room 1103, 1st Floor**
**915 I Street**
**Sacramento, CA 95814**
Telephone (916) 327-5640 (ETP Central Office)
FAX: (916) 445-5972 (ETP Central Office)

## Directions to the New City Hall Council Chambers

**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**
- **915 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**
- **915 I Street**

# M e m o r a n d u m

To: Panel Members

Date November 5, 2015

From: Stewart Knox
Executive Director

File: Mtg. Site Memo

Subject: **Future Meeting Sites**

| | |
|---|---|
| **November 5, 2015** | **New City Hall – Sacramento**<br>**Time: 09:30 AM**<br>**Council Chambers, Room 1103, 1st Floor**<br>**915 I Street**<br>**Sacramento, CA 95814** |
| **December 4, 2015** | **New City Hall – Sacramento**<br>**Time: 09:30 AM**<br>**Council Chambers, Room 1103, 1st Floor**<br>**915 I Street**<br>**Sacramento, CA 95814** |
| **January 22, 2016** | **California Environmental Protection Agency**<br>**Time: 09:30 AM**<br>**Sierra Hearing Room, 2nd Floor**<br>**1001 I Street**<br>**Sacramento, CA 95814** |
| **February 26, 2016** | **California Environmental Protection Agency**<br>**Time: 09:30 AM**<br>**Sierra Hearing Room, 2nd Floor**<br>**1001 I Street**<br>**Sacramento, CA 95814** |

**STATE OF CALIFORNIA**
**EMPLOYMENT TRAINING PANEL MEETING**
California Environmental Protection Agency
1001 I Street
Coastal Hearing Room – 2nd Floor
Sacramento, CA 95814
September 25, 2015

**PANEL MEMBERS**

Barry Broad
Chair

Janice Roberts
Vice-Chair

Gloria Bell
Member

Sonia Fernandez
Member

Leslie McBride
*Ex-Officio* Member

Edward Rendon
Member

Sam Rodriguez
Member

**Executive Staff**

Stewart Knox
Executive Director

Maureen Reilly
General Counsel

**STATE OF CALIFORNIA**
**EMPLOYMENT TRAINING PANEL MEETING**
California Environmental Protection Agency
1001 I Street
Coastal Hearing Room – 2nd Floor
Sacramento, CA 95814
September 25, 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
Sam Rodriguez

Absent
Edward Rendon

Executive Staff Present
Stewart Knox, Executive Director

Executive Staff Absent
Maureen Reilly, General Counsel

## 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, 6 – 0.

## IV. MINUTES

ACTION: Ms. Roberts moved and Ms. Bell seconded the motion that the Panel approve the Minutes from the August 28, 2015 meeting.

Motion carried, 6 - 0.

## V. REPORT OF THE EXECUTIVE DIRECTOR

Stewart Knox, Executive Director said, good morning panel members, applicants, and stakeholders. Following the last Panel meeting in August, we have another large Panel meeting today with approximately $11M in projects and $480,000 in Delegation Orders. I will also give you an update on the Fiscal Year (FY) 2015/16 funds as well.

Today we have a mix of single employer and multiple employer projects. Regional Office Managers Diana Torres, Creighton Chan, and Willie Atkinson are here today to present those proposals.

Regarding the budget for Alternative Fuels in partnership with the California Energy Commission, we started off this year with $2.8M. After the last two Panel meetings, we approved over $1.7M in projects. Should the Panel approve all of today's projects, we will have approximately $536,000 remaining for this FY. As you can see, we have gone through the funding fairly quickly this year. We are currently working with Peter Cooper, Assistant Director, and Robert Meyer, Economic Development Unit Manager, to see if we can potentially access additional funding this year. If not, some of those projects will have to wait until the next FY. The $2M of drought funding has been completely encumbered and we were not allocated additional funds for the new FY.

In regards to CORE funding for FY 2015/16, to date, the Panel will consider an additional $11M in projects with another $480,000 approved by the Delegation Order. Should the Panel approve all the projects today, the Employment Training Panel (ETP) will have approximately $54.4M left for the remainder of the FY.

Under the Delegation Order, as we've mention before in the past, Small Businesses were capped at $50,000. We would like to revisit that and bring it up to the $100,000 level and anything above that will have to be approved by the Panel. We are finding that some of the repeat employers who have performed well in the past are returning to us with great projects, and we don't want to hurt their performance or impede upon them. Multiple Employer Contractors (MECS) with first time small business applicants that have no track record with ETP are encouraged to go through the MEC application process. This does not change the allocations in any way, and we will bring it up to the Panel if we need to move the funds around. All other proposals are capped at $100,000 to be approved by the Executive Director on a continuous flow basis, and as of today, we have approved 10 projects totaling over $475,000 for this FY.

For the FY 2015/16 program funding, to date, we have approximately 463 projects submitted during the first and second round of applications, with a value of just over $60M. The Panel has already approved over $36M. Financially we look very strong, and we are averaging

about $12M a month. We are looking at another $12 to $13M next month, and that will continue through January. Right now we are on track to get through the end of March with all the remaining funds. The beginning of the year is always the big push and most of the larger projects are in.

In regards to the Fund Status Report for the FY 2015/16, we are still working with the Employment Development Department (EDD) and we will bring you an updated version of the closeout in October. Right now, we have approximately $76.2M approved through the appropriations. Again, this is just the preliminary numbers, and that will probably increase. However, if the amount does not rise, we are still in good shape. We had over $22M for FY 2014/15 year-end balance, so if we have to take $6M out of that, the balance will drop down to $16M for the remaining balance fund for FY 2015/16. To make sure that we are not dipping into the funds at a high rate, we will monitor this closely, so if the economy lapses, we still have funding to smoothly ease off, rather than have a drastic cut.

Potential funding of applications and demands by contracts are still in the regional offices. Single Employer Contract requests are at $40M; $32M in allocations. Multiple Employer Contract (MECs) requests are about $9.7M in demand; $8.7M in allocations. Small Business has $2.9M in demand; $5.5M in allocations. Critical Proposals are at $1.6M in demand; $3.9M in allocations. Apprenticeships are at $4.4M in demand; $4.7M in allocations. Overall demand is approximately $60M.

Regarding the number of projects remaining in the regional offices today: Single Employers 107, MECs 19, Small Business 73, Critical Proposal 4, Apprenticeships 4; total of 207. AAU by category: Single Employers 70, MECs 20, Small Business 43, Critical Proposals 0, Apprenticeships 16; total 149. Currently, 70% of those projects have been assigned to the regional offices. Our staff is working diligently and doing a great job in getting those projects out in the regional office.

In regards to the legislative update, a handout has been provided to the Panel members. Details concerning the bill are summarized below as follows:

**SB3 -Minimum Wage: Adjustment**

**Summary:** Existing law requires that after July 1, 2014, the minimum wage for all industries be not less than $9 per hour. Existing law further increases the minimum wage, after January 1, 2016, to not less than $10 per hour.

As amended in March 11, 2015, this bill would increase the minimum wage after January 1, 2016, to not less than $11 per hour, and after July 1, 2017, to not less than $13 per hour. The bill would require, commencing January 1, 2019, the annual automatic adjustment of the minimum wage to maintain employee purchasing power diminished as by the rate of inflation during the previous year.

The adjustment would be calculated using the California Consumer Price Index, as specified. Further, the bill would prohibit the Industrial Welfare Commission from adjusting the minimum wage downward and from adjusting the minimum wage if the average percentage of inflation for the previous year was negative.

On August 28, 2015, the Appropriations Committee postponed the hearing on SB3 to year two of the 2015-16 legislative session.

**SB 342 – California Workforce Investment Board (CWIB): Responsibilities**

**Summary:** Under existing law, the CWIB is responsible for assisting the Governor in the development, oversight, and continuous improvement of California's workforce investment system. Existing law requires the board to assist the Governor in targeting resources to specified industry sectors and providing guidance to ensure that services reflect the needs of those sectors.

SB 342 would additionally require the CWIB to assist the Governor in helping individuals with barriers to employment achieve economic security and upward mobility to implementing policies that encourage the attainment of marketable skills relevant to current labor market trends.

On September 3, 2015, SB 342 was enrolled and presented to the Governor.

## VI. MOTION TO ADOPT CONSENT CALENDAR PROJECTS

Mr. Knox asked for a motion to adopt Consent Calendar Items #1 through #14.

| | |
|---|---|
| ALLDATA, LLC | $144,000 |
| Amgen Inc. | $198,000 |
| Ares Operations LLC | $150,000 |
| California Box Company | $182,880 |
| Giligia College | $50,927 |
| Homeboy Industries | $244,640 |
| Los Angeles Pacific College | $145,691 |
| M.S. Aerospace Inc. | $188,300 |
| Murrieta Chamber of Commerce | $188,985 |
| nanoPrecision Products, Inc. | $207,480 |
| New Technology Training Institute | $96,455 |
| QPE Technical Institute, Inc. | $214,538 |
| Rich Products Corporation | $141,768 |
| Rockview Dairies, Inc. dba Rockview Farms | $222,750 |

ACTION: Mr. Roberts moved and Ms. Bell seconded the approval of Consent Calendar Items #1 through #14

Motion carried, 6 – 0.

## VII. REQUEST MOTION TO DELEGATE IN EVENT OF LOSS OF QUORUM

Mr. Knox asked for a motion for the Panel to delegate authority to the Executive Director to approve Proposals and other action items on the Agenda in consultation with the Panel Chair or Vice Chair.

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

Motion carried, 6 – 0.

## VIII. REVIEW AND ACTIONS ON PROPOSALS

**Single Employer Proposals**

### United Association Local Union 342 Joint Apprenticeship and Training Committee (presented out of order)

Creighton Chan, Manager of the Foster City Regional Office, presented a Proposal for United Association Local Union 342 Joint Apprenticeship and Training Committee (UA Local 342 JATC) in the amount of $534,555. UA Local 342 JATC trains Apprentices and Journeymen for the piping industry in Northern California. The JATC serves over 1,700 Journeymen and 350 Apprentices working primarily in Alameda and Contra Costa counties and various other northern California counties. UA Local 342 JATC requests 8% support costs to assist in trainee recruitment, employer outreach, and assessment of employer-specific job requirements.

Mr. Chan introduced Janie Bird, Training Director and Steve Duscha, Consultants.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded the approval of the proposal for United Association Local Union 342 Joint Apprenticeship and Training Committee in the amount of $534,555.

Motion carried, 6 – 0.

### Southern California Permanente Medical Group, Inc. dba Kaiser Permanente

Diana Torres, Manager of the San Diego Regional Office presented a Proposal for Southern California Permanente Medical Group, Inc. dba Kaiser Permanente in the amount of $637,092. Kaiser Permanente was established in 1943 and began open enrollment to the public in 1945. The Medical Group operates under three corporate umbrellas; Kaiser Foundation Health Plans, Kaiser Foundation Hospitals, and Permanente Medical Groups. Training under this Agreement will be delivered to employees of the Southern California Permanente Medical Group.

Ms. Torres introduced Zeth Ajemian, Director, Workforce Planning and Development and Steve Duscha, Consultant.

Ms. Roberts asked, are the 1000 employees training under this contract the same as the previous contracts? Mr. Ajemian said, this will be a set of different employees. Mr. Duscha said, the last contract was for new hires, so this is a different group.

Ms. Roberts asked, Mr. Duscha, are you taking in any administration cost or is it *pro bono*? Mr. Duscha said, I am a part-time employee of Kaiser. I'm being paid.

ACTION: Ms. Roberts moved and Ms. Fernandez seconded the approval of the proposal for Southern California Permanente Medical Group, Inc. dba Kaiser Permanente in the amount of $637,092.

Motion carried, 6 – 0.

**Vitas Healthcare Corporation of California**

Ms. Torres presented a Proposal for Vitas Healthcare Corporation of California (Vitas) in the amount of $748,952. Founded in 1978 and located in Encino, Vitas is a provider of hospice services to both adult and pediatric patients. Vitas have completed two previous ETP Agreements and is a repeat contractor with payment earned in excess of $250,000 for all California facilities within the past five years. However, no single facility has earnings in excess of $250,000, therefore, the substantial contribution requirement does not apply.

Ms. Torres said, under the training table for the last agreement, it shows Encino. That is their headquarters. They have multiple locations; therefore there is no substantial contribution on this proposal.

Ms. Torres introduced Charity Brown, Patient Care Administrator.

Mr. Broad asked, I have a question about the substantial contribution. It seems like you have employees that don't work at a set location. Is it possible that we will never get to a substantial contribution because of multiple locations? The services provided are in a care home, which is not a training facility. Ms. Brown said, all of our employees are based out of various offices. They have a home office that they work out of, but the care is provided in home settings. They do have offices throughout California.

Ms. Torres said, when the trainees are enrolled, they have to report their enrollment worker's address. They are connected to an employer address and we have a data for each of the workers. Mr. Broad said, that's not the place of their actual employment, that's a place of dispatch. That raises a question about substantial contribution; I don't know that we've really confronted this before.

Ms. Roberts said, it's indicated here on the proposal that their location is in Encino. Ms. Torres said, I had pointed that out earlier; it should have indicated multiple locations because the trainees are connected to multiple employer addresses throughout the state.

Ms. Roberts asked, why does it say Encino on the Proposal, was it on the application? Ms. Torres said, Encino was on the application, and it indicated on the narrative that they have multiple locations throughout California.

Ms. Broad said, I have an offer for you. If you agree voluntarily to a 5% substantial contribution in this situation, then perhaps the stress I'm experiencing now, which appears to be shared by other Panel members, would dissipate. Ms. Brown said, yes.

Ms. Roberts asked, do you understand what we mean by that? I want to make sure that you're clear with what you're agreeing to?

Mr. Broad said, I think our staff should have an internal discussion about what happens in this kind of situation with substantial contribution. Obviously we're into our third consecutive proposal and this company has received a lot of funding from our program. I'm concerned that this might be one of those situations where we'll never get to a substantial contribution, and they'll have 20 projects in a row. Mr. Knox said, we can definitely take a look at the issue.

Mr. Rodriguez asked, how will training be delivered? Ms. Brown said, training is delivered in each individual site. We have administrators in each site that oversee the training. It is done in group settings with the registered nurses, licensed vocational nurses, social workers, chaplains, and hospice aids.

ACTION: Mr. Rodriguez moved and Ms. Roberts seconded the approval of the proposal for Vitas Healthcare Corporation of California in the amount of $713,712. (Original funding request was $748,952; 5% reduction for substantial contribution.)

Motion carried, 6 – 0.

**GKN Aerospace Chem-tronics Inc. dba ASTECH Engineered Products**

Ms. Torres presented a Proposal for GKN Aerospace Chem-tronics Inc. dba ASTECH Engineered Products (GKN Aerospace) in the amount of $518,640. Headquartered in Irving, Texas, GKN Aerospace, a division of GKN PLC, was established in 1993. Since its inception, GKN Aerospace has strategically acquired other leading aerospace manufacturers to create a world-class aerospace business. This will be GKN Aerospace's fourth ETP Agreement, the first in the last five years.

Ms. Torres introduced Stephen Rivers, Training Manager.

Ms. Bell asked, how was your performance on the previous contract? Mr. Rivers said, I believe that the percentages were in the high 20 percentile. I am aware of it and GKN is very concerned with that. We've been working with our analyst to facilitate and implement the best program we can to ensure that we are successful. In the past, we didn't have a training manager in place. Right now I am the training manager. I also have staff that includes trainers and training coordinators. This is specifically and exclusively focused on the Santa Ana facility. We are working on the program for the 737 Mach and other legacy projects.

Ms. Roberts asked, are you familiar with the ETP program? Mr. Rivers said, this is my first time working with ETP. However, I have worked in training and development for Intel,

Motorola, and Sony Corporation. I understand the unique production environment that GKN has encountered.

Ms. Roberts said, familiarize yourself with ETP and what's required in training because you have no help here and you're on your own. This is a lot of money; we want you to be successful. Just be cautious, so if you do need help, let the staff know right away so that we can send someone to assist you with the administrative portion of it. There are people here who can help you. Mr. Rivers said thank you.

Mr. Rodriguez asked, how did you come up with the half a million dollar request for funding? Mr. Rivers said, that was based on the number of employees that we have plus the amount of time required for the different skill sets. I did a couple of different studies and the most labor-intensive training is for our titanium welders and final engine set assembly. Titanium welding is something that is not taught at any technical school because of the materials cost and time involved, which usually takes four to nine months before they can work on their own. Some of the other skill sets, for example sheet-metal mechanics, training with robotics and electrical discharge machining (EDM) roles, those can be trained in about two to four weeks. It all depends on the skill level of the employees. We do have quite a few new employees. I also asked for quite a bit of funding in the form of the productive laboratory. To be able to bring three sets of new employees on a specific subject matter, it's critical for us to be able to get those employees up and running as quickly as possible.

Ms. Fernandez asked, have you made any efforts to hire veterans? Mr. Rivers said, yes, we have, and I am a veteran myself.

Mr. Broad said, regarding the temporary to permanent hiring aspect, you're hiring people through a temporary agency. I just want to make sure that the people you're hiring are only employed in a temporary position for a short period of time. Mr. Rivers said, three months. Mr. Broad said, I want to make sure that the staff is aware of that. If it's a situation where it's temporary-permanent position, and they only become permanent if they meet specific criteria that the company requires, that's not what we're trying to fund or encourage. There is a very big difference. Mr. Rivers said yes, Mr. Chair. I would like to address that. This program with Boeing is a 24 year program. We are investing a significant amount of time and effort, and we are anticipating a long-term commitment with the people we bring on board.

Ms. Bell asked, is your model for recruitment temporary to hire? Mr. Rivers said, yes. That is our company policy nationwide, and what it does is it gives the management and the employees the opportunity see if it's a good fit. The skill sets are very specific and we want to make sure that they understand what they are doing and know the scope of the work. It just seems to be a good fit all the way around. Once they move to permanent status, they become permanent employees.

Ms. Fernandez asked, once they are in permanent status, is there an additional program to probationary period? Mr. Rivers said, they are full time employees at that point.

Ms. Torres said, Ms. Fernandez, I made a note on your question regarding the veterans hiring program. We will follow up with them to see if we need to create a new Job Number.

ACTION: Ms. Bell moved and Mr. Rodriguez seconded the approval of the proposal for GKN Aerospace Chem-tronics Inc. dba ASTECH Engineered Products in the amount of $518,640.

Motion carried, 6 – 0.

**ViaSat, Inc.**

Ms. Torres presented a Proposal for ViaSat, Inc. (ViaSat) in the amount of $422,400. ViaSat designs, engineers, and produces a line of commercial and government satellites, and networking, communications systems. This is the Company's fourth ETP training proposal, the second in the last 5 years.

Ms. Torres introduced Jaclyn Mossuto, Learning and Development Specialist.

Mr. Rodriguez said, you mentioned that the telecommunication workforce is shrinking, but yours is growing. Ms. Mossuto said, we have our hands in a lot of different things which would technically be considered as part of telecommunications satellite communications. Our growth is within the government contracts. We have a very heavy presence with the government, particularly in the defense department.

Ms. Roberts asked, where you a part of the previous contract? Ms. Mossuto said, yes, I was partially involved. On the previous contract, we used the rosters for documentation. I am familiar with the process and the tracking system.

Ms. Roberts said, this proposal has double the amount of funding and employees compared to the previous project. I just want to make sure that you are familiar with the process. Ms. Mossuto said, yes.

ACTION: Ms. Fernandez moved and Ms. Roberts seconded the approval of the proposal for ViaSat, Inc. in the amount of $422,400.

Motion carried, 6 – 0.

**Tesla Motors, Inc.**

Mr. Chan presented a proposal for Tesla Motors, Inc. (Tesla) in the amount of $468,000. Tesla, founded in 2003 in San Carlos, is a manufacturer of electric vehicles (EV), electric powertrains, and Superchargers sold to consumers. This will be Tesla's third AB118 Agreement. The first Agreement, ET11-0804, helped the Company expand and hire staff at its manufacturing facility in Fremont.

Mr. Chan introduced Elizabeth Davies, Director of Organization and Development and Huma Qureshi, Training Specialist.

Ms. Broad said, I have to raise the substantial contribution issue. The source of this funding is not tied to substantial contribution because it's the AB 118 funding. Nonetheless, I would be more comfortable if you were willing to accept the 5% substantial contribution. You can

be six projects in, use all the regular funding, and not have any substantial contribution. I think it would be unfair to others that have to make a substantial contribution. I think that we need to think about substantial contribution for repeat AB 118 funding under that source so that there's more money to go around. Would you be willing to accept the 5% substantial contribution? Ms. Davies said, I need to understand a lot more with what you mean by substantial contribution. We have already paid a lot of money towards training. Mr. Broad said, when a contractor returns for funding in the same physical location, we want to see the employer ramp up the percentage of their contribution for training. I understand that you have a substantial training budget, but if you were another company in the same location right now on your third project, we will be imposing a substantial contribution. What that means in dollar terms, if the total ETP funding is $468,000, it would be reduced by 5%, and you would be responsible for the 5%. ETP is not intended to be the permanent training budget of companies. In other words, once you've had your share of funding, it's other people's turn. That's the general philosophy here. Ms. Davies said, I understand what you're saying. If we need to agree to the 5%, I will do it. I want to point out that we significantly scaled back our proposal limiting what training we're covering. For instance, with the new hire right now, depending on the job, it takes 2 to 4 weeks of training. Our full proposal right now only covers the first week. We deliberately scaled back, which in many ways accounts for way beyond that 5%. If we put that into factor, from our perspective, we really are contributing a lot. With that being said, if that's what it takes to have it approved, then I will agree to it and say yes.

Mr. Rodriguez said, that was a very good answer. When will you be rolling these cars out? Ms. Davies said, we began our sedan model production in 2012, and produced 3000 cars. Last year we produced and distributed 35,000 cars. They are all made in California and distributed around the world. Our largest markets are the Bay Area, Los Angeles, and Norway. Norway has great incentives for electric vehicles, and per capita are the largest purchasers of electric vehicles. Our Model X, which is the sports utility vehicle (SUV), is due for release on Tuesday. By the end of this year, we are to produce 50,000 cars; both Model S and Model X. We plan to double our production next year, which is why we continue to grow at the rate were growing. I'm looking forward to more expansion in the Sacramento area, but with 35,000 cars, we have definitely expanded our reach.

Ms. Davis said, Model S starts at $70,000. The fully featured Model X, our founder series, cost $130,000. Model 3 is the car that will be the game changer. It is schedule for release in 2017, and it's estimated to cost $35,000. Through all the manufacturing that we're doing now, we are learning and training people to get them better. In addition, we are building a battery factory which will also help drive down our cost. With the Model 3, we should be at that mass-market of $35,000.

Ms. Roberts said, I do remember you here last time. Years ago, there was a car parked in front of the EPA building for viewing, and it was very fascinating. You have been very articulate. I've just been admiring how you handle yourself up here. You are doing a great job. With Mr. Broad's recommendation of 5% substantial contribution, that is really concessional because normally we would ask for up to 50%. That's what it has been in the past. With the additional 1000 employees, just be prepared when you return the next time that there may be another concession down the road.

Ms. Roberts asked, is your battery facility right outside of Nevada? Ms. Davies said, yes. This is one of our first, and we hope to have many. That may have been mentioned in the contract. Essentially, what happens is some of the proto-typing of our battery manufacturing, from the research and development perspective is in the Bay Area. Once we have figure out how to make it, we'll decide to bring it to our facility in Reno. We are not going to be submitting any training that is done for energy here, unless the batteries are for the Model S and made in Fremont, that's the only piece of production you will see in this contract.

Ms. Robert said, I admire you for reducing the amount knowing the scope on what you can focus on, rarely do we see that. Overall, this is a great contract. Ms. Davies said, thank you for educating me about the contribution. Now that I know, we will absolutely consider that in the future and be prepared for that. I agree to the 5% substantial contribution, and thank you.

ACTION: Mr. Rodriguez moved and Ms. Roberts seconded the approval of the proposal for Tesla Motors, Inc. in the amount of $444,600. (Original request was $468,000; 5% reduction for substantial contribution.)

Motion carried, 6 – 0.

**The Clorox Company**

Mr. Chan presented a Proposal for The Clorox Company (Clorox) in the amount of $475,200. Clorox manufactures household cleaning supplies, food products, charcoal, insecticides, cat litter, water filtration systems, and personal care products. This proposal will be Clorox's third Agreement with ETP, but the first in more than five years.

Mr. Chan introduced Juliandra Rittmann, Practice Leader, Human Resources Talent Management.

There were no further questions from the Panel members

ACTION: Ms. Roberts moved and Ms. Fernandez seconded the approval of the proposal for The Clorox Company in the amount of $475,200.

Motion carried, 6 – 0.

**Bell Brother's Heating and Air, Inc.**

Willie Atkinson, Manager of the Sacramento Regional Office presented a Proposal for Bell Brother's Heating and Air, Inc. (Bell Brother's) in the amount of $560,000. Founded in 1991 and headquartered in Mather, Bell Brother's provides heating, ventilation, air conditioning, plumbing installation and repair, diagnostic services to residential homeowners or tenants. This will be the second Agreement between ETP and Bell Brother's. The Company is asking for a wage modification for trainees in Job Number 2. There is also a veterans training hiring component in the proposal. They are going to hire 10 veterans and work with the California Workforce Services for hiring veterans.

Ms. Chan introduced Scott Bell, Communication Director, Christine Udasco, Human Resources Director, and Jill Mueeuwsen, Consultant.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded the approval of the proposal for Bell Brother's Heating and Air, Inc. in the amount of $560,000.

Motion carried, 6 – 0.

**Fowler Packing Company, Inc. (Rapid Employment Strategies Pilot on Natural Disasters - RESPOND)**

Mr. Atkinson presented a Proposal for Fowler Packing Company, Inc. (Fowler Packing) in the amount of $348,750. Founded in 1950 and headquartered in Fresno, Fowler Packing is a three-generation, family owned grower, packer, and shipper of fresh produce. The Company processes 15 million boxes of citrus and 7 million boxes of stone fruit and table grapes per year, of which two-thirds are grown by the Company. Their customer base includes large and small retailers such as Costco and Walmart.

Ms. Atkinson introduced Mike Toms, Chief Information Officer.

Ms. Bell asked, do you pack conventional or organic products? Mr. Toms said, we do both, but majority is conventional. We have a dedicated field and special guidelines for growing organic crops, but we are predominantly conventional growers.

Ms. Bell asked, do you run a two-shift operation? Mr. Toms said, the workforce during our harvest season is typically a two-shift operation, so we have our processing line. We run 18 hours a day for seven weeks during our harvest season as we stay in the produce industry. Our shifting and sales operation does not stop. Our seasonal workforce is employed by Fowler packing; they are not included in this training proposal. As far as the farm laborers in field, those are third-party farm labor contractors that we outsource.

Ms. Bell asked, is the training offered in English or Spanish? Mr. Toms said, it will be offered in English and Spanish, depending on the workers. We have a lot of workers and English is their second language (ESL). We will have interpreters. The materials might be in English, but we are used to working with ESL workers. Our goal is to make sure that they can properly utilize the technology.

Ms. Bell asked, are your trainers internal or external? Mr. Toms said, majority of our trainer are internal.

Ms. Roberts asked, will the full-time employees be making $9.69 an hour; it seems low. Mr. Toms said, yes.

Ms. Roberts said, under the RESPOND program, you talked about the sensors and the soil. From the drought perspective, how are workers trained in the front line? Mr. Toms said, if you're referring to the irrigation system, we have workers who drive to every single ranch that monitor the water and turn on the irrigation valves. We train them to be able to use technology and monitor the ranches in a more efficient manner. Our workers in the

warehouse use a lot of water during the refrigeration and manufacturing process. Training the workers to utilize the new production line, the irrigation referral system, as well as the Enterprise Resource Planning (ERP), will allow us to overall conserve water.

Ms. Roberts said, I'm still trying to learn the RESPOND program. Now you mentioned Halo, is that a part Paramount citrus? Mr. Toms said, we are co-packers for Paramount citrus. Paramount citrus sells our products. We are the packer and shipper of the product. We have our own production facility and it is on our own land, so we are partners with Paramount.

Mr. Rodriguez said, we have a state law that says we should pay $10 per hour. Is this an administrative error under the maintenance and quality control staff at $9.69 an hour? Mr. Atkinson said, if you look underneath the table, we made a note there that says the wages will be according to the minimum wage standards.

Mr. Toms said, we are co-packers and Paramount packs their own fruit, and we pack our fruit. They sell our fruit that we pack under their label.

Mr. Broad said, I just want to make sure that everyone receiving training under this proposal are direct employees of Fowler packing and nobody is going to be working for farm labor contractor.

Mr. Broad asked, is the training received by all of the employees related to water conservation? Mr. Tom said, with us, everything we do is water conservation because water is how our business survives. I'm not trying to be general there, but indirectly yes. To effectuate the change and implement the technology, our irrigation control is something we'd like to expand to the entire farming operation which is 15,000 acres. We are starting small to make sure it works, and we have everything dialed in so that the majority of the funds are designated for the ERP software project to track our farm operation. Every time an employee goes out to do to a task on the farm, whether it's driving a tractor, irrigation, chemical application, harvest, all those data will go into one system so we can track and analyze the change, so that we can efficiently grow our crops and stay competitive.

Mr. Broad said, at the end of this drought funding, if we have a whole bunch more in the pipeline, I would probably say we need to be tighter about it; our Vice-chair's point is well taken.

Ms. Roberts said, just familiarize yourself with ETP process. I know you don't have an administrative worker. Since this is your first contract, and I state this all the time, we want you to be successful because there are special regulations now with RESPOND. There could be some other things that are involved in that. Please utilize the staff; we want to make sure that you're successful on this project. Mr. Toms said absolutely. The staff has been very good at coordinating with us and explaining to us what we need. We have designated three members of our staff, since this is our first time. We categorically pointed out three specific projects that have the biggest impact in our company.

ACTION: Ms. McBride moved and Ms. Roberts seconded the approval of the proposal for Fowler Packing Company, Inc. in the amount of $348,750.

Motion carried, 6 – 0.

**Siemens Industry (Withdrawn)**

**<u>Multiple Employer Contracts</u>**

**Chaffey Community College District**

Ms. Torres presented a proposal for Chaffey Community College District (Chaffey) in the amount of $563,817. Founded in 1883, Chaffey is a two-year public community college and is accredited by the Western Association of Schools and Colleges. Operating through its own Workforce Training Institute, Chaffey has three campuses offering credit courses in Rancho Cucamonga, Fontana, and Chino; two off-site training centers in Chino. Chaffey is eligible for ETP funding as a public training agency. This is Chaffey's sixth training proposal for ETP funding.

Ms. Torres introduced Alicia Serrano, Interim Director Economic Development.
Ms. Broad asked, what happened here the last time? Typically, with community colleges, we don't see this kind of a dip in performance. The explanation we have here says that you had management changes and turnover. We need to hear what happened and how it got fixed. Ms. Serrano said, thank you for the opportunity to share that with you. Several months after this contract commenced, the entire team responsible for the contract left the college. Mr. Broad asked, did they all leave for the same reason? Ms. Serrano said, no, they didn't. I have both the blessing and the curse of the working with a very strong team. You can see that our past performance is above 90%, consistent with our previous contracts; we will get there again. As Ms. Roberts shared today, you need to have the familiarity with administering ETP contracts, and that does not happen overnight. One of the key factors that limited our performance in this contract is simply identifying appropriate staff that can both represent the Panel's interests and the college's trust as well as the employer community that we serve, and also getting up to speed as far as how to administer the contract appropriately and market the services. The individual we have in place is phenomenal and she's been with our team in the last six months. We have been able to exhaust one third of the funding that you see represented in our current agreement, and we will be successful again. The employers on this contract have done a precise job of estimating their needs. They are eagerly waiting for the availability of the funding to get started. Additionally, we have worked closely with the ETP analyst to right size this project, and make sure that the funding amount we are requesting this time around is very consistent, if not less than the performance levels that you've been able to see in the previous contracts. Finally we have been able to recently leverage the support of one of your representatives, Ryan Swier. He is right down the street from us in Chino and he's committed to assisting us in marketing to employers who we haven't been able to reach. I am confident with the level of staffing, and the commitment that our college has provided, as far as permanent staff who are working on this project, that we won't experience this again under my leadership. This is a daunting task to have an entire new staff work so hard to be successful with this ETP funds. We are quite proud of our 58%,

considering where we came from, but I don't want to stand before you in the next year and have a number like that that we are discussing. I hope I've answered your question.

Ms. Roberts said, the previous amount was over a million dollars and it takes a big effort to do a $1M contract. I'm glad that they right sized it for you and it seems like you're really dedicated to make this happen. In my mind, I feel pretty good that you can come back to the same level where you were before. Ms. Serrano said, thank you for your confidence in us.

There were no further questions from the Panel members.

ACTION: Ms. Roberts moved and Ms. McBride seconded the approval of the proposal for Chaffey Community College District in the amount of $563,817.

Motion carried their, 6 – 0.

**Professionals in Human Resources Association**

Ms. Torres presented a Proposal for Professionals in Human Resources Association (PIHRA) in the amount of $479,162. Established in 1944, and headquartered in Gardena, PIHRA is a non-profit membership organization dedicated to providing business education, networking and advocacy with an emphasis on the human resources environment. Only private-sector for profit businesses will participate in the proposal.

Ms. Torres introduced Brian Allain, Deputy Executive Director, and Debra Imonte, ETP Contract Administration and Training Management Solutions.

Mr. Broad asked, you happen to be the benefit of the recent policy change. We had closed our process to new multiple employer contractors. There's a lot of responsibility on your shoulders. Good luck, welcome, and wish you the best.

Mr. Rodriguez asked, is your mission involved in job training? Mr. Allain said, our association has over 4000 human resources professional members, and our mission is to enhance the human resource industry. The requested funding will be utilized for the over 2600 companies that are represented by our members. The training would be for their companies to offer better career opportunities for the employees of PIRHA.

Mr. Rodriguez asked, is this completely a new area for you? Mr. Allain said, we are offering education and conferences in large groups for our members. We also offer certification prep-courses for our members who want to get certified. Education is a large part of our association.

Mr. Rodriguez asked, are you going to work through the human resource members to train workers that they are employed by their companies? Mr. Allen said, yes. The human resource professional would bring this opportunity to their company as a member benefit to have state-funded training, and we are partnering with Custom Corporate Communications which is a seasoned training company and has worked with multiple ETP contracts.

Ms. Bell said, as a member benefit, will training be offered? Mr. Allain said, we would offer the funds for their companies since they are a member of the PIHRA.

Mr. Broad said, here is the question raised when we have multiple employer contractors. There's a training in an industry segment, and your members have only one thing in common. They are human resources professionals working for companies that are not in the same industry and they are completely unrelated. Mr. Allain said, yes, that is right.

Mr. Broad asked, in looking at the list of jobs and who you're training, how do you expect to connect up training? The training you're talking about would have to be very generic. How are you going to figure that part out? In other words, if you have somebody in the plastics industry and the next one is in the hospital industry, how are you going to offer training? This is very theoretical here. I'm concerned that you're going to get into this, and you will get lost very quickly in trying to figure out how you're going to train these individual companies. You don't know very much about them, you know a lot about human resources and how to do human resources, but the human resources part is not related with the productive activities of the companies. In other words, the human resources people are familiar with the benefits system, how to pay people, process hiring or firing people, but they are not in the production side of the business. I'm not trying to put you on the spot, but you do need to have an answer as to how you're going to proceed this in terms of the actual training itself.
Mr. Allen said the human resource professionals are often in charge of their training programs for the companies. They have the knowledge in training styles and subjects needed within their company. In our partnership with Custom Corporate Communications, they offer a wide variety of training opportunities for many different industries. What we have done in the preliminary marketing plan is we've reached out to our members to identify their needs and interests in this program. We have secured the feedback and training opportunities for this contract.

Ms. Bell said, I am a Vice President in Human Resources, how would I be able to utilize your services? Mr. Allain, we're using this as a membership of PIHRA. We have dual members. If you are a member of PIHRA and you are in need of training funds, then we can provide free training for your company as a member benefit. So for the association to grow membership, what we're looking at is adding more value to the membership dues that our members pay.

Mr. Rodriguez asked, does the association act as a broker or a fiscal agent? Mr. Allen said, no. We are heavily involved in this. We are in the practice of educating our members and this extends out to their companies.

Mr. Rodriguez said, I am familiar with the association and the conferences. There is a difference between the education component of your association and your mission. Mr. Broad's point, in terms of all of the various knowledge you bring to the human resources professional industry, as individuals, and from managing a job training and skills development project from the state of California, there's a significant difference. What expertise are you using? Are you utilizing in-house support or are you outsourcing them to ensure that you are in compliance? Mr. Allen said, Ms. Imonte is our contracted administrator, and Lan Vuong from the North Hollywood Regional Office spent a couple of hours explaining the

requirements of the programs, rosters, percentages of payout, and all the other different criteria. I'll be using assistance to properly use these funds.

Mr. Broad said, I perceive some potential for colossal failure here, not because your intentions aren't good, but because the model that you have created is fraught with the potential for getting things messed up; it may work or it may not. What I would like to do is cut this thing in half, with no prejudice to yourself. When you earn the money, you can return for an amendment and get the other half of the funding. You earn and bill for the first half when you have done it, and then you can return for the second half. That's more for your protection, and that way you won't be coming back here saying we earned 50% of this money and we were a colossal failure. If you have problems in the first half, you can work those out before you come back again. But if you earn 100% of half the money and you come back, then we know we're on the right track and we're ready for the second half. I would be more comfortable doing that because, typically, with MECs, they're back here annually. That would be my suggestion.

Ms. Roberts said, I think you've mentioned earlier that you already have multiple companies lined up and have a game plan in place. Ms. Imonti said, yes, that's correct. Everyone is listed on the 100 B form. They have filled the required certification statement.

Mr. Broad asked, all these companies are signed up, and is that the whole $479,000? Ms. Imonte said, yes. We actually had $950,000 in demand. We have over 100 companies that wanted to participate. Mr. Broad said, we don't have 100 companies listed here. Ms. Imonte said, we had to resize down. Staff recommended that we resize that amount to meet the demand and that's where the $479,000 came from. 100% of the contract has been vetted, so to speak. Mr. Broad asked, are these companies ready to go? Ms. Imonti said, they're ready to go on Monday. Mr. Broad said, we only have 15 companies listed on the proposal, I don't see 100 companies.

Ms. Torres said, I think you have presented a good solution. I think all the points that the Panel members have made are very valid. Although these plans are in participating employers as you have stated. To avoid adverse effect, by you cutting this proposal in half, the number of planned employees will stay in place, and when we modify the contract, we can just amend the additional funding, so there is no bump in the road and everybody can get started with the training. That would be the best laid plan. Mr. Broad said, ok.

Ms. Roberts said, we want you to be successful, and we get excited when we see an amendment come through, because it shows performance. I think this is for your protection and like Ms. Torres said, there probably won't be any issues in getting the people signed up for training. The amendment is a simple process. I do want to congratulate you on offering the different benefits for your members and using ETP as one of the vehicles. I think that's very fantastic because we're always trying to market ETP as well. Adding that extra bonus as a member, I thought that was a great strategic plan on your part.

Mr. Rodriguez said, we have a motion to hear suggestions, Mr. Chair. Mr. Broad said, we are doing a Part A and a Part B here; and there's a second.

ACTION: Mr. Rodriguez moved and Ms. Fernandez seconded approval of the proposal for Professionals in Human Resources Association in the amount of $239,852 (Original request was $479,162.)

Motion carried, 6 – 0.

(Ms. Roberts departed at 11:08 a.m.)

**Riviera, Inc. dba The Enterprise U**

Ms. Torres presented a Proposal for Riviera, Inc. dba The Enterprise U (The Enterprise U) in the amount of $909,000, which includes the 8% support cost. The Enterprise U was founded in 2001 to help companies, governments, and individuals acquire and sustain a competitive advantage through learning. The Enterprise U provides training services, consulting, coaching, and software solutions to clients in the industries of manufacturing, entertainment, technology, logistics, and biotechnology. All training will be conducted at participating employer worksites. This is Enterprise U's seventh ETP contract.

Ms. Torres said, the core group that is in the panel packet does represent over 90% of the requested funding. Note that the end date of the agreement is not until September 2016. However it has been verified that they have tracked eligible training hours that covers a projected 97% performance at this point. I would also like to add that of the $375,000, 91% is for trainees that have completed retention. This is actual earnings. Although it may be premature, they have substantiation that has been verified that they are ready to proceed with additional funding.

Ms. Torres introduced Winny Ho, Executive Director.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded the approval of the proposal for Riviera, Inc. dba The Enterprise U in the amount of $909,000.

Motion carried, 5 – 0.

Mr. Broad said, what I would like to do for the remaining projects is to bring them all up at once for approval, unless anyone has objections. They are all repeat apprenticeship projects with good performance, and none of them have issues. If that's agreeable, I would like to take them up as a group, so that would be Tabs #27, #28, #29, #30, and #31.

ACTION: Ms. Roberts moved and Mr. Rodriguez seconded the approval of Tabs #27, #28, #29, #30, and #31.

Motion carried, 5 – 0.

**Southern California Heat & Frost Insulators and Asbestos Workers Joint Apprenticeship Committee (Tab # 27)**

The Southern California Heat & Frost Insulators and Asbestos Workers Joint Apprenticeship Committee (H&F/JAC) is requesting ETP funding in the amount $495,320. H&F/JAC was founded in 1962 by a consortium of labor and management organizations to provide training for insulators and asbestos workers in Southern California. The H&F/JAC is comprised of six members, three each appropriated by the Western Insulation Contractors Association; and the International Association of Heat & Frost Insulators & Allied Workers Union, Local No. 5. The same six JAC members serve as trustees over the H&F Joint Apprenticeship Trust. This will be third agreement between ETP and the H&F/JAC.

ACTION: Approved in the amount of $459,320.

Motion carried, 5 – 0.

**Southern California Roofers and Waterproofers Joint Apprenticeship and Training Fund (Tab # 28)**

Southern California Roofers and Waterproofers Joint Apprenticeship and Training Fund (SoCal Roofers and Waterproofers JATF) is requesting ETP funding in the amount of $449,332. Founded in 1959, SoCal Roofers and Waterproofers JATF is responsible for approximately 400 Apprenticeships and 600 Journeymen in Southern California. SoCal Roofers and Waterproofers JATF requests 8% support costs to assist in recruitment, employer outreach, and assessment of employer-specific job requirements. Assessments and recruitment will take place throughout the duration of the Agreement.

ACTION: Approved in the amount of $449,332.

Motion carried, 5 – 0.

**Ventura County Electrical Joint Apprenticeship and Training Trust Fund (Tab # 29)**

Ventura County Electrical Joint Apprenticeship and Training Trust Fund (Ventura Electrical JATF) is requesting ETP funding in the amount of $222,800. Founded in 1977, Ventura Electrical JATF is a joint effort of the International Brotherhood of Electrical Workers Local 952 and the National Electrical Contractors Association (NECA). Staff from the JATF office will assist with marketing, recruitment, needs assessments and scheduling. Ventura Electrical JATF is requesting 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program.

ACTION: Approved in the amount of $222,800.

Motion carried, 5 – 0.

**Orange County Electrical Joint Apprenticeship and Training Trust Fund (Tab # 30)**

Orange County Electrical Joint Apprenticeship and Training Trust Fund (OC/TTF) is requesting ETP funding in the amount of $477,825. Created in 1950, OC/TTF is administered jointly between the Orange County Chapter of the National Electrical Contractors Association (NECA) and the International Brotherhood of Electrical Workers (IBEW) Local 441.

This is the third Agreement between OC/TTF and ETP in the last five years. Four staff persons in the OC/TTF office will assist with marketing, recruitment, needs assessments, and scheduling of classes. The Trust requests 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program.'

ACTION: Approved in the amount of $477,825.

Motion carried, 5 – 0.

**San Mateo County Electrical Apprenticeship and Training Committee (Tab # 31)**

San Mateo County Electrical Apprenticeship and Training Committee (SMJATC) is requesting ETP funding in the amount of $423,160. Founded in 1947, SMJATC is located in San Carlos and governed by a Board of Trustees comprised of four labor and four management representatives, and is a joint effort of the International Brotherhood of Electrical Workers (IBEW) Local 617 and The National Electrical Contractors Association (NECA). This is SMJATC's fourth ETP Agreement. Three staff people at the SMJATC office will assist with marketing, recruitment, and employer needs assessments. SMJATC is requesting 8% support costs to fund recruiting and qualifying additional participating employers for this program.

ACTION: Approved in the amount of $423,160.

Motion carried, 5 – 0.

Kathleen Barber, San Mateo Electrical Apprenticeship and Journeymen Electrician
I just want to take this opportunity to thank the Panel and the members for giving such consideration to the apprenticeships. I went through an apprenticeship and have been a beneficiary of the apprenticeship. I would like to thank the Panel because it's made a huge difference on how we can provide better training for apprentices. Mr. Broad said, you're welcome.

## IX. Overview of ETMS Project (Information Only)

Mario Maslac, Manager of the Planning and Research unit said, good morning Chairman Broad and Panel members. My name is Mario Maslac, and I'm the Program Project Manager for Employment Management Training System (ETMS). Today, I will be giving you brief overview of the project and its current status. Some of the things I'll be covering in this presentation are: *what is ETMS, how the project is progressing, and focus on the low risk*

*launch.* There will be many benefits to our staff and customers with the successful deployment of the project.

ETMS is a web-based system. Internal and external users will not need any new software installation. This is going to be accessible from a browser like Internet Explorer, Google Chrome or Firefox. It will replace the current existing ETP system used by external and internal users on a daily basis. This system is being developed by Geographic Solutions, Inc. (GSI). GSI is a vendor who is well experienced with workforce services software. They've recently developed Cal Jobs for EDD.

The Support ETP Business Processes shows a flow chart which will be addressed by ETMS. It starts with the customer creating a contract profile, and completing the orientation. The customer then submits the pre-application for processing. Once the pre-application is processed and approved, the customer submits an application for funding. The Proposal then goes to the Panel for approval. Once the application is approved, it goes to the field staff for development and the contract begins. The next step is a parallel processes. That includes contract monitoring, revisions, overpayment processing, tracking hours, and invoicing. From there, you go to the contract ending, closing out, report generation, audits and an appeal, if that occurs. All of these processes are housed within the ETMS.

The project is progressing really well, and we are nearing its completion. 2015 has been a time of renewed focus by our team of knowledgeable experts. The project team has expanded by adding resources: Dean Toler from GSI, Cheryl Mello, EDD, and Babette Davis, Consultant.

We are happy to report that the requirement in the design phase of the new system is now complete and our current effort working with internal testing is in progress. We are working with the customers in outreach and implementation planning.

We are taking a low risk approach, to help ensure minimum disruption to the program and customers when we launch this software. The aim is to start processing new applications in ETMS during the first few months in 2016, and slowly transition the current contracts to the new system. We will employ six cycles of testing to ensure that the deployment will go smoothly. The ETMS team is planning on holding hands-on demonstrations with the system for external users sometime during the holidays. The plan is to transition to ETMS, which will be hosted by GSI, who will be a long-term vendor committed to program support. We have a robust service level agreement with them that outlines specific support functions.

ETMS will replace the old system which is hard to maintain because it's unstable and unreliable. Currently, all information is stored in multiple places making it difficult to find. The new system will bring benefits for internal and external users, and it will greatly enhance the customer experience. So for example, what we're dealing with now, currently our pre-application is on the ETP website. Our application is a paper process; you have to fill it out and mail it to us. Our enrollment and invoicing are handled through our online form website. The tracking of hours is handled in the class laboratory tracking website. With the ETMS, everything will be in one place and location.

Data entered early on in the process will flow forward so you will not need to re-enter the information that you have already entered in the pre-application process; everything will be saved and you can just amend as needed.

Another exciting feature is the automated completeness check off list which will tells you if there are any gaps on the application or if you have completed the form successfully. You will be able to click and jump directly into the next process.

With the new ETMS, the ETP workflow process will be in one place instead of using the fragmented system, which is a benefit for our staff. It will be an automated routing of processes with communication between different areas; this will be called *case notes*. The developers will be able to see any additional information in the case notes. Tracking and measurement of workload levels across the whole agency during the whole development process it's going to be very easy to explore. Our staff will be able to see the projected workload, and incoming contracts. The staff will have the ability to assist our customers in completing the application by being able to see it in real time, and the customers can get on the phone and get assistance.

Through real-time process tracking from registration to contract closeout, the customers will be able to see the entire process from beginning to end. Participating employers and MECs will have access to the system and complete their own certification statement in the ETMS. Right now it's a paper process that is done by participating employers. They're given to the MECs and they enter them in the system. The ETMS will solve that by giving access to enter the information directly. There will be also a structured invoice management feature allowing the system to review and approve a progress payment by itself without the involvement of staff and a very streamlined process for final payments and closeout invoices. The application development and submittal process is streamlined. Again, moving from a paper application to an electronic one is going to be a big step up for all of us.

Finally, just to give you an example, the ETMS home screen will look very familiar to Cal Jobs. It uses a known web navigation method making it user-friendly and intuitive. For example, most of us know how to use Amazon's website without having to go to a training. ETMS will be similar in that regard. We will have training materials and sessions available for those who need it. I am happy to answer any questions you may have, and our Executive Director, Stewart Knox will also address any concerns you have.

Mr. Broad said, I hope we get this system launched without with any kinks, because obviously it's taking a while. For the initial launch, I think that we should offer a live training session for people, because for most people in the world, when it comes to computers, it may be intuitive, but what you can intuit in an hour, someone can tell you in four minutes. It's just much easier when somebody shows you. And since we are in the training business, we should be able to provide training; at least for the initial round, we should offer some kind of webinar.

Mr. Maslac said, that's what we're hoping for during the holiday season, to have the external users come in, get their hands on, and get an initial impression. There is definitely a plan to offer training for everyone. We are planning on having a help desk set up so that once we are live and going, we will have staff that can respond and connect directly to a webinar

connection and show the customers what's going on and what's happening. We are also working on creating videos for all the different areas. So if someone wants to go at their own pace, they can view a webinar on how to complete the application process.

Ms. Roberts said, just for comfort level of our contractors and our employers, for security purpose of the Social Security Numbers, I want to make sure that people understand that it's safe and secure.

Mr. Maslac said, absolutely. GSI is going to meet the state requirements for security and safety measures. A safety security testing will be performed by an independent third-party before we fully deploy.

Ms. Roberts said, that would be great if you could line up everybody's information and generate the Form 130 online for the Panel members to review versus going to a separate website and printing out the form.

Mr. Maslac said, everything will be in one website instead of five or six different locations. The system is going to build out the application from Form 130 when the staff is done with the review. It's going to be seamless.

Mr. Rodriguez said, GSI has 23 contracts in California, including your Workforce Investment Board, Cal Jobs, labor market information, and EDD. Has there been any conversation about integrating some of the labor market information with the ETP system as a service for employers? Mr. Maslac said, we are getting reporting and mapping capabilities out of the system

Mr. Knox said, the background of GSI is in employer database. Everything we have done with the ETMS has been customized. There will be pieces to the current system that we absolutely have to access, and not just build off of. They have all that information in the Cal Jobs system, and they have that within all the Workforce Investment Board. We have access to the mapping capabilities. The Memorandum of Understanding (MOU) with EDD will provide some of those services to us. Mr. Rodriguez said thank you.

Ms. Fernandez said, just to be clear, we're not going to be shutting down ETP

Mr. Maslac said, it will definitely be a soft launch. Existing contracts are not just going forward to the new system. It's going to be slow and steady.

Mr. Knox said, that is a really good point. I want to be clear on that; we will leave the legacy system in operation. This system will launch when it's ready to launch. It's in the testing process right now with all of our staff. We are in the learning the process with the new system. There are a few barriers with our current system; integrity of the current system. The ETMS side of databases is having our local offices get out on the internet as timely as can be. There are some other challenges, but for the most part, it will be a soft launch by early January. This means anything new in terms of the new projects coming in will actually launch into the new system in January or February. We want our contractors to know that they'll time to look at and access the system. There will be no shut down of ETP during this transition.

There were no further questions or comments from the Panel.

## X. Public Comments

Rob Sanger, Training Services Director, California Manufacturers and Technology Association

We are excited to hear about the new ETMS. I remember having a conversation with Charles Lundberg about the new database 10 years ago, and so we are really excited now that it's getting close. CMTA and other contractors use the data base. We use it differently than maybe some of the clients, so we don't enter people's information into the demographic database like keying into the ETMS. We do the batch uploads like that. We are excited that there's going to be a demonstration in about 90 days or so. The ETP has done a good job as far as taking our input. We emailed them our questions and concerns and they listened to us. We have not had the chance to look, or be involved with the design or implementation of it. I just want to make that clear. We have our fingers crossed; we have our own systems that we use; we have an access database, so we may or may not have to adjust that. I'm glad we'll have some time to test that out.

Phil Herrera, Consultant

My comment is about the AB 118 investment plan. I'm a big proponent of this funding and I have two projects that closed out, one with National Semiconductors which is now Texas Instrument. They produce the chipsets that go into the Tesla. There are 30 different odd chipsets that go into the electric vehicle and with Applied Materials, which makes equipment to manufacture lithium-ion batteries. Both projects have closed out for National Semiconductor; they trained 400 engineers, mostly advance technology; and Applied Materials are about the same number. I encourage the Panel to go and get more AB 118 investment funds. If there's any help that you need from the employer community in terms of advocacy, contact me, and I would be interested. Thank you.

Steve Duscha, Consultant

Mr. Duscha said, I need to go back to the computer system. We are thrilled and excited that it's not going to be turned on yet while the system is being launched. That's a tremendous step forward. However I think most of us who do business outside of ETP are also scared to death because we have no idea what this new system is. I noticed four things on the slide show that will make customers lives easier. It's too bad the customers were not asked what they wanted to make the process easier. I really think that there are a whole bunch of people with years of experience with the ETP who have different experiences than those of you who are in the inside. It's a complex program. It affects every one of us, although in different levels. It affects those of us on the outside differently from those of you who are in the inside. I'm scared that some of some things were done inadvertently that will cause problems and that we weren't offered the opportunity to give our input before the whole thing is locked down. I think from what we heard today, it's locked down and that's discouraging. But I hope I'm wrong. Nobody has asked me for input.

Mr. Broad said, my assumption is that is going to be version 1.0 when it goes live. I will let Mr. Knox respond. There are going to be changes and modifications to the process as they progress. After they get the first screaming phone call, I'm sure they will have a representative return the call and say, we will walk you through the process and it will be ok. I understand your point, and your point is well taken, except designing computer programs by a committee that includes all kinds of people that may disagree with one another may also not be the best thing. That's why we pay experts and consultants to bring their expertise to the project. Obviously we are all hoping that this system will last and turn out to be what everybody hopes for. If it has its kinks, we will work it out.

Mr. Knox said, in terms of Mr. Duscha's comment, I don't disagree. It would've been great to have had more customer input earlier on, but that was years ago. At this point, we have looked at certain issues in the last year. People have emailed us and we looked at certain components of it we and we had to put a stop on that about six to eight months ago. As we continued to make changes in the system, it kept delaying the release time. We have built into the new design that we will have feature releases and that definitely is a positive piece to the puzzle and we will look at it after the release. We will consider your input when you're looking at it from a training component and we will take those buckets of information and assess. I appreciate that Mr. Duscha. I don't disagree at this point in time. The system just needs to launch.

## XI. MEETING ADJOURNMENT

ACTION: Ms. Roberts moved and Ms. McBride seconded the meeting adjournment at 12:00 p.m.

Motion carried, 5 – 0.

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 $750,000.

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 $950,000. MECs with Small Business are capped at $1.2M ($950,000 for any size employer; $250,000 for Small Business only)

*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

# Training Proposal for:

# Able Disabled Advocacy, Inc.

## Agreement Number: ET16-0220

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | New Hire<br>SET<br>Veterans<br>Multiple Barriers<br>At-Risk Youth | Industry Sector(s): | Technology/IT<br>Technology/Other<br>Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | San Diego | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | N/A | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $176,472 | | $23,276<br>(Job 1: 20%/Job 2: 8%) | | $199,748 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | N/A |

## 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 | New Hire<br>SET<br>Veterans | Business Skills, Computer Skills, Continuous Improvement | 44 | 8 - 260 | 0 - 130 | $3,292 | $13.28 |
| | | | | Weighted Avg: 129 | | | |
| 2 | New Hire<br>SET<br>Multiple Barriers<br>At-Risk Youth | Business Skills, Computer Skills, Continuous Improvement | 15 | 8 - 260 | 0 – 130 | $3,660 | $13.28 |
| | | | | Weighted Avg: 172 | | | |

**Minimum Wage by County:** Job Numbers 1 & 2 (New Hire): $13.28 per hour in San Diego 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 participating employer may provide health benefits, it will not be used to meet Post-Retention Wage.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1 and 2** | | |
| Computer Support Specialist | | 10 |
| Computer Systems Analyst | | 1 |
| Computer Network Specialist | | 15 |
| Network & Systems Administrator | | 7 |
| Information Security Analyst | | 2 |
| Financial Analyst | | 2 |
| Management Analyst | | 6 |
| Business Operations Specialist | | 2 |
| Customer Service | | 7 |
| Administrative Assistant | | 7 |

## INTRODUCTION

Founded in 1975 and located in San Diego as a 501(c)(3) Private Non-Profit Corporation, Able Disabled Advocacy, Inc. (ADA) (www.able2work.org), provides vocational training, life skills improvement and educational advancement opportunities to low-income youth, adults and Veterans with disabilities. ADA also provides employment placement, as well as personal and financial self-sufficiency services.

ADA serves 800+ low-income individuals (18-65+) a year with all types of barriers to employment at its four San Diego office locations. Demographic populations include individuals with all types of disabilities; at-risk youth (18-24); the long-term unemployed; homeless Veterans; and recently separated Veterans with and without disabilities.

ADA offers clients a comprehensive vocational assessment; on-going career counseling; and Secondary Education Services leading to a High School Diploma. Continuing education includes vocational skills training leading to industry recognized credentials; computer literacy, customer service and financial management training; entrepreneurial training; job readiness training; job placement and job retention services; and a wide variety of supportive services. An Academic Advisor assists each student to develop a career plan, mentor the student and support the academic goal achievement.

Since inception, ADA has offered job training opportunities in a wide variety of occupations. Over the past 21 years, it has developed and expanded its Information Technology (IT) training. In 1994, the Company began offering classroom training in computer operations for business occupations that incorporated the use of Assistive Technology for Blind, Deaf and mobility impaired. In 2000, its Information Technology Specialist classes were registered with the California Bureau of Private Postsecondary & Vocational Education as short-term vocational training courses. In 2009, ADA became an Employment Network of the Social Security Administration for their “Ticket to Work” Program; an “Employment Services” vendor of the Department of Rehabilitation; and a registered Certiport Testing Center for Microsoft credentialing. In 2010, ADA was one of only six national recipients of a Microsoft “Elevate America” Veterans Initiative grant to provide IT training, credentialing and job placement for returning “Wounded Warriors”.

## PROJECT DETAILS

### Need for Training/Employer Demand

San Diego has become a nationally recognized high technology center with more than 4,000 technology firms conducting business in the region. According to a recent survey conducted by the San Diego Workforce Partnership (SDWP), San Diego’s current workforce of over 40,000 IT employees is expected to increase by over 15,000 new jobs by 2018, demonstrating a 26% overall growth rate. The SDWP identified four IT occupations experiencing significant labor shortages: Project Managers, Systems Administrators, Software Engineers and Computer Support Specialists.

In addition, SDWP compared employment demand against supply of workers and analyzed the difficulty employers have in filling positions in demand occupations. Two occupations had supply gaps, Software Developers and Computer User Support Specialists, which are projected to experience an 11% growth or 2,288 new jobs. These two occupations will require IT skills/training for job entry, thereby expanding job opportunities for ADA’s training graduates.

The projected growth, combined with reported current and future labor shortages are substantiated by employers ADA works with to place their trainees. For over four decades of workforce development, ADA has garnered strong and long-standing relationship placing its graduates with over 500 employers each year. ADA is actively working and meeting with employers that constantly demonstrate employer demand for skilled individuals in IT occupations, as further discussed below under Placement section of the memo.

**Curriculum Development**

Skillsoft assisted in the development of the IT curriculum. Skillsoft, in collaboration with its computer industry employers, developed a certification process that is recognized throughout the industry. Training programs are updated as technology changes and ADA's IT instructors are knowledgeable and able to provide the Skillsoft certification training.

ADA's training is aligned with attaining industry-recognized certifications and other skills employers need from new workers. Employers utilize current certifications to confirm a job candidate has the skills needed for a specific position. Keeping certifications current is essential for IT professionals. These certifications can set a jobseeker apart from those who lack credentials.

**Training Plan**

Through ETP funding, ADA will continue to train and place individuals with barriers in secured, high-wage jobs. Trainees will receive classroom/laboratory and Computer-Based Training (CBT) in various Business and Continuous Improvement Skills topics, as well as extensive Computer Skills courses to complete certification/credentials on specific programs. Training will be as follows:

**Business Skills** (20%) – Training will be offered to all occupations. Trainees will receive various project management skills in Project Management Overview, Controlling Changes and Closing a Project, Planning Project Costs, Control Project Communications and Identifying Project Risks. These courses were developed by Project Management Institute using five major process groups which encompass 47 processes and mapped to 10 knowledge areas. Using this model, a trainee will be able to manage projects within any industry. Course topics also include Customer Service Fundamentals and Communication Skills.

**Computer Skills** (70%) – Training will be offered to all occupations. Topics will be specific to the program/s they elect such as A+, Network+, Security+, Windows 7, and Server 2012. All of ADA's IT training courses will result in attaining industry-recognized credentials. Each certification will validate trainee's learning and provide assurance to employers that a level of competency and standard of knowledge have been achieved. Since each program is content-specific, an employer can select candidates with the specific skills sets they desire.

**Continuous Improvement** (10%) – Training will be offered to all occupations. Training content will improve performance in the areas of critical thinking, problem solving, decision making strategies, and time management.

ADA's training program was developed to also include CBT in Business and Computer Skills. Through CBT, trainees will train at their own pace which will be provided prior to or subsequent to a Classroom/Instructor-Led training to ensure learning/skills transfer has occurred. All trainees may receive up to 130 hours of CBT training. ADA confirmed that CBT will not exceed 50% of total training hours per trainee.

**Special Employment Training**

This project is funded under Special Employment Training (SET) funding category because the trainees do not have a history of Unemployment Insurance payments.

**Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Higher support costs are also available to reach participants for this program.

ADA has vocationally trained and placed over 15,000 people into “living-wage” jobs, of which, over 3,500 have been Veterans. The Company serves homeless and recently separated Veterans with and without disabilities. Many transitioning Veterans with disabilities who received technical training in the military find that they do not meet employer requirements for industry-recognized certifications for job entry. With short-term training/skills upgrading and industry-recognized credentials, along with the polishing of their interviewing skills to meet civilian employer protocols, these Veterans should be successful in transitioning into civilian employment.

**Multiple Barriers/At-Risk Youth**

Job Number 1 will be funded under SET/Multiple Barriers. Job Number 2 will be funded under SET/Multiple Barriers under the At-Risk Youth Guidelines. Trainees have two or more barriers to employment (e.g., mental or physical disability). For At-Risk Youth, the documentation must show that the trainee is between 18 and 23 years of age. They will be deemed at-risk if they are not in school or employed full-time, and meet other criteria specified in the pilot program guidelines.

Individuals with disabilities and at-risk youth face unique employment challenges. Often, they have little or no previous work experience and lack of knowledge of the labor market, employer expectations, and entry-level job requirements. Access to training is not always readily available. Factors contributing to this problem include the following:

- vocational credentialing often requires structured and long-term classroom participation which may be a financial burden for individuals who do not have the resources to support themselves during long-term vocational coursework;
- the waiting period for enrollment into traditional education/training courses can be lengthy, as the demand far outweighs the local supply of vocational providers;
- the high cost of credentialing is most often a hardship;
- entry requirements for credentialed courses can be difficult to achieve for those who have been out of school and/or unemployed for long periods of time;
- keeping pace in traditional classroom settings is difficult for those with disability issues;
- traditional education and other vocational training providers do not always offer soft skills development, work-readiness preparation, or job placement services following training; and they do not provide the comprehensive support services needed by individuals with disabilities who have limited financial resources; and
- physical accessibility to classrooms continues to be a barrier (wheelchair access, etc.).

**Recruitment/Support Costs**

ADA markets its programs to qualified individuals through brochures, flyers, and PowerPoint presentations; host an “Information Hot Line;” post information on ADA, partner, and community

websites. ADA also posts information at the American Job Centers, “211 San Diego” (directory of emergency services), the San Diego Food Bank and the Regional Task Forceful on the Homeless’ directory. ADA also uses Public Service Announcements, local media venues and community newsletters to advertise its programs. In addition, ADA participates in numerous job fairs and conduct orientations hosted at various community sites for trainees and at Veteran-serving organizations. Staff members routinely participate in workshops, conferences, and serve on numerous committees where they perform outreach activities.

ADA requests support costs of 20% for Veterans (Job Number 1) and 8% for (Job Number 2) for trainee outreach, recruitment, job placement, and assessment to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends the support costs.

**Placement**

Since 1991, the Company’s 32-member Business Advisory Council has assisted in professional guidance including outreach to employers, technical guidance, mentoring opportunities, the hiring of our program graduates and other programmatic support. Members represent a crossover of multiple sector industries including defense, finance, entertainment, hotel & destination resort, public non-profit, civil service, communications, education and manufacturing.

Additionally, as a member of the South County Economic Development Council (SCEDC), A-DA networks with SCEDC’s 125+ employers. ADA is also a member of the San Diego Industry Liaison Group, which promotes equal employment opportunity and provides leadership in the corporate community. Their membership is comprised of San Diego employers from many different industries that are dedicated to the principles of affirmative action and diversity. Many of their employer members are defense contractors who are under mandate to hire Veterans and individuals with disabilities.

In addition, ADA staff actively participates on the Qualcomm-led California Business Leadership Network, a group of employers who meet to share best practices in hiring and retaining people with disabilities in their workforces.

**Retention**

To promote employer engagement and feedback, ADA staff offer services to employers at no cost, which include reference checks of job applicants referred; technical assistance regarding accommodations and job modifications; “Americans with Disabilities Act” consulting; assistance with federal bonding and tax credit processing; and more. Staff is also available to resolve issues that arise on the job and/or offer other work-related support.

ADA routinely monitors and reports individual’s progress while on-the-job during the follow-up/job retention period and are available to employers to resolve issues if they occur. Employment retention and post-employment monitoring are requirements of the majority of ADA’s employment and training grantors such as the Department of Labor. The monitoring period can vary from 90 days to 3 or 4 quarters after placement. In many instances, follow-up is still required after the grant period has expired.

**Tuition Reimbursement**

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

**Training Coordinator**

ADA's Executive Director will manage the proposed ETP project. ADA's Program Director will oversee daily project activities, staff, logistics, as well as tracking and reporting outcomes. A number of staff are dedicated for ETP administration: two staff for marketing & recruitment; two for needs assessments; one for scheduling training; and three for program management.

**Other Resources**

ADA is currently receiving workforce incentives from the U. S. Department of Labor and is continually pursuing other similar grants. Currently, ADA has two Workforce Innovation and Opportunity Act grants and, most recently, has been awarded the American Apprenticeship grant. However, ADA reports that ETP funds will not displace or duplicate funding from these resources. In addition, ADA has established systems to ensure appropriate costs are allocated to respective programs.

## 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 – 260 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Managing Project Within Organizations
- Project Management Overview
- Project Management Process Groups
- Integrated Initiation and Planning
- Direct, Monitor and Control Project Work
- Controlling Changes and Closing a Project
- Project Requirements and Defining Scope
- Creating the Work Breakdown Structure
- Monitoring and Controlling Project Scope
- Defining and Sequencing Project Activities
- Estimating Activity Resources and Durations
- Developing and Controlling the Project Schedule
- Planning Project Costs
- Quality Assurance and Quality Control
- Planning Project Human Resources
- Managing Project Human Resources
- Plan and Manage Project Communications
- Control Project Communications
- Risk Management Planning
- Identifying Project Risks
- Performing Risk Analysis
- Risk Response and Control
- Planning Project Procurement Management
- Managing Procurements
- Project Stakeholder Management
- Managing and Controlling Stakeholder Engagement
- The Role of Ethics in Project Management
- Core PMI Ethical Standards
- Customer Service Fundamentals
    - Building Rapport in Customer Relationships
    - Customer Service Confrontation and Conflict
    - Customer Service in the Field
    - Customer Service in the Workplace
- Communications Skills
    - Interpersonal Communications
    - Workplace Conflict
    - Fundamentals of Working with Difficult People
    - Diversity in the Workplace

**COMPUTER SKILLS**

- A+ Application Skills
  - BIOS and Motherboards
  - Memory, Expansion Cards and Storage Devices
  - CPU's, Connections, and Power Supplies
  - Configurations, Displays, Connectors & Peripherals
  - Network Cabling, IP Addressing, Ports and Protocols
  - Networking Technologies
  - Networking Devices and Tools
  - Laptops
  - Printers
  - Operational Procedures
  - Introducing Microsoft Windows
  - Installing and Configuring Windows
  - Optimizing Windows
  - Managing Windows
  - Security and Data Disposal
  - Mobile Devices
  - System Troubleshooting
  - General Troubleshooting
  - Computer Components
  - Operating Systems
  - Laptop Disassembly/Assembly
  - Printers and Hard Drives
  - Network Printers
  - User Accounts/Permissions
  - Remote Assistance
  - Troubleshoot Systems
- Network+ Application Skills
  - Network Concepts
  - Network Installation and Configuration
  - Network Media and Topologies
  - Network Management
  - Network Security
  - Sharing Printers and Hard Drives
  - Network Printers
  - Networking/IP Addressing
  - Networking/IP Addressing 2
  - User Accounts/Permissions
  - Remote Assistance
  - Sharing Network Devices
  - Simple Networks (wireless)
  - Networking Concepts
  - Network Media and Topologies
  - Network Management

    - Network Security
- Security+ Application Skills
    - Control Fundamentals & Security Threats
    - Network Protocols, Attacks & Defenses
    - Creating Secure Networks
    - Vulnerability Assessment & Penetration
    - Authentication, Biometric & Security Controls
    - Security a Networked Environment
    - Remote Access, Mobile & Wireless Security
    - Cryptography & Public Key Infrastructures
    - Securing Applications, Virtualization & the Cloud
    - Continuity, Disaster Recovery & Computer Forensics
    - Set-Up Firewalls
    - Network Pen Testing
    - Malware Identification
    - Authentication Concepts
- Windows 7 Configuring
    - Upgrading to Windows 7
    - Migrating User Profiles
    - Installing Windows 7
    - Capturing of Reference Image
    - Deploying a Captured Image
    - Working With Disks
    - Configuring Network Connections
    - Working With Shares
    - Working With Printers
    - Configuring Applications
    - Managing & Monitoring Performance
    - Working With Workgroups and Domains
    - Configuring Security Settings
    - Remote Windows 7 Administration
    - Administering Windows 7
    - Configuring Mobile Operations
    - Configuring Mobile Connectivity
    - Troubleshooting Windows 7
- Windows 7 Advanced
    - Installing Windows 7
    - Configuring Network Connections
    - Troubleshooting Login Problems
    - Capturing VPN Connections
    - Troubleshooting Hardware Issues
    - Troubleshooting Boot Issues
    - Recovery Folders & Files
    - Working With Printers
    - Dealing With Software Issues

    - Managing & Monitoring Performance
    - Configuring Applications
    - Recovering Security Settings
    - Identifying and Resolving Windows 7 Application Issues
    - Management and Maintenance of Windows 7 Client Systems
    - Resolving Windows 7 Network Connectivity Issues
    - Troubleshooting IE8 & Encryption Issues in Windows 7
- Server 2012 Configuring
    - Installing Servers
    - Configuring Servers
    - Configuring Local Storage
    - Configuring File and Share Access
    - Configuring Print and document Services
    - Configuring Remote Access
    - Creating and Configuring VM Settings
    - Creating and Configuring VM Storage
    - Creating and Configuring Virtual Networks
    - Configuring IPV4 IPV6 Addressing
    - Deploying and Configuring DHSP Services
    - Deploying and Configuring DNS Service
    - Installing Domain Controllers
    - Creating and Managing AD Users and Computers
    - Creating and Managing Groups and OUs
    - Creating Group Policy Objects
    - Configuring Security Policies
    - Configuring Application Restriction Policies
    - Configuring Windows Firewall
- Server 2012 Administration
    - Deploying and Managing Server Images
    - Implementing Patch Management
    - Monitoring Servers
    - Configuring DFS Distributed File System
    - Configuring File Server Resource Manager
    - Configuring File Services and File Encryption
    - Configuring Advanced Audit Policies
    - Configuring DNS Zones
    - Configuring DNS Records
    - Configuring VPN and Routing
    - Configuring Direct Access
    - Configuring a Network Policy Server
    - Configuring NPS Policies
    - Configuring NAP Protection
    - Configuring Server Authentication
    - Configuring Domain Controllers

    - Maintaining Active Directory
    - Configuring Account Policies
    - Configuring Group Policy Processing
    - Configuring Group Policy Settings
    - Managing Group Policy Objects
    - Configuring Group Policy Preferences
- Server 2012 Advanced
    - Configuring Network Load Balancing
    - Failover Clustering
    - Managing Failover Clustering
    - Managing VM Movement
    - Configuring Advanced File Solutions
    - Implementing Dynamic Access Control
    - Configuring and Optimizing Storage
    - Configuring and Managing Backups
    - Recovering Servers
    - Configuring Site Level Fault Tolerance
    - Implementing Advanced DH Solution
    - Implementing Advanced DNS Solution
    - Deploying and Managing IPAM
    - Configuring a Domain and Forrest
    - Configuring Trust
    - Configuring Sites
    - Maintaining Ad Federation Service
    - Managing Sysrol and AD Service
    - Managing Certificates
    - Configuring Group Policy Settings
    - Installing AD Rights
- Computing Fundamentals
    - Lesson 1: Operating Systems
    - Lesson 2: Files and Folders
    - Lesson 3: Hardware
    - Lesson 4: Control Panel
    - Lesson 5: Software
    - Lesson 6: Troubleshooting
- Key Applications
    - Lesson 1: Common Features
    - Lesson 2: Microsoft Word
    - Lesson 3: Microsoft Excel
    - Lesson 4: Microsoft PowerPoint
    - Lesson 5: Microsoft Access
- Living Online
    - Lesson 1: World Wide Web
    - Lesson 2: Getting Connected
    - Lesson 3: Digital Communication

- Lesson 4: Digital Citizenship
- Lesson 5: Finding Information

**CONTINUOUS IMPROVEMENT**

- Doing Business Professionally
- Optimizing Work/Life Balance
- Managing Your Career
- Time Management
- Performance Under Pressure
- Business Ethics
- Critical Thinking
- Problem Solving
- Dealing With Change
- Decision Making Strategies
- Personal Productivity Improvement
- Business Etiquette and Professionalism

**CBT Hours**

0 – 130

**BUSINESS SKILLS**

- Managing Project within Organizations – 2 hrs.
- Project Management Overview – 1.5 hrs.
- Project Management Process Groups – 2 hrs.
- Integrated Initiation and Planning – 2 hrs.
- Direct, Monitor and Control Project Work – 1.5 hrs.
- Controlling Changes and Closing a Project – 1 hr.
- Project Requirements and Defining Scope – 2 hrs.
- Creating the Work Breakdown Structure – 1.5 hrs.
- Monitoring and Controlling Project Scope – 1.5 hrs.
- Defining and Sequencing Project Activities – 2 hrs.
- Estimating Activity Resources and Durations – 2 hrs.
- Developing and Controlling the Project Schedule – 2 hrs.
- Planning Project Costs – 2 hrs.
- Controlling Project Costs – 1.5 hrs.
- Planning Quality Management – 2 hrs.
- Quality Assurance and Quality Control – 2 hrs.
- Planning Project Human Resources – 2 hrs.
- Managing Project Human Resources – 2 hrs.
- Plan and Manage Project Communications – 2 hrs.
- Control Project Communications -1 hr.
- Risk Management Planning – 1.5 hrs.
- Identifying Project Risks – 1.5 hrs.
- Performing Risk Analysis – 2 hrs.
- Risk Response and Control – 2 hrs.

- Planning Project Procurement Management – 1.5 hrs.
- Managing Procurements – 2 hrs.
- Project Stakeholder Management – 1.5 hrs.
- Managing and Controlling Stakeholder Engagement – 1.5 hrs.
- The Role of Ethics in Project Management – 1.5 hrs.
- Core PMI Ethical Standards – 2 hrs.
- Customer Service Fundamentals
    - Building Rapport in Customer Relationships – 1 hr.
    - Customer Service Confrontation and Conflict – 1 hr.
    - Customer Service in the Field – 1 hr.
    - Customer Service in the Workplace – 1 hr.
- Communications Skills
    - Interpersonal Communications 5.5 hrs.
    - Workplace Conflict – 3.25 hrs.
    - Fundamentals of Working with Difficult People – 7.5 hrs.
    - Diversity on the Job – 2 hrs.

**COMPUTER SKILLS**

- A+ Application Skills
    - BIOS and Motherboards – 1.5 hrs.
    - Memory, Expansion Cards and Storage Devices – 2 hrs.
    - CPU's, Connections, and Power Supplies – 1.5 hrs.
    - Configurations, Displays, Connectors & Peripherals – 2 hrs.
    - Network Cabling, IP Addressing, Ports and Protocols – 1.5 hrs.
    - Networking Technologies – 1.5 hrs.
    - Networking Devices and Tools – 1 hr.
    - Laptops – 1 hr.
    - Printers – 1 hr.
    - Operational Procedures – 1 hr.
    - Introducing Microsoft Windows – 2 hrs.
    - Installing and Configuring Windows - 1 hr.
    - Optimizing Windows – 1 hr.
    - Managing Windows – 2.5 hrs.
    - Security and Data Disposal – 2 hrs.
    - Mobile Devices – 1.5 hrs.
    - System Troubleshooting – 2.5 hrs.
    - General Troubleshooting – 2.5 hrs.
- Network+ Application Skills
    - Network Architecture Part 1 – 3 hrs.
    - Network Architecture Part 2 – 2.5 hrs.
    - Network Operation Part 1 – 1.5 hrs.
    - Network Operation Part 2 – 1.5 hrs.
    - Network Security – 2.5 hrs.
    - Troubleshooting Part 1 – 1.5 hrs.
    - Troubleshooting Part 2 – 1.5 hrs.
    - Industry Standards, Practices, & Network Theory – 2.5 hrs.
- Security+ Application Skills
    - Control Fundamentals & Security Threats – 1.5 hrs.

    - Network Protocols, Attacks & Defenses – 2 hrs.
    - Creating Secure Networks – 1.5 hrs.
    - Vulnerability Assessment & Penetration – 1 hr.
    - Authentication, Biometric, & Security Controls - 1 hr.
    - Security in a Networked Environment – 0.5 hr.
    - Remote Access, Mobile & Wireless Security – 1 hr.
    - Cryptography & Public Key Infrastructures – 1.5 hrs.
    - Securing Applications, Virtualization & the Cloud – 1 hr.
    - Continuity, Disaster Recovery, & Computer Forensics – 2 hrs.
- Windows 7 Configuring
    - Installing, Upgrading, and Migrating to Windows 7 – 1.5 hrs.
    - Deploying Windows 7 – 1.5 hrs.
    - Configuring Hardware and Applications in Windows 7 – 1.5 hrs.
    - Configuring Network Connectivity in Windows 7 – 2 hrs.
    - Configuring Access to Resources in Windows 7 – 2 hrs.
    - Configuring Mobile Computing in Windows 7 – 1.5 hrs.
    - Monitoring, Backing Up, and Restoring Windows 7 – 2.5 hrs.
- Windows 7 Advanced
    - Identifying & Resolving Windows 7 Application Issues – 1.5 hrs.
    - Management and Maintenance of Windows 7 Client Systems – 2 hrs.
    - Troubleshooting Logon and Resource Access Issues in Windows 7 – 2 hrs.
    - Resolving Windows 7 Network Connectivity Issues – 2 hrs.
    - Troubleshooting IE8 & Encryption Issues in Windows 7 – 2 hrs.
    - Protecting Windows 7 Against Malware and Vulnerabilities – 1.5 hrs.
- Server 2012 Installing & Configuring
    - Servers – 1.5 hrs.
    - Storage – 2 hrs.
    - Print Services – 1.5 hrs.
    - Hyper V – 1.5 hrs.
    - Networking – 1.5 hrs.
    - DNS – 1 hr.
    - Active Directory – 2.5 hrs.
    - Ad Groups & GPOs – 2 hrs.
    - Security - 2.5 hrs.
- Server 2012 Administration
    - Deploying and Managing WDS – 1 hr.
    - Updating and Monitoring – 1.5 hrs.
    - File Services & Encryption – 2.5 hrs.
    - Network Services & Access – 2 hrs.
    - RADIUS, NPS, & NAP – 2 hrs.
    - Service Accounts & Policies – 1.5 hrs.
    - Group Policy Processing - 2 hrs.
    - Managing GPOs & Preferences – 1 hr.
- Server 2012 Configuring Advanced
    - HA – 2 hrs.
    - VMs & DR – 1 hr.
    - Storage – 1 hr.

- DAC – 1.5 hrs.
- DHCP & DNS – 1.5 hrs.
- AD Domains – 1 hr.
- AD Replication – 1.5 hrs.
- PKI – 1.5 hrs.
- Federation – 2 hrs.

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee. CBT is capped at 50% of total training hours, per trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# ASC Process Systems, Inc.

## Agreement Number: ET16-0233

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee Priority Rate | Industry Sector(s): | Manufacturing<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |
| Number of Employees in: | CA: 246 | U.S.: 262 | Worldwide: 271 |
| Turnover Rate: | 11% | | |
| Managers/Supervisors: (% of total trainees) | 8% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $178,416 | | $0 | $0 | | $178,416 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $431,172 |

## 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 | Adv. Technology, Continuous Impr., Mfg. Skills | 236 | 8-200 | 0 | $756 | $15.97 |
| | | | | Weighted Avg: 42 | | | |

**Minimum Wage by County:** $15.97 per hour for Los Angeles 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 3.00 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Engineer | | 39 |
| Production Staff | | 152 |
| Inventory Staff | | 26 |
| Supervisor/Manager Level 1 | | 12 |
| Supervisor/Manager Level 2 | | 7 |

## INTRODUCTION

ASC Process Systems, Inc. (ASC) (www.aschome.com), founded in 1988, opened as a small, 1,200 square foot shop in Sun Valley, providing autoclaves (pressure ovens) and oven services as a supplier to the aerospace industry. In 1999, ASC was sold and the Company moved into a 100,000 square foot facility in Valencia where ACS began manufacturing its own autoclaves and providing autoclave software control systems. The Company is multi-national, but headquartered in Valencia where it operates two facilities. Both facilities in Valencia will participate in the proposed ETP training.

ASC markets to the aerospace, military, composites, nuclear and glass industry sectors. Its products and services are utilized in B2 Bombers, F17 fighter jets and in dozens of other aircrafts. Its customer-base includes Boeing, Lockheed Martin, Northrop, BAE, SpaceX, GE, Spirit, Goodrich and many other leading aerospace manufacturers.

Over the past four years, ASC has experienced substantial growth in sales with a 42% increase in its workforce. In addition, the Company recently was awarded two new projects to build the world's largest autoclave for Boeing, which will continue through 2016. With the addition of these projects, coupled with existing demand, the Company is in the process of developing an internal training program to improve overall business functions to keep up with technological changes and support continued growth.

## PROJECT DETAILS

ASC is operating in the highly competitive aerospace industry. The Company is continually striving to meet its customers' expectations and demands. Its goal is to provide workers with the necessary technical skills required to meet industry standards, provide quality products and become more efficient in overall processes.

### Training Plan

Classroom/Laboratory and Videoconference training will be provided as follows:

**Advance Technology** (AT) (20%): This training will be offered to Engineers and will provide trainees with highly technical skills to effectively utilize the Company's advanced hardware and software programs. ASC is requesting the AT reimbursement rate for this training. Training requires the use of expensive equipment and instructors: innovative computer software, advanced and sophisticated systems and specially trained instructors. Due to the highly technical nature, the trainer-to-trainee ratio will not exceed 1:10 to allow in-depth coverage and personal attention.

**Continuous Improvement** (40%): This training will be offered to all occupations to improve quality, equipment design standards, customer service, communication and project management.

**Manufacturing Skills** (40%): This training will be offered to Production Staff, Inventory Staff and Supervisors/Managers. Trainees will gain the skills and knowledge to operate equipment, tools, parts and fabrication methods to ensure product quality, best manufacturing practices and floor operations.

### Commitment to Training

ASC has an annual training budget of approximately $1,115,100. ASC provides extensive and ongoing training to newly hired employees, as well as the existing workforce to maintain and upgrade employee skills. Training includes: new employee orientation, anti-harassment, introductory computer skills and leadership skill training for managers. Training is job specific and scheduled for the two Valencia locations. Most training is delivered via class/lab and on-the-job training.

ETP funds will support ASC's ongoing financial commitment in training. After the completion of the ETP training, ASC will continue to focus on developing and upgrading employee's abilities and ensuring that employees possess the skills sets needed to be successful. The Company will continue to provide ongoing training throughout the term of the proposed ETP Agreement and beyond at its own expense.

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all requirements under state and federal law.

### Training Infrastructure

Training will begin upon Panel approval and will take place at its two California facilities, with in-house trainers. ASC has designated a Safety Manager and an in-house trainer to oversee ETP training, which includes administrative responsibilities including enrollment, recording and tracking and scheduling training, securing rosters, verify training and retention completion and ensure compliance with all ETP requirements.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

N/A

## 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:

**ADVANCED TECHNOLOGY**

- Equipment Testing
- Programming Logic Controls
- Software Project
- 3Dimensional Design
- ANSYS/FEA Software
- Autocad
- Solidworks
- RS Logics 5000
- Omron
- Composite Processing Controls (CPC)

**CONTINUOUS IMPROVEMENT**

- Design Standards
- Project Management
- Quality Control
- Communication
- Teambuilding
- Process Improvement
- Leadership Skills
- Decision Making

**MANUFACTURING SKILLS**

- Fabrication Methods
- Tools Use
- Equipment Operation

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:

# Asian Neighborhood Design, Inc.

## Agreement Number: ET16-0238

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** A. Nastari

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | SET<br>Multiple Barriers<br>New Hire<br>Priority Rate | Industry Sector(s): | Construction<br>Green Technology<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | San Francisco | 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 |
|---|---|---|---|---|
| $182,000 | | $11,620<br>8% | | $193,620 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | N/A |

## 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 | New Hire<br>SET<br>Multiple Barriers<br>Priority Rate | Business Skills, Commercial Skills | 35 | 8-260 | 0 | $5,532 | $13.70 |
| | | | | Weighted Avg: 260 | | | |

**Minimum Wage by County:** $13.70 per hour for San Francisco 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 |
| Green Construction Workers | | 25 |
| Environmental Services Staff | | 5 |
| Solar Construction Workers | | 5 |

## INTRODUCTION

Asian Neighborhood Design, Inc. (AND) (www.andnet.org), founded in San Francisco in 1973, is a non-profit architecture, community planning, employment training and support services organization. AND is dedicated to helping disadvantaged adults, young adults, and low-income residents with multiple barriers to employment (such as formerly homeless, formerly addicted, and veterans) become self-sufficient.

AND's training program consists of Green Construction, Solar PV installation, Environmental Services and Business Skills required for long-term employment. AND also regularly provides one-on-one intensive case management, General Equivalency Degree preparation, on-going support and up to one year job referral, job placement and post-graduation retention aid. AND's training and services are provided at its facility in San Francisco.

### Employer Demand

AND helps people with little or no work experience, who lack literacy and vocational skills with job placement in the City and County of San Francisco and greater Bay Area. AND reports an increase in building projects throughout this area. Construction contractors are experiencing high demand for employees with job-ready skills in basic electrical, carpentry, framing, dry-wall installation, siding, stairs, painting, ironwork, cement masonry, and roofing skills. Workers must

be aware of construction site safety, be able to read blueprints, and have basic understanding of building codes. Basic math and measuring skills are essential during constructing and for installing solar panels and wiring electrical components.

Also, the City of San Francisco has local hire requirements for publicly funded projects. Large scale projects include California Pacific Medical Center $2.1 billion; Transbay Transit Center $1.6 Billion; Doyle Drive Replacement $1.4 billion; SF Muni Light Rail $840 million; UCSF Medical Center $765 million; SF General Hospital $700 million; California Pacific Medical Center St. Luke's Campus $600 million; 181 Fremont St. $530 million; Salesforce Tower $450 million, and Lumina $351 million.

Staff at AND's Employment Training Center and its Executive Director are in constant communication with local building trades employers to identify changes in the industry. This feedback is used to upgrade training needs and assess whether AND's students are graduating with the necessary skills for immediate job placement.

## PROJECT DETAILS

### Training Plan

**Business Skills** (30%) – All occupations will be provided in Job Readiness skills such as basic computer, career planning and assessment, presentation and interviewing skills, along with working with others in a team environment.

**Commercial Skills** (70%) – All occupations will be provided in Construction including vocational math, Building Performance, Clean Energy consisting of green building practices, weatherization, roofing, and sustainability. It will also incorporate environmental literacy in solar, energy-efficiency and zero waste concepts. Training will also include carpentry and solar PV installation (e.g., framing, drywall installation, siding, stair building and painting).

### SET/Multiple Barriers

The Special Employment Training (SET) funding category is used when an employer does not face out-of state competition or when the trainees do not have a history of Unemployment Insurance payments. The trainees in this proposal are hard-to-serve who lack work experience, job-readiness, basic literacy and vocational skills. They may also have a range of personal issues (legal, substance abuse, housing) which makes it difficult for them to transition and succeed in the workforce. In order to qualify, trainees must have at least two identified barriers to full-time employment. These trainees may receive the ETP Minimum Wage post-retention.

### Retention Modification

The normally retention is 90 consecutive days of full-time employment of at least 35 hours a week. However, for occupations in which it is not customary to work 90 consecutive days, retention may also be satisfied by employment of at least 500 hours within 272 days with one or more employers. AND is requesting the modified retention for the construction industry. Incidental placement with public and non-profit entities is permissible, not to exceed 20% of the total number of trainees retained in employment.

### Marketing and Support Costs

AND works with the CityBuild program operated by the City and County of San Francisco's Office of Economic and Workforce Development to recruit employers. CityBuild is San Francisco's primary placement agency for the local hire ordinance for major construction

projects. AND also recruits employers directly through direct outreach and participation in community events.

AND is requesting 8% in support costs which are needed to cover the expense of recruitment and assessment of trainees from the severely disadvantaged populations targeted by this project. In addition, this population frequently requires counseling and assistance in staying in a job, which also increases expenses. Staff recommends the 8% support costs.

**Impact/Outcome**

The training program provides a full array of services to specifically develop construction and solar industry skills and environmental services skills. Trainees gain industry experience in a lab environment and graduate with certifications giving them a better chance to secure jobs.

**Commitment to Training**

ETP administration will be subcontracted to Steve Duscha. Internal staff will gather rosters and demographic information. Two people will work part time on administration.

Training takes place in 14-week cycles that will begin upon approval of this proposal. AND plans to deliver 4-5 cycles, leaving the remainder of the contract period for retention.

**Training Coordinator**

Training will be conducted by AND employees who have experience in construction, curriculum development and counseling.

**Training Agency Certification**

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education, created in statute effective January 1, 2010.

**Tuition Reimbursement**

Section 4412.1, AND 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.

**Other Resources**

AND receives $50,000 from the San Francisco Workforce Innovation and Opportunity Act program and the remainder of its costs are covered by donations. The funds are used for salaries and benefits, client assistance, office supplies, rent, utilities, equipment rental/maintenance, insurance, staff expenses, business fees/licenses/tax and other indirect expenses. ETP funds will provide the assistance needed to continue AND's mission of serving San Francisco's hard to serve population. ETP funds will not duplicate or displace other funds.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0374 | $248,940 | 4/26/2014 – 4/25/2016 | 45 | 10 | 10 |

Based on ETP Online Systems, 9,392 reimbursable hours have been tracked sufficient to support earnings of $187,840 (75% of approved amount). Although the Contractor projects 100% final earnings based on training scheduled through April 25, 2016, the proposal has been right-sized to $171,492 consistent with earnings of 75% on the active contract.

## DEVELOPMENT SERVICES

Steve Dusha Advisories in Sacramento assisted with development for a flat fee of $5,000.

## ADMINISTRATIVE SERVICES

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

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 – 260 Trainees may receive any of the following:

### COMMERICAL SKILLS

- Building Performance
- Clean Energy
- Construction Concepts
- Construction Math
- Deconstruction
- Drywall and Trim Installation
- Efficient Use of Natural Resources
- Energy Efficiency
- Green Collar Careers
- Hanging Doors and Windows
- Layout, Cutting Bending and Tying Rebar
- Light Electrical Wiring
- Overview of OSHA Safety Practices
- Painting
- PV Panel Installation.
- Reading Plans
- Recycling
- Renewable Resources and Non-Toxic Materials
- Roof and Stair Framing
- Roofing
- Shear Wall Sheathing
- Sustainability
- Theory, Design and Operation of Photovoltaic Systems
- Traditional and Advanced Platform Framing
- Weatherization
- Weatherization Concepts

### BUSINESS SKILLS

Job Readiness:

- Basic Computer Literacy
- Career Planning & Assessment
- Handling difficult situations
- Personal Financial Records & Planning
- Presentation/Appearance
- Resume Building
- Winning a Job Offer
- Working with Others

Note: Reimbursement for retraining is capped at 260 total training hours for new hire training per trainee, regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# General Mills Operations, LLC

## Agreement Number: ET16-0222

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

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

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 500 | U.S.: 15,000 | Worldwide: 43,000 |
| Turnover Rate: | 6% | | |
| Managers/Supervisors: (% of total trainees) | 4% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $221,652 | | $66,548<br>30% | $0 | | $155,104 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $375,000 |

## 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, Computer Skills, Continuous Impr, Mfg Skills, PL-Mfg Skills | 262 | 8-200 | 0-51 | *$846 | $19.50 |
| | | | | Weighted Avg: 47 | | | |

*****Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1: $15.97 per hour for Los Angeles 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 |
| Job Number 1 | | |
| Technical Operator | | 70 |
| Support Staff Level I | | 13 |
| Support Staff Level II | | 30 |
| Packaging Operator | | 90 |
| Mechanic | | 13 |
| Reliability Technician | | 8 |
| Processing Operator | | 13 |
| Team Leader | | 17 |
| Technician | | 8 |

## INTRODUCTION

General Mills Operations, LLC (General Mills) was founded in 1866 and headquartered in Minneapolis, MN. The Company's Carson location will participate in training under this Agreement. Established in 1979, this facility produces General Mills yogurt products such as Yoplait and Mountain High Yogurt and distributes them to major retail grocery chains, wholesalers, and club stores. There are a total of three General Mills facilities located in the state of California; however, all training under this Agreement will only occur at the Carson location.

## PROJECT DETAILS

This will be the fourth Agreement for this facility (plus 2 others at a different facility). Training provided under this Agreement will be a continuation of curriculum provided under the Company's current ETP Agreement at the Carson facility (the term is set to end October 27). Under this Agreement, in-house subject-matter experts provided training in Manufacturing Skills to Operators who were given an increase in job responsibilities. Additionally, Technical Trainers were also developed in train-the-trainer courses to train operators to utilize new equipment purchased.

For this proposal, extensive training will continue to be provided to Operators, Mechanics, and Technicians because the Company will be extending its installation of new equipment and manufacturing lines at the facility:

Project A - $5.7MM Installation Date: 10/01/2014 – 07/01/2015

- Structural Architecture – $44,000
- Packaging Equipment – $5.6 million
- Material Handling Equipment - $55,000

Project B - $12.3MM Installation Date:10/01/2014 – 09/15/2015

- Structural Architecture – $48,000
- Packaging Equipment – $11 million
- Fruit Injection System - $1.2 million

To successfully implement new machinery and meet customer increased demands for new products, Operators, Mechanics, and Technicians will learn to operate, maintain, and improve equipment used on manufacturing lines. Additionally, a 12-week training program was developed to train 50 technical operators to increase their knowledge of Manufacturing Skills, Leadership Skills, and Business Skills. Training will also help reduce production costs and increase efficiency.

Other occupations will require training for operational efficiency. For example, a leadership capability model has been created by staff to increase leadership skills and enable those in lead positions to coach and problem solve. This training is designed to model implementation and develop/improve analytical capabilities in order to meet production goals.

### Training Plan

The Carson plant will continue to provide Class/Lab training, E-Learning, and Computer-Based Training in the following skills to improve overall skill to increase performance.

**Business Skills** (20%): Training will be offered to all occupations to improve communication and leadership skills. Training topics provided will ensure staff is able to problem solve and develop strategies independently.

**Computer Skills** (5%): Training will be offered to all occupations to ensure staff members are able to navigate computer programs used by the Company to complete job functions. Training will improve employee familiarity with computer systems in order to make operations efficient.

**Continuous Improvement** (20%): Training will be offered to all occupations to increase efficiency and improve facility operations. Trainees will participate in training topics such as 5S Initiative, Root Cause Analysis, and Process Improvement.

**Manufacturing Skills** (25%): Training will be offered to Technical Operators, Packaging Operators, Mechanics, Reliability Technicians, Processing Operators, Team Leaders, and Technicians. Trainees will learn to operate machinery used at the facility to run manufacturing lines proficiently.

**Computer-Based Training**

Computer-Based Training (CBT) will be offered to all occupations to ensure staff can receive curriculum in Business Skills. CBT courses are a convenient method of training delivery because trainees are able to take courses during down time. These courses are used to supplement Class/Lab courses. Curriculum topics include Technical Theory of Operations, Tool Trainings, and Change Management. CBT is reimbursed at $8 per hour.

**Productive Laboratory-Manufacturing Skills**

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 approximately 90 Production Staff workers (Packaging Operators, Technical Operators, Processing Operators, Mechanics, and Technicians). Training will ensure staff can operate and maintain specialized equipment used to produce General Mills yogurt products. Employees will be required to dismantle and rebuild parts of equipment and exhibit needed skill sets to troubleshoot equipment when malfunctioned. A qualified trainer will assign tasks that must be completed by the trainee within a specific time frame on new equipment. Throughout the process trainees are provided checklists to be used as guidelines for operating procedures and goals that must be met to prepare them for their final assessment. Written and hands-on demonstration assessments are also provided throughout PL training to make trainees aware of their personal progress. The trainer later determines whether or not the trainee successfully passed with a minimum of 80% and is prepared to operate machinery independently. PL training is a requirement for production staff to operate equipment and maintain operator/technician qualifications with General Mills. Training will be conducted with a ratio of 1:1 and will not exceed 40 hours per trainee.

**Commitment to Training**

General Mills spent approximately $600,000 in training at their Carson facility in the last fiscal year. Training scheduled at this location is 95% mandatory and is both job-specific and companywide.

General Mills 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

  The Carson facility training department will administer the ETP training program; staff includes the Learning & Development Manager and one training coordinator. In addition, General Mills has designated eight technical trainers for scheduling and instruction. Staff members in the training team administered prior contracts and are dedicated to providing administrative services which include enrollment, tracking of training hours, meeting with ETP staff, and providing training over the duration of this Agreement.

**Substantial Contribution**

General Mills is a repeat contractor with payment earned in excess of $250,000 and a former Substantial Contribution at the 15% level, at the same facility, within the past five years. (See Active and Prior Project Table.) Accordingly, reimbursement for trainees at this facility in Job Number 1 will be reduced by 30% to reflect the Company's $66,548 Substantial Contribution to the cost of training.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarizes performance by General Mills under an active ETP Agreement at the Carson facility:

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0199 | $137,700 | 10/28/2013-10/27/2015 | 286 | 150 | 150 |

Based on ETP Systems, 11,557 reimbursable hours have been tracked for potential earnings of $137,700 (100% of approved amount). The Contractor projects final earnings of 100% based on all training completed as of July 2015.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET14-0379 | Lodi | 04/28/2014-04/27/2016 | $67,500 | $0 (0%) |
| ET12-0383 | Lodi | 04/30/2012-04/29/2014 | $142,500 | $88,282 (61%) |
| ET12-0130 | Carson | 10/01/2011-09/30/2013 | $298,890 | $163,317 (54%) |
| ET10-0174 | Carson | 10/05/2009-10/04/2011 | $117,576 | $117,576 (100%) |

**ET14-0379: Lodi facility -** Due to the imminent closure of the facility, the site stopped all training and terminated the contract. The termination letter was received in November 2014. The plant is scheduled to close by the end of 2015.

**ET12-0383: Lodi facility -** During the time of this Agreement a corporate-wide initiative was delayed which required General Mills' Lodi location to upgrade its warehouse management system. Unfortunately, training on the new system for approximately 195 employees was delayed and no longer eligible for ETP reimbursement since it occurred outside the term of the Agreement. As a result, the facility was unable to provide enough training to earn 100% of funding.

**ET12-0130: Carson facility -** This Agreement had the same dedicated, experienced in-house administrator as the previous Agreement (ET10-0174). However, General Mills faced significant business challenges during the term of this Agreement which resulted in a decrease in volume (idle lines). Furthermore, the plant faced restructuring that resulted in layoffs, a plant-wide re-bid of jobs, and a new work schedule. Due to re-bidding, a substantial amount of on-the-job training was delivered but was not eligible for reimbursement.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

Dale Carnegie of San Pedro has been retained to provide training for a fee of $1,000 per person for Leadership Training.

Motion Industries of Los Angeles has been retained to provide training for a fee of $20,000 in Bearings and Power Transmission-Pneumatics-Lubrication.

Fastenal of Carson has been retained to provide training for a fee of $2,000 for training services in fastener basics and torque tension measuring.

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

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### BUSINESS SKILLS

- Teambuilding
- Project Management
- Coaching and Feedback
- Design Reviews
- Leadership Skills
- Corrective Action
- Interpersonal Skills
- Building Positive Employee Relations
- Strategic Communications
- Strategy Development
- Disciplines of Execution
- Organization & Efficiency Skills
- Problem-Solving

### COMPUTER SKILLS

- Manufacturing Quality Information System (MQIS)
- Human Machine Interface (HMI)
- Microsoft Office
- Scheduling Software (Workbrain)
- MyLearning
- Maximo
- Red Prairie

### CONTINUOUS IMPROVEMENT

- Autonomous Maintenance
- Specialized Maintenance
- 5S Initiative (Sort, Set in Order, Shine, Standardize & Sustain)
- Why-Why Analysis
- Focused Improvement
- Fishbone
- Root Cause Analysis
- Process Improvement
- Daily Direction Setting
- Foundational Systems
- CIL (Clean, Inspect, Lube)
- Process Centerline
- Defect Handling
- Maintenance Planning & Scheduling
- Breakdown Elimination
- Reliability Technology
- Master Plan Development

- Job-Task-Analysis
- Assessment/HOD
- One Point Lesson Development
- Vertical Startup Training
- System Performance Training
- System Utilization Training
- Loss Elimination
- Glide Path/Loss Tree Analysis
- FMEA (Failure Modes Effects Analysis)
- Value Stream Mapping
- Quick Changeovers
- Visual Controls
- Organizational Effectiveness

**MANUFACTURING SKILLS**

- Mechanical Skills Training
- Technical Skills Overview
- Leveling & Progression
- Shop and Hand Tools
- Case Coders
- Fanuc Robotics
- Control Logix
- Electrical Components
- Variable Frequency Drives (VFDs)
- Programmable Logic Controllers (PLCs)
- Wonderware
- Instrumentation
- Pumps
- Valves
- Device net/ Ethernet
- Heating, Ventilation & Air Conditioning (HVAC)
- Equipment Components
- Fasteners
- Lubrication
- Drives Systems
- Motion Systems
- Transmissions Systems
- Pneumatics
- Hydraulics
- Controls & Electrical
- Sanitation Training
- CIP (Clean In Process) Training
- SIP (Steam in Process) Training
- Advanced Cleaning Requirements (Marathon Training)
- Good Manufacturing Practices
- New Product Implementation & Production
- New Production Processes
- Theory of Operation
- Sequence of Operation

- Troubleshooting Guide Development
- Preventative Maintenance
- Sustainability Initiatives
- General Equipment Inspection
- General Process Inspection
- Welding
- Machining
- Food Safety Training

**Productive Lab Hours**

0-40 **MANUFACTURING SKILLS (1:1)**

- Processing Equipment Training
- Packaging Equipment Training
- Fruit Skid Training
- Flavor Skid Training
- Case packer Training
- Case Erector Training
- Case Sealer Training
- Sonic Welder Training
- Vercon Filler Training
- Hassia Filler Training
- Winpack Filler Training
- Zitropack Filler Training
- Cool Room Training
- Ferm Room Training
- Wet Room Training
- Dry Side Training
- Robot Training
- Palletizer Training
- Stretch Wrapper Training
- Supply Training
- Receiver Training
- Shipping Training
- Inventory Training
- HTST press Training
- Milk Receiving Training
- Fermentation and Storage Tank Training
- Batching Training
- Univat Training
- Powered Industrial Truck Training
- CIP Systems Training
- Maintenance Training

**E-Learning Hours**

0-200 **BUSINESS SKILLS**

- Communication - Main Point Messaging
- Change Management
- Talent Management and Development
- Soft Skills: Coaching, Delivering Effective Feedback, Conflict Resolution, Decision Making
- Technical Theory of Operations
- 8 Technologies Technical Training
- Mechanical Skills Training
- Continuous Improvement Tool Trainings
- Workplace Health and Wellness
- Microsoft Office

**CBT Hours**

0-51 **BUSINESS SKILLS**

- Communication - Main Point Messaging (2)
- Change Management (2)
- Talent Management and Development (2)
- Soft Skills: Coaching, Delivering Effective Feedback, Conflict Resolution, Decision Making (2)
- Technical Theory of Operations (1)
- 8 Technologies Technical Trainings (24)
- Continuous Improvement Tool Trainings (4)
- Workplace Health and Wellness (14)

Safety Training will be limited to 10% of a trainee's total training hour per trainee

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. PL is capped at 40 hours per-trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Grossmont-Cuyamaca Community College District

## Agreement Number: ET16-0211

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Diego **Analyst:** K. Campion

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | New Hire | Industry Sector(s): | Services<br>Financial Services<br>Insurance<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | San Diego | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | N/A | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $84,600 | | $5,400<br>8% | | $90,000 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | N/A |

## 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 | New Hire | Business Skills, Commercial Skills, Computer Skills | 18 | 40 - 260 | 0 | $5,000 | $13.28 |
| | | | | Weighted Avg: 235 | | | |

**Minimum Wage by County:** $13.28 per hour for San Diego 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

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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | * Wage Range | Estimated # of Trainees |
| Accounting Assistant | | 3 |
| Bank Teller | | 2 |
| Customer Support | | 6 |
| Insurance Account Manager | | 2 |
| Insurance Agent | | 1 |
| Insurance Clerk | | 3 |
| Order/Shipping Clerk | | 1 |

* In no event will trainees earn 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.

## INTRODUCTION

Founded in 1961 and located in El Cajon, Grossmont-Cuyamaca Community College District (Grossmont College) serves students throughout San Diego County. It offers more than 100 instructional programs for education and development courses; as well as programs that promote economic, civic, and cultural development. Grossmont College is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges. (www.grossmont.edu)

The Office Professional Training (OPT) program at Grossmont College's Business Office Technology Department has been providing job training for unemployed individuals for 30 years. The OPT program is an industry-based, semester-long certificate program for new-hires.

All trainees are enrolled in core of business and computer skills classes designed to provide up-to-date skills and knowledge in the latest technologies. This specialized training program prepares unemployed individuals with the necessary skills for full-time, entry-level employment in accounting, insurance claims/assistance, and/or banking/financial services industries. The OPT matches each trainee with a prospective employer and has provided training and job placement services to more than 2,300 unemployed individuals in the San Diego business community since 1985.

## PROJECT DETAILS

### Employer Demand

Grossmont College's Business Advisory Council (Council) will act as a liaison to their local business community. The Council reports to the OPT on an ongoing basis, concerning the demand for workers with entry-level skills and knowledge in insurance, banking/financial services, and accounting.

In regard to the occupations trained under this proposal, the Council reports as follows: Customer Support positions, particularly in insurance and banking/financial services, are expected to increase by 12.6 percent between 2012 and 2022. In the Accounting industry, Bookkeeping, Accounting, and Auditing Clerks are expected to increase by 11.4 percent during the same time period. This proposal will support the training and placement of 18 new-hire trainees in the aforementioned industries.

### Marketing and Support Costs

The Council is comprised of private San Diego employers and city and county Human Resources representatives. In addition, the Council works with a Banking Advisory Board that includes several bankers and insurance industry representatives. Grossmont College recruits prospective employers with referrals from the Council and various advisory boards, and by conducting face-to-face presentations to human resources organizations in pertinent industry sectors.

Grossmont College has a full-time Job Placement Specialist who contacts and maintains relationships with employers to identify job openings and placement of trainees into full-time employment. Grossmont College requests the standard 8% support costs for outreach and recruitment of participating employers, to ensure trainees are placed with viable, ETP-eligible employers. Staff recommends the 8% support costs.

### Trainee Recruitment

Grossmont College partners with the East County Career Center (ECCC), the local one-stop career center in East San Diego County and receives new hire referrals from ECCC. New hire trainees will also be recruited via local publications including Grossmont College's website, the *Grossmont College Schedule*, the *Preview*, and the *San Diego Reader*. Local media also help to market the OPT program through TV coverage and articles in the *San Diego Union-Tribune* newspaper.

### Training Plan

Training is scheduled to start immediately upon project approval, and the trainees will specialize in an occupational track: Banking/Financial Services, Insurance Claims/Assistance, or Accounting. New-Hire trainees typically have little to no job skills in the insurance or banking industries. Therefore, some trainees may receive up to 272 hours of training, of which a maximum of 260 hours will be reimbursed by ETP. Additionally, to ensure trainees are prepared to be placed into full-time employment, Grossmont College will provide resume writing techniques and interviewing skills for each trainee.

All training will be provided at Grossmont College's Business Office Technology Department and will be conducted via class/lab in the following:

**Business Skills** (26%): This training will be provided to all occupations to prepare trainees for entry-level full-time employment. Training topics include Business English and Communication, and Office Systems and Procedures.

**Commercial Skills** (16%)**:** This training will be provided to all occupations. Some trainees will study Insurance Principles; others will learn Accounting Principles or Banking/Finance Principles.

**Computer Skills** (58%): All occupations will receive this training in one or more modules of MS Office Skills, Computerized Accounting Applications, Filing and Records Management and Social Media Skills for Business, as needed for entry level positions in Accounting, Insurance or Banking/Finance.

### Project Administration

Grossmont College has three internal staff members dedicated to perform project administration including trainee recruitment; trainee needs assessments, and enrolling and tracking trainees in ETP's on line systems.

### Impact/Outcome

New-hire graduates of the OPT program may earn "Grossmont College Business Office Technology Certificates of Proficiency" based on academic performance. They also receive a Certificate of Completion from the OPT program upon job placement, and retention for 90 days.

### Tuition Reimbursement

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 Grossmont College under an ETP Agreement that was completed within the last five years:

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0340 | San Diego | 4/29/13 – 4/28/15 | $80,000 | $71,814 (89%)* |
| ET11-0224 | San Diego | 5/02/11 – 5/01/13 | $66,384 | $51,395 (77%) |
| ET09-0418 | San Diego | 1/26/09 – 1/25/11 | $129,411 | $38,344 (30%) |

*ET13-0340 – As of the writing of this proposal, the final, closeout invoice is being processed by ETP. Contractor projects 100% earnings based on placement documents submitted to ETP.

ET09–0418 Grossmont College placed eight trainees into full-time ETP eligible employment, out of 27 planned trainees. The Contractor reports there were two reasons for the poor performance: 1) lack of a full-time Job Placement Specialist until the Fall of 2010; and 2) the poor economy and recession during 2009 and 2010 that resulted in fewer new jobs in San Diego County. The Contractor's performance for its subsequent ETP project, ET11-0224, improved significantly (see above) due to the addition of a full-time Job Placement Specialist on staff.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

40 – 260 Trainees may receive any of the following:

### BUSINESS SKILLS

Business English and Communication

- Communication Skills
- Creating and Improving Business Messages
- Improving Writing Techniques
- Revising and Proofreading Business Messages
- E-Mail and Memorandums
- Direct Letters and Goodwill Messages
- Communicating for Employment

Office Systems and Procedures

- Office Ethics and Professionalism
- Prioritizing and Productivity
- Human Relations
- Working in Teams
- Customer Service
- Telephone Etiquette and Scheduling Appointments
- Using the Internet for Common Office Functions
- Changing Workplace
- Time and Stress Management
- Business Ethics
- Employment and Advancement
- Leadership and Management

### COMMERCIAL SKILLS

Elementary Accounting

- Asset, Liability, Owner's Equity, Revenue, and Expense Accounts
- T Accounts, Debits and Credits, Trial Balance, and Financial Statements
- The General Journal and the General Ledger
- Adjusting Entries and the Work Sheet
- Closing Entries and the Post-Closing Trial Balance
- Bank Accounts and Cash Funds
- Employee Earnings and Deductions
- Employer Taxes, Payments, and Reports
- The Sales Journal and the Purchases Journal
- The Cash Receipts Journal and the Cash Payments Journal
- Work Sheet and Adjusting Entries for a Merchandising Business

Introduction to Basic Insurance Principles

- Insurance Overview
- Insurance Marketing
- Insurance Services
- Underwriting Basics
- Claims Basics
- Insurance Coverages
- Personal Insurance
- Commercial Property Insurance
- Commercial Liability Insurance
- Premium Determination

Introduction to Banking/Finance Principles

- The Business of Banking
- Money and Interest
- Deposits in Banks
- Negotiable Instruments
- Bank Loans
- Mortgages
- Commercial Lending
- Specialized Bank Services
- Security, Fraud, and Ethics
- Bank Marketing
- Cash Handling
- Basic Accounting for Financial Services Representatives
- Cash Drawer Settlement
- Sales Techniques

**COMPUTER SKILLS**

- Keyboarding/document processing
- WORD Application Skills
- Excel Application Skills
- PowerPoint Application Skills
- Microsoft Access Application Skills
- Computerized Accounting Applications
- Filing and Records Management
- Outlook Navigation Skills
- Social Media Skills for Business

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# La Reina, Inc.

## Agreement Number: ET16-0230

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>HUA | Industry Sector(s): | Manufacturing<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, San Bernardino | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 432 | U.S.: 432 | Worldwide: 432 |
| Turnover Rate: | 5% | | |
| Managers/Supervisors: (% of total trainees) | 14% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $145,728 | | $0 | $0 | | $145,728 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $161,920 |

## 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, Computer Skills, Continuous Impr, Mfg Skills | 134 | 8-200 | 0 | $792 | $15.07 |
| | | | | Weighted Avg: 44 | | | |
| 2 | Retrainee<br>HUA<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, Mfg Skills | 50 | 8-200 | 0 | $792 | $11.30 |
| | | | | Weighted Avg: 44 | | | |

**Minimum Wage by County:** Job Number 1: $15.97 per hour for Los Angeles County and $15.07 per hour for San Bernardino County. Job Number 2 (HUA): $11.98 per hour for Los Angeles County and $11.30 per hour for San Bernardino 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 $2.54 per hour (Job Number 1) and $0.68 per hour (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** | | |
| Administrative Staff | | 12 |
| Maintenance Staff | | 16 |
| Materials Staff | | 24 |
| Production Associate | | 43 |
| Quality Staff | | 14 |
| Frontline Supervisor | | 15 |
| Manager | | 10 |
| **Job Number 2 (HUA)** | | |
| Production Associate | | 50 |

## INTRODUCTION

La Reina, Inc. (La Reina or Company), founded as a family-owned business in 1958 by Mauro Robles, specializes in making flour tortillas. As La Reina (www.lareinainc.com) continued to expand, the Company acquired Anita's Mexican Foods Corp. (Anita's) in 1978. La Reina is a

tortilla manufacturer, while Anita's makes fried tortilla corn chips. Combined, both companies produce a wide variety of flour and corn tortillas, as well as corn chips in different flavors, colors and sizes. La Reina is located in East Los Angeles and Anita's is located in San Bernardino. This proposal will include trainees from both locations.

La Reina offers its own brands for retail and produces private label and customized products for restaurants, retail stores, and commercial food companies. The Company also provides assistance to customers in the design and development of products for the end consumer.

## PROJECT DETAILS

La Reina is in the process of expanding to meet an increase in customer demand. The Company is adding new production lines at both the La Reina and Anita's manufacturing plants. The Company plans to invest more than $1.5 million in new production equipment/technology between 2015 and 2016. In addition, the Company is implementing more electronic controls and reporting procedures that will require extensive training in operations and maintenance.

La Reina's core leadership group has received training on several new food safety requirements related to Good Manufacturing Practices, and it is now looking to extend this knowledge to employees at various levels of the organization. The proposed training will support the Company's efforts to expand by providing needed skills to workers in both the factory and office settings.

### Training Plan

The proposed training will primarily focus on the modernization of business systems and procedures. The Company's goals and objectives for this project are to reduce rework by 10%, improve throughput by 10%, improve customer service levels by 15%, and reduce equipment downtime by 20%. Training is expected to begin in early November and will take place at the Company's facilities in Los Angeles and San Bernardino.

**Business Skills** (4%) – Training will be offered to Administrative Staff, Quality Staff, Frontline Supervisors, and Managers. Training emphasis will be placed on business communication and client servicing skills. This training will teach employees how to establish and maintain a customer-focused approach in the performance of their daily tasks.

**Computer Skills** (8%) – Training will be offered to Administrative Staff, Materials Staff, and Frontline Supervisors. Trainees will acquire Enterprise Resource Planning (ERP) knowledge and develop the software navigation skills needed to perform their jobs more efficiently. In addition to ERP training, some workers will receive training on Microsoft Office (Intermediate and Advanced) applications to improve front office productivity.

**Continuous Improvement** (66%) – Training will be offered to all occupations. Training is designed to help the Company reduce costs, errors, inventory levels, and product cycle times. Frontline leadership skills training will be provided to workers identified as potential leaders in the organization.

**Manufacturing Skills** (22%) – Training will be offered to Production Associates and Maintenance Staff who require a variety of skills to increase quality and production efficiencies. This training is critically important for workers who will be taking on more responsibility as the Company installs new equipment and implements new production methods and procedures.

**HUA Wage Modification**

All trainees in this proposal work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The Company's locations in the cities of East Los Angeles and San Bernardino qualify for HUA status under these standards.

The Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. La Reina is requesting a wage modification for the 50 Production Associates identified in Job Number 2 only.

**Commitment to Training**

ETP-funded training will not displace the existing financial commitment to training. La Reina spends approximately $35,000 on training annually per facility. The Company currently provides new hire orientation training, specific food safety instruction, and OSHA training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

  An internal project coordinator will oversee class scheduling and training documentation. In addition, the Company has retained an outside administrative consultant to ensure that all training records adhere to ETP requirements.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Kirkpatrick Enterprises International (KEI) in Valencia assisted with development of this proposal at no charge.

## ADMINISTRATIVE SERVICES

KEI will perform administrative services for a fee not to exceed 10% of payment earned.

## TRAINING VENDORS

KEI in Valencia will also provide Continuous Improvement training for an amount to be determined. Other trainers will be identified for ETP record-keeping purposes, as they are retained.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8 - 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Operations and Procedures
- Business Communication Skills
- Advanced Customer Relationship Skills

**COMPUTER SKILLS**

- ERP Software and Reporting
- Intermediate and Advanced Microsoft Office

**CONTINUOUS IMPROVEMENT**

- Lean Manufacturing/6 Sigma
- Total Productive Maintenance
- SPC – Statistical Process Control
- Leadership Skills for Frontline Workers

**MANUFACTURING SKILLS**

- Production Equipment Usage
- Maintenance Skills
- Food Safety
- GMP (Good Manufacturing Practices)

Safety Training will be limited to 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

# AB118

## Training Proposal for:

# Los Angeles Community College District

## Agreement Number: ET16-0804

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | AB118 (Alt Funds)<br>Retrainee<br>Priority Rate | Industry Sector(s): | Transportation/Logistics<br>Services<br>Green Technology<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, San Diego, Orange | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No SEIU Local 721; Amalgated Transit Union Local 1277 | | |
| Turnover Rate: | ≤20% | | |
| Managers/Supervisors: (% of total trainees) | ≤20% | | |

## FUNDING DETAIL

All funding will be under the Alternative and Renewable Fuel and Vehicle Technology Program created under AB118.

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $66,150 | | $4,557<br>8% | | $70,707 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $110,427 |

## 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 | 147 | 8-200 | 0 | $481 | $15.93 |
| | | | | Weighted Avg: 25 | | | |

**Minimum Wage by County:** $15.97 per hour for Los Angeles County; $15.93 per hour for San Diego County; and $16.02 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 ☒ Maybe

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

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Title | Wage Range | Estimated # of Trainees |
| Mechanic | | 30 |
| Engineer | | 10 |
| Maintenance Staff | | 20 |
| Shop Floor Assistant | | 15 |
| Technician | | 10 |
| Manager/Supervisor | | 15 |
| Driver/Vehicle Operator | | 7 |
| First Responder | | 30 |
| Inspector | | 10 |

## INTRODUCTION

This will be the sixth ETP Agreement between ETP and Los Angeles Community College District (LACCD) (www.laccd.edu). Founded in 1969, LACCD oversees nine community colleges throughout the Los Angeles region. It is the largest district in the nation, providing administrative support for its colleges in the area of academic enrollment, contract education, community services, and workforce and economic development. It strives to develop employment and training strategies and helps to create a platform for uniting regional resources. Its customer base includes individuals seeking to gain credits for four-year universities, workers who need new skills to remain in their jobs, and people seeking to increase their competitiveness in today's job market. LACCD works with a broad spectrum of area employers including manufacturing, aerospace, energy, hospitality/tourism, biomedical, and transportation and logistics.

LACCD is a repeat multiple employer Contractor with both core funded and alternative funded Agreements. This proposal is for alternate funding under the AB118 program.

**Right-Sizing**

LACCD originally requested $400,000 in funding for this new contract based on demand for employer participation. However, its prior performance does not support the funds requested. Staff recommends right-sizing the funding to the amount earned in the prior contract (See Prior Projects Table). This is a standard methodology used by ETP when there is low performance in the prior project. LACCD may request an Amendment to increase funding, upon demonstrating satisfactory performance.

**AB118**

This will be LACCD's second project to be funded under the Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP) created in 2007 pursuant to AB 118. This program is administered by ETP in partnership with the California Energy Commission. The overall goal of the AB 118 Program is to support a transition from petroleum-based transportation to alternative and renewable fuels and clean, low carbon vehicle technologies. There is no expenditure of Employment Training Tax funds for the AB 118 Program. Public entity employers are eligible to participate, such as city and county regional transit authorities, fire districts, and law enforcement agencies.

Training is focused on job skills needed to produce and distribute new alternative fuels. Additional skills may include how to design, construct, install, operate, service, and maintain new fueling infrastructure and vehicles.

Alternative Fuel is defined as any fuel other than the traditional selections, gasoline and diesel from petroleum sources, used to produce energy or power. Examples of alternative fuels are: bio-diesel, ethanol, methanol, electricity, propane, compressed or liquid natural gas, and hydrogen.

Under the AB 118 guidelines, there is no exclusion for non-profit employers and no requirement for out-of-state competition. The participating employers are composed of both private and public employers with the majority from public agencies in mass transit, alternative fuels, transportation maintenance, and fleet services. The employer group will include municipalities, consistent with the Panel's AB118 guidelines. Approximately 90% of training will take place at employer worksites to facilitate hands-on lab practice, while 10% will be center-based in college classrooms. The core group of employers represents 100% of requested funding for this proposal.

## PROJECT DETAILS

According to the LACCD, many of California's transit agencies and companies involved in transportation and goods movement have been investing in new fleets of vehicles that include alternative fuel mechanisms to create more efficient, cost-effective operations, to improve the regional air quality, and to stay ahead of governmental energy-based mandates. This dynamic shift towards cleaner transportation methods will require companies to make sure that their workers can perform the necessary maintenance and upkeep, and are sufficiently skilled to modify existing fleets with more energy-efficient components in order to realize maximum return on investment and avoid costly mistakes and ensure vehicle safety.

This project will target the Los Angeles, Orange and San Diego regions because of their global presence as a goods movement system and the dynamic shifts occurring within the transit,

transportation and warehousing (logistics) sectors toward the deployment of cleaner and more efficient transportation practices.

As a major transportation and warehousing system, California (with its Los Angeles and Long Beach Ports) represents one of the highest potential for job opportunities and poised to make a major impact in the State's overall job recovery and economic vitality. LACCD and its regional partners including those from the corporate and the private-for-profit area considers it the ideal platform for assuring better air quality and making California a better state to work and live.

**Training Plan**

Funding under this proposal will support the training needed to work with new, "green" vehicles and equipment. LACCD worked closely with its partner employers to develop a curriculum that focuses on alternative and renewable fuel and vehicle technology.

In addition, employers that are experienced only with fossil-based fuels are finding that they need to provide their employees with newer skills and knowledge to understand subjects like hybrid technology and bio-diesel. These employers need quality improvement methods that relate to accurate measurements of new fuels along with the soft skills related to managing transportation and warehousing projects. Training is scheduled to begin upon Panel approval.

**Commercial Skills** (100%): Training will be offered to all occupations and focus on vehicle operation, inspection, maintenance and safety; equipment repair and modification; understanding regulatory mandates and trends; and new technologies that support the transportation of goods and cargo. This training will help trainees better understand the inner workings of alternative fuel technology including hybrid-electric and various gaseous systems as well as safety standards pertaining to alternative fuel vehicles. This includes training in skills necessary to safely disable and/or approach an alternative fueled/hybrid vehicle in the event of an emergency.

**Commitment to Training**

LACCD represents that ETP funds will not displace the existing financial commitment to training made by the participating employers. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

ETP funding will allow these companies to introduce new technology and services in order to remain competitive. LACCD will only provide training to participating employers in subjects that are outside of their expertise.

**Marketing and Support Costs**

Marketing efforts for this proposal will be aligned with LACCD's regional, sector-based consortia that include the Green-WEST Alliance and West Coast Motion, comprised of regional transportation, transit, green-tech, and logistics-related companies, as well as employment and training organizations and other educational stakeholders. These groups have been successful in uniting education and workforce development entities in the region, and are recognized throughout their industries for securing the training resources needed to address workforce development issues at the corporate level.

LACCD has also forged partnerships with many transit, transportation, and logistics companies throughout the Southland including Metropolitan Transportation Authority, City of Los Angeles Fleet Services and the City of Los Angeles Bureau of Sanitation. All are committing resources towards the deployment of the proposed training, and are participant members of LACCD's

transportation industry intermediary, West Coast Motion. WCM communicates directly with business and industry representatives to gauge overall workforce development trends. Contacts were made to understand the specialized challenges faced by transit, transportation and warehousing companies to improve operations and workforce performance. These meetings and written surveys detailed specific training needs and trends, and generated a collaborative training and service model for the region.

LACCD has requested the standard 8% ETP support costs for widespread employer recruitment and assessment activities to ensure that funds are utilized, and to provide support and gather feedback from participants. According to LACCD staff, this proposal requires the efforts of several staff members to maintain ongoing contact with employers and trainees. ETP staff recommends 8% for support costs.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

The following table summarizes performance by LACCD under alternate-source AB118/ARFVTP Agreements that were completed within the last five years:

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0801 | Los Angeles, Orange | 3/26/12 – 3/25/14 | $379,308 | $70,421 (19%)* |

*According to LACCD, there were several roadblocks which resulted in low performance in this Agreement. Although LACCD secured enough participation via signed Certification Statements, some employers were unable to obtain union support letters. Also, some trainees fell short of the required 16 minimum hours. LACCD also encountered constraints on trainers. They were primarily utilizing LA Trade Tech College's faculty members who were well-versed in AB118 concepts and theories, but had limited availability which posed problems with the training schedule.

LACCD has taken steps to avoid the same issues by including employers with union support letters only. They also plan to use their own trainers, who are ready to be deployed to participating employer's locations. This will alleviate any scheduling concerns that may arise due to trainer availability.

With the new required 8 hours minimum, LACCD anticipates a higher performance in this new project. This proposal has also been right-sized to the amount earned under the ET12-0801 contract.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### COMMERCIAL SKILLS

**General Hybrid, Electric, Fuel Cell and Hydrogen Vehicles**

- Intro to Alternative Fuels & Hybrid Vehicles
- Electric Vehicle Maintenance and Repair
- Battery Technology and Power-Source Storage Methods
- Equipment Repair and Modification (towards regulatory compliance)
- Understanding Regulatory Mandates and Trends
- Alternative Fuel & Renewable Power-Source Distribution
- High-Performance/Low-Emission Vehicle Technologies
- Transit Vehicle Conversion and Retrofitting Methods, Service and Maintenance
- Digital Volt Ohm Meter Training
- Heavy Duty Electronic Engine Controls
- Hybrid Vehicle Safety Training For First Responders
- Hybrid Electrical Safety - All Vehicle Models
- Advanced Engine Control Systems & Diagnostics
- Electrical – Voltmeter, Schematics, Electricity Principles
- Transportation Technologies/Computer Literacy
- Electronic Control Systems & Troubleshooting
- Fuel Cell Systems & Troubleshooting
- First Responder – All Alternative & Hybrid-Related Fueled Vehicles
- Sustainability Management Systems

**CNG Vehicles & Technologies**

- CNG Operation & Basic Maintenance
- Natural Gas Vehicle Technology
- Intro to CNG Vehicle Safety
- CNG Familiarization, Handling and Safety
- CNG Safety Training For First Responders
- Properties & Characteristics of Natural Gas
- CNG Fueling Equipment & Safety Practices
- Emergency Action Plan
- CNG Conversions & Tank Safety
- Correct Use of Safety Equipment
- CNG Gas Detection Systems

**BioFuel Technologies**

- Biofuel Systems & Troubleshooting
- Advanced Biofuel Handling & Transport
- Biofuels – Preprocessing Used Cooking Oil, Feedstock
- Titration/Sampling, Biodiesel Washing Processes
- Storage Tanks & Dispensing Equipment
- Blending, Storage, & Transport
- Hazardous Materials Transportation & Handling

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: Los Angeles Community College District | CCG No.: ET16-0804

Reference No: 15-0534 | 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: City of Los Angeles/GSD/Fleet Services

Address: 2300 E. 7th St.

City, State, Zip: Los Angeles, CA 90023

Collective Bargaining Agreement(s): SEIU Local 721

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

Total # of full-time company employees worldwide: 392

Total # of full-time company employees in California: 392

Company: City of Los Angeles/Bureau of Sanitation

Address: 1149 S. Broadway St., 5th Floor, Mail Stop 944

City, State, Zip: Los Angeles CA 90015-2213

Collective Bargaining Agreement(s): SEIU Local 721

Estimated # of employees to be retrained under this Agreement: 500

Total # of full-time company employees worldwide: 2,800

Total # of full-time company employees in California: 2,800

Company: Metropolitan Transit Authority

Address: One Gateway Plaza

City, State, Zip: Los Angeles, CA 90012

Collective Bargaining Agreement(s): Amalgated Transit Local Union 1277

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

Total # of full-time company employees worldwide: 10,000

Total # of full-time company employees in California: 10,000

LOCAL 721
SEIU
SERVICE EMPLOYEES
INTERNATIONAL UNION, CTW, CLC

**OFFICERS**
*Bob Schoonover*
PRESIDENT
*Linda Dent*
VICE PRESIDENT
*Lillian Cabral*
SECRETARY
*David Green*
TREASURER

**DIRECTORS**

**LA COUNTY**
*Tony Mendoza*
VICE PRESIDENT
*Oscar Valladares*
VICE PRESIDENT
*Lila Johnson-Crenshaw*
*Patrick Del Conte*
*Mellonie Freeman*
*Steven H. Gimian*
*Adolfo Granados*
*Fred Huicochea*
*Ron McMullen*
*Alina Mendizabel*
*Omar Perez*
*Jose Sanchez*
*Amella Sims*

**LA/OC CITIES**
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VICE PRESIDENT
*Linda Stone*
VICE PRESIDENT
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*Edwina Chism*
*Nady Maechling*
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*Shannon Abramovitch*
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*Grace Sepulveda*
VICE PRESIDENT
*Perry Morefield*
*Ted Perez*
*Rhea Voll*

**INLAND AREA**
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*Wendy Thomas*
VICE PRESIDENT
*Tim Burke*
*Cammie Dudek*
*Bill Notte*
*Glenn Sanders*
*Ed Toole*
*David Warpness*

May 12, 2015

To Whom It May Concern:

I am writing this letter in support of the Employment Training Program (ETP) conducted by the Los Angeles Community College District (LACCD) for SEIU Local 721 members employed in the City of Los Angeles. This educational program will increase the use of environmental friendly vehicles in the City of Los Angeles as more in-house technicians are trained to service these vehicles.

We look forward to the successful training of our members as they increase their knowledge in alternative fuel technology.

If you have any questions, please do not hesitate to call me at (213) 368-8632.

Sincerely,

Bob Schoonover
President

http://www.seiu721.org

1545 Wilshire Blvd., Ste 100 • Los Angeles CA 90017-9664 • Tel (213) 368-8660 • Fax (213) 380-8040
6177 River Crest Dr., Ste B • Riverside CA 92507 • Tel (951) 571-7700 • Fax (951) 653-6310
340 S. Farrell Dr., Ste A104 • Palm Springs CA 92262 • Tel (760) 322-7191 • Fax (760) 322-7161
2472 Eastman Ave., Ste 30 • Ventura CA 93003-5774 • Tel (805) 650-4420 • Fax (805) 650-1028
222 W Carmen Lane Ste 201 • Santa Maria CA 93458 Tel (805) 623-5256 • (805) 623-5257
1651 E 4th St., Ste 120 • Santa Ana CA 92701-5143 • Tel (714) 338-5201 • Fax (714) 567-0124
42231 6th St. W., Ste 201 • Lancaster CA 93534 • Tel (661) 802-0977 • Fax (661) 974-7914

Amalgamated Transit Union - Local 1277

Tel: (323) 222-1277
Fax: (323) 222-1335

1744 North Main St.
Los Angeles, California 90031-2517

October 31, 2014

Dr. Felicito Cajayon
Vice Chancellor
Economic & Workforce Development
Los Angeles Community College District
770 Wilshire Boulevard
Los Angeles, CA 90017

Dear Mr. Felicito Cajayon, Vice Chancellor,

As the president of ATU Local 1277, I am writing this letter of support for Employment Training Program (ETP) and the continuation of funding to cover the cost of training ATU members. This training program which has been very instrumental in offering technical training to our incumbent workforce through the efforts of the Los Angeles College District (LACCD) and Los Angeles Trade-Technical College (LATTC).

Our ATU members have received training in the past as a result of the ETP grant program and know that our members welcomed the new technical training and learning environment provided by LATTC and LACCD.

Please feel free to contact me at (213) 210-7352 (cell) if you have questions and/or concerns.

Sincerely,

James Lindsay, President, ATU

# Training Proposal for:

# Managed Career Solutions, Inc.

## Agreement Number: ET16-0239

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** North Hollywood **Analyst:** E. Wadzinski

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Veterans<br>New Hire<br>Multiple Barriers<br>SET | Industry Sector(s): | Manufacturing<br>Biotechnology/Life Sciences<br>Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, Orange, San Diego | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | N/A | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $171,600 | | $27,400<br>20% | | $199,000 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | N/A |

## 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 | New Hire<br>Veterans<br>SET<br>Multiple Barriers | Comm Skills, Computer Skills, Continuous Impr, Other Skills - Job Readiness | 100 | 8-260 | 0 | $1,990 | $13.31 |
| | | | | Weighted Avg: 78 | | | |

**Minimum Wage by County:** New Hire: $13.70 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties, $13.31 per hour for Los Angeles County; $13.35 per hour for Orange County; $13.28 per hour for San Diego County; $13.13 per hour for Sacramento County, $12.97 per hour for Alpine County, and $12.33 for all other counties. MCS is aware of varying wages per County and although the minimum wage after retention is $13.31, trainees placed in counties with higher wage requirements will meet those wage requirements.
**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 |
| Quality Control Technician | | 15 |
| Microbiology Quality Control Technician | | 15 |
| Executive Protection Agent | | 70 |

## INTRODUCTION

Founded in 1987, Managed Career Solutions, Inc. (MCS) (www.mcscareergroup.com) is a provider of workforce development services in Los Angeles County. MCS provides services that include outreach, intake, case management, job training and job placement for adults and dislocated workers, with priority service to veterans. MCS is eligible to contract with ETP as a recipient of Workforce Innovations Opportunity Act funds (WIOA; formerly Workforce Investment Act).

MCS's Workforce Development Division serves over 40,000 unique customers annually to enhance their occupational competitiveness for re-entry into the workforce. Positioned within the City and County of Los Angeles Workforce Investment Systems, MCS provides services to job seekers in an effort to create economically viable communities and raise educational and economic aspirations. MCS serves job seekers and employers throughout Southern California, aligning labor market needs to job-seeker vocational training, focusing on demand-led, employer-driven jobs in high-growth industry sectors to ensure a seamless transition to employment. MCS has enrolled, trained and placed over 700 veterans in the last eight years. This project will exclusively target training and placement of unemployed veterans.

## PROJECT DETAILS

Beginning October 2015, the new Food Safety Modernization Act (FSMA) will be implemented, increasing regulatory burden on small to mid-sized companies in the food, nutraceutical and pharmaceutical industries (they develop and manufacture allergenic foods, prepared foods and medical foods). The proposed training program seeks to connect Veterans with employers currently in need of hiring specialists to fulfill regulatory and compliance requirements in the advanced manufacturing and biotechnology industries.

Veterans are a good fit for the Quality Control Technician and Microbiology Quality Control Technician occupations as skills learned in the Armed Forces translate directly to the position. Job tasks for this position are carefully structured and hierarchical, with clear instructions, expectations, and milestones that allow the Veteran a solid indication of job performance. The parameters are clearly stated at the outset, and outcomes are easily measured against these parameters. The position is described as having labor-intensive processes, which creates solid bonds with co-workers engaged in a complex collective task that can only be successful if every individual performs their task properly. The occupation is also charged with the safety of the consumer, which grants it meaning and aligns closely with the Veteran's mission while serving in the Armed Forces. Also, it is not entirely a desk job, which provides the Veteran with a familiar experience that is still challenging and fulfilling.

In addition, MCS will provide training for the occupation of Executive Protection Agents in the professional services industry that will place veterans in employment with a focus on security. MCS was very successful in placing Veterans in these positions under their prior Agreement and exceeded the initial number of Executive Protection Agents placed and retained in employment for this occupation.

### Veterans Program

MCS is requesting ETP funds to train and place unemployed veterans who have served on active full-time duty in the Armed Forces and were honorably discharged or released from active duty because of a service-connected disability; and reservists who have served on active full-time duty and are still on reserve status under the Panel's Veterans Pilot Program.

The Panel has established a higher reimbursement rate and other incentives for training Veterans.

- Support Costs are 20% for Veterans (instead of the standard 12% for New Hire training) to encourage focused outreach.

- Incidental Placement with public and nonprofit entities is permissible not to exceed 45% (instead of the standard 20%).

- Retention may be satisfied by employment of at least 30 hours a week (instead of the standard 35) for at least 90 consecutive days. For occupations in which it is not customary to be employed 90 consecutive days, retention may be satisfied by employment of at least 500 hours within 272 days (the longest time period permitted by statute).

### Training Plan

**Commercial Skills** (70%) – Training will be offered to all occupations. Training for Quality Control Technicians and Microbiology Quality Control Technicians will focus on advanced manufacturing in the food industry and pharmaceutical manufacturing and distribution in the

biotechnology industry. This training will include processes, methods, techniques and technology related to the preparation, packaging and distribution of products to meet newly implemented FSMA. Training for the Executive Protection Agent occupation will focus on the fundamentals of protecting high-profile clientele. In addition to patrol, monitoring, and report writing responsibilities, these courses will also cover the specifics of estate security and dealing with paparazzi.

**Continuous Improvement** (10%) – Training will be offered to all occupations and is designed to assist participants in re-thinking workflows, processes, and techniques in order to make quality production and/or service the highest priority. Training for Quality Control Technicians will include the use of structural tools for analysis, decision making and performance measurement including Lean Operations, Six Sigma, Design Thinking, Benchmarking and Root Cause Analysis. Training focuses on transition skills from military to civilian work environments.

**Computer Skills** (10%) – Training may be provided to all occupations and is designed to ensure trainees have a broad foundational knowledge of common software platforms (including MS Office, Productivity Suites). Additional technology modules are customized to particular industries. These include the following software platforms: Database Management, CRM System Design, Full-Stack Development, Drupal Web Development, Working with API and Open Source Tools, 3D and Solid Modeling (incl. AutoDesk Maya), Computer-Aided Drafting, Manufacturing Resource Planning, Inventory Trackers, Logistics Systems, and others as required.

**Other Skills - Job Readiness Training** (10%) - Training is designed to assist participants in preparing a Job Application dossier, including an updated resume, cover letter, and employment application. Additional modules focus on interviewing techniques, workplace skills, transition skills, and other skills as required to help veterans become competitive job candidates and prepare them for successful entry into the labor market.

**Trainer Qualifications**

Training for Quality Control and Microbiology Quality Control Technicians will be provided by Rx Research Services in Glendale. Training will include Commercial Skills and some Continuous Improvement as focused in the industry of advanced manufacturing or biotechnology. The Executive Protection Agent training will be administered by Advanced Security Concepts, Inc. This training will be delivered by a retired police officer with all current licenses and permits.

Job Readiness, Computer Skills and some Continuous Improvement training will be provided by MCS through its own instructors or those of a qualified vendor.

**Training Coordinator**

MCS's program director will be in charge of administering the program, delegating tasks, and resolving any conflicts. Two full-time employees will handle the recruitment of trainees, referrals, and reporting. MCS will provide job placement and retention services and coordinate the efforts of all training entities. MCS will also have the assistance of WorkSource Center staff.

**Marketing, Recruitment and Support Costs**

MCS plans to market and recruit trainees through three of its One-Stop Career Centers, the Employment Development Department, and various other one-stop centers throughout the Los Angeles area. MCS has been providing return-to-work activities since the 1990s and has established longstanding relationships with local area employers. Employers have already been identified for job placement.

MCS seeks full support costs of 20% to fund extensive marketing efforts and allow for the recruitment of trainees and participating employers. Staff recommends 20% support costs for the reasons set forth above.

**Tuition Reimbursement**

MCS 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 MCS under ETP Agreements that were completed within the last five years:

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0183* | Los Angeles | 10/22/2012-10/21/2014 | $231,899 | $129,372 (56%) |
| ET09-0478** | Los Angeles | 03/30/2009–03/29/2011 | $199,880 | $98,287 (49%) |

*ET13-0183 – The focus for training in this project was Veterans in Healthcare (CNA) and Technical Services (Executive Protection). At approval, MCS estimated 52 participants; however, 65 participants completed training as either CNA or Executive Protection Agent. Veteran CNAs did not experience good retention as trainees left their positions before the required retention term. Conversely, veteran participants in technical services found a seamless match and continue to thrive as Executive Protection Agents. Low earnings were a direct result of low retention for CNAs.

**ET09-0478 – This Agreement trained Information Technology Specialists. Most of the trainees completed training and certification; however, several veterans chose to continue their education rather than work to fulfill the retention period.

This proposal was originally right-sized to the amount earned in the previous Agreement (ET13-0183). However, MCS showed high demand for the Executive Protection Agent (very successful position in previous Agreements) and a strong demand for the Quality Control Tech positions. MCS is confident that this specifically designed proposal will be successful as it will provide job training and placement opportunities to veterans seeking immediate job placement upon completion of training.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

Advanced Security Concepts, Inc. of Encino has been retained to provide Commercial Skills training for the occupation of Executive Protection Agent for an amount to be determined.

Rx Research Services in Glendale has been retained to provide Commercial and some Continuous Improvement to Quality Control Technicians for an amount to be determined.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**

8-260 Trainees may receive any of the following:

**COMMERCIAL SKILLS (Quality Control Technician)**

- Food Formulation and Preservation
- Integration of Multidisciplinary Topics in Foods
- Food Biochemical Reactions
- Microbial Hazards in Food: Assessment and Control
- Functional Foods
- Contemporary Advances and Issues in Food Packaging Technology
- Innovations in Food Processing
- Principles of Hazard Analysis Critical Control Point
- Microbial Spoilage for Food Professionals
- Food Fermentation Technology
- Shelf Life of Packaged Foods and Beverages
- Marketing of Value-Added Foods
- Food Product Development

**COMMERCIAL SKILLS (Microbiology Quality Control Technician)**

- DNA and Protein Laboratory Techniques
- Protein Isolation/Purification
- Analytical Methods
- Safety and Regulatory Compliance
- Bioreactor/Cell Culture Techniques
- Clean Room Operations

**COMMERCIAL SKILLS (Executive Protection Agent)**

- Executive Protection Fundamentals
- Department of Criminal Justice Service Regulations
- Legal Authority and Civil Code
- Threat Assessment and Vulnerabilities
- Advances, Surveys, Preparation, Planning and Exercise
- Residential and Travel Security
- Arrest and Control
- Chemical Agents Training
- Taser
- Open-Hand Defensive Tactics
- Protection Formations
- Attack on Principal Procedures
- Motorcade Procedures
- Radio Communications
- Route Selection
- Guard Card Certification
- Firearm Permit
- Baton Permit
- Active Shooting

**COMPUTER SKILLS**

- MS Office
- Productivity Suites
- Database Management
- CRM System Design
- Full-Stack Development
- Drupal Web Development
- Working with API and Open Source Tools
- 3D and Solid Modeling (AutoDesk Maya)
- Computer-Aided Drafting (AutoCAD)
- Manufacturing Resource Planning
- Inventory Trackers
- Logistics Systems

**CONTINUOUS IMPROVEMENT**

- Quality Concepts
- Quality Benefits and Philosophies
- Team Roles and Responsibilities
- Team Formation and Dynamics
- Continuous Improvement
- PDCA (Plan-Do-Check-Act)
- Audits
- Process Improvement
- Six Sigma
- Lean Methodologies
- Benchmarking
- Root Cause Analysis
- Quality Improvement Tools
- Customer-Supplier Relations
- Workflows, Processes, and Management Techniques
- The Philosophy of Continuous Improvement
- Teamwork
- Statistical Thinking
- Structural Tools for Analysis
- Decision Making and Performance Measurement
- Design Thinking

**OTHER SKILLS - JOB READINESS**

- Resume
- Cover letter
- Employment Applications
- Interviewing Techniques
- Workplace Skills
- Veterans Transition Skills

Job Readiness training cannot exceed 50% of total training hours per trainee

Note: Reimbursement for new hire training is capped at 260 total training hours per trainee, regardless of method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Riverside County Economic Development Agency

## Agreement Number: ET16-0213

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>Retrainee<br>SB <100 | Industry Sector(s): | Manufacturing<br>Services<br>Technology/Other<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Riverside, San Bernardino, Orange, Los Angeles | 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 |
|---|---|---|---|---|
| $70,520 | | $4,842<br>8% | | $75,362 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $55,857 |

## TRAINING PLAN TABLE

| Job No. | Job Description | Type of Training | Estimated No. of Trainees | Range of Hours | | Average Cost per Trainee | Post-Retention Wage |
|---|---|---|---|---|---|---|---|
| | | | | Class / Lab | CBT | | |
| 1 | Retrainee Priority Rate | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, HazWoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30 | 54 | 8-200 | 0 | $673 | $15.07 |
| | | | | Weighted Avg: 35 | | | |
| 2 | Retrainee | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, HazWoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30 | 20 | 8-200 | 0 | $561 | $15.07 |
| | | | | Weighted Avg: 35 | | | |
| 3 | Retrainee Priority Rate SB<100 | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, HazWoper, Literacy Skills, Management Skills, Manufacturing Skills, OSHA 10/30 | 40 | 8-200 | 0 | $695 | $15.07 |
| | | | | Weighted Avg: 25 | | | |

**Minimum Wage by County:** $15.07 per hour for Riverside and San Bernardino Counties; $16.02 per hour for Orange County; and $15.97 per hour for Los Angeles 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
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 | | 14 |
| Managers | | 12 |
| Manufacturing Engineers | | 15 |
| Manufacturing Technicians | | 14 |
| Mechanics | | 8 |
| Production Staff | | 26 |
| Supervisors | | 13 |
| Technicians | | 12 |

## INTRODUCTION

In this proposal, Riverside County Economic Development Agency (RivCoEDA) seeks funding for retraining as outlined below:

This will be the eighth Agreement in the last 5 years between RivCoEDA and ETP. RivCoEDA is eligible as a local Workforce Development Board.

RivCoEDA oversees Workforce Innovation and Opportunity Act (WIOA) employment training and career services for nearly two million residents in Riverside County. RivCoEDA promotes economic and community development through programs including Community Development, Job Training, Employer Services, and Community Development Block Grants. Employment and training services to workers are offered through three full-service Workforce Development Centers, satellite offices, and partnering subcontractor facilities.

### Employer Demand

The core group of employers represents over 100% of trainees proposed. RivCoEDA representatives report that its core group of employers has identified their business operational needs and completed recent training assessments. These employers identified training topics that are critical to improving staff skill sets to increase productivity and meet their business needs. Some curriculum courses are repeated from prior Agreements. However, no trainees among the previous participating employers will receive the same level of training in the same skills.

To ensure employer need and commitment, RivCoEDA revised its employer needs analysis to include questions targeted to measure each employer's training needs and commitment to send employees to training, and to anticipate post-training employee job skill enhancements. Targeted employers were instructed that training must be planned around current production and staffing needs in order to gain the employee skills identified in the needs analysis.

## PROJECT DETAILS

**Business Skills** (15%) – Training is designed to enable trainees from all occupations to incorporate team-oriented processes to enhance product quality and improve operating efficiencies at each participating employer's facility.

**Computer Skills** (10%) – Training will provide trainees from all occupations the skills to use software effectively. Only trainees from Small Businesses will take Beginning Microsoft Office and Internet Usage courses to improve company operating efficiencies.

**Continuous Improvement** (15%) – Training will equip trainees from all occupations with the tools to make informed decisions that will have the maximum positive affect on a company's performance. Trainees will acquire skills in problem-solving techniques, identifying obstacles, and achieving expected outcomes. Employees, working in a team environment, will identify action plans, priorities, and measure results to improve internal operating procedures.

**Literacy Skills** (10%) – Training will be provided to Administrative Staff, Manufacturing Technicians, Mechanics, Production Workers, and Supervisors in Vocational English as a Second Language (VESL). These skills will be focused on job-related English to facilitate the skills training each trainee will receive. No more than 45% of a trainees total training hours will be given in Literacy Skills.

**Management Skills** (20%) – Training will give Managers and Supervisors the tools and interpersonal skills needed to effectively lead individuals and teams. Managers and Supervisors will learn to motivate, build trust, create partnerships, handle conflicts, and help employees adapt to change.

**Manufacturing Skills** (15%) – Training is mainly for Production Workers, though some Engineers, Managers/Supervisors, and Technicians may take one or more courses. The focus will be on helping Production Workers to perform efficiently and better understand manufacturing processes.

### Certified Safety Training

**OSHA 10/30** (10%) – Managers, Manufacturing Engineers, Manufacturing Technicians, Mechanics, Production Workers, Supervisors, and Technicians will take customized courses as needed by their employer. This training is a series of courses "bundled" by industry sector, 10 hours for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

**Hazardous Materials** (3%) – Training will give Managers, Manufacturing Technicians, Mechnanics, and Supervisors the skills to safely identify, store, pack, and ship different types of hazardous materials. This training can also be delivered as a series of courses, specific to industry sectors involved in the transport of hazardous materials. However, Hazardous Materials training in this project will be limited in scope and customized to the individual needs of the employer.

**HazWoper** (2%) – Selected trainees will also receive training in Hazwoper (Hazardous Waste Operations and Emergency Response) This training can also be delivered as a series of courses specifically designed for workers who handle hazardous substances as first-responders, or clean-up as needed at a hazard disposal or emergency site. However, Hazardous Materials training in this project will be limited in scope and customized to the individual needs of the employer.

### Commitment to Training

ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

### Support Costs/Marketing Plan

RivCoEDA uses direct marketing, e-mail campaigns, local newspaper advertising, flyers, website, and telemarketing notification of available training services to employers and business organizations in its service area. A core group of employers was established for the proposed

training plan. The core group represents at least 100% of the requested funding. RivCo EDA will continue to market to potential participating employers throughout the Agreement, as may be needed to maintain 100% participation. Therefore, it requests 8% support costs, which will also go to the cost of the Needs Analysis, and the development of the Training Plan.

RivCoEDA representatives state that approximately 80% of all training will take place at each participating employer's worksite and about 20% will be delivered at facilities located at the University of California, Riverside (UCR). Support costs will be divided equally between UCR and RivCoEDA.

**Trainer Qualifications**

As a Workforce Investment Board, RivCoEDA does not employ staff qualified to deliver the proposed training topics. The UCR Extension Center has provided all instructors for RivCoEDA's past ETP Agreements. RivCoEDA representatives report a history of positive employer feedback regarding the quality of UCR-delivered training.

UCR will again be retained to provide all training for this project, based on each individual employer's needs analysis for the proposed training plan. The trainers will be employees of the college and will have, at minimum, bachelor's degrees from accredited colleges as well as experience in their area of expertise. All trainer resumes and qualifications will be approved by the UCR Academic Review Board.

**Training Coordinator**

RivCoEDA's Project Administrator will be responsible for coordinating the administration of this ETP-funded training plan. In addition, one UCR staff member will assist with administration activities, which will include marketing, employer needs assessments, and scheduling of class/lab training. RivCoEDA evenly splits earned ETP payment reimbursement for administration.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ | % |
|---|---|---|---|---|---|
| ET14-0108* | Multiple | 9/3/13-9/2/15 | $75,778 | $61,793 | (82%) |
| ET11-0226** | Multiple | 5/10/11-5/9/13 | $121,932 | $69,185 | (57% ) |
| ET09-0409*** | Multiple | 4/1/09-3/31/11 | $184,900 | $61,891 | (33%) |

*ET14-0108 – Based on ETP Tracking Systems, 3,012 reimbursable hours have been tracked for potential earnings of $61,800 (81.5% of approved amount), which the Contractor expects fully earn. The closeout invoice is currently being processed.

**ET11-0226 – RivCoEDA reports that the original Agreement amount approved by the Panel in April 2010 was $69,402. RivCoEDA exhausted the entire amount by November 2012. Two participating employers requested additional training during the last quarter of 2012, so RivCoEDA was approved for additional funding of $52,560 to cover a second phase of training. The second phase of training needed to be completed by February 9, 2013 (because of Agreement term). The two employers who expressed the need for training were unable to meet this tight schedule (one employer was awarded a large order to fill in the last week of November, and the other had not considered its December holiday schedule). As a result, the second phase of training never occurred.

***ET09-0409 – The nationwide economic downturn affected the ability of some of the core group of employers to participate in these ETP Agreements. Several employers cancelled their scheduled training due to layoffs and work reductions.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

UCR has been retained for the provision of all class/lab training for an amount to be determined.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Project Management
- Construction Management
- Leadership Skills for Frontline Workers
- Communications
- Business Writing
- Customer Service
- Organizational Behavior

**COMPUTER SKILLS**

- Windows (Intermediate/Advanced)
- MS Project
- MS Office - Intermediate/Advanced (Beginning for small business only)
- Internet Usage (Small businesses only)
- Information Technology Security
- Shipping Solutions/Related Logistics Software

**CONTINUOUS IMPROVEMENT**

- Process Improvement
- Problem Solving/Decision Making
- Team Building
- Quality Control Concepts
- Total Quality Management (TQM) Tools
- Lean Manufacturing Concepts
- 5-S (Sort, Straighten Sweep, Standardize, Sustain)
- Internal Auditing
- Facilities Management and Operations
- Risk Management
- Energy Management
- Lean Six Sigma (Greenbelt)
- Project Scheduling
- New Product Development
- ISO 9000-9001/AS9100
- SMART Goals (Specific, Measurable, Attainable, Realistic, Timely)

**MANAGEMENT SKILLS (management trainees only)**

- Leadership Skills for Managers
- Motivating/Coaching
- Conflict Management
- Managing Differences
- Change Management
- Delegation Skills

- Teambuilding
- Coaching and Mentoring

**MANUFACTURING SKILLS**

- Manufacturing Processes
- Construction Drawings for Building Trades
- Blue Print Reading
- Material Handling/Storage
- Equipment Operation
- Shop Math
- Variance Calculations
- Tolerances

***LITERACY SKILLS**

Vocational English as a Second Language

- Communication Skills
- Reading, Writing, Speaking and Comprehending Simultaneously
- Introduction to and comprehension of short written work products
- Writing correct sentences as they relate to job functions
- Pronunciation Skills
- Reading and Comprehension Skills
- Speaking and Understanding Spoken English
- Work Related Communication Skills
- Completing Work Forms and writing notes
- Spelling, Phonics, and Capitalization
- Flow Charts
- Basics of Problem Solving
- Effective Listening Skills
- SMART Goals

*Must be job related; hours capped at 45% of a trainee's total training hours

**HAZARDOUS MATERIALS**

- Hazardous Materials Tables
- Hazardous Materials Classifications
- Packing
- Marking
- Labeling
- Loading and Storage
- Placarding
- Shipping Documents
- Hazardous Waste
- Incident Recording

**HAZWOPER**

- HazWoper

**OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

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: Riverside County Economic Development Agency CCG No.: ET16-0213

Reference No: 15-0628 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Carbon Lite Industries, LLC

Address: 875 Michigan CT.

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 42

Total # of full-time company employees worldwide: 120

Total # of full-time company employees in California: 120 (located in CA only)

---

Company: iHerb

Address: 17825 Indian Street

City, State, Zip: Moreno Valley, CA 92551

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 600

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Company: National Distribution Center (NFI Industries)

Address: 3700 Indian Avenue

City, State, Zip: Perris, CA 92571

Collective Bargaining Agreement(s): n/a

Estimated # of employees to be retrained under this Agreement: 45

Total # of full-time company employees worldwide: 7,731

Total # of full-time company employees in California: 2,072

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Company: Reliable Service Company (RSVC)

Address: 891 Iowa Avenue

City, State, Zip: Riverside, CA 92507

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 75

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Riverside County Economic Development Agency CCG No.: ET16-0213

Reference No: 15-0628 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Superform USA

Address: 6825 Jurupa Ave

City, State, Zip: Riverside, CA 92504

Collective Bargaining Agreement(s): n/a

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

Total # of full-time company employees worldwide: 94

Total # of full-time company employees in California: 94 (CA Only)

# RETRAINEE - JOB CREATION

## Training Proposal for:

# AHMC Greater El Monte Community Hospital LP
# dba Greater El Monte Community Hospital
## Agreement Number: ET16-0235

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | SET<br>Retrainee<br>Job Creation Initiative<br>Medical Skills Training<br>Priority Rate<br>HUA | Industry Sector(s): | Healthcare<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No SEIU-UHW, SEIU-121RN | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 6,500 | U.S.: 6,500 | Worldwide: 6,500 |
| Turnover Rate: | 11% | | |
| Managers/Supervisors: (% of total trainees) | N/A | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $463,840 | | $99,960<br>30% | $0 | | $363,880 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $830,922 |

**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<br>HUA | MST Didactic, MS Clinical with Preceptor, Cont. Imp., Computer Skills | 210 | 8-200 | 0 | $1,108* | $15.97 |
| | | | | Weighted Avg: 88 | | | |
| 2 | Retrainee<br>SET<br>Priority Rate<br>Medical Skills Training<br>Job Creation Initiative<br>HUA | MST Didactic, MS Clinical with Preceptor, Cont. Imp., Computer Skills | 41 | 8–200 | 0 | $3,200 | $13.31 |
| | | | | Weighted Avg: 160 | | | |

*Job Number 1 - Average Cost per Trainee includes 30% Substantial Contribution

**Minimum Wage by County:** $15.97 per hour in Job Number 1 and $13.31 per hour in Job Number 2 for Los Angeles 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

$2.97 per hour may be used to meet the Post-Retention Wage in Job Number 1

$0.31 per hour may be used to meet the Post Retention Wage in Job Number 2

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Numbers 1 & 2** | | |
| New Graduate Nurse | | 10 |
| Registered Nurse | | 128 |
| Licensed Vocational Nurse | | 14 |
| Technician | | 10 |
| Respiratory Therapist | | 17 |
| Certified Nurse Assistant | | 18 |
| Laboratory Staff | | 12 |
| Pharmacy Staff | | 3 |
| Admitting Representative | | 10 |
| Administrative Support | | 29 |

## INTRODUCTION

AHMC Greater El Monte Community Hospital LP, dba Greater El Monte Community Hospital (hereafter AHMC El Monte or Hospital) (www.greaterelmonte.com) is a 117-bed, full care acute hospital accredited by the Joint Commission on Accreditation of Healthcare Organizations. The Hospital provides obstetric care, general surgery, diagnostic services, critical care services, cardiology services, vascular services, emergency care, medical/surgical services, pediatric services, and adult sub-acute care services.

In 2004, AHMC El Monte was acquired by AHMC Healthcare, Inc. along with six other facilities (Anaheim, Whittier, San Gabriel Valley, Garfield, Monterey Park and Anaheim) to form the current AHMC Corporation. Each facility retained separate business formation (e.g. Limited Partnership) and now operates autonomously. This proposal is only for training at the El Monte facility. The Hospital is eligible for ETP funding under Special Employment Training (SET) for frontline workers and qualifies for ETP's priority industry reimbursement as a healthcare employer.

## PROJECT DETAILS

This will be AHMC El Monte's third ETP Agreement within the last five years. Training in this proposal differs from and expands on training delivered in previous projects. Its first Agreement (ET11-0348) completed in 2013 successfully trained 248 Registered Nurses (RN) and Allied Health professionals, including 12 New Graduate RNs in a variety of Medical Skills, Computer Skills, and Continuous Improvement. This included training in the new Electric Medical Records (EMR) system implemented during the term of the Agreement.

The most recent Agreement (ET13-0325), completed in March 2015, funded training for 173 RNs and allied health professionals with skills needed to implement the Hospital's strategic realignment. This realignment was imperative to support new staffing demands due to healthcare reform. Training was also needed to implement the Hospital's $1M investment in new medical equipment such as Computer Programs and Systems, Inc. (CPSI), point of care and electronic file management, Zoll defibrillators, a new telemetry and monitoring system, barcode scanners, and tablets.

In this proposal, training will focus on standards and requirements from different regulatory agencies to improve quality of care and patient safety at AHMC El Monte. Training will focus on the following areas not covered in prior contracts:

- New core measures in sepsis and perinatal assessment
- New value-based purchasing indicators
- New indicators in the Prevention of hospital-acquired infections
- Emergency Department Consumer Assessment of Healthcare Providers and Systems to ensure patient satisfaction in the emergency room
- EMR Advancement for new set of requirements imposed by CPSI
- New equipment training (Spacelabs PT Monitoring System, Lift Equipment, CPSI Meaningful Use Stage 2 and Thrive User Experience License)

Additionally, ETP funds will allow the Hospital to provide an average of 160 hours (4 weeks, 40 hours per week) to cross-train new staff in the requisite skills to work in multiple units on an as-needed basis.

**Retrainee - Job Creation**

AHMC El Monte is opening a new Behavioral Unit at the El Monte facility in 2016. This will require hiring and training new employees to staff the unit. AHMC El Monte invested $553,929 in additional equipment and systems for this facility, over the past year.

AHMC El Monte has committed to hiring 41 employees to support this expansion and meet staffing ratios and demands in the new Behavioral Unit. The addition of new employees and acquisition of new equipment will enable AHMC El Monte will be able to operate its new unit and adapt quickly to new standards of care imposed by the Joint Commission on Accreditation of Healthcare Organizations.

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Training for newly hired employees is reimbursed at a higher rate, and trainees are subject to a lower post-retention wage. These trainees must be hired within the three-month period prior to Panel approval or during the term of contract in order for contractor to earn reimbursement for these trainees. Trainees will be hired into “net new jobs” as a condition of contract. As a feature of the Retrainee – Job Creation program, the Substantial Contribution requirement will be waived for Job Number 2.

**Training Plan**

**Computer Skills** (20%) – This training will be offered to all occupations in advanced Electronic Medical Records which will enhance efficiency, reduce errors, and improve customer service.

**Continuous Improvement** (20%) – This training will be offered to all occupations Training topics include communication skills, conflict resolution skills, crisis prevention, EDCAHPS and utilization review. Training will improve performance, quality of care, services, and patient and employee satisfaction.

**Medical Skills Training** (60%)

All nurses will receive one or more modules of Medical Skills Didactic training (classroom) in advanced medical care. Didactic training will be provided in conjunction with Medical Skills Clinical Preceptor in the hospital environment.

The Panel has established a “blended” reimbursement rate for this type of nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. The blended rate of $22 per hour will apply to both the Didactic and Clinical Preceptor modes of delivery. The standard class/lab rate for priority industries ($18 per hour for Job Number 1 trainees and $20 per hour for Job Number 2 trainees) will apply to Computer Skills and Continuous Improvement training.

**HUA**

All trainees work in El Monte, which is designated as a High Unemployment Area (HUA) under ETP criteria. These trainees qualify for the ETP Standard Minimum Wage of $15.97 rather than the Priority Statewide Average Hourly Wage of $20.55. The Hospital requests this wage modification only for the trainees in Job Number 1.

**Substantial Contribution**

AHMC El Monte is a repeat contractor with payment earned in excess of $250,000 at its facility within the past five years. (See Prior Projects Table) The previous Agreement, completed in

2013 (ET11-0348), was assessed a 15% Substantial Contribution. Accordingly, reimbursement for incumbent worker trainees (Job Number 1) must be reduced by 30% for a Substantial Contribution of $99,960. The Panel has discretion to assess up to 50% for a second-time Substantial Contribution such as this. However, in light of the High Earner Reduction (HER) on ET13-0325, staff recommends the 30% level. (See Prior Projects table, below)

[Note: The Substantial Contribution requirement does not apply to Job Creation trainees (Job Number 2)].

**Commitment to Training**

AHMC El Monte represents that ETP funds will not displace its 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.

According to hospital representative, its training budget for the education department and outside vendors is approximately $419,627 which covers New Employee Orientation, Preceptor Program, Annual Skills Day, Annual Re-orientation Update, BCLS and ACLS Certification and Recertification, mandatory management training such as Sexual Harassment Prevention, Crisis Intervention and Disaster Preparedness.

**Union Support**

All occupations participating in this proposal are represented by collective bargaining units. The Registered Nurses are represented by the Service Employees International Union (SEIU) 121RN Nurse Alliance. All other occupations are represented by SEIU – United Healthcare Workers West. Both unions provided letters of support for the training of their respective members.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

The following table summarizes performance by AHMC El Monte under ETP Agreements completed within the last five years:

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| *ET13-0325 | El Monte | 03/25/13 - 03/24/15 | $324,640 | $226,693 (70%) |
| **ET11-0348 | El Monte | 06/27/11- 06/26/13 | $169,060 | $169,060 (100%) |

*ET13-0325 was assessed a 50% High Earner Reduction (HER) based on aggregated earnings at the El Monte location and other locations under the AHMC parent. This aspect of HER is no longer in place.

**ET11-0348 was assessed a 15% Substantial Contribution based on earnings under its prior project ET09-0265 (see table below).

The following table summarized performance by AHMC El Monte under an ETP Agreement that was completed in late October 2010, just outside the five-year window period for aggregating earnings towards a Substantial Contribution. If included, total aggregated earnings over the past five years would be $572,521. Either way, the Panel must impose a Substantial Contribution of at least 30% but capped at 50%. Either way, the HER would no longer apply, as stated in the table above.

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET09-0265 | El Monte | 10/27/2008-10/26/2010 | $367,200 | $276,768 (75%) |

## DEVELOPMENT SERVICES

AHMC El Monte retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a fee of $5,000.

## ADMINISTRATIVE SERVICES

AHMC El Monte also retained TFS 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:

### MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Behavioral Unit Nursing Skills
- Body Mechanics and Safe Patient Handling
- Care of the Cardiac Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds and Mattresses)
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (New Grads only)
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric/Behavioral Assessment & Care
- Rapid Response Skills

- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care
- Defibrillator Training

**MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR**

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - OB Trauma
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients

- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Pre and Post-Operative Care
  - Ventilator & Tracheotomy Care
  - Hemodynamics Training

- **Long Term Care Unit** (Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Med/Surg Nursing Skills
  - Hospice Nursing Skills

- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care

- **Obstetrics Unit Training**
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E.
  - Advanced & Electronic Fetal Monitoring
  - Neonatal Resuscitation Provider (NRP)

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Care of the Burn Patient
  - Peri-Operative Nursing Skills
  - Pre and Post-Operative Care

- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre & Post-Operative Care

- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Surgical Nursing Skills
  - Pre and Post-Operative Care

- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Intravenous (IV) Therapy

- **Behavioral Unit Training**
  - Patient Assessment & Care
  - Behavioral Unit Nursing Skills

**CONTINUOUS IMPROVEMENT**

- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Patient Satisfaction (HCAPHS) Training
- Value Based Purchasing
- Documentation Skills
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review
- ED Assaultive Training
- Meaningful Use

**COMPUTER SKILLS**

- Electronic Medical Records

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

SEIU-UHW
United Healthcare Workers West

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

August 14, 2015

Stewart Knox
Executive Director
The Employment Training Panel
1100 J Street - Fourth Floor
Sacramento, California 95814

**RE: Union Support for ETP Funding**
**Facility: Greater El Monte Community Hospital**

Dear Mr. Knox;

This letter is to confirm support by SEIU-UHW for Greater El Monte Community Hospital proposed training to be submitted to Employment Training Panel.

Sincerely;

John Aho

John Aho
Union Representative – Hospital Division
SEIU-United Healthcare Workers-West
5480 Ferguson Drive
Los Angeles, California 90022
Cell: (213) 280-3738
Fax: (323) 721-3538
E-mail: jaho@seiu-uhw.org

Cc: Judy Saito @ Judy.Saito@ahmchealth.com
Files

SEIU 121RN
Nurse Alliance

GAYLE BATISTE, RN
President

JEANNIE KING, RN
Vice-President

NANETTE LOGAN, RN
Secretary-Treasurer

SAN B. WEINSTEIN, RN
Executive Director

August 7, 2015

Jason Jaquez
El Monte Community Hospital
Human Resources

**Re: Union Support for ETP Funding**

Dear Jason Jaquez,
This letter will confirm support by SEIU Local121RN for El Monte Community Hospital proposed training to be submitted to Employment training panel.

Sincerely,

JoAnn Valdez
Union Representative
Seiu local121RN
(909)292-6915

1040 Lincoln Ave.
Pasadena, CA 91103
Phone: (626) 639-6200
Fax: (626) 395-7538

# RETRAINEE - JOB CREATION

## Critical Proposal for:

# Northrop Grumman Systems Corporation

## Agreement Number: ET16-0228

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Critical Proposal<br>Retrainee<br>Job Creation Initiative<br>Veterans<br>Priority Rate | Industry Sector(s): | Manufacturing<br>Aerospace and Defense<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Kern, Los Angeles, San Diego, Santa Barbara, Santa Clara, Sonoma, Ventura | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 23,850 | U.S.: 61,547 | Worldwide: 64,570 |
| Turnover Rate: | 6% | | |
| Managers/Supervisors: (% of total trainees) | 8% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $899,940 | | $0 | $0 | | $899,940 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $1,600,000 |

## 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, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, Advanced Technology, PL-Manufacturing Skills | 1,000 | 8-200 | 0 | $576 | $15.07 |
| | | | | Weighted Avg: 32 | | | |
| 2 | Retrainee<br>Job Creation Initiative | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, Advanced Technology, PL-Manufacturing Skills | 270 | 8-200 | 0 | $1,080 | $15.07 |
| | | | | Weighted Avg: 54 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>Veterans | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Manufacturing Skills, Advanced Technology, PL-Manufacturing Skills | 30 | 8-200 | 0 | $1,078 | $15.07 |
| | | | | Weighted Avg: 49 | | | |

**Minimum Wage by County:** Job Numbers 1-3: $16.44 per hour for Santa Clara County; $15.97 per hour for Los Angeles County; $15.93 per hour for San Diego County; and $15.07 per hour for Kern, Santa Barbara, Sonoma, and Ventura 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 $1.54 per hour (Job Number 1) and $2.44 per hour (Job Numbers 2 & 3) may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Operations Staff | | 75 |
| Information Technology/Engineering Staff | | 275 |
| Sr. Information Technology/Engineering Staff | | 75 |
| Manufacturing/Production/Mechanics Staff | | 400 |
| Quality Staff | | 75 |
| Supervisor/Manager | | 100 |
| **Job Numbers 2 & 3 (Job Creation)** | | |
| Operations Staff | | 30 |
| Information Technology/Engineering Staff | | 60 |
| Manufacturing/Production/Mechanics Staff | | 200 |
| Quality Staff | | 5 |
| Supervisor/Manager | | 5 |

**Critical Proposal**

This proposal for Northrop Grumman Systems Corporation (NGSC) has been designated a Critical Proposal by the Governor's Office of Business and Economic Development based on NGSC's planned business expansion and commitment to adding new jobs in California. The Company has designated its Palmdale facility as a Manufacturing Center of Excellence, one of only two in the nation; and its San Diego facility as an Engineering Center of excellence, one of three in the nation.

## INTRODUCTION

Founded in 1939, NGSC (www.northropgrumman.com) is a global security company that develops innovative products and solutions in unmanned systems, cyber, C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance), and logistics for government and commercial customers worldwide. NGSC operates in four different business sectors: Aerospace Systems, Information Systems, Technical Services, and Electronic Systems. This proposal represents NGSC's Aerospace Systems Sector only, which focuses on developing, integrating, producing, and supporting manned and unmanned aircraft, spacecraft, high-energy laser systems, microelectronics, and other systems and subsystems critical to maintaining the nation's security. These systems and technologies are used in a variety of mission areas including intelligence, protected communications, battle management, strike operations, electronic warfare, missile defense, and space science and exploration.

**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. However, NGSC is not asking for a reduced wage, as all trainees in this proposal will meet the standard ETP Minimum Wage (including health benefits).

NGSC's Aerospace Systems Sector plans to create over 700 new jobs in California. These jobs are expected to be added over the next five years and are anticipated to be created primarily at the Company's facilities in El Segundo, Mojave, Palmdale, San Diego and Redondo Beach. However, additional hiring may occur at other Aerospace Systems Sector locations throughout California.

In this proposal, NGSC has committed to hiring a total of 300 new employees over the next two years. This growth includes the hiring of 30 Veterans (Job Number 3). The date-of-hire for all trainees 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.

## PROJECT DETAILS

There are several initiatives impacting the Company's planned growth, some of which must remain classified. However, the following key developments are driving the need to hire and train net new workers, as well as retrain incumbent staff:

1) NGSC recently secured several new contracts that will expand existing workload, and require higher production capacity:
   a) The U.S. Air Force is expanding its fleet of RQ-4 Global Hawk aircraft systems and has contracted with NGSC in this endeavor. This effort requires NGSC to increase its production capabilities. As well, the Company must move forward to incorporate advances in high-altitude unmanned aircraft technology with a 10-year planning horizon for modernization.
   b) NGSC is a principal member of the Lockheed Martin-led industry team that is developing and producing three variants of the F-35 Lighting II fighter. This program is ramping up to full rate production, which requires completing one center fuselage per day. Currently, NGSC produces one completed fuselage every five days; the "ramp up" will occur gradually over the next two years as workers are hired and trained.
2) Technology innovations are leading to new opportunities:
   a) 3-D printing technologies, as well as advancements in composites and coatings are taking the industry in new directions. Composites typically weigh 20% less than aluminum and have a longer life span than traditional metals. NGSC is creating Unmanned Aerial Vehicles with these cutting-edge technologies and materials.
   b) New advancements in unmanned technology are continually being developed and matured, at a rate never before experienced at NGSC, requiring continuous training of technicians and related occupations.
   c) Increased productivity and cost savings are fueling the move toward flexible robotic automation. NGSC is increasing its use of robotic technology, but is not reducing its reliance on workers. In fact, NGSC needs more workers to run the new technology and keep pace with growing demand for its products.

These initiatives require completely new production processes and procedures. NGSC plans to expand its footprint in Palmdale and Mojave to accommodate the new processes, and the global supply-chain needs brought about by the expansion outlined above. Training will take place at multiple NGSC Aerospace Systems Sector locations throughout California.

Although this Critical Proposal is requesting more funding than previously earned, the Company is confident that it will be able to execute its proposed training plan. Given its long-term

commitment to California and its designation of two facilities as Centers of Excellence, combined with the newly-secured federal defense contracts, NGSC expects to fully maximize performance under this proposal.

## Training Plan

**Business Skills** (10%) – Training will be offered to all occupations. This training will focus on communication, negotiation, customer service, and documentation skills. Trainees will learn how to provide improved and consistent customer service throughout all business activities.

**Computer Skills** (15%) – Training will be offered to all occupations. NGSC uses a variety of complex systems to run its operations and to build and/or test its products. Employees will receive training on systems and computer applications applicable to their specific job roles and responsibilities. Automation and manufacturing software are vital tools for NGSC's operations, and employees must be proficient in these systems to perform at desired levels.

**Continuous Improvement** (15%) – Training will be offered to all occupations, with emphasis on Business Development, Change Management, Leadership/Coaching, Process Improvement and Six Sigma skills. A critical component of all products delivered by NGSC Aerospace Systems is "Zero Defect". The proposed training is designed to help the Company establish and maintain flawless production processes and quality assurance measures.

**Hazardous Materials** (10%) – Training will be offered to Manufacturing/Production/Mechanics Staff, Engineering Staff, and Quality Staff. This training will provide supplemental hazardous materials skills to frontline workers and lead personnel. Trainees will learn proper handling of hazardous types of materials and gases commonly associated with the Company's manufacturing processes.

**Manufacturing Skills** (40%) – Training will be offered to Manufacturing/Production/Mechanics Staff, Quality Staff, and Information Technology/Engineering Staff. This training is intended to ensure that workers have the requisite skills to manufacture products using engineering and design directives to produce aircraft that meet strict quality, safety, and zero defect standards.

**Advanced Technology** (10%) – Training will be offered to Information Technology/Engineering Staff. This training is designed exclusively for highly technical professionals in the engineering/aviation manufacturing industry. These technical courses include Architectural Modeling, Computer Aided Design, Computer Language, Programming/Software Development, and Software Configuration Management. This training is intended to foster a high level of innovation and product development expertise to drive the next generation of aerospace manufacturing specialists and engineers.

NGSC representatives indicate that the proposed Advanced Technology (AT) training is far more costly to deliver than more generalized computer-related subjects. Company representatives estimate that costs associated with this specialized training will likely range from $72 to $200 per hour, per trainee, depending on the subject matter. Due to the added costs of utilizing expensive system/design equipment and complex software, the Company is requesting increased reimbursement for the AT courses identified in the curriculum. The 1:10 trainer-to-trainee ratio will be maintained for AT training to allow for in-depth coverage of complex course material and personal attention from the instructor.

**Productive Laboratory**

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

NGSC representatives state that there are certain production skills that are best learned through direct observation and hands-on experience. PL training will allow for practical, real-world instruction that cannot be adequately duplicated in a classroom setting. Therefore, the Company plans to utilize PL training for approximately 500 Manufacturing/Production/Mechanics Staff and Quality Staff employees. PL training will take place at various NGSC Aerospace Systems facilities in California.

Equipment to be used during the proposed PL training includes cranes, forklift, tow tractor, robotic control arm, Moen heater, light cart, air compressor, liquid coolant, hydraulic test stand, aircraft jack, cabin leakage tester, cooling air unit, and paint mixer. Training will be taught by subject matter experts with demonstrated knowledge and expertise in the aerospace manufacturing industry.

Due to the high cost of equipment, training time, and scheduling considerations, NGSC is requesting a trainer-to-trainee ratio of 1:3. The PL training will be capped at 60 hours per trainee.

**Commitment to Training**

- Training Infrastructure

In its prior ETP Agreement, NGSC had one person designated as a project administrator. For this proposal, the Company will have two administrators with direct responsibility for internal project management. In addition, the Company has several in-house trainers who will be responsible for scheduling, delivering, and documenting the training at all five California facilities. NGSC has also retained an outside administrative consultant to ensure that all training adheres to ETP requirements.

**Recordkeeping**

Staff has reviewed and approved the use of a Learning Management System for recordkeeping.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0208 | Palmdale, Manhattan Beach, San Diego | 12/19/11 – 12/18/13 | $529,505 | $226,749 (43%) |

Note: The Company's primary customer is the U.S. Government, and the agreement term for this particular ETP project coincided with the Budget Control Act of 2011, calling for Department of Defense (DOD) budget cuts. Additional mandated reductions took place during the U.S. Government sequestration process which required an additional $40 billion in defense budget cuts during the time period of the ETP Agreement. These budget cuts immediately caused delays in DOD contract awards, suspending deliverables from NGSC. The planned delivery of training was delayed or postponed, as a result.

## DEVELOPMENT SERVICES

NGSC retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of $32,500.

## ADMINISTRATIVE SERVICES

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

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

## BUSINESS SKILLS

- Business/Technical Writing Skills
- Communication Skills
- Contract/Negotiation Skills
- Customer Service Skills
- Documentation Skills
- Finance/Accounting Skills
- Metrics/Measurement
- Planning and Scheduling
- Presentation Skills
- Sourcing and Procurement Skills
- Supply Chain Management
- Train-the-Trainer Skills

## COMPUTER SKILLS

- Business Intelligence/Data Management Skills/Digital Data Overview
- Computer Programming/Software Development Skills
- Document Sharing Process System
- Earned Value Management System
- Enterprise Export Management System Skills
- Enterprise Resource Planning System
- Information Handling System
- Information Systems Security
- Intermediate/Advanced MS Office Skills (Word/Excel/PowerPoint)
- Learning Exchange System Skills
- Microsoft Project
- Microsoft Visio
- Opportunity Tracking Tool
- Parts System Skills
- PeopleSoft System Skills
- Product Data Management
- Publication Training (Acrobat Professional XI)
- QuickSilver Training
- Real Time Operating System
- SAP Skills
- Software/Hardware Skills
- System Architecture/Design Skills
- Visual Basic Skills

## CONTINUOUS IMPROVEMENT

- Business Development Skills
- Change Management Skills
- Conflict Management Skills
- Resource Planning
- Global Perspectives

- ISO Standards
- Leadership/Coaching Skills
- Meeting Management Skills
- Process Improvement/Six Sigma Skills
- Project/Program Management Skills
- Quality Assurance/Quality Control
- Risk Management Skills
- Strategic Thinking Skills
- Team Building Skills
- Troubleshooting Skills

**HAZARDOUS MATERIALS**

- CTS (Central Transfer Station) Hazwaste Generator
- Transportation of Dangerous Goods
- Hazardous Materials/Hazard Communication Skills/Gases
- RCRA (Resource Conservation and Recovery Act) for Environmental Monitors and Supervisors

**MANUFACTURING SKILLS**

- Advanced Safety Skills
    - Asbestos Awareness
    - Certified Oxygen Cleanliness Instructor
    - Laser Safety and Hazard Awareness
    - Nuclear Safety Training
    - Weapon System Safety Training
    - IAL (Integrated Assembly Line Safety)
- Aerospace Manufacturing Equipment Training
- Aerospace Manufacturing Operations Skills
- Aircraft Maintenance, Modification and Testing
- Aircraft Structural Design/Development
- Assembly/Subassembly/Fabrication Skills
- Aviation Systems Support Skills
- Engineering Design/Engineering Skills
- Flight Operations
- Manufacturing Automation Systems
- Manufacturing Resource Planning
- Measurement Device Skills
- Metrology
- Missile Defense Agency/Missile Systems
- Paperless Manufacturing Systems
- Process Control Lab Skills
- Production Control
- Robotic Technology
- Sanding/Stripping
- System Test/Checkout

Safety Training is capped at 10% of a trainee's total training hours

**ADVANCED TECHNOLOGY**

- Abortext Software (Authoring for DITA using Arbortext Editor 5.4)
- Architectural Modeling Skills
- Computer-Aided Design Skills
- Computer-Aided Production Environment
- Computer-Assisted Three-Dimensional Interactive Application
- Computer Language Skills
- Computer Programming/Software Development Skills
- Dynamic Object Oriented Requirements System
- Electronic Data Technology
- Engineering Software Skills
- Enterprise Architecture Software/Systems
- Fibre Channel Storage Networking
- Red Hat Enterprise Linux (RHEL) Admin and User
- Service Oriented Architecture
- Software Configuration Management
- Software/Hardware Skills
- System Architecture/Design Skills
- Web Design/Content Management

**Productive Lab Hours**

0-60

**PRODUCTIVE LAB – MANUFACTURING SKILLS (1:3 ratio)**

- Aerospace Manufacturing Equipment Training
- Aircraft Maintenance, Modification and Testing
- Aircraft Structural Design/Development
- Assembly/Subassembly/Fabrication Skills
- Robotic Technology

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:

# 90210 Desert Resorts Management Co., LLC

## Agreement Number: ET16-0212

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

## PROJECT PROFILE

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

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 900 | U.S.: 2,700 | Worldwide: 157,000 |
| Turnover Rate: | 10% | | |
| Managers/Supervisors:<br>(% of total trainees) | 20% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $485,215 | | $59,640<br>15% | $0 | | $425,575 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $615,000 |

## 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 | Business Skills, Commercial Skills, Computer Skills, Continuous Impr | 497 | 8-200 | 0 | *$675 | $15.07 |
| | | | | Weighted Avg: 53 | | | |
| 2 | Retrainee<br>Job Creation Initiative | Business Skills, Commercial Skills, Computer Skills, Continuous Impr | 85 | 8–200 | 0 | $1,060 | $12.33 |
| | | | | Weighted Avg: 53 | | | |

*Reflects Substantial Contribution

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

Health Benefits of up to $4.55 per hour in Job Number 1 and $2.33 per hour in Job Number 2 may be used to meet the Post-Retention Wage.

**Service Charges:** Mandatory Service Charges (banquet tips) of up to $5.07 per hour (Job Number 1 - approximately 10%) and up to $2.33 per hour (Job Number 2 - approximately 20%) may also be used for Food/Beverage Staff to meet the Post-Retention Wage.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range* | Estimated # of Trainees |
| **Job Number 1:** | | |
| Accounting | | 5 |
| Administrative Support | | 25 |
| Culinary | | 38 |
| Customer Service | | 43 |
| Engineer | | 20 |
| Food and Beverage | | 110 |
| Housekeeping | | 5 |
| Maintenance | | 28 |
| Sales | | 15 |
| Support | | 95 |
| Supervisor/Manager | | 113 |

| **Job Number 2:** | | |
|---|---|---|
| Administrative Support | | 2 |
| Culinary | | 2 |
| Customer Service | | 4 |
| Engineer | | 4 |
| Food and Beverage | | 20 |
| Housekeeping | | 35 |
| Maintenance | | 4 |
| Sales | | 2 |
| Support | | 8 |
| Supervisor/Manager | | 4 |

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

## INTRODUCTION

This training proposal is for 90210 Desert Resorts Management Co. LLC (Desert Resorts Mgmt. or the Company) for training its employees working at La Quinta Resort & Club and PGA West (La Quinta or the Resort). The La Quinta properties are owned by two close affiliates: LQR Property LLC and LQR Golf LLC. All three affiliates are owned by the ultimate parent Hilton Worldwide, Inc.

[Note: This will be the fourth training project at La Quinta funded by ETP. The prior ETP Agreements were held by LQR Property LLC. The name change to Desert Resorts Mgmt. occurred as the result of corporate restructuring and was not a change in ownership. As such, the Company has accepted a Substantial Contribution as shown on page one of this proposal.]

Training will be on-site at the Resort, which is located at the foot of the Santa Rosa Mountains in Riverside County. This is a full-service resort and convention destination, approved by PGA for professional golf tournaments. The combined properties include an 800-room hotel and conference center; nine golf courses; 23 tennis courts; 41 swimming pools; seven restaurants; a 23,000 square-foot spa, and 189 stand-alone accommodations (spa villas).

The La Quinta customer base includes corporate conventions/conferences, professional golf tourneys and leisure travelers. La Quinta competes for this business with other luxury resorts worldwide; as such, it meets the Panel's requirements for out-of-state competition.

## PROJECT DETAILS

Training under the prior project (ET13-0317) focused on improving Satisfaction and Loyalty Tracking (SALT) scores and rebuilding occupancy rates. As a result, the Company implemented a new corporate directive to increase sales and improve guest service and launched company-wide customer service initiatives to change the training culture.

During the term of the prior Agreement, the Company was able to complete a $25M renovation of the property, including guest rooms, banquet facilities, and grounds. However, since then, the Resort properties suffered severe flood damage: in August 2013 from a "200-year flood," and in September 2014 from a "700-year flood." The flooding destroyed 270 newly guest rooms.

Desert Resort Mgmt. is nearly finished with repairs and renovations at a cost of some $20M. This includes the guest rooms, restaurants, shops, and golf courses. La Quinta is also a participant in the "Visit California" program to develop and maintain business outreach to keep California top-of-mind as a premier travel destination. This program puts the Resort in a position to attract travelers and conventions from China, the Midwest, East Coast, Florida, and Arizona.

In order to support increased customer demands and continue to compete as a luxury resort, Desert Resorts Mgmt. is committed to changing its business strategy from price-driven to experience-based. This will place even greater emphasis on improving the quality of its facilities and service. To do this, the Company must provide its workforce with in-depth training that focuses on overall guest experience.

**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.

With the above-mentioned expansion of new facilities and upgrade of existing facilities, Desert Resorts Mgmt. has committed to hiring 85 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. These trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

**Training Plan**

In this proposal, training will expand on courses delivered in the previous project as well as courses that were planned during the term of the previous contract but were unable to be delivered due to the floods. However, trainees will not receive duplicate courses. In addition, the proposed project will include a large percentage of newly-hired Job Creation trainees (Job Number 2) who have not participated in ETP-funded training.

**Business Skills** (50%) – Training will be offered to all occupations. With the shift in the Company's business strategy, Desert Resorts Mgmt. is committed to delivering an extensive business skills training program that will provide its workers the skills to take the Company to a higher level of service. Course topics in Communication, Customer-Focused, Guest Service, Interpersonal, Luxury Service, Proactive Customer Support, and Meeting Guests Needs and Expectations will allow trainees to build more effective relationships between employees and customers and workers and managers. These courses will improve overall customer satisfaction.

**Commercial Skills** (10%) – Training will be offered to Engineers, Supervisors, Managers, and Support and Maintenance Staff. Training in facilities maintenance procedures, golf course irrigation skills, golf course repair procedures, and maintenance equipment operations will provide trainees the skills to maintain and improve the quality of facilities in order to meet luxury specifications to improve customer satisfaction and SALT scores.

**Computer Skills** (10%) – Training will be offered to Accounting, Administrative Support, Customer Service, Sales, Support, Supervisors and Managers. Trainees will receive various internal software application systems. Delphi Event and Catering Tracking and Micros Point of

Sale skills training will allow trainees to competently navigate the Company's systems. Select trainees will also acquire skills in advanced Wi-Fi networking capabilities to support Wi-Fi networks throughout the resort to allow guests to use smartphones, tablets, and other technology.

**Continuous Improvement** (30%) – Training will be offered to all job occupations as it relates to their job function. In a continued effort to provide high quality service to its customers, Desert Resorts Mgmt plans to provide its workers with skills that will increase their performance in the areas of critical thinking, motivation, time management, and standard operating procedures. These skills will enable trainees to create a more productive work environment to support the Company's business goals.

**Substantial Contribution**

The La Quinta resort properties have benefited from ETP funding in excess of $250,000 within the past five years (See Prior Project Table). Accordingly, reimbursement for trainees at the facility in Job Number 1 will be reduced by 15% to reflect the Company's $59,640 Substantial Contribution to the cost of training.

**Temporary to Permanent Hiring**

The trainees in Job Number 2 come under Panel guidelines for "temporary-to-permanent" employment. Desert Resorts Mgmt. plans to retain some of these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. According to the Company, the number of temporary workers will be small in proportion to the overall trainee population.

The temporary-worker trainees may participate in ETP-funded training while on payroll with the temporary agency, so long as they meet eligibility standards for incumbent training. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Desert Resorts Mgmt. Until then, the Company will not receive progress payments.

**Commitment to Training**

Desert Resorts Mgmt. 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.

The Company's annual training budget is approximately $210,000. The Company provides ongoing mandatory new-hire orientation, OSHA safety regulations, sexual harassment prevention, first-aid, and other training on an as-needed basis. ETP funds will allow Desert Resorts Mgmt. to expand the Company's new training culture throughout and implement a training program that will involve all employees. Funding will also help the Resort meet the Waldorf Astoria standards of excellence.

- Training Infrastructure

  Desert Resorts Mgmt. has a dedicated individual to manage the ETP project. An administrative coordinator will be responsible for scheduling, delivering, documenting, and managing training for the Resort. This person will also meet with ETP staff and work with Desert Resorts Mgmt.'s third-party administrator.

**Impact/Outcome**

A comprehensive training plan has been developed by the Company to equip workers with the skills needed to achieve long-term business goals for the Resort properties. During the proposed agreement term, the Company will strive to create a solid foundation to ongoing educational programs including Putting the Guest First, Service Standards, Computerized Inventory, Kaizen Events, and Measuring for Success to improve overall SALT and Employee Engagement scores.

## PRIOR PROJECTS

The following table summarizes performance by Desert Resorts Mgmt. under an ETP Agreement completed within the last five years. (The other prior Agreements terminated more than five years ago.

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| *ET13-0317 | La Quinta | 04/02/2013–04/01/2015 | $563,000 | $418,561 (74%) |

***ET13-0317:** The last day of ETP training was 12/29/14 and the final invoice closeout is currently being processed by ETP. As of 7/15/15, the Company has documented 33,171 eligible training hours for 802 trainees who completed retention to equal approximately $418,561 (74%) payment earned (in process).

## DEVELOPMENT SERVICES

Desert Resorts Mgmt. retained National Training Company, Inc. (NTC) in Irvine to assist with development of this proposal for a flat fee of $15,000.

## ADMINISTRATIVE SERVICES

Desert Resorts Mgmt. also retained NTC 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:

## BUSINESS SKILLS

- Accounting Skills
- Communication Skills
- Client Data Procedures
- Customer-Focused Selling
- Customer Service Skills
- Dealing With Difficult People
- Getting Results Through Accountability
- Guest Service Skills
- Interpersonal Skills
- Luxury Service Skills
- Meeting Customer Expectations
- Meeting Guests Needs
- Negotiating Skills
- Proactive Customer Support
- Putting the Guest First
- Resolving Guest Complaints
- Sales Skills
- Up Selling Techniques

## COMMERCIAL SKILLS

- Facilities Maintenance Procedures
- Golf Course Irrigation Skills
- Golf Course Repair Procedures
- Maintenance Equipment Operation

## COMPUTER SKILLS

- Customer Information Systems
- Delphi Event and Catering Tracking
- Internal Customer Applications
- Internal Networks
- Internet Marketing
- Micros Point of Sale
- MS Office (Intermediate and Advanced)
- Outlook (Intermediate and Advanced)
- Reservation Systems
- Sales Reports & Schedule Software
- SharePoint Application Skills
- Tournament Software
- Wi-Fi Troubleshooting

## CONTINUOUS IMPROVEMENT

- Best Work Practices
- Critical Thinking Skills
- Motivation Skills
- Peer Coaching
- Resolving Service Problems
- Standard Operating Procedures
- Time Management Skills
- Tournament Procedures

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:

# Western Digital Corporation

## Agreement Number: ET16-0216

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Diego **Analyst:** S. Godin

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Job Creation<br>Priority<br>Retrainee | Industry Sector(s): | Manufacturing<br>Technology/IT<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Alameda, Orange, Santa Clara | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 5,625 | U.S.: 8,530 | Worldwide: 84,000 |
| Turnover Rate: | 8% | | |
| Managers/Supervisors: (% of total trainees) | 7% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $716,400 | | $132,480<br>50% | $0 | | $583,920 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $750,000 |

## 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, Computer Skills, Cont. Imp., Mfg. Skills | 368 | 8-200 | 0 | *$360 | $16.02 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee<br>Priority Rate | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills | 552 | 8-200 | 0 | $720 | $16.02 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Job Creation<br>Priority Rate<br>Retrainee | Business Skills, Computer Skills, Cont. Imp., Mfg. Skills | 30 | 8-200 | 0 | $1,800 | $13.35 |
| | | | | Weighted Avg: 90 | | | |

*Reflects Substantial Contribution

**Minimum Wage by County:** Job Numbers 1 & 2: $16.02 per hour in Orange County; and $16.44 per hour in Alameda and Santa Clara counties

Job Number 3 (Job Creation): $13.35 per hour in Orange County; $13.70 per hour in Alameda and 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

Up to $4.60 per hour may be used to meet the Post-Retention Wage in Job Numbers 1 & 2 and up to $2.65 per hour in Job Number 3.

| **Job Numbers 1 and 2 Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrative Staff | | 50 |
| Customer Service Staff | | 25 |
| Engineering Staff | | 245 |
| IT Staff | | 32 |
| Marketing Staff | | 25 |
| Production Personnel | | 370 |
| Technical Staff | | 100 |
| Manager/Supervisor | | 73 |

| Job Number 3 Wage Range by Occupation (Job Creation) | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrative Staff | | 2 |
| Customer Service Staff | | 2 |
| Engineering Staff | | 5 |
| IT Staff | | 5 |
| Manager/Supervisor | | 2 |
| Marketing Staff | | 2 |
| Production Personnel | | 7 |
| Technical Staff | | 5 |

## INTRODUCTION

Founded in 1970, Western Digital Corporation (WDC) (www.wdc.com), designs, manufactures and sells high-performance hard disks, solid-state drives, and other consumer electronics. WDC is the largest traditional hard drive manufacturer in the world. The Company's customers include major personal computer manufacturers, retailers, and distributors.

This proposal will be administered in Irvine at WDC's headquarters and is designed to train workers at five WDC facilities located in Irvine, Fremont, Mountain View and San Jose (2).

## PROJECT DETAILS

This will be WDC's fifth project, the third in the last five years. ET12-0160 (12/12/11-12/11/13) provided skill sets necessary to enable the Company to implement new branded products. ET14-0194 (10/28/13-10/27/15) delivered training in skill sets needed to analyze, design, manufacture and sell new solid state hard drive devices.

WDC must continue to meet customer demands for vast amounts of storage capacity in its Hard Disk Drive Systems (HDDS). As the market for desktop computers continues to shrink, the Company has begun to move its emphasis from single platter drives (used in personal computer products) to multi-platter drives that meet high storage needs used in 'server farms" (a group of networked servers housed in one location) to house and manage massive quantities of data.

The Company is also involved in the research and design of shingled magnetic recording and heat assisted magnetic recording processes to increase the areal density of every disk/platter. New research and design skill sets are needed to successfully design and manufacture HDD products that store more data at a lower cost. Once perfected, these technologies will be used in both the single platter and multi-platter enterprise products.

WDC entered the Cloud marketplace in its last ETP Agreement. Recently, data breaches have become an area of concern by individual consumers and small businesses. To address these concerns, WDC's Content Solutions division is working on a fledgling product line for those who are wary of storing information in the Cloud. This new product line will enable its users to control its data, access, and security while having some Cloud advantages including sharing photos and other files that can be accessed from multiple devices anywhere, anytime. New technology skills will be required for this product line.

In addition, WDC continues to develop new innovative HDD technology storage solutions and recently launched several new products, including:

- My Passport Cinema – a user friendly way to organize, store and view high definition digital movies and TV shows in up to 4L UHD resolution with high dynamic range;
- My Book Pro – WDC's fastest external storage solution that stores more digital content than other products with faster transfer rates; and
- My Cloud OS3 – provides customers with greater photo sharing capability, backup, and synchronization.

The data storage device market is highly competitive and is characterized by rapidly changing technology, short product life cycles, and evolving industry standards. Training will focus on high capacity HDD disk drive design and production skills along with new security software enhancements: new products and technologies for WDC. With the assistance of ETP funds, WDC will be able to update knowledge and skills and remain on the forefront of technology and innovation. Trainees who participated in previous Agreements will not receive duplicate training.

**Retrainee - Job Creation**

WDC has committed to hiring 30 net new full-time workers to support its market and business expansion of recently launched products and those currently under development. These employees will require extensive training to develop requisite skills to support the design and manufacture of these products.

WDC represents that the date-of-hire for all trainees in the Job Creation program (Job Number 3) 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. The Substantial Contribution requirement will be waived for Job Number 3 trainees.

**Temporary to Permanent Hiring**

WDC states that approximately 5 of the 30 job creation trainees in Job Number 3 will come under Panel guidelines for "temporary to permanent" employment. WDC has retained these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by WDC. Until then, WDC will not receive progress payments.

**Substantial Contribution**

WDC is a repeat contractor with payment earned in excess of $250,000 with former Substantial Contributions at the 15% and 30% levels, at the Irvine and Fremont facilities, within the past five years (see active and prior project tables). Accordingly, reimbursement for trainees at the Job Number 1 facilities (Irvine and Fremont) will be reduced by 50% to reflect the Company's $132,480 Substantial Contribution to the cost of training.

**Training Plan**

**Business Skills** (10%): Trainees in all occupations will receive skill sets needed to manage both internal and external customer relationships and speak to the WDC products with acumen. Project management skills will enable employees to manage higher workloads and a variety of customer accounts. Training will also include leadership skills, marketing techniques, communication and customer service skills, and conflict resolution. These skill sets will improve operational efficiency.

**Computer Skills** (20%): Engineers and Technical Staff will receive training on software such as computer-aided design, software design applications, software security applications, and web usability testing software. Training will provide the skills needed to design higher capacity disks with increased security encryption.

**Continuous Improvement** (20%): Trainees in all occupations will be offered training based on individual needs and job function. Training will focus on the development of critical thinking skills and collaborative problem solving skills between the functional teams responsible for designing, testing, and integrating the various features of new products. Lean manufacturing skills will assist technical, engineering, and production staff in reducing production errors, improving quality, and shortening delivery times.

**Manufacturing Skills** (50%): Select Managers/Supervisors, Production Personnel, Engineers and Technicians will receive training on topics such as Production Processes/ Techniques/Workflow, new Product Specifications and Procedures, Heat Assisted Magnetic Recording, Shingled Magnetic Recording and Multi-Platter Drive production.

**Commitment to Training**

WDC reports that it annually spends $1,131,000 on training at its California facilities. The Company provides the following training: newly hired orientation; OSHA mandated training; sexual harassment and violence in the workplace prevention; first aid and CPR; and continuous improvement, computer, business and manufacturing skills training. WDC also champions an on-the-job engineering mentoring program that helps new engineers build technical skills. The Company states that it would not be able to deliver the amount of formal training to as many of its employees as it does without the assistance of ETP.

WDC states 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**

WDC's training department will work directly with National Training Company (NTC) to administer the ETP-funded Agreement. The Company expects to start training within 10 days of Panel approval. The ETP Agreement will be managed out of WDC's company headquarters in Irvine by the WDC staff that has handled prior ETP Contracts.

**Impact/Outcome**

Training goals include the development of new products and technologies and the skill sets necessary to successfully manage company growth while providing long term career opportunities for employees.

**RECOMMENDATION**

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0194 | $607,070 | 10/28/13-10/27/15 | 950 | 852 | 852* |

*Based on ETP Online Systems, 40,513 reimbursable hours have been tracked for potential earnings of $559,644 (92% of approved amount). Training was completed on 7/27/15 and retention will complete on 10/27/15.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0160 | Statewide | 12/12/11-12/11/13 | $424,530 | $424,530 (100%) |

## DEVELOPMENT SERVICES

NTC in Irvine assisted with development of this proposal for a flat fee of $15,000.

## ADMINISTRATIVE SERVICES

NTC 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

- Communication Skills
- Computer/Internet Applications in Business
- Conflict Resolution
- Leadership Skills
- Marketing Techniques
- Product Knowledge
- Project Management

## COMPUTER SKILLS

- Computer-Aided Design
- Computer-Based Diagnostic Equipment
- Computer Security
- Designing Software Applications
- Material Resource Planning
- MATLAB Statistical Analysis
- Microsoft 2013 Conversion
- Microsoft Desktop Optimization Pack
- MS Office (Intermediate and Advanced)
- Programming and Database Standards
- Software Development
- Software Security Applications
- Software Synchronization
- Software Troubleshooting
- Using Advanced Excel for Statistical Analysis
- Web Usability Testing
- Western Digital Software Applications

## CONTINUOUS IMPROVEMENT

- Conflict Management Strategies
- Decision Making Skills
- Critical Thinking Skills
- Process Improvement
- Effective Teams
- How to Coach and Mentor
- Kaizen Events
- Lean Manufacturing
- Managing Change
- Problem Solving and Resolution
- Product Quality & Reliability
- Inventory Control
- Six Sigma Processes
- 5S Principles

- Total Quality Management
- Quality Control Techniques
- Standard Operating Procedures

**MANUFACTURING SKILLS**

- Acceptance Testing
- Arial Density Specifications
- Assembly Procedures
- Cross Training On Production Equipment/Skills
- Heat Assisted Magnetic Recording
- Management and Monitoring of Materials
- Multi-Platter Drives
- Parts and Product Specifications
- Production Processes/Techniques/Workflow
- Proper Selection and use of Test Equipment
- Shingled Magnetic Recording
- Solid State Electronic Devices
- Technical Specifications/Procedures
- Testing Materials and Equipment

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.

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Headway Technologies, Inc.

## Agreement Number: ET16-0226

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** R. Jackson

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority<br>Job Creation<br>Retrainee | Industry Sector(s): | Manufacturing<br>Technology/IT<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Santa Clara | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 702 | U.S.: 702 | Worldwide: 702 |
| Turnover Rate: | 1% | | |
| Managers/Supervisors:<br>(% of total trainees) | 1% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $674,940 | | $94,311<br>(Job 1: 15%) | $0 | | $580,629 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $750,000 |

## 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 | Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, PL-Mfg. Skills | 499 | 8-200 | 0-8 | *$1,071 | $16.44 |
| | | | | Weighted Avg: 70 | | | |
| 2 | Job Creation<br>Retrainee<br>Priority Rate | Mfg. Skills, Computer Skills, Cont. Imp., Business Skills, PL-Mfg. Skills | 30 | 8-200 | 0-8 | $1,540 | $13.70 |
| | | | | Weighted Avg: 77 | | | |

*Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1: $16.44 in Santa Clara County
Job Number 2 (Job Creation): $13.70 in 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 $2.75 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to $2.70 per hour in Job Number 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Administrative Staff | | |
| Production Staff | | |
| Technicians | | |
| IT Staff | | |
| Technical Director | | |
| Supervisor | | |
| Manager | | |
| **Job Number 2** | | |
| IT Staff | | |
| Technical Director | | |
| Supervisor | | |
| Manager | | |
| Administrative Staff | | |
| Production Staff | | |
| Technicians | | |

## INTRODUCTION

Founded in 1994 and based in Milpitas, Headway Technologies, Inc. (Headway) (www.headway.com) 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. Headway continues to research and develop the next generation of disk drives to maintain large customer accounts with Toshiba, Seagate and HGST.

The Company has four locations in Milpitas where the proposed class lab and productive lab training will take place for both incumbent workers and newly hired staff.

## PROJECT DETAILS

### Prior ETP Projects

This is Headway's fourth ETP Agreement in the previous five-year period. The most recent ETP Agreement (ET14-0257) terminates in February 2016, but all training has been delivered. That Agreement funded training on design, marketing and manufacturing of new-generation of data storage devices. According to Headway, emerging technology continues to require constant training and a high level of investment in new tools. ETP funding will help improve production speed to delivery, increase efficiency, and boost customer satisfaction to remain competitive. Additionally, multiple manufacturing lines are expected to transition to 24-hour production lines.

The proposed training focuses on training newly hired staff and select incumbent workers on Manufacturing Skills. This proposal assists Headway in reaching their efficiency and cross training goals related to increasing production line activities, and decreasing waste. The proposal also reinforces continued hiring and intensive training to meet demands for highly-skilled technical workers in their Milpitas location. Incumbent workers (Job Number 1) will receive customized coursework that was not delivered under any previous ETP-funded program.

### 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 ($20 per hour) and trainees will be subject to a lower post-retention wage. Headway has committed to hiring 30 new employees (Job Number 2). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

Over the past year, Headway's workforce has grown to some 700 full-time employees. The Company recently completed the installation of a 14,700 square foot clean room space and purchased new production equipment and software (estimated value of $3,150,000). Headway expects to add at least 30 more net new jobs over the next 21 months at its Milpitas facilities to handle company growth.

### Training Plan

Headway's training will be delivered via Classroom/laboratory, Computer-Based Training (CBT), and Productive Lab (PL). Trainees will receive up to 200 hours of training (60 PL per trainee).

**Business Skills** (5%): Training will be offered to Technicians, Supervisors, Managers, Technical Director, Administrative, Production and IT Staff to increase worker knowledge with leadership, products, improve accounting, increase customer satisfaction and improve

marketing. Training will also include Strategic Planning, Customer Satisfaction and Project Management.

**Computer Skills** (10%): Training will be offered to Engineers, Managers, Supervisors, IT and Administrative Staff. Topics include Intermediate and advanced MS Office, Software Programming, Windows 10, and Enterprise Resource Management. Training will enable workers to create databases, spreadsheets, reports, charts, graphs and professional presentation materials needed for clients. The training will also provide an understanding of customer product management software, and includes database tools and analysis tools for Engineers. IT Staff specifically needs training related to supporting the software in use.

**Manufacturing Skills** (75%): Training will be offered to Production Staff, Technicians, Leads, Supervisors, Managers and Engineers. Topics include Product Repair, New Product Design, and Troubleshooting. The Company will offer some training across occupations to build and maintain specialized manufacturing skills.

**Continuous Improvement** (10%): All occupations will receive training applicable to their department and job function to develop efficiency through High Performance Work Teams initiative trainings. Staff will be able to make decisions and take immediate action, resulting in a greater attention to detail, error reduction and a reduction in customer response time. Lean Manufacturing, ISO 14001/9001, leadership training will also be provided to ensure quality standards are met for various customer and industry requirements.

**Computer-Based Training**

Headway's training program was developed to also include CBT in Continuous Improvement. Through CBT, trainees will train at their own pace which will be provided prior to or subsequent to a Classroom/Instructor-Led training to ensure learning/skills transfer has occurred. Trainees may receive up to 8 hours of CBT training. CBT will not exceed 50% of total training hours per trainee.

**Productive Lab**

The Panel recently adopted regulations to authorize reimbursement for training delivered in a 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. Headway states an estimated 325 Production Staff trainees will receive PL from experienced operators to operate equipment and produce disk drive components.

Trainees will receive up to 60 hours of PL, with a 1:1 trainer-to-trainee ratio. CBT and PL methods of training offer additional ways to deliver training to obtain expertise needed. Headway estimates that the Company delivers up to 250 PL hours annually to Production Staff. However, this request for up to 60 hours per trainee is specifically related to training needed to operate new equipment and processes. Many of the machines require competency before they can be safely operated independently. Certifications for operating new machines such as PVD03 & 04 (Pressure Vapor Deposition), Mask Tracking System, Atomic Layer Disposition will likely increase productivity, help avoid personal injury or decrease damages to products.

PL training is primarily focused on skill upgrades and cross-training to support production goals such as decreasing error rates, reduce re-work schedules, increasing the speed to order completion, and implementing 24 hour production line operations.

**Technical Directors**

The eleven Technical Directors identified in the Wage Range by Occupation table are actually frontline employees who work primarily as project managers. They are not considered executive-level staff and do not set company policy. Therefore, they are eligible to be included as trainees.

**Commitment to Training**

Headway's annual training budget is $250,000. The Company's training covers new hire orientation, compliance training, health and safety, basic computer skills and department specific training requests.

Headway 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

Headway has a structured training department with two dedicated internal Administrators and over 100 in-house trainers. The majority of the training is scheduled to be delivered in-house.

**Impact/Outcome**

Certifications will be issued for operating new machines such as PVD03 & 04 (Pressure Vapor Deposition), Mask Tracking System, Atomic Layer Disposition.

**Temporary to Permanent Hiring**

Some of the trainees in Job Numbers 1 & 2 may come under Panel guidelines for "temporary to permanent" employment. The number of such employees is relatively small in proportion to the total trainee population. The Company retains these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. The retention and post-retention wage requirements cannot be satisfied until after they have been hired by the Company. Until then, the Company will not receive progress payments for these individuals.

**Substantial Contribution**

Headway is a repeat contractor with payment earned in excess of $250,000 within the past five years at its facilities in Milpitas. Accordingly, reimbursement for trainees in Job Number 1 will be reduced by 15% to reflect the Company's $94,311 Substantial Contribution to the cost of training. In accordance with ETP guidelines, Job Creation (Job Number 2) is not subject to substantial contribution requirements.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0257 | $336,540 | 2/3/14 – 2/2/16 | 225 | 225 | 225 |

Based on ETP Online Systems, 17,601 reimbursable hours have been tracked sufficient to support earnings of $322,266 (96% of approved amount).

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0135 | Milpitas (4 locations) | 9/10/12 – 9/09/14 | $99,538 | $99,538 (100%) |
| ET10-0199 | Milpitas (4 locations) | 9/28/09 – 9/27/11 | $156,240 | $57,660 (37%) |

During the first ETP Agreement (ET10-0199) Headway experienced turnover of Administrative Staff and consequently did not pursue the ETP program until the last six months of the Agreement. This affected the amount of ETP eligible training delivered and tracked. Subsequent agreements have shown the Company now understands the importance of maintaining administrative support and earnings have been consistently strong.

## DEVELOPMENT SERVICES

California Training Administration in San Jose assisted with development for a flat fee of $2,500.

## ADMINISTRATIVE SERVICES

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

## TRAINING VENDORS

- Computer Magic, in San Jose, will provide Computer Skills for a flat fee of $7,500.
- San Jose City College, in San Jose, will provide Continuous Improvement for a flat fee of $5,500.
- TeamWorx, in Sacramento, will provide Continuous Improvement for a flat fee of $4,700.

Other trainers will be identified for ETP record-keeping purposes once they are retained.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### MANUFACTURING SKILLS

- Engineering Process Concepts
- Writer Process Development
- Lean Manufacturing
- Magnetic Head Technology
- Equipment Maintenance
- Material Handling
- New Product Design/Development
- Operating Production Equipment
- Product Repair/Inspection
- Production/Processes/Assembly
- Change Control Notification
- Troubleshooting/Testing/Reliability
- Warehouse Inventory Procedures

### COMPUTER SKILLS

- Manufacturing Information System
- Microsoft Tools Excel & Word (Intermediate/Advanced)
- Microsoft Access, Project Tools, Dynamics
- Automatic Data Processing Software
- Document Change Order System
- Enterprise Resource Management System
- Software Programming/Database
- Engineering and Development Tools
- Windows 10 Operating Systems

### CONTINUOUS IMPROVEMENT

- ISO 14001/ISO 9001
- High Performance Work Teams
- Root Cause Analysis
- Problem Solving
- Product/Process Improvement
- Writer SPC
- Team Meetings for Process Improvement
- Handling Difficult Situations--Conflict Management
- Leadership/Coaching Skills

### BUSINESS SKILLS

- Effective Communications
- Customer Satisfaction
- Headway Product Knowledge
- Managing Projects, Products, Customers
- Presentation Skills (Technical/Non-Technical)
- Strategic Planning
- Technical Training Delivery Skills (Train-the-Trainer)

**Productive Lab Hours**

0 - 60

**MANUFACTURING SKILLS (1:1 Ratio)**

- Equipment Maintenance
- Material Handling
- New Equipment Knowledge/Certification
- Operating Production Equipment
- Production/Processes/Assembly
- Troubleshooting/Testing/Reliability/Repair/Inspection

**CBT Hours**

0 - 8

**CONTINUOUS IMPROVEMENT**

- Basics 1 – Leadership (1 hr.)
- Basics 2 – The Customer is the Business (1 hr.)
- Basics 3 – Leader vs. Independent Contributor (1 hr.)
- Basics 4 – Communicating with Management (1 hr.)
- Basics 7 – Handling Difficult Situations (1 hr.)
- Basics 10 – Your Influence Potential (1 hr.)
- Basics 11 – Coaching Style Flexibility (1 hr.)
- Basics 12 – Initiative and Delegation (1 hr.)

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. PL is capped at 60 hours per-trainee.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Lockheed Martin Space Systems Company, a division of Lockheed Martin Corporation

## Agreement Number: ET16-0227

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** C. Hoover

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate | Industry Sector(s): | Aerospace and Defense<br>Engineering<br>Manufacturing<br>Nanotechnology<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Santa Clara and Santa Cruz | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No District Lodge 725 International Association of Machinists and Aerospace Workers | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 5,571* | U.S.:107,000 | Worldwide: 112,000 |
| Turnover Rate: | 9% | | |
| Managers/Supervisors: (% of total trainees) | 13% | | |

*This is for the LM Space Systems division, not LM Corporation

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $749,232 | | $0 | $0 | | $749,232 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $2,083,400 |

## TRAINING PLAN TABLE

| Job No. | Job Description | Type of Training | Estimated No. of Trainees | Range of Hours | | Average Cost per Trainee | Post-Retention Wage |
|---|---|---|---|---|---|---|---|
| | | | | Class / Lab | CBT | | |
| 1 | Retrainee Priority Rate | Business Skills, Computer Skills, Continuous. Impr., Mgmt Skills, Mfg Skills | 946 | 8-200 | 0 | $792 | $16.88 |
| | | | | Weighted Avg: 44 | | | |

**Minimum Wage by County:** Job Number 1: $16.44 per hour for Santa Clara County and $15.07 per hour for Santa Cruz 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 |
| Production Staff- I | | 172 |
| Production Staff- II | | 40 |
| Engineers & Information Technology Staff - I | | 80 |
| Engineers & Information Technology Staff - II | | 213 |
| Engineers & Information Technology Staff - III | | 140 |
| Finance & Business Operations Staff - I | | 101 |
| Finance & Business Operations Staff - II | | 60 |
| Finance & Business Operations Staff - III | | 20 |
| Managers - I | | 15 |
| Managers - II | | 85 |
| Managers - III | | 20 |

## INTRODUCTION

Lockheed Martin Space Systems Company (LM Space Systems or Division) is one of five major divisions of Lockheed Martin Corporation (www.lockheedmartin.com). The corporate entity, headquartered in Maryland, was formed in March 1995 with the merger of two technology companies, Lockheed Corporation and Martin Marietta Corporation. In 1996, Lockheed Martin acquired Loral to add defense electronics and systems integration to its technologies. LM Space Systems is engaged in design, research and development, engineering, production of satellites, strategic and defensive missile systems, and space transportation systems.

Customers include the Department of Defense, National Aeronautical Space Administration, National Oceanic Atmospheric Administration, the intelligence community, and other government and commercial entities in the United States and allied countries around the world.

[Note: This division is not involved in the Department of Defense project in Southern California in concert with Northrup Grumman Systems Corporation. [See ET16-0228.]

## PROJECT DETAILS

In California, LM Space Systems currently serves as the prime contractor and systems integrator on a number of critical strategic programs. Over the last two years, the Company has seen growth within its business environment:

- Early 2014: LM Space Systems opened an Advanced Materials and Thermal Sciences Center Building in Palo Alto. Its new 82,000 square foot laboratory houses 130 engineers and hosts advanced research and development in emerging technology areas including 3-D printing, energetics, thermal sciences, nanotechnology, synthesis, high pressure materials and advanced devices.
- December 2014: LM Space Systems opened a new facility on its Sunnyvale campus to accelerate the U.S. Navy's Mobile User Objective System program via a new radio terminal development and certification facility.
- April 2015: LM Space Systems opened a new laboratory for the development of next-generation seekers that will help the U.S. Missile Defense Agency defend against increasingly complex missile threats.

LM Space Systems has participated in two previous Agreements, one project within the last 5 years. That project was targeted primarily at financial professionals requiring training related to the rollout of the Procure to Pay payment system. The previous Agreement funded only a small percentage of LM Space Systems' workers. This proposal is broader in size and scope. It will touch on all major populations of LM Space Systems' California workforce. Training will be delivered on technical topics related to new technologies and changing manufacturing processes and initiatives to help optimize business processes.

### Training Plan

LM Space Systems is a project-based business, and it faces pressure by its customers to reduce operating costs and improve efficiencies while delivering products that meet stringent quality standards. Minor design flaws or production errors can translate into billions of dollars in cost overruns. The Company requires the latest technologies, sophisticated software tools, optimized production methods, and a structured and efficient program management process which requires a significant volume of training in order to deliver value, secure future business contracts, and retain operations. All training will be Classroom and Laboratory training. LM Space Systems conducts a formal needs assessment on an annual basis where specific training needs are identified, quantified, and ranked based upon priority.

**Business Skills** (30%): Training will be offered to Finance and Business Operations (F&BO) Staff and Engineers. Training will focus on Program Management. Specific courses will include control account management, subcontract management, project management, team leadership, and customer relations. A series of courses will also be provided for winning new customer contracts and sustaining sizable California operations.

**Computer Skills** (30%): Training will be offered to Engineers and Information Technology (IT) Staff. Training is designed to concentrate on three primary facets of IT- information security,

network administration, and systems/software Engineering. Information security courses will be provided in CISSP, Security+, and Ethical Hacking. Network administration will include various platforms, databases, and tools used to administer and sustain LM Space Systems's network (e.g. RedHat, Cisco, and VmWare). Systems/software engineering training in advanced software tools and programming languages including Zuken, LabView, ProE Wildfire, Java and Ruby will help the Company develop, design, produce, and test products.

**Continuous Improvement** (15%): Training will be offered to Engineers, Production Staff and F&BO staff. Trainees will attain effective problem solving skills in such areas as root cause analysis, statistical process control, and corrective action and valuable credentials in Six Sigma Green Belt and Black Belt certifications. Specific courses will be offered in Space and Atmospheric Concepts (e.g. signaling, modern infrared, optics, metrology, and vacuum technology) which will cover launching and sustaining satellites, missile systems, and space transportation systems. Many of the Company's Continuous Improvement Initiatives also involve measurable outcomes including reductions in process waste, errors, and process times and increased contracting opportunities.

**Management Skills** (5%): Training will be offered to Managers and workers who are transitioning into manager roles. Much of this training will involve recently developed curriculum from the Company's Center for Leadership Excellence. Leadership skills are crucial to managing its fast-paced work environment.

**Manufacturing Skills** (20%): Training will be offered to Production Staff and Engineers. Production Staff requires internal skill certifications in the various production related qualifications and certifications. Sunnyvale production workers must become certified in updated manufacturing processes in order to perform specific production related tasks. For example, cable and harness, soldering, precision preparation and cleaning, geometric dimensioning and tolerancing, and polymerics. Engineers may participate in certain topics.

**Out-of-State Training**

Approximately 97% of the proposed training will occur at LM Space Systems' locations (Palo Alto, Sunnyvale and Santa Cruz). A small percentage (3%) of the training will be delivered out-of-state at Lockheed Martin's headquarters in Bethesda, Maryland for Management Skills training where its Center for Leadership Excellence is located.

**Out-of-State Vendors**

In-house trainers will provide the majority of the ETP training. However, LM Space Systems has retained an out-of-state vendor (Marquis Group) to develop the proposal and provide administrative services. The Marquis Group were used and approved for all of Lockheed Martin's previous ETP Agreements.

**Substantial Contribution**

LM Space Systems is a repeat contractor. However, the Company is not subject to a Substantial Contribution since the funds earned are not in excess of $250,000 within the last 5 years.

**Union Support**

The International Association of Machinists and Aerospace Workers has issued letter to support the proposed training.

**Commitment to Training**

LM Space Systems represents that ETP funds will not displace the existing financial commitment to training. LM Space Systems' 2014 and 2015 annual training budget for California is $8 million each year through a formalized corporate-level process. The Company provides a variety of mandatory curriculum in ethics, diversity, sexual harassment, security practices, compliance and orientation on an annual basis. Additionally, the Company provides elective training topics in various technical and soft skills areas. This training extends across all operational functions and occupations.

LM Space Systems continually delivers training to keep pace with technology upgrades, changing manufacturing procedures and continuous improvement efforts. The Company expects continued budget support for mandated training plus support for other training needs determined to be the most critical. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

**Record Keeping**

The Sunnyvale training support coordinators are responsible for assigning the training rooms and collection of hard copy rosters for entry into the Learning Management System (LMS), MyLearning. The LMS is utilized by all the coordinators to enroll trainees, validate training completion and training hours. The LMS is an established record-keeping system and is currently in place as it has been used in previous ETP Agreements. The LMS has been approved by ETP staff. The contractor has completed the Electronic Training Questionnaire providing detailed information about the LMS.

- Training Infrastructure

To optimally administer the ETP project, LM Space Systems will use its internal training coordinators and its external consultants the Marquis Group. The Marquis Group will be responsible for ETP administrative duties. Marquis Group is familiar with the internal training implementation structure for LM Space Systems, and has the appropriate internal contacts for the various training components. Marquis Group has direct administrator-level report-running privileges in the LMS and has an assigned corporate contact that will assist with administration.

**Impact/Outcome**

With ETP funds, LM Space Systems can extend training efforts to broader populations and deliver an expanded curriculum of training topics beyond what is currently feasible. Training will result in formal industry-recognized certifications (e.g., Six Sigma Black Belt and Green Belt Training) and formal company-recognized certifications. Company-recognized certifications are production-related certifications that are required to qualify employees on specific job tasks and typically include some verification of competency, which may occur through a formalized test at the conclusion of training and/or demonstrated effective use of the skills attained in an on-the-job setting.

Additionally, IT Staff will receive training towards a formal industry recognized certification (e.g.-networking or information security). Gaining these credentials and skills will allow the Company to better protect its data assets and ensure the integrity of its advanced computer networks.

**Trainer-to-Trainee Ratio**

LM Space Systems has requested a modification to the trainer-to-trainee ratio cap for Business Skills and Continuous Improvement training. The Company's is requesting to modify the trainer-to-trainee ratio from 1:20 to 1:26 in order to train the large number of people in the 21 month

training period of the ETP Agreement. This will only affect 30 classes and approximately 30% of the training. Staff recommends approval of this waiver.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0303 | Santa Clara, Santa Cruz, Sunnyvale | 3/26/2012–3/25/2014 | $180,000 | $174,421 (97%) |

## DEVELOPMENT SERVICES

LM Space Systems retained the Marquis Group in Volente, Texas to assist with development of this proposal for a flat fee of $29,000.

## ADMINISTRATIVE SERVICES

LM Space Systems also retained the Marquis Group to perform administrative services in connection with this proposal for 13% of the payment earned.

## TRAINING VENDORS

National Instruments of Santa Clara will provide training for a fee between $500-$1,000 per trainee.

AVS (Science and Technology of Materials, Interfaces and Processing) of Chico will provide training for a fee of approximately $1,000 per trainee for a multi-day course.

Zuken, Inc. of Milpitas will provide software training for a fee between $500-$1,000 per trainee.

UCSB Extension of Santa Barbara will provide (Modern Infrared) training for approximately $2,000 per trainee for a multi-day course.

Other trainers will be identified for ETP record-keeping purposes as they are retained by Lockheed Martin Space Systems Company.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

## BUSINESS SKILLS

- Program Management
  - Program Management
  - Capture Strategy
  - Capture Management
  - Control Account Management
  - Subcontract Management
  - Project Management
  - Team Leadership
  - Contracted R&D Capture (CRAD)
  - Customer Relations

## COMPUTER SKILLS

- Information Security
  - CISSP
  - Security +
  - Ethical Hacking
- Network Administration
  - Admin Windows Server
  - RedHat
  - HTML Programming
  - Data Analytics
  - Cisco Admin
  - VMware
- Systems/Software Engineering
  - Zuken
  - Systems Modeling
  - Pro/E (including Wildfire)
  - Java Programming
  - Ruby Programming
  - LabVIEW
  - Clearcase
  - Rational Rhapsody
  - Windriver

## CONTINUOUS IMPROVEMENT

- Six Sigma & Problem Solving Methodologies
  - Green Belt & Black Belt
  - Root Cause Analysis
  - Statistical Process Control
  - Corrective Action
- Space and Atmospheric Concepts
  - Understanding Space
  - Space Mission Structures
  - Optics and Metrology
  - Vacuum Technologies
  - Modern Infrared
  - Signaling Technologies

**MANAGEMENT SKILLS** (Management Trainees Only)

- Leadership Fundamentals
- Early Career Leadership Fundamentals
- Financial Strategies

**MANUFACTURING SKILLS**

- Cable & Harness
- Soldering
- Crimping & Connectors
- Polymerics
- Precision Prep & Cleaning
- Geometric Design & Tolerances (GD&T)

Safety Training will be limited to 10% total training hours per trainee

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

DISTRICT LODGE 725

*International Association of Machinists and Aerospace Workers*

655 Vaqueros Avenue, Sunnyvale, CA 94086-3574
(408) 739-1434 • FAX (408) 739-1439

September 22, 2015

Mr. Christopher Hoover
Associate Governmental Program Analyst
Employment Training Panel, State of California
1065 East Hillsdale Blvd, Suite 415
Foster City, CA 94404

Dear Mr. Hoover:

I am writing on behalf of the International Association of Machinists and Aerospace Workers (IAMAW) to validate our support for the training program identified in Lockheed Martin Space Systems Company's proposed Employment Training Panel (ETP) application.

The aerospace industry is rapidly evolving, and our workers must keep pace with changing technologies, manufacturing processes, and equipment upgrades. Encouraging employee retraining to meet these challenges is one of the primary goals of our union. The training outlined in this program application will provide our members with valuable new skills and development opportunities.

We strongly support the proposed ETP training project to enhance the skills of our members at Lockheed Martin's Sunnyvale site.

Sincerely,

Kevin Lee
Business Representative

KL/ls

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Maxim Integrated Products, Inc.

## Agreement Number: ET16-0225

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee Priority Rate | Industry Sector(s): | Manufacturing<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Orange, San Diego, San Francisco, and Santa Clara | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 1,521 | U.S.: 3,615 | Worldwide: 8,176 |
| Turnover Rate: | 10% | | |
| Managers/Supervisors: (% of total trainees) | 18% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $731,538 | | $0 | $0 | | $731,538 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $1,538,370 |

## 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 | Busines Skills, Computer Skills, Cont. Improv., Mgmt. Skills, Mfg. Skills | 713 | 8-200 | 0-32 | $1,026 | $17.19 |
| | | | | Weighted Avg: 57 | | | |

**Minimum Wage by County:** $16.02 – Orange County; $15.93 – San Diego County; and $16.44 for San Francisco and 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 |
| Engineer I | | 112 |
| Engineer II | | 20 |
| Sales Staff | | 8 |
| IT Staff I | | 267 |
| IT Staff II | | 77 |
| Finance Staff / Admin. Staff / Marketing Staff I | | 92 |
| Finance Staff / Admin. Staff / Marketing Staff II | | 12 |
| Manager I | | 116 |
| Manager II | | 9 |

## INTRODUCTION

Founded in 1983, Maxim Integrated Products, Inc. (Maxim) (www.maximintegrated.com) designs, develops, manufactures, and markets a range of linear and mixed-signal integrated circuits, commonly referred to as analog circuits. The Company caters to the automotive, communications & data center, computing, consumer and industrial markets. Maxim is headquartered in San Jose with facilities in San Francisco, Irvine, and San Diego, all of which are participating in training.

## PROJECT DETAILS

The consumer electronics market has exploded with new products within the last five years. The convergence of technologies including low cost, low power multi-core processors, high-density memory, and innovative power management circuits along with the worldwide availability of high speed digital cellular communications has created new classes of products that offer both productivity and convenience to the world market.

The energy distribution automation segment is an actively growing part of the smart grid market. Maxim designs and manufactures integrated circuits that are used by the auto industry to deliver advanced designs for increased energy efficiency, safety, and convenience. Traditional data converters provide high resolution, speed, and coherent sampling which, in combination, allow a utility to optimize power for ultra-efficient distribution and the characterization of faults. Advancements over the past few years are driving the need for lower power, higher accuracy data converters and system solutions. Maxim's analog signal chain integrated circuits are designed for a broad range of applications which include data converters to help satisfy customers requests for more accurate dynamic data to make decisions and respond in as close to real time as possible.

To stay current with these changing technologies and to remain competitive, Maxim must train employees to upgrade, enhance, and expand their skillsets. Internal controls and skills are necessary to form a strong business and leadership core for future growth of the Company. The proposed training will help Maxim improve quality processes, increase services/product, meet new demands for research and development of technological advancements, implement technological enhancements, and expand their existing client base. Operating Certifications for certain manufacturing/production equipment are verified through exams, based on job roles.

### Training Plan

Training will be provided at the employer sites and will include employees from the Irvine, San Diego, San Jose, and San Francisco facilities. Training will be delivered via Class/Lab, E-Learning and Computer-Based Training methods.

**Business Skills** (10%): Training will be offered to all occupations. Training will include coaching, negotiating, selling and presentation skills. Trainees will learn these skills and use them to promote the company's products and service offerings.

**Computers Skills** (5%): Training will be offered to all occupations. Topics include Jama Contour and advanced Excel. Trainees will learn to use the product delivery platform to manage and bring complex products to market and generate and customize data.

**Continuous Improvement** (10%): Training will be offered to all occupations. Courses such as Change Management, Concepts of Requirements Management, and ISO will improve productivity and implement new quality processes and standards.

**Management Skills** (10%): Training will be offered to frontline Managers. Topics such as Management Essentials and Effective Management will equip Managers with the skills to improve productivity and communication throughout the organization.

**Manufacturing Skills** (65%): Training will be offered to IT Staff and Engineers. Modules include various manufacturing, processing, implementation, and verification techniques. Through Kaizen sessions and the application of LEAN concepts, training will improve processes and productivity efficiency.

**Commitment to Training**

Maxim has an annual training budget of approximately $15,000 per facility for new-hire orientation, anti-harassment, ethics, internet navigation, and basic computer skills. 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

  Maxim's HR team consisting of five staff members will oversee the implementation of the training program and be responsible for internal administration. An administrative subcontractor will be hired to assist with project administration.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

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

## ADMINISTRATIVE SERVICES

ADP will also perform administrative services in connection with this proposal for a fee not to exceed 11% 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 Engagement Training
  - Coaching Selling Beyond the Socket
  - Negotiating Beyond the Socket
  - Selling Beyond the Socket
- Maxim Star Group
  - Business Acumen
  - Communication
  - Leadership
  - Product Knowledge
- Presentation Skills

## CONTINUOUS IMPROVEMENT

- Agile Project Management
- Change Management
- Concepts of Requirements Management
- ISO 14001
- ISO 26262
- Operations Management: Management of Quality
- Problem Solving Decision Making (PSDM)
- Project Management Process
- Test Development Engineering

## MANUFACTURING SKILLS

- Adaptive scan with Serializers for Pin-Limited Designs
- Advanced Analog Mixed Signal Simulation
- Advanced Engineering Technology Training
- Advanced Static Timing Analysis with PrimeTime/PrimeTime-Signal Integrity
- Advanced Synthesis with Design Compiler
- Analog Mixed-Signal Design and Model Validation
- Analog Verification
- Assertion Based Dynamic Verification
- Authoring Requirements and Specifications in Contour
- Automotive Digital Design for Test (DFT) to Achieve Low Cost Zero
- Automotive Sales and Applications Training
- Basic System Verilog Training for Test Engineers
- Basics of Metrics Driven Verification
- Basics of SystemVerilog
- Cadence Allegro training
- DeFacTo Hi DFT -Signoff
- Design Constraints for Digital Implementation
- Developing Universal Verification Methodology Environments
- Developing Universal Verification Methodology Reference Models
- Digital DFT Planning

- Electronic Research Collections Framework/Cockpit
- Equivalency Checking
- Excellicon ConMan/ConCert - Verification Tool for Digital Design constraints
- Functional Verification Recommended Methodology Flow
- Industrial Programmable Logic Controller Sensors and Control
- Introduction to Behavioral Modeling
- Introduction to Behavioral Modeling with System Verilog Real Number Modeling
- Introduction to Maxim Internet Protocol Reuse
- Introduction to Verification Planning
- Language Programming Introduction 6.1.5
- Live Labs
- Low Power Design and Implementation
- Low Power Verification for Front-End Mixed-Signal Design
- LTX Tester Training
- Managing Software Requirements using Contour
- Maxim Masters
- Maxim-EDA-M135 – Maxim ABM Lib
- Modeling Specification and Methodology
- Monthly Technology Updates
- Partitioning for Mixed Signal Verification
- Real Intent Ascent for Register Transfer Level lining
- Real Intent Meridian for Clock Domain Crossing checks
- Register Transfer Level and Design Best Practices: Clock/Reset Architectures
- S90 Digital DFT
- Schematic Model Generator (SMG)
- Sensors for Medical Applications
- Simulation of Silicon Tests
- Static Timing Analysis
- SV-RNM Part II : Practicing Behavioral Modeling with System Verilog Real Number Modeling (SV-RNM)
- Switching Power Supply Fundamentals
- Synopsys DFTMAX Compression
- Synthesis - Register Transfer Level synthesis for digital designs
- System Verilog for Test benches
- Teradyne Tester Training
- Test Down Floor planning (TDFP) Automation
- Tools Technology
- Universal Verification Methodology - The Big Picture
- Viewing and Reviewing Projects in Contour
- Virtuoso Constraints Management Basics
- Virtuoso Floor planner (VFP)
- Wearables Technology Training
- WREAL for Behavioral Modeling

**MANAGEMENT SKILLS (Managers Only)**

- Adopting the Appropriate Management Style
- Effective Management: Cultivating Great Teams
- Maxim Fierce Conversations workshop
- Maxim Management Essentials

**E-Learning**

0-3

**BUSINESS SKILLS**

- Customer Engagement

**CBT Hours**

0-32

**BUSINESS SKILLS**

- 10 Easy Ways to Facilitate Meetings - .5 Hour
- 8 Disciplines Overview - Maxim Addendum - 2 hours
- Maxim 8 Disciplines for a Comprehensive Capital Analysis and Review – 2 hours

**COMPUTER SKILLS**

- Advanced Customization in Excel - 2 Hours
- Advanced Data Analysis in Excel - 2 Hours
- Advanced Data Exchange in Excel - 2 Hours
- Advanced Formatting in Excel - 2 Hours
- Automating Excel Tasks Using Macros- 2 Hours
- Bosch 8D Training – 2 hours
- Jama Contour - Activities and Notifications - .5 Hours
- Jama Contour – Exports - .5 Hours
- Jama Contour – Importing - .5 Hours
- Jama Contour – Items – 1 Hour
- Jama Contour - Managing Change – 1 Hour
- Jama Contour - Review Center – 1 Hour
- Jama Contour - Searching and Filtering - .25 Hour
- Jama Contour - Test Management - .5 Hour
- Jama Contour – Traceability - .5 Hours
- Jama Contour – Workspace - .5 Hours
- Manipulating and Formatting Data and Worksheets in Excel - 2 Hours

**CONTINUOUS IMPROVEMENT (10%)**

- Parasitic Capacitors – 1 Hour
- Principles of Statistical Process Control (SPC): Introduction – 1 Hour
- Principles of SPC: Understanding a Process – 1Hour
- Principles of SPC: Statistical Control – 1 Hour
- Principles of SPC: Action – 1 Hour
- Principles of SPC: Capability – 1 Hour
- Principles of SPC: Benefits of SPC – 1 Hour

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

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Milestone Technologies Inc.

## Agreement Number: ET16-0241

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** Sacramento **Analyst:** H. Sahota

## PROJECT PROFILE

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

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 1,327 | U.S.: 1,595 | Worldwide: 1,671 |
| Turnover Rate: | 14% | | |
| Managers/Supervisors: (% of total trainees) | 3% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $444,800 | | $0 | $0 | | $444,800 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $530,320 |

## 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 | Business Skills, Computer Skills, Continuous Improvement, Management Skills | 350 | 8-200 | 0 | $1,200 | $15.38 |
| | | | | Weighted Avg: 80 | | | |
| 2 | Retrainee<br>Job Creation Initiative | Business Skills, Computer Skills, Continuous Improvement, Management Skills | 10 | 8-200 | 0 | $1,600 | $15.38 |
| | | | | Weighted Avg: 80 | | | |
| 3 | Job Creation Initiative<br>Veterans | Business Skills, Computer Skills, Continuous Improvement, Management Skills | 5 | 8-200 | 0 | $1,760 | $15.38 |
| | | | | Weighted Avg: 80 | | | |

**Minimum Wage by County:** Job Number 1: $15.07 for Butte County; Job Number 2 (Job Creation): $12.22 for Butte County; Job Number 3 (Veterans): $12.33 for Butte 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** | | |
| Contact Center Agent | | 251 |
| Team Lead | | 28 |
| Product Support Specialist | | 9 |
| Trainer | | 4 |
| Quality Assurance Staff | | 22 |
| Data Analyst | | 5 |
| Administrative Staff | | 15 |
| Desktop Support Staff | | 5 |
| Manager | | 11 |

| | | |
|---|---|---|
| **Job Number 2 (Job Creation)** | | |
| Contract Center Agent | | 5 |
| Quality Assurance Staff | | 1 |
| Data Analyst | | 1 |
| Administrative Staff | | 2 |
| Manager | | 1 |
| **Job Number 3 (Veterans)** | | |
| Contract Center Agent | | 1 |
| Quality Assurance | | 1 |
| Data Analyst | | 1 |
| Administrative Staff | | 1 |
| Manager | | 1 |

## INTRODUCTION

Milestone Technologies, Inc. (Milestone) was founded in 1997 in Fremont and offers strategic information technology (IT) solution services to businesses worldwide. The Company's services include: Data Center Operations, Contact Center Services, Internal IT Support, IT Professional Services, Workforce Solutions, and Platform Engineering Services. Customers are located worldwide and include businesses such as Google, Facebook, Work Day and Uber. Milestone has one facility in Fremont, and two in Chico. Only trainees located at the Company's Technical Support Center facility in Chico will participate in training under this proposal.

### Need for Training

To remain competitive, as more technical support centers are moved abroad, Milestone must distinguish themselves from their competitors as the client of choice for support services. To differentiate themselves as the leader in support services, Milestone is instituting their "Extra Mile" training program. The "Extra Mile" is a training program focused on providing excellent customer service built on the foundations of Milestones 5 Pillar Value model which are; Going Above and Beyond, A Sense of Urgency, We Do What We Say, Open, Honest and Respectful Communication and Collaboration.

In addition, Milestone must adapt to the fast-paced changes in the technology industry as new products are introduced. Milestone must train their employees on their client's products as they are initially launched, including version updates and product changes, to ensure they are able to properly analyze customer question(s), troubleshoot problems and communicate steps necessary to resolve issues. Milestone will also train employees on computer software programs to increase workflow efficiencies within the organization. Training under this proposal will enable Milestone to upgrade employee skills, enhance customer service and remain competitive.

## PROJECT DETAILS

**Business Skills** (30%): Training will be delivered to Contact Center Agents, Contact Center Team Leads, Quality Assurance Staff, and Managers. The focus of Milestone' training is the improvement of staff's customer care skills. After training, staff will be able to interact with customers using current technology knowledge and thoroughly complete the service call in a proficient manner. To meet this goal of providing excellent customer service, staff will receive

training in Communication Skills, Business Writing, Customer Service Support, and Product Knowledge.

**Computer Skills** (20%): Training will be delivered to all staff to improve use of software systems to allow more efficiency in the workflow process and an enhanced customer service experience for the customer. Software Training topics will include Customer Relationship Management, Google Business Web-based Products, Adherence Management System, and Time Management.

**Continuous Improvement** (30%): Training will be delivered to Contact Center Agents, Contact Center Team Leads, Quality Assurance Staff, and Managers. Staff will receive training to improve workflow and tactics on how to optimize communication with customers. To foster a highly efficient support center, trainees will receive training in Product Problem Solving/Troubleshooting Skills, Process/Performance Improvement Skills, Excellence Training, Critical Thinking, and Team Building.

**Management Skills** (20%): Training will be delivered to Managers. Management training will focus on the development of leadership skills. Trainees will receive training in Improving Team Effectiveness, Coaching and Mentoring Skills, Building Employee Engagement, and Management Conflict.

**Retrainee - Job Creation**

In support of 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.

Milestone has committed to hiring 10 new employees (Job Number 2). The date-of-hire for all trainees 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.

As a result of the continued expansion of the Digital Technology Industry globally, Milestone is forecasting a 10% annual growth over the next two years across all platforms. As such Milestone anticipates additional hiring and ongoing training, enabling them to expand and enter new markets.

**Veterans Program**

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Milestone has committed to hiring five Veterans (Job Number 3). In recent years Milestone has become the employer of choice for veterans in the local area. Milestone continually receives referrals from community organizations seeking placement for Veterans. As such, Milestone hires Veterans on a continual basis.

**Commitment to Training**

ETP funds will not displace the existing financial commitment to training. Annually, the Company spends $186,000 per facility for training, which includes: orientation, sexual harassment prevention, labor law, performance management, and corrective action training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

- Training Infrastructure

Milestone has a training department comprised of three on-site full time trainers and a Training Manager. In addition to classroom training responsibilities, each trainer is responsible to complete administrative duties that include timely upkeep of trainee attendance, content completion, and evaluation documentation. The Training Manager will be responsible for scheduling training, monthly reporting of ETP progress metrics to senior management, and aligning the ETP documentation requirements into the Company's existing fully functional process.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Milestone retained Chabin Concepts in Chico to assist with development of this proposal for a flat fee of $40,000.

## 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

- Communication Skills
- Business Writing
- Customer Service
- Product Knowledge
- De-Escalation Techniques
- Empathy
- Active Listening
- Giving and Receiving Feedback
- Extra Mile Service Culture
- Decision Making
- Planning and Organization
- Team Building
- Leadership
- Dealing with Difficult People
- Presentation Skills
- Project Management
- Strategic Planning
- Time Management

## COMPUTER SKILLS

- Customer Relationship Management Software
- Google Business Web-Based Products
- Adherence Management System Software
- Time Management Software
- Microsoft Office (Intermediate/Advanced)

## CONTINUOUS IMPROVEMENT

- Cross-Training
- Change Management
- Coaching & Mentoring
- Lean Procedures and Practices
- Meeting Management
- Process Improvement
- Project Management
- Problem Solving
- Quality Measures & Goals
- Root Cause Analysis
- Team Building
- Time Management
- Troubleshooting Skills
- Excellence Training
- Quality Assurance
- Workflow

## MANAGEMENT SKILLS

- Effective Meetings for Leaders
- Team Building
- Leadership
- Improving Team Effectiveness
- Coaching and Mentoring Skills
- Building Employee Engagement
- Management Conflict

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:

# Siemens Industry, Inc.

## Agreement Number: ET16-0187

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Job Creation Initiative<br>Retrainee<br>Priority Rate<br>Veterans | Industry Sector(s): | Manufacturing<br>Engineering<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Sacramento | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 2,134 | U.S.: 18,785 | Worldwide: 343,000 |
| Turnover Rate: | 3% | | |
| Managers/Supervisors: (% of total trainees) | 2% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $599,760 | | $0 | $0 | | $599,760 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $1,147,720 |

## 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, Computer Skills, Cont. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills | 327 | 8-200 | 0-60 | $720 | $15.75 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee<br>Job Creation Initiative<br>Priority Rate | Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills | 242 | 8-200 | 0-60 | $1,460 | $13.73 |
| | | | | Weighted Avg: 73 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>Veteran<br>Priority Rate | Business Skills, Computer Skills, Cont. Impv., Hazardous Materials, Literacy Skills, Mgmt. Skills, Mfg Skills, OSHA 10/30, PL - Mfg Skills | 10 | 8-200 | 0-60 | $1,100 | $13.73 |
| | | | | Weighted Avg: 50 | | | |

**Minimum Wage by County: Job Number 1:** $15.75 per hour (Retrainee); **Job Number 2:** $13.13 per hour (Job Creation); and **Job Number 3:** $13.13 per hour (Veteran).

**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 $2.02 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** (Retrainees) | | |
| Fitter/Welder | | 72 |
| Assembler | | 150 |

| | | |
|---|---|---|
| Blaster | | 5 |
| CNC Machinist | | 7 |
| Certified Welding Inspector | | 5 |
| Equipment Operator | | 6 |
| Inspector | | 9 |
| Painter | | 13 |
| Production Technician | | 4 |
| Straightener | | 5 |
| Weld Educator | | 3 |
| Weld Specialist | | 4 |
| Test Technician | | 12 |
| Material Handler | | 8 |
| Group Lead | | 12 |
| Manager | | 12 |
| **Job Number 2** (Job Creation) | | |
| Fitter/Welder | | 50 |
| Assembler | | 120 |
| Painter | | 25 |
| Blaster | | 8 |
| Primer | | 8 |
| Spackler | | 8 |
| CNC Machinist | | 3 |
| Certified Welding Inspector | | 3 |
| Inspector | | 3 |
| Equipment Operator | | 6 |
| Robot Operator | | 4 |
| Material Handler | | 4 |
| **Job Number 3** (Veteran – Job Creation) | | |
| Welder | | 10 |

## INTRODUCTION

Siemens Industry, Inc. (Siemens) is a subsidiary of Siemens AG, a global technology powerhouse that has stood for engineering excellence, innovation, quality and reliability for more than 165 years.

Siemens' Mobility Division, a leading producer of rail vehicles for the transport of people and goods, is located in Sacramento. The division designs and manufactures a wide variety of rail transportation vehicles or "Rolling Stock". This includes commuter and regional passenger train cars/parts; light-rail and streetcars; locomotives; metropolitan and passenger coaches, and high-speed transit cars/parts.

Customers include municipalities and railroad companies. The client base also relies on Siemens to provide traction-power substations and electricity transmissions; and signaling and control technologies, for freight and passenger rail/transit systems.

## NEED FOR TRAINING

Siemens has committed a substantial amount of time and resources to update their Sacramento facility. Expansion and updates to this facility were required to meet an increased demand for rolling stock. Siemens has secured multiple new contracts for the production of over 362 rolling stock units including light-rail vehicles, locomotives, passenger cars, diesel-electric locomotives, and electric locomotives. For at least the next ten years, Siemens is expecting to produce 4 locomotives per month. The average time to build one locomotive is 6,000 hours.

Investments were made in the following areas to allow the flexibility to produce a wider array of products and to meet an increase in customer demand:

- New equipment including Robotic Weld Machines (10/14), MIG Welding Machines (1/15) and Welding Templates (6/15)
- Plant expansion to prepare for production of diesel electric locomotives. The expansion includes two new buildings totaling an additional 165,000 square feet of production area
- Upgrade of current facility's welding, machining and painting departments to support the production of newly awarded contracts
- Purchase of adjacent 22 acre property to allow for the construction of a high-speed rail center (construction planned for 2017)

All trainees will receive job specific manufacturing training in the areas of Equipment Operation, Welding, Machining and Measurement, Electrical Sub Assembly, Final Assembly, Finishing, and Warehousing. This training includes topics that are entirely new processes to Siemens. The Sacramento facility has new production lines and will begin producing diesel-electric locomotives and stainless steel passenger coaches. The welders will perform stainless steel welds on the passenger coaches, the first of their kind in the United States.

Siemens will also train staff in the area of Lean Manufacturing to improve efficiencies, quality and to reduce waste. In addition, many of the current production managers were promoted from within, and Siemens has plans to provide formal management skills training to foster an environment of high performance and high production.

### Retrainee - Job Creation

In support of 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.

Siemens has committed to hiring 242 new employees (Job Number 2) and 10 Veterans (Job Number 3). The date-of-hire for all trainees 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.

Siemens was recently awarded production contracts by several large public entities: All Aboard Florida, San Francisco Municipal Transportation Agency, City of Calgary, Illinois Department of Transportation and Amtrak.

To support this increase in production, the Company has developed an extensive "workforce headcount plan" for recruitment and training over the next three years. The training schedules take into account estimated production requirements over this same time period. As part of this nationwide plan the Company is "ramping up" its recruitment efforts in Sacramento.

**Recruitment**

Siemens has participated in developing two specific recruitment pipelines in California for the occupation Fitter/Welder, as discussed below.

1. College Coalition

Siemens is working in collaboration with Los Rios Community College District (CCD) at both the Cosumnes and American River College campuses; the Yuba CCD, and the Sierra CCD. This "College Coalition" program provides basic welder training, and functions as a recruitment pipeline for Siemens. The cost of training is funded by a Department of Labor (DOL) "American Apprenticeship"grant of some $5M. Siemens contributed $10K to the College Coalition to help fund the grant-writing effort, and continues to donate "in kind" scrap materials for practice welds.

The trainees attend 8 weeks of classroom and simulated laboratory training delivered on-campus. Graduates receive a Certificate of Achievement in Welding Technology. (See https://www.crc.losrios.edu/areas/ct/weld.) The American Welding Society (AWS) conducts qualifications testing at its own Accredited Testing Facility. AWS also offers scholarships for this program ranging from $1500 to $2000 (http://www.aws.org/about/page/scholarships).

Students who successfully complete the College Coalition program, including the qualifications test by AWS, will be retained by Siemens as temporary workers, while they undergo a second phase of training at the Welding Education Center (WEC) in Sacramento. This is specialized 8-week program that includes classroom and simulated laboratory for welds used in the Company's products and processes, delivered by in-house experts. The Company intends to use ETP funds for these trainees after their date-of-hire into permanent full-time employment, in the occupation Fitter/Welder, for an estimated 50 workers in Job Number 2.

2. Boot Camp

In addition, Siemens is collaborating with the Sacramento Employment and Training Agency (SETA) to fund training for Veterans. This training program or "Boot Camp" is used by the Company as another recruitment pipeline for welders (http://sacramentoworks.org/job-seekers/welding/.) As with the College Coalition, this is also an 8-week program that provides basic welder training. However, Boot Camp uses a modified curriculum that builds upon the existing skills of a Veterans population. This classroom and simulated laboratory training is delivered on-campus by Cosumnes River College.

Veterans who graduate from Boot Camp are enrolled in a "Capstone" course also delivered on-campus at Cosumnes, or a partner community college. Capstone coursework is designed to further expand welding knowledge and skills. After completion of Capstone, and recognizing the existing skill set of Veterans, these trainees may be hired directly into permanent full-time positions by Siemens. At that point, they would be enrolled in the 8-week WEC for training on specific welds, as discussed above. The Company intends to use ETP funds after date-of-hire into permanent full-time employment, in the occupation Fitter/Welder, for an estimated 10 Veterans in Job Number 3.

## Veterans

The Panel offers a higher reimbursement rate and other incentives for training Veterans, in addition to the incentives available under Job Creation. As discussed above, Siemens is committed to recruiting and hiring 10 Veterans in the occupation of Fitter/Welder occupation, under Job Creation (Job Number 3). Again, ETP funding would only apply to these workers after they are retained in permanent full-time positions. Siemens also makes outreach efforts to Veterans for other occupational titles, on a nationwide level, in partnership with Orion International (Orion). Veterans in California may be recruited through Orion (http://www.orioninternational.com/hiring-military/featured-employers/).

## Apprenticeship

Siemens recently sponsored an apprenticeship program for Stainless Steel & Robotics, in support of the President's "American Apprenticeship Initiative" launched in CY 2015. This program was approved by DOL in late March 2015. Training is delivered by Siemens on-site using DOL-approved standards. [Note: There is no apprenticeship program for welders in California approved by the Division of Apprenticeship Standards (DAS).]

To be certified by DOL, these apprentices must eventually complete at least 630 hours of Related Instruction and 3,900 hours of On-the-Job training. They begin working at Siemens on a temporary basis, but they may be hired into permanent full-time status during the term of apprenticeship, based on proficiency. Currently, four apprentices have been retained by Siemens under the job title Robotic Operators, as shown in Job Number 2. Again, ETP funding would only apply to these workers after they are retained in permanent full-time positions.

## PROJECT DETAILS

### Training Plan

**Business Skills** (5%): Training will be delivered to all occupations. Siemens business skills training will improve communication and employee relation skills internally between staff members and departments. Training topics will include Understanding the Process of Conflict, High Impact Communication: Shaping your Message, Communicating – Connecting to People, Supporting your Team Members through Change, and How to Run Meetings Efficiently. All business skills training will be delivered by the Computer-based training delivery method.

**Continuous Improvement** (15%): Training will be delivered to all occupations to meet Siemens adopted Defects per Unit program's goals. In addition, Siemens continuous improvement training will increase efficiency, safety and quality throughout all departments. Training topics will include Problem Solving and Decision Making, Kaizen, 5S, Lean Manufacturing, Standardized Work, Product Quality and Control, Root Cause Analysis, and Creating Continuous Flow.

**Manufacturing Skills** (60%): Training will be delivered to all occupations, focused on the production of Siemens rolling stock. Siemens has developed a structured training plan for incumbent and job creation staff to expand the trainee's skill set. Staff will receive job specific production training in the areas of General Manufacturing Skills, Equipment and Safety, Welding, Machining and Measurement, Electrical Sub Assembly, Final Assembly, Finishing, Warehousing, and Production Planning. Training topics will include Tool Selection and Usage, Forklift Driving, Blueprint Reading, Welding Metallurgy, Gas Tungsten Arc Welding, Flux Core

Arc Welding, Welding Equipment Maintenance, Principles of CNC Programming, Paint Processes, Adhesive Materials, and Sand Blasting.

**Management Skills** (5%): Training will be offered to Managers to improve management skills. Many of Siemens production managers have been promoted from within with little to no formal management training. This training will address management's lack of experience and knowledge to improve teamwork, motivation, performance management skills, communication skills, and leadership skills. Training topics will include Employee Engagement, Coaching Skills, Establishing Performance Objectives, Developmental Planning, Dynamic Leader, Developing High Performance Teams, and Key Management Skills.

**Computer Skills** (5%): Job specific training will be delivered to all occupations to improve software skills. Training will focus on enterprise resource planning (ERP) software and materials addressing system to improve material control and performance. Computer Skills training topics will include JD Edwards Software, Materials Addressing System, and eSlic Software.

**Hazardous Materials** (5%): Training will be delivered to all occupations; however, training will be job specific. Hazardous Materials training will provide staff with the skills necessary to work with and properly dispose of potentially hazardous materials. Training course topics will include Emergency Response Team Training, Hazardous Materials Handling, Hazardous Materials Storage, and Hazardous Materials Disposal.

**Literacy Skills** (5%): Training may be delivered to any occupation. Literacy Skills training will focus on staff members that require improved understanding of the English language pertinent to job duties. Trainees will receive Vocational English as a Second Language including Basic Math, Reading and Comprehension Skills training.

**Productive Laboratory (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 PL training. All PL training will have a trainer-to-trainee ratio of 1:1 and PL training may not exceed this ratio.

Siemens will utilize PL as a delivery method to deliver Manufacturing Skills training to Fitters/Welders, Straighteners, CNC Machinists, Equipment Operators, Certified Welding Inspectors, Assemblers, Blasters, Painters, Spacklers, Primers, and Robot Operators. Production is expected to be slowed by half and material waste will increase during training. PL training will supplement Class/Lab training to strengthen employees' understanding of how to perform production manufacturing and equipment related tasks. At a cost of approximately $400,000, Siemens built a Welding Education Center where welds can be taught in a laboratory setting. Welders will be required to meet a qualification standard in laboratory training prior to receiving PL training on the production floor. To build upon skills obtained in classroom training, other occupations will receive PL training for their specific job duties.

Incumbent Staff in Job Number 1 and Job Creation Staff in Job Numbers 2 and 3 will receive between 0-60 hours of PL training. PL trainers will observe, coach, and mentor the trainee as the trainee completes the production task. After a specified number of successful completions of the task, the trainer will determine that training has been completed and that the trainee is competent in the task.

**Computer-based Training (CBT)**

CBT is capped at 50% of total training hours per trainee. CBT will be provided to supplement Siemens' curriculum, and for some training topics is a more convenient means of delivering basic training. Trainees in Job Numbers 1 – 3 will receive between 0-60 hours of CBT.

**Commitment to Training**

Siemens represents that ETP funds will not displace the existing financial commitment to training. The annual training budget for Sacramento ranges from approximately $500-700K. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Siemens has upgraded its WEC since the prior project with ETP. The Company has dedicated three in-house experts to train incoming welders at this facility in Sacramento.

**Impact/Outcome**

Training will allow Siemens to meet production requirements for recently agreed upon production contracts. With the expansion of the Sacramento facility and training of its staff, Siemens will be able to maintain and increase market share within their industry.

**Temporary to Permanent Hiring**

Trainees in Job Number 2 and Job Number 3 come under Panel guidelines for "temporary-to-permanent" employment. Siemens plans to retain these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Siemens. Until then, Siemens will not receive progress payments.

All temporary-to-permanent staff will be placed by the staffing company Superior Group, located in Sacramento. This company has posted a full time recruiter and project manager on-site at the Siemens facility.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET09-0500 | Sacramento | 05/01/09 – 04/30/11 | $74,880 | $23,413 (31%) |

**ET09-0500** – Training funded under the prior contract was solely for the occupation of Fitter/Welder. Siemens found it extremely challenging to recruit job candidates. Siemens uses many welds that are specific to its production line, and are not taught in welding schools. Even after on-site training, many of these workers were unable to perform the specific welds; nor were they able to pass the AWS qualifications test which is a prerequisite to full-time employment.

The current proposal includes multiple occupations in addition to Fitter/Welder. As well, Siemens has developed an extensive workforce "headcount plan" for the next three years, with training scheduled around production times as needed to meet estimated manufacturing demand. In accordance with this plan, Siemens will hire an estimated 192 production employees in occupations other than welders.

To ensure there are sufficient candidates to fill the expected 60 new Fitter/Welder positions (Job Numbers 2 and 3) Siemens has helped develop two recruitment pipelines in the Sacramento area. These are the College Coalition and Boot Camp programs, as discussed earlier in the current proposal. To ensure welders are hired into permanent full-time positions, Siemens has also invested in a Welding Education Center (WEC) in Sacramento, also discussed earlier.

## DEVELOPMENT SERVICES

N/A

## 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:

## MANUFACTURING SKILLS

### General Manufacturing Skills

- Work Orders and Work Order Numbering
- Work Packages
- Identifying Drawings
- Non-conforming Material (red-tag)
- Autocrib Usage
- Calibration System
- Print Reading
- Bills or Materials and Part Numbers
- Measuring Devices
- Measurement and Measuring Devices
- Torque
- Drill and Tap
- Recycling
- Tool Selection and Usage
- Understanding Takt Time

### Equipment & Safety Training

- Forklift Driving
- Crane Operation
- Fall Prevention / Protection
- Respirator Training and Fitting
- Pallet Jack Operation
- Aerial Lift Operation
- Rigging
- Kumbruch
- Electrical Safety
- Chop Saw
- Table Saw
- Lockout / Tag out

### Welding

- Welding Module 1
- Welding Module 2
- Blueprint Reading
- Weld Symbols
- Welding Procedure Specifications (WPS)
- Measurement Methods and Equipment
- Layout Techniques
- Weld Rework Techniques
- TIG Welding
- Weld Joint Configurations

- Fundamentals of Welding Techniques
- Mathematics for Welding Techniques
- Introduction to Welding
- Introduction to Welding Metallurgy
- Welding Inspection
- Shielded Metal Arc 1 Welding (stick)
- Shielded Metal Arc Welding 2 (stick)
- Advanced Pipe Welding in Shielded Metal Arc
- Gas Tungsten Arc Welding
- Gas Tungsten Arc Welding – Pipe
- Flux Core Arc Welding
- Symbol Reading, Layout and Fabrication
- Welding Equipment Maintenance
- Code Welding
- PAPR Helmet
- Stainless Steel Welding
- Metric Tolerancing
- Euronorm
- American Welding Society (AWS) Certification

**Machining and Measurement**

- Faro Arm Measurement
- Principles of CNC Programming
- Clamping
- Laser Tracking
- Dual Arm CMM
- Fundamentals of Wheel Pressing

**Electrical Sub Assembly**

- Read and Interpret Engineering Electrical Drawings
- Read and Interpret Engineering Wire Lists
- Use of Metric Measurement Devices
- Use and Calibration of Torque Measurement Tools
- Identification of Wire Types
- Wire Stripping Techniques and Common Tools
- Wire Crimping Techniques and Common Tools
- Installation of Cable Clamps and Cable Ties
- Harness Boards
- Electrical Assembly Methods

**Final Assembly**

- Read and Interpret Engineering Assembly Drawings
- Use of Metric Measuring Devices
- Use an Calibration of Torque Measurement Tools
- Identification of Hardware Types
- Proper Hardware Applications
- Identification and Use of Common Non-Powered Hand Tools
- Drilling Techniques
- Proper Use of Tapes and Dies
- Assembly Methods

**Finishing**

- Adhesion / Surface Prep Prior to Paint
- Paint Materials
- Paint Processes
- Paint Equipment
- Paint Work Instructions
- Paint Quality Assurance
- Adhesion / Surface Prep Prior to Bonding
- Adhesive Materials
- Adhesive Processes
- Adhesive Equipment
- Adhesive Work Instructions
- Adhesive Quality Assurance
- Sand Blasting Equipment, Set-up, and Processing Parameters

**Warehouse**

- Receive and Stock Material3
- Pick Lists and Work Orders
- Cycle Counting
- Stock Purge
- Material Delivery Zones

**Production Planners & Production Controllers**

- Manufacturing BOM Creation
- Creating, Opening, and Closing Work Orders
- Material Status Investigation

## COMPUTER SKILLS

- eSlic Software
- JDE Software
- Materials Addressing System

## CONTINUOUS IMPROVEMENT

- Problem Solving and Decision Making
- Kaizen Training
- 5S
- Lean Manufacturing
- Lean Manufacturing Methodology
- Understanding Waste
- Value Stream Mapping
- Standardized Work
- Lean Sigma Yellow Belt
- Lean Sigma Green Belt
- Statistics with Minitab
- Product Quality and Control
- Key Performance Indicators

- Creating Continuous Flow
- Kanban Control
- 5 Why's and Root Cause Analysis

**HAZARDOUS MATERIALS**

- Emergency Response Team Training
- Hazardous Materials Handling, Labeling, Storage and Disposal
- Completing Material Safety Data Sheets (MSDS)
- Hazardous Materials Clean-up

**MANAGEMENT SKILLS (Managers Only)**

- Employee Engagement
- Coaching Skills
- Establishing Performance Objectives
- Developmental Planning
- Dynamic Leader
- Developing High Performance Teams
- Key Management Skills

**OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10 (Requires completion of 10 hours)
- OSHA 30 (Requires completion of 30 hours)

**LITERACY SKILLS**

- Vocational English as a Second Language
- Basic Math, Reading and Comprehension Skills

Literacy Training cannot exceed 45% of total training hours per-trainee.
Safety Training cannot exceed 10% of total training hours per-trainee (This cap does not apply to Hazmat, OSHA 10/30 or HAZWOPER).

**Productive Lab Hours**

0-60

**MANUFACTURING SKILLS** (1:1 Trainer-to-Trainee Ratio)

- Light Rail Carshell Welding
- Locomotive Carshell Welding
- Coach Welding
- Bogie Welding
- Blasting
- Painting
- Cladding
- Bonding
- Spackling
- Electrical Sub Assembly
- Light Rail Final Assembly

- Locomotive Final Assembly
- Coach Final Assembly
- Bogie Final Assembly
- DITMCO Testing
- Static Testing
- Dynamic Testing

**CBT Hours**

0-60

**BUSINESS SKILLS**

- How to Run Meetings Efficiently (30 minutes)
- Leading a Brainstorming Session (30 minutes)
- Developing Team Performance (30 minutes)
- Successfully Running a Training Course (45 minutes)
- Understanding the Process of Conflict (45 minutes)
- Monitoring Delegation (30 minutes)
- High-Impact Communication: Shaping Your Message (30 minutes)
- Communicating – Connecting to People (30 minutes)
- How to be Assertive in Difficult Situations (30 minutes)
- Day-to-day Management of a Planned Change (30 minutes)
- Supporting your Team Members through Change (30 minutes)

**MANAGEMENT SKILLS**

- A Basic Grounding in Effective People Management (60 minutes)
- Using Different Management Styles (30 minutes)

**MANUFACTURING SKILLS**

- Hot Work / Welding Safety (25 minutes)
- Shop Safety (30 minutes)
- Personal Protective Equipment (40 minutes)
- Hearing Conservation (30 minutes)
- Back Injury Prevention (25 minutes)

**CONTINUOUS IMPROVEMENT**

- Identifying the Root Cause of a Performance Issue (30 minutes)
- Lean Manufacturing Introduction (60 minutes)
- 5S Introduction (60 minutes)
- Standardization Work Introduction (60 minutes)
- DMAIC Problem Solving Introduction (60 minutes)

**OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10 (Requires completion of 10 hours)
- OSHA 30 (Requires completion of 30 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 excluding OSHA 10/30, HAZWOPER or HAZMAT. PL is capped at 60 hours per-trainee.

# TriWest Healthcare Alliance Corp.

WITHDRAWN

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Brand Consulting Group, LLC dba Brand College

## Agreement Number: ET16-0215

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>HUA | Industry Sector(s): | Technology/IT<br>Technology/Other<br>Manufacturing<br>Services<br>Retail<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 |
|---|---|---|---|---|
| $832,000 | | $57,630<br>8% | | $889,630 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $963,200 |

## 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 | Advanced Technology | 105 | 8-200 | 0 | $2,224 | $15.07 |
| | | | | Weighted Avg: 80 | | | |
| 2 | Retrainee | Advanced Technology | 125 | 8-200 | 0 | $1,882 | $15.07 |
| | | | | Weighted Avg: 80 | | | |
| 3 | Retrainee<br>Priority Rate<br>SB<100 | Advanced Technology | 30 | 8-200 | 0 | $2,224 | $15.07 |
| | | | | Weighted Avg: 80 | | | |
| 4 | Retrainee<br>Priority Rate<br>HUA<br>SET | Advanced Technology | 30 | 8-200 | 0 | $2,224 | $15.07 |
| | | | | Weighted Avg: 80 | | | |
| 5 | Retrainee<br>SET<br>Priority Rate | Advanced Technology | 70 | 8-200 | 0 | $2,224 | $20.55 |
| | | | | Weighted Avg: 80 | | | |
| 6 | Retrainee<br>SET | Advanced Technology | 70 | 8-200 | 0 | $1,882 | $27.40 |
| | | | | Weighted Avg: 80 | | | |

**Minimum Hourly Wage by County:** *Job Numbers 1-4*: $15.97 per hour for Los Angeles County; $16.02 per hour for Orange County; $15.93 per hour for San Diego County; and $15.07 per hour for Kern, Ventura, San Bernardino and Riverside Counties

*SET:* $20.55 in Job Number 5 and $27.40 in Job Number 6 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 |
| Desktop Support | | 42 |
| System Engineer | | 36 |
| Network Administrator/ Engineer | | 85 |
| NOC Technician/Engineer/Operator | | 60 |
| Data Engineer | | 32 |

| | | |
|---|---|---|
| System Administrator/Analyst | | 27 |
| PC Technician/Administrator | | 25 |
| Shoretel Engineer | | 20 |
| Support Technician | | 26 |
| Technical Support/Engineer/Analyst | | 27 |
| IT Manager (Job Numbers 1-3 only ) | | 20 |
| IT Supervisor (Job Numbers 1-3 only) | | 20 |
| Owner (Job Number 3 only) | | 10 |

## INTRODUCTION

This will be the fifth Agreement between ETP and Brand Consulting Group, LLC dba Brand College (Brand College) (www.brandcollege.edu). Founded in 2004, Brand College is a training agency that provides Information Technology (IT) courses designed to help IT professionals and businesses succeed in today's technology-driven environment. Brand College is eligible to contract with ETP as a private for-profit training agency.

Brand College is dedicated to facilitating the career development of highly qualified professionals trained to design, implement, and maintain information systems. Participating employers qualify as high-tech companies, software publishing, broadcasting, internet publishing, web hosting/search portals, telecommunications, and other companies facing out-of-state competition. This proposal will also utilize Special Employment Training (SET) funds for frontline workers who earn at least the Statewide Average Hourly Wage in businesses that do not face out-of-state competition.

## PROJECT DETAILS

### Employer Demand

Brand College provides training aligned with the requirements and expectations of the technology industry and California employers. Curriculum development entails participation by the school staff, educators, hiring managers and graduating students. Feedback is solicited during exit interviews of previous participating employers and their employees to allow for continuous improvement of the training programs.

Based on employer surveys, companies are increasingly dependent on network infrastructure and data analysis. Employers are seeking training in IT solutions that will allow their companies to streamline processes, secure valued system data, and minimize down time. As the computer market enters into a new era of automation, business needs are being re-evaluated to take advantage of new complex and sophisticated technologies that require support personnel with advanced training and skills.

### Curriculum Development

The proposed curriculum was developed and reviewed by Brand College's Program Advisory Committee (PAC) which consists of IT professionals and employers. Utilizing their current industry knowledge and expertise, the committee evaluated each training program and recommended modifications and enhancements. Based on the PAC's recommendation, Brand has made several adjustments in the program which resulted in overall improvements in student's academic success as well as their ability to secure and retain employment.

**Advanced Technology (100%)**

Brand College requests the ETP Advanced Technology (AT) reimbursement of $26 per hour for priority industries and $22 for non-priority industries based on the high cost of instructor time; use of expensive, high-tech equipment and software; and cost of technical books and manuals.

The proposed curriculum consists of AT courses designed to improve the technical expertise of IT professionals. With the adoption of new mobile technologies, these trainees will need to upgrade their skills, not only to familiarize and educate computer users, but also to manage, upgrade and customize complex computer systems. The trainer-to-trainee ratio is 1:10 for AT, to allow in-depth coverage and personal attention from the instructor.

The curriculum is directly related to the complexity of the work and requires lengthier training programs in network architecture and related systems infrastructure. The extensive training hours in this proposal will ensure that trainees are current on the most advanced network solutions applications in the IT industry.

**Marketing and Support Costs**

Through its many years of experience in providing IT training to private sector, Brand College has accumulated a database of over 300 companies across various industries. Brand College also receives a large number of business referrals from key partners such as Microsoft and Cisco. In addition, Brand College relies on valuable contact data gathered from potential clients who frequently visit the school website receiving an average of 32 leads a week online.

Brand College continuously markets their training programs in a variety of ways including personal contact, telephone calls and direct mail to recruit companies. Brand College is requesting 8% support costs for this proposal to cover the cost of recruiting additional employers and assessing employer-specific job training requirements. Employer recruitment, including the recruitment of small businesses, and assessment activities will continue throughout the contract term.

**Impact/Outcome**

Trainees may earn the following certifications: Microsoft Certified System Engineer, Linux Certified Administrator, Cisco Certified Network Administrator, Cisco Certified Network Professional, Cisco Certified Security Professional, Certified Desktop & Network Specialist, Certified Multi-Platform Network Specialist, Certified LAN & WAN Specialist, Cisco Certified Network Expert, and Certified Network Technologies Expert.

**Training Infrastructure**

Training will be center-based at the Brand College's facility in Glendale. All classes will be delivered in-house by top industry professionals with several years of experience. Brand College has two staff dedicated to employer marketing, recruitment, and needs assessments; class scheduling; and ETP administration. The School Director with several years of ETP experience will oversee the day-to-day program operations.

**Commitment to Training**

ETP funds will not displace the existing financial commitment to training of participating employers. These employers have a strong commitment to training their employees but lack the necessary resources to fully train them. Some companies are small and do not have a significant training budget; other larger, more established companies have stretched their training budgets to the

limits and cannot provide the level of training they would like their employees to receive. ETP funds will augment participating employer budgets, which are used primarily for basic job skills, and help these companies provide needed training to targeted staff.

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

**Special Employment Training**

To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, trainees working in a High Unemployment Area are allowed to quality at the ETP Standard Minimum Wages.

**High Unemployment Area**

Trainees in Job Number 4 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. The participating employees who qualify are located in Los Angeles, Orange, Kern, Riverside, Ventura, and San Bernardino Counties. These trainees qualify for the Standard ETP Minimum Wage rather than the SET Priority Statewide Average Hourly Wage of $20.55. Brand College has requested this wage modification for trainees in Job Number 4.

**Training Agency Certification**

Brand College is eligible as a training agency based on the following:

- BPPE licensure valid until March 31, 2018;
- Accreditation granted by Accrediting Commission of Career Schools and Colleges (ACCSC);
- Successful past performance with ETP (see Prior Project table).

**Tuition Reimbursement**

Students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarized performance by Brand College under an active ETP Agreement:

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0312 | $802,047 | 03/01/14-02/28/16 | 316 | 223 | 115 |

Based on the ETP Systems on 9/25/15, 25,664 reimbursable hours have been tracked for potential earnings of $653,073 (81% of approved amount). The Contractor projects final earnings of 100% based on training in progress and currently committed through November 2015.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0108 | Glendale | 09/01/12 – 08/31/14 | $598,380 | $568,920 (95%) |
| ET11-0274 | Glendale | 06/01/11 – 05/31/13 | $359,877 | $359,877 (100%) |
| ET09-0459 | Glendale | 03/09/09 – 03/08/11 | $190,513 | $190,513 (100%) |

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

**ADVANCED TECHNOLOGY**

- CompTIA A+ (PC Hardware Technician)
- Microsoft Certified System Engineer (MCSE)
- Linux+ (Linux Certified Professional)
- Cisco Certified Network Administrator (CCNA)
- Cisco Certified Network Professional (CCNP)
- Cisco Certified Security Professional (CCSP)
- Certified Desktop & Network Specialist (CDNS)
- Certified Multi-Platform Network Specialist (CMNS)
- Certified LAN & WAN Specialist (CLWS)
- Cisco Certified Network Expert (CCNE)
- Certified Network Technologies Expert (CNTE)
- VMware Certified Professional on vSphere 5 (VCP5)

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: Brand Consulting Group, LLC dba Brand College CCG No.: ET16-0215

Reference No: 15-0665 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Aer Spring

Address: 6060 Sepulveda Blvd., Suite 220

City, State, Zip: Van Nuys, CA 91411

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 132

---

Company: Arecont Vision

Address: 425 E. Colorado Street

City, State, Zip: Glendale, CA 91205

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 180

Total # of full-time company employees in California: 150

---

Company: Boingo Wireless

Address: 10960 Wilshire Blvd., Suite 800

City, State, Zip: Los Angeles, CA 90024

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 160

Total # of full-time company employees in California: 145

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Company: Brown George Ross

Address: 2121 Avenue of the Stars, Suite 2400

City, State, Zip: Los Angeles, CA 90020

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 36

Total # of full-time company employees in California: 36

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: CBS

Address: 7800 Beverly Blvd. 3

City, State, Zip: Los Angeles, CA 90036

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,100

Total # of full-time company employees in California: 450

Company: CU Cooperative Systems

Address: 9692 Haven Ave.

City, State, Zip: Rancho Cucamonga, CA 91730

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 675

Total # of full-time company employees in California: 325

Company: Digital Network Groups

Address: 100 Colombia

City, State, Zip: Aliso Viejo, CA 92656

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 121

Total # of full-time company employees in California: 121

Company: Direct TV

Address: 12800 Culver Blvd.

City, State, Zip: Los Angeles, CA 90066

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 20,000

Total # of full-time company employees in California: 1,500

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Dolby Laboratories Group

Address: 100 Potrero Ave.

City, State, Zip: San Francisco, CA 94013

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,700

Total # of full-time company employees in California: 1,050

---

Company: East West Bank

Address: 135 N. Los Robles, 8th Floor

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 2,637

Total # of full-time company employees in California: 350

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Company: Engineering Employees Services

Address: 888 S. Figueroa Street

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 95

Total # of full-time company employees in California: 81

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Company: ICS, INTELESYS

Address: 3155-B E. Sedona CT.

City, State, Zip: Ontario, CA 91764

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Insight Global

Address:725 S. Figueroa Street, Suite 3250

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,533

Total # of full-time company employees in California: 1,533

---

Company: J2Global

Address: 6922 Hollywood Blvd., Suite 500

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 359

Total # of full-time company employees in California: 359

---

Company: K & B Surgical Center

Address: 9033 Wilshire Blvd., Suite 210

City, State, Zip: Beverly Hills, CA 90211

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,502

Total # of full-time company employees in California: 1,502

---

Company: LA Network

Address: 15301 Ventura Blvd.

City, State, Zip: Sherman Oaks, CA 91403

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 11

Total # of full-time company employees worldwide: 25

Total # of full-time company employees in California: 25

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Lanair

Address: 620 N. Brand Blvd., Sixth Floor

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 39

Total # of full-time company employees in California: 28

Company: Latham & Watkins

Address: 555 West 5th Street, Suite 800

City, State, Zip: Los Angeles, CA 90013

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 6,000

Total # of full-time company employees in California: 2,000

Company: Life Care

Address: 21600 Oxnard Street, Suite 1500

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 209

Total # of full-time company employees in California: 209

Company: Meruelo Media Holdings

Address: 9550 Firestone Blvd., Suite 105

City, State, Zip: Downey, CA 90241

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 82

Total # of full-time company employees in California: 82

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Minolta

Address: 11190 Valley View Street

City, State, Zip: Cyprus, CA 90630

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 41

Total # of full-time company employees in California: 41

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Company: Nexus IS

Address: 27202 Turnberry Lane, Suite 100

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 752

Total # of full-time company employees in California: 541

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Company: Paciolan Systems

Address: 5171 California Ave.

City, State, Zip: Irvine, CA 92617

Collective Bargaining Agreement(s): N/A

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: 160

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Company: Preferred Long Distance

Address: 16830 Ventura Blvd., Suite 350

City, State, Zip: Encino, CA 91436

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 34

Total # of full-time company employees in California: 34

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Riot Games

Address: 2450 Broadway

City, State, Zip: Santa Monica, CA 90404

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 1,400

Total # of full-time company employees in California: 1,124

Company: Security Services

Address: 865 S. Figueroa Street, Suite 2300

City, State, Zip: Los Angeles, CA 90017

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 3,000

Total # of full-time company employees in California: 1,500

Company: Sinabro Corp.

Address: 712 N. Valley Street, Suite H

City, State, Zip: Anaheim, CA 92801

Collective Bargaining Agreement(s): N/A

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: Smart & Final

Address: 600 Citadel Drive

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 7

Total # of full-time company employees worldwide: 700

Total # of full-time company employees in California: 700

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Techi Tel

Address: 144 N. Glendale Ave., Suite 301

City, State, Zip: Glendale, CA 91206

Collective Bargaining Agreement(s): N/A

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: Technicolor

Address: 4050 Lankershim

City, State, Zip: N. Hollywood, CA 91608

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 9

Total # of full-time company employees worldwide: 438

Total # of full-time company employees in California: 347

---

Company: TechVerb

Address: 645 W. 9th Street, Suite 110-377

City, State, Zip: Los Angeles, CA 90015

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 9

Total # of full-time company employees in California: 9

---

Company: The Los Angeles Film School

Address: 6363 Sunset Blvd.

City, State, Zip: Hollywood, CA 90028

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 6

Total # of full-time company employees worldwide: 333

Total # of full-time company employees in California: 333

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Unitas

Address: 453 S. Spring Street, Suite 201

City, State, Zip: Los Angeles, CA 90013

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 50

Total # of full-time company employees in California: 40

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Company: Veterinary Centers of America

Address: 12401 W. Olympic Blvd.

City, State, Zip: Los Angeles, CA 90064

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 87

Total # of full-time company employees in California: 87

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Company: Wesco Aircraft

Address: 27727 Avenue Scott

City, State, Zip: Valencia, CA 91355

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,078

Total # of full-time company employees in California: 508

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Company: Wescom Credit Union

Address: 123 S. Marengo

City, State, Zip: Pasadena, CA 91101

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 102

Total # of full-time company employees in California: 102

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: West Coast Catalog

Address: 1605 W. Olympic Blvd., Suite 600

City, State, Zip: Los Angeles, CA 90015

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 2,279

Total # of full-time company employees in California: 2,279

Company: West Lake Distributors

Address: 5301 Rivergrade Road

City, State, Zip: Irwindale, CA 91706

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 48

Total # of full-time company employees in California: 34

Company: Yellow Pages

Address: 611 N. Brand Blvd.

City, State, Zip: Glendale, CA 91203

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 5,736

Total # of full-time company employees in California: 2,194

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Kern Community College District

## Agreement Number: ET16-0232

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>HUA<br>Multiple Barriers<br>New Hire | Industry Sector(s): | Aerospace and Defense<br>Agriculture<br>Manufacturing<br>Transportation/Logistics<br>Services<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 |
|---|---|---|---|---|
| $888,000 | | $61,972<br>8% for Job #'s 1-6 and 12% for Job #7 | | $948,372 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $1,830,600 |

## 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 | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 635 | 8-200 | 0 | $770 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 25 | 8-200 | 0 | $641 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Retrainee<br>Priority Rate<br>SB<100 | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 265 | 8-200 | 0 | $1,112 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 4 | Retrainee<br>SB<100 | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 15 | 8-200 | 0 | $941 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 5 | Retrainee<br>SET<br>HUA | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 135 | 8-200 | 0 | $641 | $11.30 |
| | | | | Weighted Avg: 40 | | | |
| 6 | Retrainee<br>SB<100<br>SET<br>HUA | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 25 | 8-200 | 0 | $941 | $11.30 |
| | | | | Weighted Avg: 40 | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 7 | New Hire<br>SET<br>HUA<br>Multiple Barriers | Business Skills, Comm Skills, Computer Skills, Continuous Impr., Haz. Materials, Mgmt. Skills, Mfg. Skills, OSHA 10/30 | 14 | 8-200 | 0 | $1,702 | $9.25* |
| | | | | Weighted Avg: 80 | | | |

*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 Numbers 1-4:** $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.

**Job Numbers 5-6 (SET/HUA):** $12.33 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; $11.98 per hour for Los Angeles County; $12.02 per hour for Orange County; $11.95 per hour for San Diego County; $11.81 per hour for Sacramento County; $11.67 per hour for Alpine County; and $11.30 per hour for all other counties.

**Job Number 7 (New Hire, SET-HUA with Multiple Barriers):** $9.25 per hour for Ken 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

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

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Production Staff | | 240 |
| Shipping Staff | | 30 |
| Laborer | | 40 |
| Maintenance Staff | | 90 |
| Lead/Operator | | 110 |
| Technician/Mechanic | | 240 |
| Administrative Staff | | 95 |
| Sales Staff Level 1 | | 15 |
| Sales Staff Level 2 | | 15 |
| Safety Professional | | 10 |
| Engineer Level 1 | | 15 |
| Engineer Level 2 | | 10 |
| Supervisor Level 1 | | 55 |
| Supervisor Level 2 | | 50 |
| Manager Level 1 | | 40 |
| Manager Level 2 | | 35 |
| Small Business Owner | | 10 |
| Production Staff, Shipping Staff, Laborer, Maintenance Staff, Technician/Mechanic (Job Number 7) | | 15 |

## INTRODUCTION

Headquartered in Bakersfield, Kern Community College District (KCCD) (www.kccd.edu) strives to provide outstanding educational programs and services responsive to its diverse students and communities. KCCD includes Bakersfield College, Cerro Coso College, and Porterville College.

KCCD serves Kern, Tulare, Inyo, Mono, and San Bernardino Counties, making it one of the largest districts in the United States. In addition to classes held on campus, KCCD offers localized instruction through educational centers in Delano, Bakersfield, Bishop, Mammoth Lakes, Lake Isabella, and Edwards Air Force Base. KCCD is committed to distance learning through the Internet, satellite programming, and cable television. KCCD is also committed to providing training opportunities to small companies located in rural areas that typically do not have the funding available to provide needed training to their employees.

The District's Workplace Learning Resource Center and the 21st Century Energy Center will administer the ETP program. These Centers are part of a California Community Colleges Chancellor's Office initiative to provide a foundation for a long-term, sustained relationship with business and labor across districts. The Centers provide high quality, innovative and affordable education, and in-depth training solutions.

## PROJECT DETAILS

This will be the tenth Agreement between ETP and KCCD. KCCD proposes to train incumbent workers of large and small participating employers in a wide variety of industries, many of which face out-of-state competition. The core group of employers represents at least 80% of requested funding for this proposal. The proposed training will be offered to employers statewide. The majority of training (70%) will be conducted at participating employer locations; the remainder will be conducted at KCCD facilities.

KCCD is motivated to bring new technologies and practices to a diverse workforce by allowing each participating employer to customize training. ETP-funded training will provide employers the opportunity to sustain their overall competitiveness, improve productivity, and remain current in rapidly changing technologies.

KCCD is also focused on helping unemployed or underserved individuals and has been effectively providing placement services for these individuals (including job search, interview skills, resume preparation, and job fairs) for the past two and a half years. The District also works closely with One-Stop Centers, Workforce Investment Board (WIB) and Employment Development Department (EDD), placing over 50 trainees into employment during that time period. KCCD is also determined to help underserved populations (individuals with multiple barriers and/or other vocational disadvantages) by providing education, skills training, work experience and job placement services. KCCD designed and implemented a logistic/distribution training program to providing these individuals skills related to warehouse procedures, redistribution of products, workflow, inventory control, and time management.

### Training Plan

The training outlined in this proposal will be customized, based on employer needs assessments and training objectives. KCCD conducts interviews with employers, workers, and multiple training experts to maintain a comprehensive curriculum that is relevant and responsive to employer needs. In addition, participating employers are encouraged to complete course evaluations. This feedback is used by KCCD to gauge the effectiveness of training and identify

how certain modules can be improved. Customized training will be delivered by KCCD faculty and other qualified instructors through Class/Lab and Video Conference methods.

This project will assist incumbent workers and unemployed individuals in entering the workforce, and improving job-related skills and opportunities for career advancement. KCCD confirms that no trainees from previous participating employers will receive duplicate training in any subject matters.

**Business Skills** (10%) - Training will be provided to all occupations and include communication, conflict management and business planning. The courses will teach employees how to communicate more effectively with internal and external customers.

**Commercial Skills** (15%) - Training will be provided to Production Staff, Shipping Staff, Laborers, Maintenance Staff, Leads/Operators, Technicians/Mechanics, Safety Professionals, Engineers, Supervisors/Managers and Small Business Owners. Training will focus on comprehension, terminology, power system services and practical techniques in maintenance equipment services and repair.

**Computer Skills** (15%) - Training will be provided to all occupations. Training will allow all trainees to effectively use the Company's software applications that run and support business operations, and teach them to work more efficiently and effectively in all functions.

**Continuous Improvement** (25%) - Training will be provided to all occupations and will equip trainees with the skills to achieve company goals through increased productivity, quality improvements, and warehouse procedures. Training is also designed to enhance teamwork, problem solving, and decision making. Lean manufacturing will improve internal processes, workflow, and waste reduction.

**Hazardous Materials** (5%) - Training will be provided to Production Staff, Shipping Staff, Laborers, Maintenance Staff, Leads/Operators, Technicians/Mechanics, Safety Professionals, Supervisors/Managers and Small Business Owners. Trainees will learn the proper techniques and knowledge for handling chemical and waste cleaning.

**Management Skills** (5%) - Training will be provided to Supervisors and Managers on leadership, motivation, and strategic planning skills which will enable them to become more effective leaders in high performance workplaces.

**Manufacturing Skills** (20%) - Training will be provided to Production Staff, Shipping Staff, Laborers, Maintenance Staff, Leads/Operators, Technicians/Mechanics, Safety Professionals, Supervisors/Managers and Small Business Owners. Training will provide upgraded job skills with a focus on good manufacturing practices, equipment operations and overall production operations to meet growing customer demand for products and services.

**Certified Safety Training**

1. <u>OSHA 10/30</u> 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 toward construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA 10 will be provided to Production Staff, Shipping Staff, Laborers, Maintenance Staff, Leads/Operators, Technicians/Mechanics, Safety Professionals, and Small Business

Owners. OSHA 30 will be provided to Supervisors and Managers to ensure a safe work environment.

**Active Contract - RESPOND/Drought**

KCCD has an active contract with ETP under the Rapid Employment Strategies Pilot on Natural Disasters (RESPOND) pilot program using alternative funds that runs until November 2016 (ET15-1001). Of an estimated 156 trainees, 59 have been enrolled and 51 have received the minimum hours of training. The ETP online Class/Lab Tracking system shows that to date, KCCD has delivered 1,167 hours that are potentially eligible for reimbursement of ($31,434 or 13% of funding). The Contractor projects final earnings of 90% based on training currently committed to by employers and in progress through August 2016.

**Commitment to Training**

KCCD represents that ETP funds will not displace the existing financial commitment to training of participating employers. KCCD also represents that safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Most of the participating employers lack the resources and funding to conduct formal and structured training; and many small companies in rural areas do not have a training budget. Access to ETP funds will help these companies meet current workforce training needs, grow, and potentially create new jobs.

**Special Employment Training/High Unemployment Area**

Under Special Employment Training (SET), a participating employer is not required to demonstrate out-of-state competition, and trainees are not required to meet eligibility standards for retraining. Job Numbers 5-7 are SET.

All trainees in Job Numbers 5 and 6 work in a High Unemployment Area (HUA) exceeding the state average by at least 25%. Companies located in Kern, Los Angeles, Riverside, San Bernardino, Fresno, and Ventura Counties (Bakersfield, Compton, Hawthorne, City of Industry, Inglewood, Perris City, Hesperia City, Fresno City, and Oak View CDP) qualify for HUA status and the Standard Minimum Wage instead of the Statewide Average Hourly Wage.

Trainees in Job Number 7 work in an HUA (Kern County) and be unemployed, hard to serve individuals with multiple barriers to employment. Trainees will have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). With the increasing rate of unemployment in Kern County, it will be extremely challenging to place trainees in jobs that pay the ETP new hire minimum wage. Therefore, KCCD is requesting a wage modification.

- Wage Modification

For trainees in Job Numbers 5, 6 and 7, the Panel may modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. KCCD is asking for a wage modification to the SET-HUA Minimum Wage (ranging from $11.30 to $12.33 per hour statewide) for all trainees in Job Numbers 5 and 6; and to the SET-HUA New Hire Wage ($9.25 per hour for Kern County) for all trainees in Job Number 7.

- Retention Modification

The Panel may also modify the retention period for the trainees in Job Number 7 from 90 consecutive days to 90 out of 120 consecutive days with up to three employers. This is allowed based on HUA guidelines. KCCD requests this retention modification.

**Marketing and Support Costs**

KCCD works closely with regional economic development partners and industry associations. The Workplace Learning Resource Center and the 21st Century Energy Center maintain a database of companies and mail marketing materials to advertise upcoming events. Staff networks closely with past clients, using employer and employee evaluations to determine future training needs and establish ongoing, long-term relationships. Many clients expand their initial training with in-depth, customized training after participation in short-term workshops. Staff also provides outreach to new businesses using updated brochures and marketing software to reach targeted customers in its service areas.

KCCD is a strategic partner with the Kern Economic Development Council (KEDC), local Workforce Investment Boards (WIBs), and the Kern Building Trades Council (KBTC). The KEDC is a public-private partnership whose mission is to stimulate a diversified and strong economic climate in the service area. KCCD, KEDC, local WIBs, and the union are all represented on the Council.

KCCD has three employees dedicated to marketing, recruitment, assessment, scheduling training, and ETP administration. Community colleges throughout the State have experienced cuts in funding, making ETP support costs (8%) necessary to maintain staff for this project. Without this additional funding, the District would not be able to dedicate the time and effort necessary to sustain a successful ETP project. KCCD seeks full support cost of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Staff believes 8% Support Costs for Job Numbers 1 to 6 and 12% Support Costs for Job Number 7 (Multiple Barriers) are justified in this proposal for the reasons set forth above.

**Substantial Contribution**

KCCD 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 15% 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 30%. Small businesses with 100 or fewer full-time employees are not subject to this provision.

**Trainer Qualifications**

KCCD anticipates that 70% of the training will be held at employer worksites, while 30% will be center-based. Training will be provided by KCCD's in-house technical faculty and training experts at various campuses. Outside professional experts may be used only if specific technical skills are required and unavailable internally.

**Tuition Reimbursement**

KCCD represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET15-0246 | $749,221 | 09/02/2014 - 01/01/2016 | 881 | 767 | 311 |

Based on ETP Systems, 32,930 reimbursable hours have been tracked for potential earnings of $650,634 (87% of approved amount). The Contractor projects final earnings of 100% based on training currently committed to by employers and in progress to the end of the training period (10/01/15).

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0242 | Statewide | 01/28/13 to 01/27/15 | $981,333 | $971,484 (99%) |
| ET11-0192 | Statewide | 04/04/11 to 04/03/13 | $103,828 | $99,767 (96%) |
| ET10-0161 | Statewide | 10/05/09 to 10/04/11 | $100,501 | $80,750 (80%) |

## DEVELOPMENT SERVICES

N/A

## 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

- Effective Communication
- Business Report Writing and Editing
- Conflict Management
- Workplace Diversity
- Strategic Planning

### COMMERCIAL SKILLS

- Automotive Repair and Service
- Heavy equipment Repair and Service
- Construction Skills
- Basic Electronics
- Introduction to Electrical Control Wiring
- Introduction to Programmable Controllers
- Programmable Logic Control Motor Control
- Control Ladder Logic

### COMPUTER SKILLS

- Computer-Assisted Design
- Computer-Aided Manufacturing
- Computerized Inventory
- Database Management
- Microsoft Suite Software Intermediate/Advanced
- Enterprise Software
- Web Design
- Website Management
- E-Commerce

### CONTINUOUS IMPROVEMENT

- Statistical Process Control
- Teambuilding
- Production Scheduling
- Operations and Workflow
- Process Improvement
- Decision Making
- Leadership for Frontline Workers
- Total Quality Management
- Time Management
- Lean Manufacturing
- Six Sigma
- Kaizen/ 7S
- ISO Auditor Training
- Warehouse Procedures
- Redistribution of Products

**HAZARDOUS MATERIALS**

- Hazardous Materials Handling
- Hazardous Chemical Cleaning
- Hazardous Waste Cleaning

**OSHA 10/30 (Certified OSHA Instructor)**

- OSHA 10 (Requires Completion of 10 hours)
- OSHA 30 (Requires Completion of 30 hours)

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

- Leadership
- Performance Management
- Performance Evaluations
- Employee Relations
- Coaching and Motivating
- Strategic Planning

**MANUFACTURING SKILLS**

- Production Operations
- Parts and Product Manufacturing
- Equipment Operations
- Assembly Procedures
- Inventory Control
- Manufacturing Practices
- Welding
- Computer Integrated Manufacturing (CIM) Cell
- Food Processing
- Packaging
- Computer Pneumatic Control Machine Operation
- Shop Math, Measurements, Percentages & Fractions
- Geometric Dimensions and Tolerance

Safety Training will be limited to 10% of total training hours per-trainee

Note: Reimbursement for retraining and new hire 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: Kern Community College District | CCG No.: ET16-0232

Reference No: 15-0623 | 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Account Control Technology Inc.

Address: 5531 Business Park South

City, State, Zip: Bakersfield, CA 93309

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement 76

Total # of full-time company employees worldwide: 850

Total # of full-time company employees in California: 210

Company: Ace Hydraulic

Address: 2901 Gibson St.

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide 16

Total # of full-time company employees in California 16:

Company: American Specialty Insulation

Address: 2130 E. Brundage Lane

City State Zip: Bakersfield, CA 93307

Collective Bargaining Agreement(s): N/A

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: Asbestos Services

Address: 2130 E. Brundage Lane

City, State, Zip: Bakersfield, CA 93307

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 18

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

# Participating Employers in Retrainee
# Multiple Employer Contracts



Company: Grimmway Farms

Address: 11412 Malaga Road

City, State, Zip: Arvin, CA 93203

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 375

Total # of full-time company employees worldwide: 3,800

Total # of full-time company employees in California: 3,798

Company: IKEA Distribution Center

Address: 4104 Industrial Parkway Dr.

City, State, Zip: Lebec, CA 93243

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 95

Total # of full-time company employees worldwide: 6,800

Total # of full-time company employees in California: 1,700

Company: Kern Federal Credit Union

Address: 1717 Truxtun Ave.

City, State, Zip: Bakersfield, CA 93301

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 62

Total #of full-time company employees worldwide: 62

Total # of full-time company employees in California: 62

Company: Kern Schools FCU

Address: 11500 Bolthouse Drive

City State Zip: Bakersfield, CA 93389

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide: 480

Total # of full-time company employees in California: 480

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Kern Community College District | CCG No.: ET16-0232

Reference No: 15-0623 | 

Company: Nestle

Address: 7301 District Blvd.

City, State, Zip: Bakersfield, CA 93313

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 325

Total # of full-time company employees worldwide: 339,000

Total # of full-time company employees in California: 7,505

Company: Wonderful Orchards

Address: 2921 Hanger Way

City, State, Zip: Bakersfield, CA 93308

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 850

Total # of full-time company employees in California: 800

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Laborers Training and Retraining Trust Fund For Southern California

## Agreement Number: ET16-0916

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Apprenticeship | Industry Sector(s): | Construction<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, San Bernardino, Kern, Riverside, San Diego | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No Southern California District Council of Laborers and affiliated Local Unions of the Laborers International Union of North America (LIUNA): Local 89 San Diego; Local 220 Bakersfield; Local 300 Los Angeles; Local 1309 Lakewood; Local 585 Ventura; Local 652 Santa Ana; Local 783 San Bernardino; and Local 1184 Riverside | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | N/A | |

## FUNDING DETAIL

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $458,760 | | $31,805<br>8% | | $490,565 |

| | | |
|---|---|---|
| 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 Journeyman | Business Skills, Comm. Skills, OSHA 10/30 | 80 | 8-200 | 0 | $564 | $31.39 |
| | | | | Weighted Avg: 24 | | | |
| 2 | Retrainee Apprentice (Construction Craft Laborer) | Business Skills, Comm. Skills, OSHA 10 | 405 | 8-210 | 0 | $1,001 | $20.55 |
| | | | | Weighted Avg: 72 | | | |
| 3 | Retrainee Apprentice (Landscape & Irrigation Fitter) | Business Skills, Comm. Skills, OSHA 10 | 40 | 8-210 | 0 | $1,001 | $20.55 |
| | | | | Weighted Avg: 72 | | | |

**Minimum Wage by County:** SET Priority Industry: $20.55 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 $4.85 per hour may be used to meet the Post-Retention Wage in Job Numbers 2 & 3.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1** | | |
| Journeyman Construction Craft Laborer | | 75 |
| Journeyman Landscape & Irrigation Fitter | | 5 |
| ***Job Number 2** | | |
| Apprentice Construction Craft Laborer | | 405 |
| ***Job Number 3** | | |
| Apprentice Landscape & Irrigation Fitter | | 40 |

*This proposal includes Year 1 Apprentices, starting at 50% of Journeymen wages. See explanation at Apprenticeship Program.

## INTRODUCTION

Founded in 1970, the Laborers Training and Retraining Trust for Southern California (SoCal Laborers)(www.Laborerstrainingschool.com) funds training for three separate Apprenticeship Programs, two of which will participate in this proposal: 1) Laborers Southern California JAC and 2) Southern California Laborers Landscape and Irrigation Fitters JAC [Note: hereafter referred to collectively as Laborers JAC]. These two programs are identified in Job Number 1 as shown in the table above. SoCal Laborers Cement Masons JAC is participating in the active ETP Agreement (ET13-0909); however, is not scheduled for this proposal. Overall, SoCal Laborers serves eight Southern California Locals (89, 220, 300, 585, 652, 783, 1309, and 1184) in 12 counties.

### Employer Demand

Participating employers and union representatives have expressed a need for apprenticeship training based on the following needs; out-of-state and non-union competition, higher cost of materials, cutting measures, higher quality standards, new green standards and an increase in the complexity of construction projects. As a result, employers must explore price reducing options that include working with alternative materials and new techniques to improve systems and the skill sets of workers.

### 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 the 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.

Apprenticeship programs vary in length. In this case, the Construction Craft Laborers program is 18 months and the Landscape & Irrigation Fitter program is 24 months. ETP will fund training for Year 1 Apprentices in 2-year programs such as these.

RSI is traditionally delivered as class/lab, and ETP does not reimburse CBT delivery for apprenticeship training. The curriculum was developed with input from DAS and a designated Local Educational Agency (in this case Hacienda La Puente Unified School District); however, this training will be delivered onsite by SoCal Laborers JAC at multiple locations in Southern California. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice. (Journeymen are capped at 200 hours.) The trainer-to-trainee ratio for Apprentices is 1:25 and for Journeymen is 1:20.

In 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.]

The ETP wage for Apprentices is no less than $20.55 per hour, tracking the Special Employment Training wage as modified for priority industries. However, the actual wages paid are shown in the Training Plan Table and contract when they exceed $20.55, as is the case in this proposal for Journeymen.

### DAS Completion Rates

The average completion rate for Apprentices in the laborers industry is 46% 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.

The DAS completion rates for the two program sponsors included in this proposal are as follows: 1) Southern California Laborers JAC at 57% and Laborers Southern California Landscape & Irrigation Fitters JAC at 26%.

## PROJECT DETAILS

Commercial Skills training will be delivered for traditional construction and landscaping topics. As well, new energy efficient construction methods require educating workers on clean energy, weatherization, mechanical integration, and photovoltaic installation. (See Exhibit B)

Training in Business Skills will also be delivered to all workers to ensure they can plan, organize, and manage projects.

To meet employer demand, new courses have been added to SoCal Laborers Commercial Skills training to ensure trainees are provided with the latest in technology and new skill sets. Topics added to the curriculum include Laser Transit and Building Level, Plasma Arc and Oxy-Acetylene Cutting, and Treated Wood Waste Awareness. Courses will be offered year-round to both Apprentices and Journeymen.

### Training Plan

**Business Skills** (10%): Training will be offered to Apprentices and Journeymen to improve communication, time management and team-building skills. Topics provided will teach workers to effectively lead teams and increase efficiency while on the job.

**Commercial Skills** (80%) Training will be offered to Apprentices and Journeymen to learn skillsets required to perform job duties in the construction industry. Course topics include Pipeline Procedures, Sandblasting, Welding, and Environmental Hazards.

**OSHA 10/30** (10%): Training will be offered to Apprentice and Journeymen to complete either the 10 hour for entry level workers (Apprentice) or 30 hour course requirement (Journeymen) to ensure union members are aware of safety and health hazards often encountered in the workplace. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment

opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

**Curriculum Development**

Labor and Management representatives have worked alongside the Laborers JAC to create a Curriculum that addresses the needs of signatory employers. Hiring demands of the Southern California region continue to play a key role in the development process. As noted earlier, training topics have been customized to include advanced technical skills and new green standards/materials.

**Impact/Outcome**

Certifications that may be earned include: OSHA 10, OSHA 30, Rigging and Lifting, Traffic Control, Flagging, Hazardous Waste Removal, Scaffold User, Scaffold Builder, Confined Space, Forklift, and Welding.

**Commitment to Training**

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

**Marketing and Support Costs**

The Apprenticeship program is advertised through the use of newsletters, informational flyers, internet, and networking avenues. Application announcements are provided to local, state, and federal agencies as well as local high schools, community colleges, and various community-based organizations. A staff of 16 members located at eight locals throughout Southern California will continue to market the program over the duration of the Agreement.

SoCal Laborers seeks full support costs to fund training assessment processes and recruitment of trainees and participating employers. Panel regulation allows support costs of up to 8% for recruitment. Staff recommends the 8% support costs.

**Tuition Reimbursement**

Students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. This representation will be made a condition of the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET15-0909 | $358,704 | 09/02/14-09/01/16 | 951 | 947 | 77 |

Reimbursable hours have been tracked for potential earnings of $488K (exceeds 100% of approved amount). Thus far, a total of 77 trainees have completed retention and have been approved for earnings of $50,448. The remaining trainees are at various stages of retention, but are scheduled for completion in December 2015.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0907 | Azusa | 10/08/12-10/07/14 | $346,585 | $344,943 (99%) |

## DEVELOPMENT SERVICES

California Labor Federation in Sacramento assisted with development of this proposal at no charge.

## ADMINISTRATIVE SERVICES

Strategy Workplace Communications in Oakland will 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:

Journeyman Training

**COMMERCIAL SKILLS**

- Above Ground Drilling
- Aerial Boom Lift
- Air Tools
- Anthrax Remediation
- Arc Welding
- Blue Print Reading
- Asbestos Abatement
- Brazing and Soldering
- Brick Tending
- California Class A Prep
- Concrete: Coring and Drilling, Cutting, Placement, R & R, Sawing & Wall Sawing
- Confined Space Entry
- Drilling Operations
- Energy Auditor
- Environmental Hazards
- Fence Installation and Repair
- Fork Lift
- Geothermal Energy
- Green Construction
- Hoisting and Rigging
- Jobsite Erosion Control
- Landscape
- Lead Abatement and Awareness
- Mechanical Pipe
- Nuclear Power Plant Worker
- Oxyfuel Cutting
- Paver Installation
- Pipeline Procedures: Polyethylene Pipe Fusion
- Photovoltaic
- PV Racking Systems, Service and Maintenance
- Quality Electrical Worker
- Residential Construction Landscaping
- Sandblasting
- Silica Awareness
- Scaffold Builder
- Scaffold User
- Skid Steer
- Thermal Solar Awareness
- Traffic Control 2
- Trench Plate Protection
- Trencher
- Tunneling
- Underground Storage Tank Program
- Water Diversion

- Signal Person
- Weatherization Technician and Installer

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

**BUSINESS SKILLS**
- Teambuilding Skills
- Green Awareness Training and Green Certifications
- Leadership Skills
- Customer Service Skills
- Conflict Resolution
- Problem Solving
- Decision Making Skills
- Inventory Checklist
- Advanced Time Management
- Filling Out Work Documents and Reports Accurately
- Project Management
- Creating Project Bids

## Apprentice Training

**Class/Lab Hours**
8 - 210

**COMMERCIAL SKILLS**
Laborer: General
- Air Tools
- Asphalt Remove & Replace Builders Level Math
- Fractions and Decimals, Inches to Decimals
- Brick Tending
- Concrete
- Hazardous Waste Worker
- Hand & Power Tools
- Lead Abatement Worker
- Mechanical Pipe
- Pipe Laying
- Steward Training
- Tilt-Up Construction
- Welding

Laborer: Landscape
- Environmental Hazards of Highway Work
- Environmental Passport
- Landscape 1: Planting & Maintenance
- Landscape 2: Construction Math & Irrigation Systems
- Landscape 3: Erosion Control, Grading & Drainage
- Landscape 4: Retention Walls, Dividers & Flatwork
- Mini Excavator
- Skip Loader
- Utility Trailer

All

- Aerial Boom Lift Safety
- Asbestos Abatement
- Confined Space
- Environmental Hazards
- Fall Protection
- First Aid/CPR
- Forklift and Forklift Safety
- Gen Con (General Construction)
- Hazard Communications
- ICRA Awareness (Infection Control Risk Assessment)
- ICRA for Occupied Facilities (Infection Control Risk Assessment)
- Laser/Transit/Building Level Basics
- Laser Transit and Building Level
- Lead Awareness
- Plasma Arc and Oxy-Acetylene Cutting
- Scaffold Builder
- Scaffold User
- Skid Steer
- Traffic Control and Flagging
- Treated Wood Waste Awareness
- Trench Plates and Shoring

**OSHA 10 (Certified OSHA Instructor)**

- OSHA 10 (requires completion of 10 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee in Job Number 1, and capped at 210 total training hours in Job Numbers 2 & 3, regardless of the method of delivery.

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Training Proposal for:

# Lomita Chamber of Commerce

## Agreement Number: ET16-0234

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate<br>Retrainee<br>SB <100<br>SET<br>HUA | Industry Sector(s): | Manufacturing<br>Transportation/Logistics<br>Healthcare<br>Wholesale Trade<br>Services<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, Orange | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | ≤20% | |

## FUNDING DETAI

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $434,400 | | $30,100<br>8% | | $464,500 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $757,900 |

## 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, Computer Skill, Continuous Impr. | 350 | 8-200 | 0 | $770 | $15.97 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee<br>Priority Rate<br>SB<100 | Business Skills, Computer Skill, Continuous Impr. | 150 | 8-200 | 0 | $1,112 | $15.97 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Retrainee<br>SB<100 | Business Skills, Computer Skill, Continuous Impr. | 25 | 8-200 | 0 | $564 | $15.97 |
| | | | | Weighted Avg: 24 | | | |
| 4 | Retrainee<br>SB<100<br>SET<br>HUA | Business Skills, Computer Skill, Continuous Impr. | 25 | 8-200 | 0 | $564 | $11.98 |
| | | | | Weighted Avg: 24 | | | |

**Minimum Wage by County:** Job Numbers 1, 2 and 3: $15.97 per hour for Los Angeles County; $16.02 per hour for Orange County.

Job Number 4 (SET-HUA): $11.98 per hour for Los Angeles 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
Participating employers may use health benefits to meet the Post-Retention Wage. Health benefits will vary by participating employer.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Numbers 1-4** | | |
| Administrative Staff | | 60 |
| Machine Operator | | 70 |
| Production Staff | | 140 |
| Engineer Level 1 | | 10 |
| Engineer Level 2 | | 10 |
| Manager/Supervisor Level 1 | | 40 |
| Manager/Supervisor Level 2 | | 30 |
| Shop Lead | | 150 |
| Small Business Owners | | 40 |

## INTRODUCTION

Established in 1946 and located in Lomita, Lomita Chamber of Commerce (Lomita Chamber) (www.lomitacoc.com) is a non-profit voluntary membership organization, serving the local business community, which is predominantly entrepreneurs and small businesses, with a mix of large corporations such as McDonalds, Taco Bell, Wells Fargo Bank, Albertson's Supermarket, and 99 Cents stores. Lomita Chamber's membership is comprised of approximately 5,000 businesses (90% meet the ETP definition of small business).

The Lomita community is known for its affordable housing and central location in the South Bay Area of Los Angeles County. Over the years, Lomita Chamber has sponsored various events to promote the community and businesses. Through these events, with the support of city departments and community leaders, the Lomita area has become known for fostering business growth.

Lomita Chamber enables networking for its members through its affiliation with local service providers such as insurance agencies, credit unions and business counseling. Lomita Chamber sees a greater need for making the existing businesses more competitive, not only in local community but also in surrounding cities or regions. To accomplish this goal, Lomita Chamber partners with Redondo Beach, Wilmington, Carson, Compton, Hermosa Beach, Lawndale, Hawthorne, Inglewood, City of Industry, El Segundo, Long Beach, Gardena, San Pedro and Palos Verdes through the South Bay Association of Chamber of Commerce.

## PROJECT DETAILS

This will be Lomita Chambers' second ETP Agreement. Lomita Chamber is focused on helping its members bring innovative business practices and new technology to the workforce. The proposed training program will provide them with sufficient Computer and Business Skills as needed to successfully manage and grow their businesses. Training will be offered to employers throughout the South Bay Area. The majority of training (95%) will be conducted at participating employer locations while the remainder will be at Lomita Chamber.

### Training Plan

Lomita Chamber has high employer demand for training in its ETP Agreement. Therefore, the Chamber wishes to continue providing training to meet the demand. Lomita Chamber has identified employers that have made firm commitments to participate upon Panel approval. The core group of employers represents 100% of requested funding for this proposal.

Lomita Chamber's curriculum is designed to enable each company to customize training. Participating employers have expressed a need to improve social media training for marketing, technical skills, and continuous improvement in order to stay competitive and meet customer demands. Training is scheduled to begin the week of October 26, 2015.

**Business Skills** (30%) – Training will be provided to all occupations to improve communication skills, customer relations, business writing skills and business problem solving.

**Computer Skills** (30%) – Training will be provided to all occupations to learn how to effectively use the Company's internal software applications to design, program, implement, and troubleshoot new computer software programs such as social media, accounting software, and Microsoft suite.

**Continuous Improvement** (40%) – Training will be provided to all occupations to promote teamwork and improve workflow, troubleshooting, and problem solving. Training includes process mapping, Lean Enterprise topics, and ISO Auditor compliance training.

**Impact/Outcome**

Lomita Chamber will assist large and small companies to prepare for certification programs that are typically awarded based on training and internal improvement. These certifications often lead to new market opportunities, new customers, and increased sales, which will ultimately help companies, grow and provide workforce stability.

**Commitment to Training**

Lomita Chamber represents that ETP funds will not displace the existing financial commitment to training made by the participating employers. Safety training is provided in accordance with all pertinent requirements under state and federal law.

Most of the participating employers, especially small companies, lack the resources and funding to conduct formal and structured training. The majority provide on-the-job, one-on-one training to new employees. ETP funding will allow these companies to introduce new business practices and services in order to sustain growth and remain competitive in California.

For some participating employers, this project will be an opportunity to participate in a formal training program for the first time. For other companies that may have only provided limited training in the past, ETP funding will enable them to provide a larger number of employees with a broader spectrum of skills development. Lomita Chamber anticipates employers will continue to provide training to support the ongoing implementation of new business practices and processes.

**Special Employment Training**

Under Special Employment Training (SET), a participating employer is not required to demonstrate out-of-state competition and trainees are not required to meet eligibility standards for retraining. Job Number 4 will be funded under SET.

**High Unemployment Area**

All trainees in Job Number 4 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. Companies located in Los Angeles County (Compton, Hawthorne, City of Industry, Inglewood and Long Beach) qualify for HUA status and thus, qualify for the Standard Minimum Wage instead of the Statewide Average Hourly Wage.

- Wage Modification

For trainees in Job Number 4, the Panel may modify the ETP Standard Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Lomita Chamber requests a wage modification to the HUA Minimum Wage of $11.98 for these trainees.

**Marketing and Support Costs**

Over the years, Lomita Chamber has established relationships with regional partners, community members and collaborative networks of businesses. Lomita Chamber hosts monthly meetings and uses newsletters, websites, and email communication to promote business

opportunities, procurement news, government-assisted programs, and various networking events. Lomita Chamber has four employees dedicated to marketing, recruiting, assessment, scheduling, and training; therefore, Lomita Chamber seeks full support cost of 8% to fund extensive marketing efforts to recruit additional participating employers and assessment activities of employers. Staff believes 8% support costs are justified in this proposal.

**Substantial Contribution**

Lomita Chamber 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 either 15% or 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 are not subject to this provision.

**Trainer Qualifications**

Lomita Chamber reports that 70% of training will be provided by training vendor, Custom Corporate Communications. The remaining 30% will be provided by in-house staff. In-house staff are competent in the subject matter and have completed all classes required for the proficiency in each topic of training prior to delivery of training on that topic (see Training Vendor below).

**Training Coordinator**

Lomita Chamber has designated one staff member responsible for all administrative responsibilities, including recording and tracking training. Lomita Chamber will utilize a third party vendor with ETP experience to aid in this endeavor (see Administrative Services below).

**Tuition Reimbursement**

Lomita Chamber represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET15-0426 | $94,082 | 04/13/15 – 04/12/17 | 120 | 49 | TBD |

Based on ETP Online Systems, 4,288 reimbursable hours have been tracked for potential earnings of $86,237 (92% of approved amount). The Contractor projects final earnings of $94,082 (100% of approved

amount) based on training currently committed to by employers and in progress through to the end of the training period (11/11/15).

## DEVELOPMENT SERVICES

DLI & Associates LLC in San Juan Capistrano assisted with development at no cost.

## ADMINISTRATIVE SERVICES

DLI & Associates LLC will also perform administrative services for a fee not to exceed 10% of payment earned.

## TRAINING VENDORS

Custom Corporate Communications of Redondo Beach has been retained to provide up to 70% of the Continuous Improvement, Business and Computer Skills training for a fee of $264,550.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing Skills
- Communication Skills
- Sales Skills
- Social Media Marketing
- Project Management
- Leadership Skills
- Finance
- Goal Setting
- Managing Change
- Performance Management Skills
- Team Building
- Time and Priority Management

**COMPUTER SKILLS**

- E- Commerce
- QuickBooks and Accounting Software
- Search Engine Optimization
- Social Media Networking Training
- Microsoft Office Suite – Basic (Small Business)
- Microsoft Office Suite – Intermediate/Advanced (Large Employer)

**CONTINUOUS IMPROVEMENT**

- ISO Auditor Training
- Quality Engineering
- Six Sigma
- Statistical Process Control Team Building
- Lean Enterprise
- Lean Manufacturing
- Lean Office
- Kaizen 7S
- Process Improvement
- Process Mapping
- Problem Solving
- Root Cause Analysis
- Set Up Time Reduction

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

# Participating Employers for
# Multiple Employer Contract (MEC) Retraining

Contractor's Name: Lomita Chamber of Commerce | CCG No.: ET16-0234

Reference No: 16-0126 | 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Alpert and Alpert

Address: 1815 South Soto Street

City, State, Zip: Los Angeles, CA 90023

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 110

Total # of full-time company employees worldwide: 203

Total # of full-time company employees in California: 203

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Company: Harvest

Address: 1290 Hancock Street, #202

City, State, Zip: Anaheim, CA 92807

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 175

Total # of full-time company employees worldwide: 317

Total # of full-time company employees in California: 317

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Company: Jondo

Address: 8030 E. Crystal Drive

City, State, Zip: Anaheim, CA 92807

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 75

Total # of full-time company employees in California: 60

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Company: Ledtronics

Address: 23105 Kashiwa Court

City, State, Zip: Torrance, CA 92807

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 109

Total # of full-time company employees in California: 109

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Lomita Chamber of Commerce | CCG No.: ET16-0234

Reference No: 16-0126 | 

Company: Par Manufacturing

Address: 9601 Jeronimo Road

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): No

Estimated #of employees to be retrained under this Agreement: 125

Total # of full-time company employees worldwide: 1,600

Total # of full-time company employees in California: 230

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Company: Plastic Dress Up Company

Address: 11077 Rush Street

City, State, Zip: South El Monte, CA 91733

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 84

Total # of full-time company employees in California: 84

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Company: Smith Cooper International

Address: 2867 Vail Ave.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 44

Total # of full-time company employees worldwide: 2,291

Total # of full-time company employees in California: 88

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Company: T. Hasegawa USA Inc.

Address: 14017 East 183rd Street

City, State, Zip: Cerritos, CA 90703

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 82

Total # of full-time company employees in California: 74

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Los Angeles Community College District

## Agreement Number: ET16-0229

**Panel Meeting of:** November 5, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>SB <100 | Industry Sector(s): | Manufacturing<br>Aerospace and Defense<br>Biotechnology/Life Sciences<br>Engineering<br>Transportation/Logistics<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Los Angeles, Orange, Ventura, San Bernardino | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No Teamsters Local Union No. 630; Glass, Molders, Pottery, Plastics & Allied Workers International Union (AFL-CIO) | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | ≤20% | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $888,270 | | $60,970<br>8% | | $949,240 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $763,000 |

## 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 | Mfg. Skills, Business Skills, Comm'l Skills, Computer Skills, Cont. Imp.; Hazardous Mat. | 950 | 8-200 | 0 | $654 | $15.07 |
| | | | | Weighted Avg: 34 | | | |
| 2 | Retrainee | Mfg. Skills, Business Skills, Comm'l Skills, Computer Skills, Cont. Imp. Hazardous Mat. | 157 | 8-200 | 0 | $545 | $15.07 |
| | | | | Weighted Avg: 34 | | | |
| 3 | Retrainee<br>Priority Rate<br>SB<100 | Mfg. Skills, Business Skills, Comm'l Skills, Computer Skills, Cont. Imp. Hazardous Mat. | 175 | 8-200 | 0 | $750 | $15.07 |
| | | | | Weighted Avg: 27 | | | |
| 4 | Retrainee<br>SB<100 | Mfg. Skills, Business Skills, Comm'l Skills, Computer Skills, Cont. Imp. Hazardous Mat. | 175 | 8-200 | 0 | $635 | $15.07 |
| | | | | Weighted Avg: 27 | | | |

**Minimum Hourly Wage by County:** $15.97 per hour for Los Angeles County; $16.02 per hour for Orange County; and $15.07 per hour for Ventura and San Bernardino 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 |
| Clerical, Administrative and Office Staff | | 600 |
| Sales & Marketing Staff | | 90 |
| Operations Support Staff | | 125 |
| Technician & Specialist | | 50 |
| Production & Assembly Worker | | 142 |
| Warehouse & Parts Worker | | 200 |
| Engineering Staff | | 50 |
| Manager & Supervisor | | 200 |

## INTRODUCTION

Founded in 1969, Los Angeles Community College District (LACCD) (www.laccd.edu) oversees nine community colleges throughout the Los Angeles region. It is the largest district in the nation, providing administrative support for its colleges in academic enrollment, contract education, community services and workforce and economic development. LACCD strives to develop employment and training strategies and helps to create a platform for uniting regional resources. LACCD's customer base includes individuals seeking to gain credits for four-year universities, workers who need new skills to remain in their jobs, and people seeking to increase their competitiveness in today's job market.

LACCD works with a broad spectrum of employers including manufacturing, aerospace, energy, hospitality/tourism, biomedicine, and transportation and logistics. Companies who would like to reach global competitive levels must develop or enhance worker skills. Workers are increasingly challenged to function in a technology-based environment with state-of-the-art equipment and processes; work more efficiently and productively in a lean, total quality environment; integrate "green" practices into the workplace; and possess high-level, professional customer service and communication skills. Through ETP training, workers will be able to elevate their job skills to improve performance and enhance their companies' local and global competitiveness.

LACCD is a repeat Multiple Employer Contractor with both core-funded and alternative-funded Agreements. In this proposal, LACCD will retrain incumbent workers from large and small employers to meet the business needs from a broad spectrum of employers and a wide variety of industries, the majority of which are Panel priorities. Most of the companies meet the Panel's out-of-state competition criteria. The core group of participating employers represents over 100% of requested funding.

## PROJECT DETAILS

### Curriculum Development

The curriculum was developed by LACCD based on labor market data and input from partners in targeted industries. Each topic is designed to help increase worker productivity and workforce performance to positively affect employee efficiency, morale, and long term job security. Periodic updates and revisions to the curriculum will be based on industry trends and requests from employers.

LACCD staff works with each participating employer's management, human resources, and/or training department staff to determine performance goals, assess specific training needs, and develop a customized, on-site training program. Trainers tailor each curriculum topic to fit the employer needs. Participants are periodically reassessed to ensure classes are appropriate and produce desired outcomes. When training is over, employers undergo an evaluation process to fully assess the impact and effectiveness of training content and instructors.

### Training Plan

The ETP curriculum will provide trainees with 8 to 200 class/lab hours of job-specific skills. Business, Computer and Continuous Improvement will be offered to all occupations company-wide. Manufacturing, Hazardous Materials and Commercial Skills will be directed primarily to Production, Assembly and Production Support Personnel.

**Business Skills** (37%): Training will help improve strategic and financial planning; standardize processes; enhance internal and external customer service; and develop time, project and resource management skills.

**Computer Skills** (35%): Training will teach end users various software applications that support business operations. Engineers, Technicians and Specialists will be trained to design, program, implement, and troubleshoot new and upgraded software programs.

**Continuous Improvement** (8%): Training will help employers meet quality and profitability goals by organizing workers into teams, improving workflow, identifying and resolving problem areas, and reducing waste and downtime.

**Commercial Skills** (5%): Training will help occupations improve skills in cost estimating, contracting strategies, Scope and work, and construction drawing and specifications.

**Manufacturing Skills** (10%): Training will teach effective manufacturing processes; warehousing operations and controls; and creating and working in a safe environment.

**Hazardous Materials** (5%): Training will provide trainees with the proper techniques and procedures required to follow when handling or disposing of hazardous materials used at their facilities.

**Marketing and Support Costs**

Employer marketing and recruitment are conducted by LACCD's Office of Economic & Workforce Development (OE&WD). The process involves the entire community college system building upon existing networks of contract education and corporate training partners, and leveraging One-Stop Centers which are supported by Los Angeles City and County Workforce Investment Boards. The LACCD is part of the Workforce Systems Collaborative which is comprised of Los Angeles-based entities involved in workforce and economic development strategies including area WIBs, the LA Funders Collaborative, the LA Chambers of Commerce, the LA Economic Development Center, and the Los Angeles Unified School District.

Marketing efforts are also aligned with consortia such as Green-WEST Alliance and West Coast Motion, made up of regional transportation, transit, green-tech and logistics-related companies, as well as employment and training organizations and other educational stakeholders. These groups have been successful in uniting education and workforce development entities throughout the region and are recognized for securing the training resources needed to address workforce development issues at the corporate level. These groups meet regularly to exchange information about training events and identify industry trends that can affect training strategies. ETP-funded training has become a regular part of the agenda.

General marketing and employer recruitment efforts are done by contacting existing industry partners and cold calling to target business and industry sectors to introduce the ETP program. LACCD also conducts mass outreach programs to recruit companies and uses online employer surveys to provide leads to workforce development needs.

LACCD has requested the standard 8% ETP support costs for widespread continued employer recruitment and pre- and post-assessment activities. This proposal will require that several staff members maintain ongoing contact with its network and conduct widespread and individual marketing and outreach efforts to employers in need of training. ETP staff recommends 8% for support costs.

**Commitment to Training**

LACCD represents that ETP funds will not displace the existing financial commitment to training of participating employers. LACCD also represents that safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

Participating employers face several challenges meeting their workforce development strategies. Most do not have the ability to provide training on their own due to limited budgets and lack of qualified internal trainers. As a result, companies provide only new hire orientation, mandatory government courses, and basic job skills to a limited number of workers. LACCD has provided training for several companies in the current ETP contract, which offers much of the same curriculum as this new proposal. Some companies may participate again by giving additional subject matter and training more of their workforce, while others will provide training for the first time. Participating employers view ETP funding as a true economic development resource that can help them be more competitive.

- **Training Infrastructure**

LACCD anticipates that approximately 98% of the training will be held at employer worksites, while the remainder may be center-based at college facilities. Classes will be taught by trainers from various campuses throughout the district. The OE&WD and college staff will oversee and administer the training program. LACCD has at least three staff dedicated to employer marketing, recruitment, needs assessment, and class scheduling.

**Tuition Reimbursement**

LACCD represents that students enrolled in the ETP-funded program will not be charged tuition, fees, or any other costs associated with training. The representation will be made a condition of the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

The following table summarized performance by LACCD under an active ETP Agreement:

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET14-0286 | $1,249,568 | 2/3/14-2/2/16 | 1,353 | 253 | 253 |

Based on the ETP Online Systems, 44,855 reimbursable hours have been tracked for potential earnings of $860,959 (70% of approved amount). The Contractor projects final earnings of 100% based on training in progress and currently committed through November 2015.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0217 | Los Angeles, Orange, Ventura, San Bernardino | 2/6/12 - 2/5/14 | $749,980 | $653,511 (87%) |
| ET11-0194 | Los Angeles, Orange, Ventura, San Bernardino | 4/4/11 - 4/3/13 | $399,696 | $330,173 (83%) |
| ET09-0433 | Los Angeles, Orange, Ventura, San Bernardino | 1/25/09 - 1/24/11 | $1,208,306 | $680,861 (56%)* |

*ET09-0433: The Contractor reported that the low completion rate was due, in part, to a slow economy, i.e. participating employers were hesitant to enroll workers in ETP training because they could not guarantee completion of the 90-day retention period. In addition, a portion of the project funding was allocated to an employer-specific New Hire aircraft mechanic program. Although 45 participants successfully completed 320 hours of training under the mechanic program, only 8 received jobs, leaving a significant amount of unearned funds.

To improve performance on the subsequent projects, LACCD decided to train companies with a good record of prior training and retention in manufacturing. It included participating employers in growing industries such as transportation, logistics, and goods movement. As a result, performance rose to 83% in the ET11 Agreement and 87% in the ET12 Agreement.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

N/A

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**
- Standard Protocols, Rating Procedures, Customs and Related Billing Processes
- Leadership and Motivation
- Team-Building
- Problem-Solving/Troubleshooting
- Customer Service
- Strategic Planning
- Time, Product and Resource Management
- Project Management
- Workplace Communication
- Business Writing Skills
- Sales

**COMPUTER SKILLS**
- Microsoft Office Suite
- Microsoft Windows Navigation
- Industry-Wide Databases - Materials Safety Datasheets, Cal-OSHA Website
- Adobe Photoshop
- Adobe Acrobat
- Computer-Aided Design
- Mobile App Navigation and Design
- Cloud-Based Computing
- Virtual Operations Management
- Visio

**CONTINUOUS IMPROVEMENT**
- Statistical Process Control
- Systems Model
- Work Improvement Techniques
- Production/Operations Workflow
- Workplace Energy Efficiency and Sustainability
- Environmental Management Systems

**HAZARDOUS MATERIALS**
- Hazardous Materials Handling

**COMMERCIAL SKILLS**
- Procurement Software and Strategies
- Cost Estimating/Risk Analysis
- Construction Drawings and Specifications

- Contracting Strategies and Reporting
- Scope of Work and Progress Measurement
- Vendor and Distributor Management and Communications
- Product Analysis/Feasibility
- Quality Control

**MANUFACTURING SKILLS**

- Machine Maintenance and Repair
- Effective Manufacturing Processes
- Industry-Related Calculations and Conversions
- Advanced Materials Technology
- Inventory & Materials Management
- Distribution Processes
- Supply Chain Management Techniques
- Blueprint Reading and Business Math
- Warehousing Operations and Controls

*Safety training will be limited to 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.

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Los Angeles Community College District CCG No.: ET16-0229

Reference No: 15-0649 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Bottling Co.

Address: 3220 E. 26th St.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 300

Total # of full-time company employees worldwide: 19,000

Total # of full-time company employees in California: 660

---

Company: American Guard Services

Address: 1299 E. Artesia Blvd,. #200

City, State, Zip: Carson, CA 90746

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 7,260

Total # of full-time company employees in California: 2,000

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Company: Athens Services

Address: 14048 Valley Blvd.

City, State, Zip: City of Industry, CA 91716

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 1,300

Total # of full-time company employees in California: 1,300

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Company: Baxalta USA Inc.

Address: 4501 Colorado Blvd.

City, State, Zip: Los Angeles, CA 90039

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 10,000

Total # of full-time company employees in California: 3,000

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Los Angeles Community College District CCG No.: ET16-0229

Reference No: 15-0649 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: CJ American/CJ Foods

Address: 3530 Wilshire Blvd., Suite 1220

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 60

Total # of full-time company employees in California: 60

Company: CJ E & M

Address: 3530 Wilshire Blvd., Suite 1220

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

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

Company: CJ Foodville

Address: 3530 Wilshire Blvd., Suite 1220

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Company: Crowne Plaza LAX

Address: 5985 W. Century Blvd.

City, State, Zip: Los Angeles, CA 90045

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 250

Total # of full-time company employees in California: 250

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Los Angeles Community College District CCG No.: ET16-0229

Reference No: 15-0649 

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Gibson Overseas

Address: 2410 Yates Ave.

City, State, Zip: Commerce, CA 90040

Collective Bargaining Agreement(s): N/A

Estimated #of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 375

Total # of full-time company employees in California: 335

Company: Hitco

Address: 1600 W. 139th St.

City, State, Zip: Gardena, CA 90249

Collective Bargaining Agreement(s): Glass, Molders, Pottery, Plastics & Allied Workers Intern'l Union

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

Total # of full-time company employees worldwide: 498

Total # of full-time company employees in California: 477

Company: Kuehne + Nagel

Address: 20000 S. Western Ave.

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 63,000

Total # of full-time company employees in California: 424

Company: Nippon Express

Address: 2233 E. Grand Ave.

City, State, Zip: El Segundo, CA 90245

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,500

Total # of full-time company employees in California: 350

# Participating Employers in Retrainee
# Multiple Employer Contracts



PRINT OR TYPE IN ALPHABETICAL ORDER

Company: OK International

Address: 12151 Monarch St.

City, State, Zip: Garden Grove, CA 92841

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 70

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 130

Company: Strategic Acquisitions

Address: 27489 Agoura Rd.

City, State, Zip: Agoura Hills, CA 91301

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 98

Total # of full-time company employees in California: 98

Company: Takashi Shoji

Address: 3016 E. 44th St.

City, State, Zip: Vernon, CA 90058

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 200

Total # of full-time company employees in California: 90

Company: TJL International

Address: 3530 Wilshire Blvd., Suite 1220

City, State, Zip: Los Angeles, CA 90010

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 30

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

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Los Angeles Community College District | CCG No.: ET16-0229

Reference No: 15-0649 | 

Company: Transamerican Autoparts (TAP Worldwide)

Address: 400 W. Artesia Blvd.

City, State, Zip: Compton, CA 90220

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 1,400

Total # of full-time company employees in California: 650

Company: Westlake Wellbeing Properties

Address: 2 Dole Drive

City, State, Zip: Westlake Village, CA 91362

Collective Bargaining Agreement(s): N/A

Estimated # of employees to be retrained under this Agreement: 25

Total # of full-time company employees worldwide: 340

Total # of full-time company employees in California: 340

Company: Whitewave Foods

Address: 18275 Arenth Ave.

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): Food, Industrial and Beverage, Warehouse, Driver and Clerical Employee Union, Local 630

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

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 1,551

Company: Yonex Corporation

Address: 20140 S. Western Ave.

City, State, Zip: Torrance, CA 90501

Collective Bargaining Agreement(s): N/A

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

Total # of full-time company employees worldwide: 920

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

FOOD, INDUSTRIAL AND BEVERAGE WAREHOUSE, DRIVERS
AND CLERICAL EMPLOYEES UNION – LOS ANGELES AND VICINITY

(213) 627-2178
FAX (213) 627-0846

# TEAMSTERS LOCAL UNION NO. 630

750 S. STANFORD AVENUE / LOS ANGELES, CALIFORNIA 90021-1416

September 17, 2015

David Voorhees
Plant Manager White Wave Foods
18275 Arenth Ave.
City of Industry Ca. 91748

**Re: LACCD Employee Training Panel**

Mr. Voorhees,

We understand that the members represented by Teamsters Local 630 at White Wave Foods in the City of Industry will receive ETP supported training through LACCD and we support equal opportunity training. The union is always in favor of our members gaining experience and knowledge through training and education. The union would like to express their appreciation for the opportunity presented to our members at White Wave Foods.

Respectfully

*Lou Villalvazo*

Lou Villalvazo
Business Representative
Teamsters Union Local 630

Cc: Ernie Lopez, Secretary Treasurer

Glass, Molders, Pottery, Plastics & Allied Workers
International Union
(AFL-CIO, CLC)

Bruce R. Smith
International President

Randy J. Gould
International Secretary-Treasurer

**David Hoffman**
International Representative
22602 Revere Road
Lake Forest, CA 92630
Direct: (209) 404-6597
Email: davidhoffman@gmpiu.org

September 17, 2015

Re: **LACCD ETP Training Funds**

To who it may concern,

The Glass, Molders, Pottery, Plastics and Allied Workers International Union and its Local #19 wholeheartedly support Hitco Carbon Composites request for LACCD training utilizing ETP funds.

Sincerely,

David A. Hoffman
International Representative
GMP International Union AFL-CIO, CLC

Sincerely,

David A. Hoffman
International Representative
GMP International Union AFL-CIO, CLC

Cc: D. Page (Hitco)

HEADQUARTERS - 608 EAST BALTIMORE PIKE • P.O. BOX 607 • MEDIA, PA 19063-0607
PHONE (610) 565-5051 FAX (610) 565-0983

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Riverside Community College District, Office of Economic Development

## Agreement Number: ET16-0217

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** San Diego **Analyst:** K. Campion

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>HUA | Industry Sector(s): | Manufacturing<br>Transportation/Logistics<br>Construction<br>Engineering<br>Services<br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Riverside, San Bernardino, San Diego, Orange, Los Angeles | 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 |
|---|---|---|---|---|
| $888,320 | | $61,588<br>8% | | $949,908 |

| | | |
|---|---|---|
| In-Kind Contribution: | 50% of Total ETP Funding Required | $950,000 |

## 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. Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30 | 606 | 8 - 200 | 0 | $770 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee | Business Skills. Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30 | 68 | 8 - 200 | 0 | $641 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Retrainee<br>Priority Rate<br>SB <100 | Business Skills. Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30 | 250 | 8 - 200 | 0 | $1,112 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 4 | Retrainee<br>Priority Rate<br>SET | Business Skills. Computer Skills, Cont. Imp., Mfg. Skills, OSHA 10/30 | 350 | 8 - 200 | 0 | $462 | $20.55 |
| | | | | Weighted Avg: 24 | | | |

**Minimum Wage by County:** Job Numbers 1-3: $15.07 per hour for Riverside and San Bernardino counties; $15.93 per hour for San Diego County; $15.97 per hour for Los Angeles County; and $16.02 per hour for Orange County

Job Number 4 (SET/Priority Industry): $20.55 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

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

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Numbers 1 - 4** | | |
| Administration Staff | | 165 |
| Shipping Clerk | | 70 |
| Operator | | 70 |
| Engineer I | | 30 |
| Engineer II | | 50 |
| Production Worker | | 287 |

| | | |
|---|---|---|
| Shop Helper | | 40 |
| Maintenance Worker | | 142 |
| Shop Lead | | 95 |
| Technician | | 165 |
| Supervisor | | 80 |
| Manager | | 80 |

## INTRODUCTION

This is the third Agreement within the last five years between the Employment Training Panel and Riverside Community College District, Office of Economic Development (Riverside CCD) (www.rccd.edu).

Founded in 1916, Riverside CCD is a Western Association of Schools and Colleges approved public training agency that provides academic instruction leading to a degree, certificate or transfer to a four-year college. Riverside CCD is comprised of three colleges: Moreno Valley College, Norco College and Riverside City College. Riverside CCD's Office of Economic Development (OED) and Customized Training Solutions Center, located in Corona, creates and markets customized, vocational training to incumbent workers employed by local businesses across Southern California. The OED works primarily with manufacturing, transportation and logistics, distribution, aerospace, engineering, and healthcare companies.

This proposal will reach large and small priority and non-priority businesses. Participating employers will be located in Riverside, San Bernardino, San Diego, Orange and Los Angeles Counties.

## PROJECT DETAILS

### Employer Demand

The College collaborates with the Western Riverside Council of Governments, local California Workforce Development Boards, the Inland Empire Economic Partnership, and local Chambers of Commerce whose mission it is to stimulate a diversified and strong economic climate in the service area. Economic trends from Riverside CCD's partners coupled with employer surveys has found significant training needs at manufacturing companies who need to keep pace with the technological advances in processes, materials and machinery needed to produce modern manufactured products. These employers are asking for training in ISO certification, composites material technologies, Six Sigma and Lean Enterprise Systems training, Quality Training and Leadership Skills for Frontline Workers, all critical to helping companies reduce waste and improve operation efficiencies.

Additionally, Riverside CCD reports a steady increase in demand by manufacturing companies for targeted training programs that highlight one key aspect of their operations, such as training to help reduce costs or training to help widen workers' knowledge of specific technical skills.

Thus, Riverside CCD proposes to retrain incumbent workers from large and small companies. The core group of employers represents at least 80% of the requested funding. Riverside CCD projects that approximately 95% of the proposed training will be delivered at the participating employer sites and the remaining 5% will be center-based at college facilities. Of the 14 participating employers in the core group, nine companies are new. For repeat companies, no trainees will receive the same level of training. Riverside CCD reports that all trainers (in-house and/or vendors) will be aptly qualified by education and experience.

## Training Plan

Riverside CCD conducts in-depth needs assessments with each employer to determine specific training needs and develop a customized curriculum. The College will obtain continuous employer feedback to ensure the training objectives are met and the knowledge/skills are internalized and used by the employees in their day to day work.

All training will be delivered via class/lab in the following:

**Business Skills** (35%) – Training will be provided to all occupations to help trainees learn how to improve communication skills, increase customer relations and improve Project Management and Sales skills.

**Computer Skills** (10%) – Training will be provided to select Administration Staff, Production Workers, Engineers, and Supervisor/Managers. Trainees will learn to navigate new computer application programs, accounting systems and CAD/CAM Engineering Software programs.

**Manufacturing Skills** (20%) – Training will be provided to Production Workers, Shop leads, and Operators. Trainees will learn to operate new equipment, read blueprints, inventory management systems, electrical fundamentals and Advanced Measurement Tools.

**Continuous Improvement** (33%) – Training will be provided to all occupations. Trainees will learn process improvement skills, how to work in teams, how to troubleshoot and resolve production area problems, and learn the different aspects of Lean Enterprise, including Six Sigma, Quality Engineering and ISO Auditor training.

**OSHA 10/30** (2%) – Training will be provided to select Production Workers and Supervisor/Managers. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

## Impact/Outcome

Trainees in the ISO Auditor training may receive ISO Certification for Continuous Improvement. Other certifications include OSHA 10/30.

## Marketing and Support Costs

Employer marketing and recruitment are conducted by Riverside CCD's OED Customized Training Solutions staff, which maintains a database of partners in the industry that include manufacturers, distribution businesses and other eligible organizations. Its marketing strategies include email campaigns, social media marketing and multi-college communication at regional consortia meetings. Customized Training Solutions will post notices of training events on its website and will participate in the annual Inland Empire Manufacturing summit in Ontario in 2016.

The College requests the 8% support to cover the costs of marketing and recruiting additional participating employers, assessing their specific training needs, developing job-specific curricula and training schedules, and conducting necessary follow-up during retention. This will be an on-going activity throughout the duration of the Agreement. Staff recommends the 8% support costs.

**SET Wage Modification**

Under Special Employment Training (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.

The SET trainees in Job Number 4 are employed in a priority industry, therefore, the Panel may modify the SET wage ($27.40) up to 25% below the statewide average hourly wage to $20.55 per hour. The Contractor requests the modified wage of $20.55 so it can reach more front-line workers who, following training may be provided opportunities for promotion, wage increases, and long-term job security.

**High Unemployment Area (HUA)**

Although some participating employers may be located in an HUA, Riverside CCD is not asking for a wage or retention modification.

**Substantial Contribution**

Riverside CCD 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.

**Tuition Reimbursement**

In accordance with Title 22, CCR, Section 4412.1, Riverside CCD 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.

**Commitment to Training**

Riverside CCD represents that ETP funds will not displace the existing financial commitment to training of participating employers. Safety training is, and will continue to be, provided by the participating employers in accordance with all pertinent requirements under state and federal law.

The College reports that most employers do not have the training budgets to provide the needed training to their employees, nor have the internal personnel to function as subject matter experts. Employers look to Riverside CCD to provide specific, job-related training in subjects that are outside of a company's expertise. The proposed training is not intended to duplicate training that may have been provided in the past, rather will help upgrade the job skills of workers by training in new technologies to increase overall efficiencies and improve frontline worker leadership skills.

- Training Infrastructure

Riverside CCD will utilize four internal staff, including the OED Director of Customized Training Solutions, Business Development Specialists and Outreach Specialists to oversee and manage this training project. Additionally, Riverside CCD will utilize a subcontractor for some ETP project administration that includes enrolling and tracking of all trainees in the ETP On-line Systems.

## RECOMMENDATION

Staff recommends approval of this proposal.

## ACTIVE PROJECTS

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

| Agreement No. | Approved Amount | Term | No. Trainees (Estimated) | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET15-0211 | $749,916 | 8/24/14 – 9/23/15 | 846 | 719 | TBD |

All training ended on 6/23/15. Based on ETP Systems, 31,889 reimbursable hours have been tracked for potential earnings of $726,671 (97% of approved amount).

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0281 | So. California | 1/28/13 – 1/27/15 | $877,876 | $870,566 (99%) |

## DEVELOPMENT SERVICES

DLI & Associates LLC in San Juan Capistrano assisted with development at no charge.

## ADMINISTRATIVE SERVICES

DLI & Associates LLC will also perform administrative services for an amount not to exceed 10% of payment earned.

## TRAINING VENDORS

Quest Consulting & Training Corporation of Pacific Palisades has been retained to provide Business Skills training for an amount up to $300,000.

Cerritos College in Cerritos has been retained to provide Continuous Improvement and a small percentage of Business Skills training for an amount up to $100,000.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 – 200 Trainees may receive any of the following:

### BUSINESS SKILLS

- Business Writing Skills
- Communication Skills
- Customer Service
- Leadership Skills
  - Finance for Non-Finance People
  - Goal Setting
  - Managing Change
  - Performance Management Skills
  - Problem Solving
  - Project Coordination
  - Team Building
  - Time and Priority Management
- Project Management
- Sales Skills

### COMPUTER SKILLS

- CAD/CAM Engineering Software Training
- E-Commerce
- Enterprise and Manufacturing Management Systems
- Microsoft Office Suite Intermediate and Advanced
- Accounting Software
- Solidworks, Computer-Design Software

### CONTINUOUS IMPROVEMENT

- American Production & Inventory Control Society Certification
- Design of Experiments
- ISO Auditor Training
- Lean Enterprise
  - Lean Manufacturing
  - Lean Office
  - Kaizen 7S
  - Process Improvement
  - Process Mapping
  - Problem Solving
  - Root Cause Analysis
  - Set Up Time Reduction
- Process Management
- Quality Engineering
- Six Sigma
- Statistical Process Control
- Team Building

## MANUFACTURING SKILLS

- Advance Measurement Tools and Techniques
- Blueprint Reading
- Electrical Fundamentals
- Electrical Troubleshooting
- Geometric Dimension and Tolerances
- Inventory Management
- Numerical Control Functions
- Programmable Logic Controllers

## OSHA 10/30 (OSHA Certified Trainer)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (required completion of 30 hours)

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: Riverside Community College District, Office of Economic Development | CCG No.: ET16-0217

Reference No: 15-0627 | 

Company: Bristol Farms

Address: 915 E. 230th Street

City, State, Zip: Carson, CA 90745

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide 300

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

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Company: Cacique Inc.

Address: 14949 Proctor Ave.

City, State, Zip: City of Industry, CA 91746

Collective Bargaining Agreement (s): No

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

Estimated # of full-time company employees worldwide: 350

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

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Company: Control Components Inc.

Address: 22591 Avenida Empressa

City, State, Zip: Rancho Santa Margarita, CA 92688

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2,000

Total # of full-time company employees in California: 268

---

Company: Endpak Packaging Inc.

Address: 9101 Perkins Street

City, State, Zip: Pico Riviera, CA 90660

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 45

Total # of full-time company employees worldwide: 93

Total # of full-time company employees in California: 93

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# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Riverside Community College District, Office of Economic Development

CCG No.: ET16-0217

Reference No: 15-0627



Company: Flexsteel Industries Inc.

Address: 7227 Central Ave.

City, State, Zip: Riverside, CA 92504

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 156

Total # of full-time company employees in California: 156

Company: Glovis American Inc.

Address: 17305 Von Karmen Ave., #200

City, State, Zip: Irvine, CA 92614

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide 112

Total # of full-time company employees in California: 76

Company: L3 Interstate Electronics Corporation

Address: 708 E. Vermont Ave.

City, State, Zip: Anaheim, CA 92803

Collective Bargaining Agreement (s): No

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

Total # of full-time company employees worldwide: 370

Total # of full-time company employees in California: 320

Company: NBTY Anaheim

Address: 5115 E. La Palma Ave.

City, State, Zip: Anaheim, CA 92807

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 75

Total # of full-time company employees worldwide: 17,000

Total # of full-time company employees in California: 654

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Riverside Community College District, Office of Economic Development

CCG No.: ET16-0217

Reference No: 15-0627



Company: Newegg

Address: 17560 Rowland Street

City, State, Zip: City of Industry, CA 91748

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 2,400

Total # of full-time company employees in California: 900

Company: Novasyte LLC

Address: 3207 Grey Hawk Court

City, State, Zip: Carlsbad, CA 92010

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 20

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

s

Company: Sempra Energy San Diego Gas & Electric

Address: 8330 Century Park Ct.

City, State, Zip: San Diego, CA 92123

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 350

Total # of full-time company employees worldwide: 4,500

Total # of full-time company employees in California: 4,500

Company: Smart Electronics

Address: 2000 W. Corporate Way

City, State, Zip: Anaheim, CA 92801

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 130

Total # of full-time company employees in California: 130

Company: Teledyne RD Instruments

# Participating Employers in Retrainee
# Multiple Employer Contracts

Contractor's Name: Riverside Community College District, Office of Economic Development

CCG No.: ET16-0217

Reference No: 15-0627



Address: 14020 Stowe Drive

City, State, Zip: Poway, CA 92054

Collective Bargaining Agreement(s): No

Estimated # of employees to be retrained under this Agreement: 20

Total # of full-time company employees worldwide: 900

Total # of full-time company employees in California: 185

Company: VCAR-Operating Inc.

Address: 12401 West Olympic Blvd.

City, State, Zip: Los Angeles, CA 90064

Collective Bargaining Agreement(s): No

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

Total # of full-time company employees worldwide: 12,979

Total # of full-time company employees in California: 3,596

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Joint Apprenticeship Committee for Operating Engineers for the 46 Northern Counties in California

## Agreement Number: ET16-0915

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** Sacramento **Analyst:** K. Smiley

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Apprenticeship<br>Priority Rate | Industry Sector(s): | Construction<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Northern California | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☒ Yes ☐ No Operating Engineers Local No. 3 | | |
| Turnover Rate: | | ≤20% | |
| Managers/Supervisors: (% of total trainees) | | NA | |

## FUNDING DETAIL:

| Program Costs | + | Support Costs | = | Total ETP Funding |
|---|---|---|---|---|
| $886,650 | | $61,560<br>8% | | $948,210 |

| | | |
|---|---|---|
| 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 Priority Rate Apprentice | Commercial Skills | 224 | 8-200 | 0 | $2,002 | $21.95 |
| | | | | Weighted Avg: 144 | | | |
| 2 | Retrainee Priority Rate Pre-Apprentice | Commercial Skills, OSHA 10 | 94 | 8-200 | 0 | $4,706 | $20.55 |
| | | | | Weighted Avg: 200 | | | |
| 3 | Retrainee Priority Rate Journeyman | Commercial Skills, OSHA 10 | 31 | 8-200 | 0 | $1,882 | $33.85 |
| | | | | Weighted Avg: 80 | | | |

**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

Up to $0.43 per hour may be used to meet the Post-Retention Wage for Job Number 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Journeyman Operating Engineer | | 31 |
| Pre-Apprentice Operating Engineer | | 94 |
| Apprentice: Construction Equipment Operator, Mobile/Vertical/Horizontal Drilling Machine Operator, Plant Operator, Grade Checker, Mobile Concrete Pump Operator, Dredge Operator, Heavy Duty Repairer, Construction Lubrication Technician and Crane Operator | | 224 |

## INTRODUCTION

Joint Apprenticeship Committee for Operating Engineers for the 46 Northern Counties in California (Operating Engineers JAC ) (www.oe3.org) is a joint labor management organization, founded in 1969 to provide high-quality and up-to-date training in cranes, blades, dozers, track loaders, backhoes, excavators and forklifts for apprentice, pre-apprentice and journey level operators.

Currently, the main training center, located in Sloughhouse, consists of an eleven acre campus and serves 48 counties. An additional 80 acres are devoted to a training yard and maintenance area where hands-on training is conducted in a simulated lab environment. The Operating Engineers JAC currently represents over 693 apprentices in Northern California, the highest number of apprentices in the program in over 10 years.

### Need for Training

The Operating Engineers JAC has seen a growing need for Operating Engineers in the past two years. This need is due to several projects including the Oakland Bart extension, Oakland Kaiser Hospital, the widening of Hwy. 99, the Hwy. 108 by-pass and the Davis Water Plant. These projects are driving the Operating Engineers JAC to take on more pre-apprentices and indenture more apprentices in the years to come.

The Operating Engineers JAC is also losing approximately 800 journeymen a year to retirement. The JAC must recruit more apprentices to guarantee that they can provide well-qualified workers to their participating employers.

In order for the Operating Engineers JAC, to meet the needs of their participating employers, the JAC must hire more pre-apprentices. The recruited pre-apprentices must complete 200 hours of training before they can be indentured apprentices. As the pre-apprentices complete their 200 hour training program, they begin to take specialized courses that will allow them to choose a focused occupation within the Operating Engineers JAC.

The 200 hour training program is costly due to the nature of the equipment that is involved. In January of 2015, the Operating Engineers JAC purchased a new Backhoe, Compactor, Dozer and two Excavators. This equipment is necessary to providing trainees with a well-rounded curriculum that prepares them for the job site.

### 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 the 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. Construction Gradechecker, Construction Lubrication Technician, Dredge operator, Mobile Vertical and/or Horizontal Drilling Machine Operator, and Mobile Concrete Pumps Operator apprenticeship programs are 27 months in length, Plant operator 39 months, Construction Equipment Operator, 39 months, and Heavy Duty Repairer apprenticeship program is 51 months in length. 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 Operating Engineers JAC. 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 the LEA is The San Joaquin Office of Education. The Apprenticeship Program allows reimbursement for up to 200 hours of RSI plus OSHA10, per-apprentice.

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. However, the actual wage is displayed in the Training Plan Table and contract, if it exceeds $20.55. Typically, Pre-Apprentices are not yet on payroll; they must satisfy wage and retention requirements after being accepted into the apprenticeship program.

## PROJECT DETAILS

The proposed training is entirely center-based. A new cohort of Apprentice trainees are scheduled to begin in November 2015. The curriculum was developed by the Operating Engineers industry with national and local input. Separate curriculums have been developed for Pre-Apprentices, Apprentices and Journeymen trainees. Some of the course topics in the curriculum have been duplicated but trainees will never receive the same training twice. Apprentice and Journeymen trainees will receive training that builds upon the training they received as Pre-Apprentices and Apprentices. Union and management were consulted through joint committees at all levels.

### Training Plan

**Commercial Skills** (95%): Training will educate Apprentices, Pre-Apprentices and Journeymen trainees on heavy equipment standards and efficiencies. Course topics will include Operating and Set-up of Heavy Equipment, Management and Monitoring of Heavy Equipment, Forklift Operation and Understanding Changes to Industry Standards.

**OSHA 10** (5%): Pre-Apprentices and Journeymen trainees will receive OSHA 10 training in a series of courses "bundled" by industry sector and occupation. Typically, it is delivered to workers in the building trades. It consists of 10 hours of training for journey-level.

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 OSHA is delivered via Computer-Based Training, training hours must be delivered in a classroom over a finite amount of time, and the vendor must have a certified instructor present to confirm attendance.

### DAS Completion Rates

According to the DAS, the completion rates for Operating Engineers JAC, in the five-year period from 2009-2013, was 52.62%. The overall industry average is 52.82%. According to the Operating Engineers JAC, the gap of .20% is due to the economic downturn from 2008 - 2011. Apprentices who started during this period were not able to complete the on-the-job component of their apprenticeship training, on schedule. Some trainees dropped out while others took an extra year to complete their hours and graduate to journeyman status.

The Operating Engineers JAC takes responsibility for placing Apprentices with employers, and ensuring they work sufficient hours to move forward in their apprenticeship.

### Curriculum Development

Employers submit program-training needs to the training center, which also receives additional union input at labor/management and industry meetings. Curriculum development is further customized for local area employers. Employer members of the JAC are also involved in Journeyman and Apprentice training plan design. Apprentice training will include RSI under the curriculum approved by DAS, along with ancillary training in demand by signatory employers.
All training will be conducted at the Operating Engineers JAC. The trainers are former or current journey level members of the trade and experts in the subject matter.

**Commitment to Training**

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

**Impact/Outcome**

Apprentices will be certified as journeymen workers once they have completed the entire apprentice curriculum.

Journeymen and Pre-Apprentice trainees will receive certifications in Forklift, Hazardous Materials, and Rigger & Signal. They will also receive an OSHA 10 card for completing the OSHA course.

**Marketing and Support Costs**

Marketing is done through its website, direct mailings, brochures/flyers, personal contacts, telephone calls, public service announcements and e-mail announcements. Operating Engineers JAC also promote this training program at labor-management meetings and industry assemblies.

Operating Engineers JAC requests 8% support costs to fund its staff in recruiting and qualifying additional participating employers for this program. While many participating employers have already been recruited, additional recruitment and assessment activities with employers and the Operating Engineers JAC must occur to support apprenticeship training. Staff recommends 8% support costs.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0920 | Sacramento | 01/01/2013-12/31/14 | $716,531 | $716,531 (100%) |

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

To Be Determined

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

## Apprentice Training

Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Backhoe
- Blade
- Dozer
- Excavator
- Grade Setting
- Global Positioning System (GPS)
- Loader
- Scraper
- Support Equipment
- Paving
- Compactor
- GPS for Grade Setting
- Forklift
- Rigging
- Signalman
- Electrical
- Hydraulic
- Engines
- Power
- Welding
- Lube Technician
- Air Conditioning (A/C)
- Advanced Electronics
- Air Brakes
- Forklift
- Rigging
- Signalman
- Rigging
- Signalman
- Load Charts
- Cleaning & Lubrication
- Boom Sections
- Crane Operations
- Forklift

## Journeyman Training

Trainees may receive any of the following:

### COMMERCIAL SKILLS

- Operating and Set-Up of Heavy Equipment
- GPS for Grade setting
- Heavy Duty Repair
- Introduction to Cranes
- Load Charts
- Crane Operations
- Forklift Operation
- Hazardous Materials Training
- Management and Monitoring of Heavy Equipment
- Understanding Changes to Industry Standards
- Forklift Operation
- Commercial Driver's License
- Job Site Safety
- Rigging
- Signalman

### OSHA 10 (OSHA CERTIFIED INSTRUCTOR)

- OSHA 10 (requires completion of 10 hours)

## Pre-Apprentice Training

Trainees may receive any of the following:

### COMMERCIAL SKILLS

- Introduction to Grade Setting/Checking
- Underground Support Equipment
- Forklift
- Grading Support Equipment
- Introduction to Drilling
- Introduction to Earth Moving Equipment
- Introduction to Excavating Equipment
- Introduction to Paving
- Flagging
- Construction Site Traffic Control
- Construction Safety
- Job Site Orientation
- Rigging
- Signalman
- Introduction to Heavy Equipment Repair
- Field Service and Lube
- Introduction to Electrical-Hydraulics
- Introduction to Engines
- Introduction to Welding

- Commercial Driver's License
- Flagging
- Construction Safety
- Job Site Orientation
- Rigging
- Signalman
- Introduction to Crane Operations
- Rigging
- Signalman
- Forklift Operation
- Crane Assembly
- Load Charts
- Commercial Driver's License
- Flagging
- Construction Safety
- Job Site Orientation

**OSHA 10 (OSHA Certified Instructor)**

- OSHA 10 (requires completion of 10 hours)

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:

# AAA Plating & Inspection, Inc.

## Agreement Number: ET16-0189

**Approval Date:** October 6, 2015

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

## 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: | Los Angeles | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 117 | U.S.: 117 | Worldwide: 117 |
| Turnover Rate: | 9% | | |
| Managers/Supervisors: (% of total trainees) | 20% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $95,400 | | $0 | $0 | | $95,400 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $99,940 |

## 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, Mfg. Skills, Continuous Imp., HazMat, PL-Mfg Skills | 98 | 8-200 | 0 | $900 | $11.98* |
| | | | | Weighted Avg: 50 | | | |
| 2 | Retrainee<br>Priority Rate<br>HUA<br>Job Creation Initiative | Computer Skills, Mfg. Skills, Continuous Imp., HazMat, PL-Mfg Skills | 6 | 8-200 | 0 | $1,200 | $9.98* |
| | | | | Weighted Avg: 60 | | | |

*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, regardless of the wage expressed in this table.

**Minimum Wage by County:** $11.98 per hour in Job Number 1 and $9.98 per hour in Job Number 2 for Los Angeles 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 $2.23 per hour may be used to meet the Post-Retention Wage in Job Number 1

Up to $0.98 per hour may be used to meet the Post-Retention Wage in Job Number 2

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1 & 2** | | |
| Production Staff | | 73 |
| Office Staff | | 4 |
| Inspector | | 9 |
| Supervisor | | 18 |

## INTRODUCTION

Founded in 1958, AAA Plating & Inspection, Inc. (AAA Plating) (www.aaaplating.com) provides surface plating of aircraft parts for protection against corrosion. The Company also offers non-destructive testing, Ion Vapor Deposition of Aluminum, and Vacuum Cadmium.

This will be the fifth Agreement between ETP and AAA Plating, the second within the last five years. The last contract ended in 2013 and was funded as a small business for less than $50K. Since then, AAA Plating has grown to over 100 employees.

**Need for Training**

AAA Plating has invested $156K in a new Ion Vapor Deposition (IVD) Chamber for its IVD Department, which is one of only four such processors in the United States. The Company also purchased new computers throughout, in an effort to speed up its processes and eliminate errors. Training related to the implementation and operations is critical to employee success and overall efficiency.

The Company also expanded its Paint Department and created a Research & Development Waste Water Treatment Department to meet customer demands. This expansion has necessitated training of its employees throughout the organization.

With the Company's expansion, AAA Plating is requesting ETP assistance to train its workers, which includes staff hired since the last ETP Agreement. These newly acquired skills will increase productivity, reduce waste, and improve manufacturing processes.

**Retrainee - 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. 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.

AAA Plating expects continued growth over the next two years. As a result, the Company is expanding business capacity by adding new workers to existing functions. Additionally, as stated above, the Company has invested in new equipment. Therefore, the Company has committed to hiring at least six additional employees in Production Staff, Office Staff, Inspector and Supervisor (Job Number 2).

## PROJECT DETAILS

**Training Plan**

**Manufacturing Skills** (70%) – Training will be offered to Production Staff, Inspector and Supervisors. Training in good manufacturing practices, equipment operations, paint application techniques and water waste treatment will improve cost and product quality.

**Computer Skills** (15%) – Training will be offered to all occupations as it relates to their job function. Training in the Company's new Business Operations Software will be provided to all trainees to easily track and manage employee training initiatives and effectiveness.

**Continuous Improvement Skills** (10%) – Training will be offered to all occupations with course topics such as ISO Implementation, Total Quality Management (TQM), Process Improvement and Non-Conforming Product. Training will provide the skills necessary to improve productivity and quality.

**Hazardous Materials** (5%) – Training will be provided to Production Staff in charge of handling and disposing of hazardous materials.

**Productive Laboratory**

Productive Lab (PL) Manufacturing Skills will be offered to 25 Production Staff in the Company's manufacturing process solutions such as Anodize, Cadmium Plate, Passivate, and Paint services as well as in the new IVD Chamber. Trainees will receive a combination of Class/Lab training along with up to 30 PL hours. Upon completion of PL training, trainees will continue to receive "on-the-job" training at the employer's expense.

Each PL event is structured with specific skills that trainees must learn and, ultimately, they are evaluated on knowledge, skill, productivity, proficiency, and safety. Trainees will be provided with operating procedures and instruction on the manufacturing process and equipment. Then, the trainees will learn by observation, shadowing the trainer, and completing supervised assignments. PL will be delivered with a trainer-to-trainee ratio of 1:1. Trainers must certify competency for each skill before trainees are allowed to work independently. Trainers will be in-house subject matter experts who are exclusively dedicated to instruction for the entire reported training time.

**Commitment to Training**

AAA Plating spends $130,000 annually on training. The Company provides new employee orientation, continuous improvement, safety, and other types of training. AAA Plating 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**

The 98 trainees in Job Number 1 work in Compton, a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%.

- Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. AAA Plating is requesting this modification for both Job Numbers. (for Job Number 1, from $15.97 to $11.98 and for Job Number 2, from $13.31 to $9.98). For trainees in Job Number 1 that will need the modification, trainees' post-retention wages must reflect an increase from wages earned before training.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0152 | Compton | 09/26/2011–09/25/2013 | $49,400 | $48,323 (98%) |

## DEVELOPMENT SERVICES

N/A

## 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:

### MANUFACTURING SKILLS

- Cross-Training
- Set Up and Job Preparation
- Manufacturing Process
- Equipment Operation
- Non-Destructive Testing
- Paint Application Techniques
- Waste Water Treatment

### CONTINUOUS IMPROVEMENT

- Customer Focus
- Teambuilding
- Problem Solving
- Decision-Making
- Total Quality Management
- ISO Implementation
- Process Improvement
- Non-Conforming Product
- Research & Development

### COMPUTER SKILLS

- Business Operations Software
- MS Word, Excel, Outlook, PowerPoint (Advanced & Intermediate)

### HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Waste
- Hazardous Monitoring/Clean-up

## Productive Lab

0-30

**MANUFACTURING SKILLS** (trainer-to-trainee ratio of 1:1)

- Set Up and Job Preparation
- Manufacturing Process
- Equipment Operation
- Non-Destructive Testing
- Paint Application Techniques
- Waste Water Treatment

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. PL is capped at 30 hours per-trainee.

**DELEGATION ORDER**

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Ameriflex, Inc.

## Agreement Number: ET16-0192

**Approval Date:** September 23, 2015

**ETP Regional Office:** San Diego **Analyst:** S. Godin

## PROJECT PROFILE

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

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 103 | U.S.:103 | Worldwide: 103 |
| Turnover Rate: | 5% | | |
| Managers/Supervisors: (% of total trainees) | 14% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $40,000 | | $0 | $0 | | $40,000 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $46,200 |

## 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, Computer Skills, Continuous Impr, HazMat, Mfg Skills, OSHA 10/30 | 50 | 8-200 | 0 | $720 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Job Creation Initiative<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills, OSHA 10/30 | 5 | 8-200 | 0 | $800 | $12.33 |
| | | | | Weighted Avg: 40 | | | |

**Minimum Wage by County:** Job Number 1 (Retrainee): $15.07 per hour for Riverside County; Job Number 2 (Job Creation): $12.33 per hour for Riverside 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 $1.25 per hour may be used to meet the Post-Retention Wage.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **JOB NUMBER 1 RETRAINEES** | | |
| Production Personnel | | 36 |
| Administrative Support Staff | | 7 |
| Supervisors/Managers | | 7 |
| **JOB NUMBER 2 JOB CREATION** | | |
| Production Personnel | | 4 |
| Administrative Support Staff | | 1 |

## INTRODUCTION

Founded in 1981 and located in Corona, Ameriflex, Inc. (AFI) (www.ameriflex.net) designs and manufactures highly engineered, precise custom parts for the aerospace, medical, semiconductor, scientific laboratory, high performance auto, and power (including gas, oil, and nuclear) industries. Its products include braided hoses, metal bellows, and metal flanges. However, the Company is best known as the foremost manufacturer of precision bellows and related vacuum products.

## PROJECT DETAILS

AFI must ensure that its products are highly reliable. Product reliability depends on design and manufacturing process. For a successful manufacturing process, the Company must be able to quickly adapt to meet changing customer demands, requirements, and preferences. Additionally, AFI will be preparing employees for AS9100 certification. The certification uses strict standards for production and is required for manufacturers who produce for the aerospace industry. The certification will improve product quality and help the Company become a high-performance workplace.

### Retrainee – Job Creation

AFI's sales revenue increased by 20% during the last 12 months and is expected to increase in the next few years. The Company also recently added additional CNC machines, an automated cleaning system, laser trimming equipment, and an automated hydro-former to meet increased customer demands. With this, AFI has committed to hiring 5 new employees (Job Number 2) during the Agreement's term. Trainees must be hired within the three month period prior to Panel approval or during the term of the contract and will be subject to a lower post-retention wage. These trainees will be hired into "net new jobs" as a condition of contract.

### Training Plan

**Business Skills** (20%) – Training will be offered to all occupations. Customer service and communication skills will provide the necessary tools for trainees to interact with external and internal customers in a professional manner. Managers, Supervisors, and selected lead personnel will receive facilitator and coaching skills to become competent internal trainers.

**Computer Skills** (5%): Training will be offered to all occupations. Training on the Company's MRP system will provide staff with the skills to navigate the software, thus reducing errors and rework and improving inventory and production management to meet demands. Trainees will also receive training on SolidWorks and Advanced Microsoft Office.

**Continuous Improvement** (25%): Training will be offered to all occupations as it relates to specific job functions. Trainees will receive skill sets in a variety of Continuous Improvement topics such as AS9100, Process Improvement, Lean Manufacturing, 5S, Leadership Skills and Quality Standards to improve processes and product quality.

**Hazardous Materials** (5%): Production Personnel working with hazardous materials will receive skills training in hazardous waste/spill operations and emergency response and learn to properly complete material safety data sheets.

**Manufacturing Skills** (40%): Production Personnel and Managers/Supervisors will receive training in new equipment operations, maintenance and troubleshooting. Trainees will obtain skills to reduce waste, improve quality, and lengthen the life of the equipment. Additionally, workers will be cross-trained on machinery to increase manufacturing capability and shorten delivery times.

### Certified Safety Training

**OSHA 10/30** (5%): This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom training for frontline Production Personnel and 30 hours for Supervisors and Managers. The coursework is geared to manufacturing, and also construction. 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. This training provides a complete overview of occupational safety and health so that workers are more knowledgeable about workplace hazards

**Temporary to Permanent Employees**

The Company estimates that four of the five trainees in Job Number 2 (Job Creation) will fall under the Panel guidelines for "temporary to permanent" employment. Ameriflex will retain these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on the payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired.

**Commitment to Training**

AFI provides basic on-boarding training for all newly hired employees. Training consists of basic orientation and an overview of company policies and procedures. Informal on-the-job training is provided to Production Staff on an as needed basis. The training is provided by in-house staff. The Company does not have a designated training budget. ETP funds will not displace the existing financial commitment to training. The Company will provide safety training as required under state and federal laws.

**Training Infrastructure**

Training will be conducted by a combination of in-house trainers and training vendors. Trainers will collect training rosters after each training session. An in-house Administrative Support Staff person will forward scanned roster copies to AFI's subcontracted project administrator, Training Funding Source (TFS), for data entry on the ETP tracking system. TFS will perform ETP administrative recordkeeping duties.

**Impact/Outcome**

Training goals include AS9100 Certification and increased competencies in manufacturing and continuous improvement skill sets necessary to remain competitive and provide career opportunities for employees to grow within the organization.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

AFI retained TFS in Seal Beach to assist with development of this proposal for a flat fee of $2,500.

## ADMINISTRATIVE SERVICES

AFI also retained TFS 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:

**BUSINESS SKILLS**

- Coaching/Mentoring Skills
- Facilitator/Train-the-Trainer Skills
- Communication Skills
- Customer Service Skills
- Project Management
- Product Knowledge

**COMPUTER SKILLS**

- JobBoss
- Project Management Software
- UniPoint Electronic Document Control Software
- Advanced MS Office Suite
- Advanced Excel
- SolidWorks/CAD

**CONTINUOUS IMPROVEMENT**

- 5S
- AS 9100
- Lean Manufacturing Skills
- Quality Standards
- Leadership Skills
- Process Improvement
- Teambuilding
- Decision Making & Problem Solving
- Standard Operating Procedures

**HAZARDOUS MATERIALS**

- Emergency Clean Up
- Hazardous Materials Handling
- Registration, Evaluation, Authorization and Restriction of Chemical Substances

**MANUFACTURING SKILLS**

- Equipment Operation, Maintenance & Troubleshooting
- Inspection Techniques
- Manufacturing Process and Efficiencies
- Good Manufacturing Practices
- Tool Use and Maintenance

**OSHA 10/30 (OSHA certified trainer)**

- OSHA 10 (requires completion of 10-hour course)
- OSHA 30 (requires completion of 30-hour course)

Safety Training will be limited to 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.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Retrainee - Job Creation Training Proposal for:

# B & B Pipe and Tool Co.

## Small Business ≤ $50,000

## ET16-0188

**Approval Date:** September 29, 2015

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

**CONTRACTOR**

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 46

  Worldwide: 46

  Number to be trained: 46

  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 12%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $49,920
- In-Kind Contribution: $53,760

## 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>SB <100 | Business Skills, Computer Skills, Continuous Impr, HazMat; Literacy Skills, Mfg. Skills; PL- Mfg. Skills | 28 | 8-60 | 0 | $1,040 | $15.07 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Retrainee<br>Priority Rate<br>SB<100<br>HUA | Business Skills, Computer Skills, Continuous Impr, HazMat; Literacy Skills, Mfg. Skills; PL- Mfg. Skills | 14 | 8-60 | 0 | $1,040 | $11.30 |
| | | | | Weighted Avg: 40 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>Priority Rate<br>SB<100 | Business Skills, Computer Skills, Continuous Impr, HazMat; Literacy Skills, Mfg. Skills; PL- Mfg. Skills | 4 | 8-60 | 0 | $1,560 | *$9.25 |
| | | | | Weighted Avg: 60 | | | |

* Trainees must earn at least the State of California minimum wage rate (base wage) that is in effect at the time of final payment, regardless of the ETP Minimum Wage for Job Number 3.

- Reimbursement Rate: $26 SB Priority
- County(ies): Los Angeles, Kern
- Occupations to be Trained: Production Staff, Office Support Staff, Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $4.97 per hour Job #2: $2.25 per hour Job #3: N/A

## SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

## INTRODUCTION

Founded in 1952, B & B Pipe & Tool Company (B & B) (www.bbpipe.com) is a contract machine shop that primarily provides pipe slotting and threading services for the petroleum, geothermal, and water well industries. B & B provides made-to-order, engineered product manufacturing for downhole equipment used by oil companies and water well drillers.

### Need for Training

B & B is in the process of a major Enterprise Resource Planning (ERP) implementation to support its business development and growth. The Company invested $36,000 in an ERP system (Epicor 10) that will house all company functions in one place. B & B also invested $100,000 in a new drilling machine for a new business line estimated to increase revenue by 40% over the next 18 months. The purchase price of the new system and equipment does not include training.

This will be the first ETP Agreement for the B & B. As a small business, B & B has a limited training budget to fully train its employees. B & B is seeking ETP funds to provide training in the implementation of its new ERP and business line.

### Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees (higher reimbursement rate and a lower post-retention wage). Trainees must be hired within the three-month period prior to Panel approval or during the term of the contract.

With its new business line, B & B is expanding its existing business capacity by adding newly-hired employees to operate the new line and fully utilize the new equipment. The Company has committed to hiring four new Production workers (Job Number 3). The date of hire 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.

### Training Plan

Training will be provided at B & B’s facilities in Long Beach and Bakersfield by a combination of in-house staff and outside vendors.

**Manufacturing Skills** – Training will be provided to Production Staff focusing on machine operations, CNC programming and machine maintenance. Trainees will gain the skills and knowledge to operate the machines, ensure product quality, and implement best practices in manufacturing.

**Computer Skills** – Training will be provided to all trainees on navigating the Company’s new ERP system as well Microsoft Office Suite and other computer programs essential to B & B’s business operations.

**Continuous Improvement Skills** – Training will be provided to all occupations on Lean Manufacturing Concepts, Six Sigma and Total Quality Management.

**Business Skills** – Training will be provided to Office Support Staff focusing on communication, inventory control and accounting.

**Hazardous Materials** – Training will be provided to Production Staff in charge of handling and disposal of hazardous materials.

**Literacy Skills** – Training will be offered to all occupations who must overcome language barriers in the workforce to improve employee teamwork and productivity.

**Productive Lab (PL)**

It has been challenging for B & B to train its workers in manufacturing processes and equipment operations. This training would be too expensive to replicate in a simulated setting. As a small business, operating with limited funds, B & B cannot afford to keep excess inventory of raw materials for training purposes only. Training in a PL setting will benefit the Company and its employees by allowing B & B to train while real-time production runs.

A considerable amount of training will take place at the machines because of the complexity and precision required to run the equipment. This will include the new drilling machine as well as other equipment such as Pipe Slotting Machines, CNC Lathes, CNC Mills, Welders, Pipe Drilling Machine and Manual Lathes. The new 36 Spindle Drilling Machine is new to the Company and will require trainees to understand how to program and operate the machine.

B & B will deliver up to 30 hours of PL training with a trainer-to-trainee ratio of 1:1. Each PL event is structured and has specific skills that each trainee must learn and show proficiency in before the trainer signs off. Trainees are evaluated on knowledge, skill, and productivity. Upon completion of the PL training, an additional 40 hours of on-the-job training will be provided at the Company's expense. The trainers are in-house subject matter experts who are exclusively dedicated to instruction for the entire reported training time.

**High Unemployment Area**

The 14 trainees in Job Number 2 work in a High Unemployment Area (HUA) with unemployment exceeding the state average by at least 25%. B & B's locations in Long Beach and Bakersfield qualify for HUA status under these standards. The Company is requesting wage modification to the HUA minimum hourly wage of $11.98 in Los Angeles County and $11.30 in Bakersfield County for Job Number 2. At the end of the 90-day retention period, the HUA trainee's wage will be higher than the wage at the start of training. Only those trainees who receive a post-retention wage increase will be eligible for ETP reimbursement.

**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

- Accounting
- Inventory Control
- Conflict Management
- Team Building
- Communication
- Interpersonal Skills
- Leadership Skills
- Decision Making
- Teambuilding
- Purchasing

## COMPUTER SKILLS

- Enterprise Resource Planning (ERP)
- Master CAM
- Solid Works
- Microsoft Office

## CONTINUOUS IMPROVEMENT

- Total Quality Management (TQM)
- Six Sigma [Green Belt]
- Environmental & Safety Training
- Lean Manufacturing Concepts

## HAZARDOUS MATERIALS (HAZMAT)

- Hazardous Materials Handling
- Hazardous Waste Cleaning

## LITERACY SKILLS

- Vocational English as a Second Language

## MANUFACTURING

- Manufacturing Practices
- Production Operations
- CNC Machine Operation
- CNC Programming
- Equipment Operations
- Assembly Procedures
- Forklift Operations
- Inventory Control
- Blue Prints

**Productive Lab Hours**
0–30

**PL-MANUFACTURING (1:1 Ratio)**

- Work Instructions
- Equipment Operations
- CNC Machine Operations
- CNC Programming
- Assembly Procedures
- Inventory Control
- Manufacturing Practices

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 60 total hours per-trainee, regardless of method of delivery. PL is capped at 30 hours per-trainee. |

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Boral Roofing LLC

## Agreement Number: ET16-0201

**Approval Date:** September 29, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>HUA | Industry Sector(s): | Manufacturing<br>Services<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Orange, Riverside, San Joaquin, and San Bernardino | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 625 | U.S.: 1,600 | Worldwide: 9,000 |
| Turnover Rate: | 5% | | |
| Managers/Supervisors: (% of total trainees) | 20% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $96,228 | | $0 | $0 | | $96,228 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $168,899 |

## TRAINING PLAN TABLE

| Job No. | Job Description | Type of Training | Estimated No. of Trainees | Range of Hours | | Average Cost per Trainee | Post-Retention Wage |
|---|---|---|---|---|---|---|---|
| | | | | Class / Lab | CBT | | |
| 1 | Retrainee Priority Rate | Business Skills, Computer Skills, Continuous Improvement, Hazardous Materials, Literacy Skills, Manufacturing Skills, OSHA 10, OSHA 30 | 198 | 8 - 200 | 0 | $486 | $15.07 |
| | | | | Weighted Avg: 27 | | | |

**Minimum Wage by County:** $15.07 per hour for Riverside, San Joaquin, and San Bernardino Counties; and $16.02 per hour 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 ☐ Maybe

Health benefits of up to $1.57 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Administrative Support | | 22 |
| Supply Chain | | 1 |
| Programmer | | 6 |
| Senior Programmer | | 2 |
| Accountant | | 6 |
| Sales | | 12 |
| Marketing | | 4 |
| Technical Product | | 1 |
| Operator | | 77 |
| Technician | | 4 |
| Mechanic | | 7 |
| Electrician | | 8 |
| Engineering | | 7 |
| Quality Control | | 2 |
| Supervisor | | 12 |
| Manager | | 22 |
| Senior Manager | | 5 |

## INTRODUCTION

Founded in 1962, Boral Roofing LLC (Boral) (www.boralamerica.com), a subsidiary of Boral USA, is a premium provider of complete roofing and re-roofing solutions for architects as well as commercial and residential builders and roofers. Headquartered in Roswell, GA, Boral USA operates clay and concrete tile manufacturing plants as well as operations and distribution sites throughout the United States and Canada.

Boral has five California facilities located in the city of Irvine, Corona, Lathrop, French Camp, and Rialto. All five will participate in the proposed training plan. The corporate office located in Irvine will coordinate the implementation and administration of training.

## PROJECT DETAILS

Boral's business depends on the housing market. With the ongoing housing recovery, sales are projected to increase 20% in the near term and as much as 100% in the next three to four years, increasing demand for the Company's products. Consequently, the continuous growth in the housing market will result in a 50-70% company growth nationwide.

In order for Boral to continue to meet industry demands as well as support its current and projected growth, Boral is committed to provideing company-wide educational and skill development opportunities to its workforce in order to encourage upward mobility and promote retention. To realize these goals, the Company will provide an extensive business, computer, continuous improvement, literacy, and manufacturing skills training as well as certified safety training to its existing and newly-hired employees nationwide. With the help of ETP-funded training, the expected outcome of this training plan is to have a knowledgeable and highly-skilled efficient workforce that will allow the Company to remain viable in the marketplace.

### Training Plan

**Business Skills** (15%) – Training will be offered to Supply Chain, Sales, Accounting, Supervisor, and Manager. Course topics in Customer Relations, Quality Assurance, Project Management, Sales, and Financial Skills will help trainees expand their knowledge of company products and provide superior customer service to exceed customer satisfaction and support increased customer demands.

**Computer Skills** (5%) – Training will be offered to all occupations. Course topics will include application skills training in Oracle, SAP, and MRP to provide trainees with the ability to better understand core business processes while Microsoft Office (Intermediate to Advanced) will provide trainees with skills to create documents and develop spreadsheets to improve output, accuracy, and efficiency.

**Continuous Improvement** (40%) – Training will be offered to all occupations. Boral is committed to empowering its workers to further their skills, which is necessary for career mobility and promotions. The Company will provide staff with comprehensive training in topics such as Process Improvement, Building High Performance Teams, Train-the-Trainer, Leadership, Motivation, Team Building, and Situational Leadership skills to work more cooperatively as a team and ensure that individuals remain focused on the Company's leadership values and overall business goals.

**Literacy Skills** (5%) – Training will be offered to all occupations in need of Vocational or Basic English communication skills. This will provide trainees the ability to communicate interdepartmentally and with co-workers within their departments.

**Hazardous Materials** (5%) **–** Training will be provided to select staff in the Manufacturing Operations and Environmental Health and Safety Department. Training in hazardous materials handling will provide trainees the skill sets needed to test, evaluate, and develop treatment plans for toxic materials that are encountered during the construction and clean-up phase of a project.

**Manufacturing Skills** (25%) – Training will be offered to trainees in the Manufacturing Operations Department. Training topics include Lean Manufacturing, Kaizen, Machine/Equipment Operation, Standard Operating Procedures, and Maintenance Processes. This training will develop necessary skills in all areas of production, processes, and procedures required to maintain existing and support new customer and industry demands.

**OSHA 10/30** (5%)

This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA.

**Commitment to Training**

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. The Company spends an estimated $43,000 annually on training at its California facilities. In the past, Company-funded training included a full range of mandatory and elective job-specific and company-wide topics in Process Improvement, Quality Assurance, Safety, Harassment Prevention, Lean Manufacturing, Machine Operations, Customer Service, Sales & Marketing, and Engineering Processes delivered via classroom, laboratory, on-the-job, or computer-based (self-paced) training.

- Training Infrastructure

  The Company's Human Resources Director and Administrator in collaboration with Plant Managers will oversee, manage, schedule, monitor, and track training. The training curriculum will also be developed by Human Resources staff with assistance from various groups in Engineering, Sales, Customer Service, and Manufacturing Operations.

**High Unemployment Area**

Approximately 107 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 locations in San Joaquin and San Bernardino Counties qualify for HUA status under these standards. However, Boral is not asking for a wage and/or retention modification.

**Temporary to Permanent Hiring**

Some trainees in Job Number 1 come under Panel guidelines for "temporary to permanent" employment. Boral has retained these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by Boral. Until then, Boral will not receive progress payments.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

N/A

## 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

- Financial Skills
  - Financial Statements
  - Balance Sheets
- Customer Relations
- Planning
- Decision Making
- Supply Chain and Logistics
- Quality Assurance
- General Accounting Practices and Principles
- Inventory Control
- Project Management
- Business Writing
- Sales

### COMPUTER SKILLS

- Microsoft Office - Intermediate to Advanced
- Oracle Application Skills
- Systems, Applications, and Products (SAP) Application Skills
- Material Requirements Planning (MRP) Application Skills

### CONTINUOUS IMPROVEMENT

- Leadership
  - Coaching
  - Communication
  - Interpersonal Skills
- Situational Leadership
- Dealing with Conflict
- Delegating and Building Accountability
- Motivation Skills
- Building High Performance Teams
- Team Building
- Strategic Planning
- Managing Contractors
- Train-the-Trainer
- Process Improvement

### HAZARDOUS MATERIALS

- Hazardous Materials Handling

### LITERACY SKILLS

- Vocational English
- Basic English Communication Skills

### MANUFACTURING SKILLS

- Lean Manufacturing
- Kaizen

- Equipment Operation
- Machine Operation
- Machine Troubleshooting
- Process Scrap
- Color Mixing Skills
- Maintenance Skills
- Developing Standard Operating Procedures
- Shipping and Receiving Procedures
- Maintenance Processes

**OSHA 10 (Certified OSHA Instructor)**

- OSHA 10 (requires 10 hours completion)

**OSHA 30 (Certified OSHA Instructor)**

- OSHA 30 (requires 30 hours completion)

Literacy Training cannot exceed 45% of total training hours per-trainee
Safety Training cannot exceed 10% of total training hours per-trainee. This cap does not apply to Hazmat, OSHA 10, or OSHA 30.

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:

# Brickley Construction Company, Inc.
# dba Brickley Environmental

## Small Business ≤ $50,000

## ET16-0173

**Approval Date:** September 29, 2015

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

**CONTRACTOR**

- Type of Industry: Construction Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 47
  Worldwide: 47
  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: $49,920
- In-Kind Contribution: $39,936

## 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 | SET<br>SB <100<br>Priority Rate | Continuous Impr, Computer Skills, OSHA 10/30, HazMat | 40 | 8-100 | 0 | $1,248 | $15.07 |
| | | | | Weighted Avg: 48 | | | |

- Reimbursement Rate: $26 SB Priority
- County(ies): San Bernardino
- Occupations to be Trained: Remediation Crew, Leadman, Working Supervisor, Office Administrative Staff; Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $2.00 per hour

## SUBCONTRACTORS

- Development Services: Anderson Business Coaching (ABC) in Redlands assisted with the development of this project for a flat fee of $1,995.
- Administrative Services: ABC will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: ABC Coaching (Redlands)
  Ecologics Training Institute (Placentia)
  Occutrain (Costa Mesa)

## INTRODUCTION

Founded in 1983, Brickley Construction Company, Inc. dba Brickley Environmental (Brickley) (www.brickleyenv.com) is an environmental remediation contractor providing safe and cost-effective solutions for the containment, abatement, and removal of hazardous materials. Its customer base includes public buildings, hospitals, schools, military bases, and commercial and residential properties.

Brickley performs mold remediation and cleanup; microbial and particulate decontamination of building components, HVAC systems, and other air delivery systems; and filter replacement in sensitive areas such as hospital morgues, laboratories, and cleanrooms. As a licensed hauler and handler of hazardous waste, Brickley safely removes and transports all kinds of contaminants, including polychlorinated biphenyls, lead, asbestos, mold, mercury, and heavy metals. These hazardous materials require specialized packaging, manifesting, transportation, and disposal methods.

## Training Demand

This will be Brickley's second ETP Agreement. This proposal is a continuation of the training completed in the previous Agreement since only a portion of the total training plan was offered due to the funding limitations placed on small businesses. This new proposal will allow Brickley to develop its workforce, accelerate field productivity and quality of service, and remain competitive. In addition, its customers in critical industries like the military and hospitals require criteria beyond State requirements. This training will enable the Company to upgrade the skills of the workforce to meet those expectations.

## Training Plan

**Continuous Improvement** - This training be provided to all trainees and will focus on lean skills, problem-solving, team building, and field delivery process improvement.

**Computer Skills** - This training will provided to Office Administration Staff and Working Supervisors on the automation of some company functions.

**Hazardous Materials** – This training will be provided to Remediation Crew Members, Leadmen, and Working Supervisors on safe handling of hazardous materials.

## OSHA 10/30

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom or CBT training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. Training will be delivered to Remediation Crew Members, Leadmen, and Working Supervisors to ensure safe working conditions and fulfill current mandates by OSHA.

## SET/HUA

Under SET, the participating employers 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 period. However, trainees working in a High Unemployment Area qualify at the ETP Standard Minimum Wage.

- Wage Modification

All trainees work at the San Bernardino facility, which is a designated as a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. These HUA trainees qualify for a modification to the Standard Wage, a reduction of up to 25%. However, the Company is not requesting a modification.

## Frontline Worker

Brickley is requesting to include 20 Working Supervisors in this training proposal. These employees supervise and do the work in conjunction with its field remediation crew members. These supervisors are frontline workers, non-exempt from overtime, and spend more than 50% of their time performing frontline work duties. Trainees meet the Panel's definition of frontline workers.

**Training Hours Limitation**

Brickley is requesting a waiver to the standard maximum training hours for small business retraining from 60 to 100 hours. Approximately 20 trainees will require up to 100 hours of training. These trainees are employed in occupations which may require training in the regular training plan and additional training in OSHA 10/30 and Hazardous Materials.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET14-0311 | San Bernardino | 03/03/2014–06/02/2015 | $49,280 | $45,245 (92%) |

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-100

Trainees may receive any of the following:

### CONTINUOUS IMPROVEMENT

- Office and field administrative process improvement
- Field construction process improvement
- Lean skills for Office, Warehouse, Equipment and Field
- Team Building
- Leadership Skills
- Developing Client Relationships

### COMPUTER SKILLS

- MS Office (Word, Excel, Powerpoint)
- Quickbooks
- Project Management Software

### HAZARDOUS MATERIALS

- Hazardous Materials Handling

### OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (requires completion of 10 hours)
- OSHA 30 (requires completion of 30 hours)

Note: Reimbursement for retraining is capped at 100 total hours per-trainee, regardless of method of delivery.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Retrainee - Job Creation Training Proposal for:

# Electronic Interface Company, Inc. dba Applied Engineering

## Small Business ≤ $50,000

## ET16-0205

**Approval Date:** October 6, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Manufacturing
  Engineering
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 50
  Worldwide: 50
  Number to be trained: 66
  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 3%
- Repeat Contractor: ☒ Yes ☐ No

**FUNDING**

- Requested Amount: $49,192
- In-Kind Contribution: $50,000

## 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 | Business Skills, Computer Skills, Mgmt Skills, OSHA 10/30, Mfg Skills, Continuous Impr, PL-Mfg Skills | 44 | 8-100 | 0 | $988 | $16.44 |
| | | | | Weighted Avg: 38 | | | |
| 2 | Job Creation<br>SB<100<br>Priority Rate | Business Skills, Computer Skills, Mgmt Skills, OSHA 10/30, Mfg Skills, Continuous Impr, PL-Mfg Skills | 22 | 8-60 | 0 | $260 | $13.70* |
| | | | | Weighted Avg: 10 | | | |

*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, regardless of the wage expressed in this table.

- Reimbursement Rate: Job #'s 1 and 2: $26 SB Priority
- County(ies): Santa Clara
- Occupations to be Trained: Administrative Staff, Technical Staff, Supervisor, Manager, Production Staff
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $3.44 per hour, Job #2: $3.20 per hour

## SUBCONTRACTORS

- Development Services: Sallyanne Monti Consulting in San Francisco assisted with development for a flat fee of $3,600.
- Administrative Services: Sallyanne Monti Consulting will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

Electronic Interface Company, Inc. dba Applied Engineering (AE), a small business founded in 1978, manufactures custom precision metal products for domestic and international companies in the automotive, semiconductor, chemical, and medical industries. The Company's customization services include testing to support design and production. The Company also offers information technology consulting, a range of engineering support services, and patent consulting services. Customers include Ultratech Steppers, Morpho Detection and Nordson. The Company has two locations: one in San Jose and the other, newly acquired, in Hayward.

## PROJECT DETAILS

This is AE's fourth proposal for ETP funding, second in the last 5 years. The first two Agreements reinforced a train-the-trainer program and supported the Company's high-performance workplace initiatives, including the implementation of aerospace certification standards. The most recent Agreement ending in 2011 (ET09-0426) reinforced the Company's quality control efforts and upgraded skills to operate new manufacturing equipment related to products and services in hybrid automotive, solar, and nanotechnology-based markets. The proposed training aims to increase the Company's competiveness by improving quality and broadening employee skillsets related to new products and services. Some of the training was included in previous Agreements. However, trainees will not receive duplicate training.

The Company is undergoing rapid growth in medical device components, solar products, and silicon flat panel repair assemblies. To offset the growth, the Company is aiming to upgrade skills pertaining to the use of new tools and software (est. $382,000 in costs). The Company also recently repurposed 2,000 square feet of an assembly area and expanded into a new facility in order to meet demand. The Company's continued growth requires a focus on high-quality, intensive training that will provide workers with the technical skills to perform efficiently at high levels. This includes:

- ISO13485 (an internationally recognized quality certification specific to the design and manufacture of medical device components) implementation, needed for advanced manufacturing of medical devices
- training on customized tools and testing equipment for quality control purposes
- the introduction of new cloud technology to improve newly implemented, around-the-clock customer services
- New clean room training for the introduction of Vacuum Tester and Residual Gas Analyzer (RGA) services

### Retrainee - Job Creation

In support of 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.

The Company will expand existing business capacity by committing to hire 22 new employees (Job Number 2). New employees will also be needed to operate new equipment. 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**: Training will be offered to Administrative Staff, Supervisors, and Managers. Training will help staff improve customer service and manage its sales and purchases.

**Computer Skills:** Training will be offered to all occupations. Training will help the Company fully maximize features of new software implementations and ensure compatibility with customer correspondence. With this training, the Company expects to reduce customer response lead time by 5% and re-work by 3%.

**Continuous Improvement:** Training will be offered to all occupations. Key process owners from Administrative Staff, Technical Staff, Production Staff, Supervisors, and Managers formed an implementation committee and identified areas of the business that are experiencing new processes as a result of recent upgrades in certifications, new tools and new technology. The key process owners will receive training in how to apply the overall principles. Once they are finished, they will then be counted on to train their individual areas of the job.

**Management Skills:** Training will be offered to Supervisors and Managers only. This training will help develop the leadership skills that the Company will need to increase productivity and meet quality demands.

**Manufacturing Skills:** Training will be offered to Production Staff, Technical Staff, Supervisors, and Managers. Training will help employees maximize the use of new tools and technology to fulfill customer orders. Training will help the Company reach its goal of increasing production capability by 10%.

### Certified Safety Training

OSHA 10/30. This training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of classroom training for journey-level workers and 30 hours for frontline supervisors. The coursework is geared to construction work, and also manufacturing. Completion of the training results in a certificate that expands employment opportunities. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA. OSHA skills will be delivered to key individuals in all occupations to expand in-house expertise and minimize safety incidents.

### Productive Laboratory

Productive Laboratory (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. A task competency list is on file and supports the request for Manufacturing Skills to be delivered via PL.

AE estimates that 44 trainees (Technical Staff, Supervisor, Manager, Production Staff) will receive up to 24 hours of PL at a 1:1 trainer-to-trainee ratio. For PL, the Company will utilize an experienced trainer to specify the scope of work; explain the process and needed equipment; and verify that the trainee understands standards, specifications, and safe operation of equipment. The trainer will observe the employee perform the tasks, provide feedback, assist with re-work if necessary, and ensure that the task has been performed correctly.

### Modifications

Small Businesses are limited to a maximum of 60 hours per-trainee. AE is requesting an increase in the maximum from 60 hours to 100 hours to accommodate two employees involved in the train-the-trainer program for the implementation of ISO13485 (Job Number 1).

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET09-0426 | San Jose | 02/02/2009-02/01/2011 | $198,900 | $158,827 (80%) |

# Exhibit B: Menu Curriculum

## Class/Lab Hours/ E-learning

Job #1: 8-100
Job #2: 8-60 Trainees may receive any of the following:

### BUSINESS SKILLS

- Sales, Purchasing & Customer Service for New Customers & Products
  - Customer Service Management
  - Cost Management & Forecasting
  - Materials Management
  - Negotiation Skills
  - Program Management
  - Sales Techniques
  - Supplier Management

### COMPUTER SKILLS

- Cloud-based Storage Advancements
- High Performance Wi-Fi Technology for Advancements
- Microsoft Windows 365 Suites
- New Servers for Upgraded Software Systems

### CONTINUOUS IMPROVEMENT

- FDA Criteria Overlap Requirements
- ISO 9001 Overlap Requirements
- ISO 13485 Medical Device
- New Process Improvement

### MANAGEMENT SKILLS (Managers and Supervisors only)

- Managing Rapid Productivity & Logistics Growth

### MANUFACTURING SKILLS

- Custom Equipment, Tooling & Testing Practices
- Customized Product FDA Manufacturing Criteria
- New Advanced Manufacturing Technology
  - Clean Room Technologies
  - Flat-Panel Laser Assembly & Tools
  - Machining Advancements
  - Micron Interferometer Alignment
  - Motion-stage Alignment

### OSHA 10/30 (Certified OSHA Instructor)

- OSHA 10 (must complete 10 hours)
- OSHA 30 (must complete 30 hours)

## Productive Lab

0-24

### MANUFACTURING SKILLS (1:1 trainer-to-trainee ratio)

- Custom Equipment, Tooling & Testing Practices
  - Electro Magnetic Box Build
  - Inductor Quality Testing
  - Hi-Pot Testing
  - Random Coil Winding

Note: Reimbursement for retraining is capped at 80 total hours per-trainee. PL is capped at 24 hours per-trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Goodwest Rubber Linings, Incorporated dba Goodwest Linings and Coatings

## Small Business ≤ $50,000

## ET16-0193

**Approval Date:** September 22, 2015

**ETP Regional Office:** North Hollywood **Analyst:** E. Fuzesi

**CONTRACTOR**

- Type of Industry: Manufacturing
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 48
  Worldwide: 48
  Number to be trained: 44
  Owner ☐ Yes ☒ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 4%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $48,048
- In-Kind Contribution: $33,781

## 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>SB <100 | Business Skills, Computer Skills, Continuous Impr., Mfg. Skills, PL- Mfg. Skills | 44 | 8-60 | 0 | $1,092 | $15.07 |
| | | | | Weighted Avg: 42 | | | |

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): San Bernardino
- Occupations to be Trained: Administrative Staff, Manufacturing Staff, Manager/Supervisor
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $2.53 per hour

## SUBCONTRACTORS

- Development Services: Kirkpatrick Enterprises International (KEI) in Valencia assisted with development for no charge.
- Administrative Services: KEI will also provide administrative services for the amount not to exceed 10% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 1961, Goodwest Rubber Linings, Inc. dba Goodwest Linings and Coatings (Goodwest) is a custom rubber and coating manufacturer and supplier located in Rancho Cucamonga. Goodwest offers long-term corrosion protection solutions such as rubber linings, ceramic composites, elastomeric polyurethane, engineered epoxies, vinyl ester/fiberglass, zinc and other protective coatings for the water, power, oil, steel, chemical, and mining industries nation-wide. Specializing in applying materials resistant to chemical, abrasion, and high temperature environments, Goodwest offers equipment refurbishment services providing unique solutions that can keep aging equipment in service. This will be Goodwest's first ETP Agreement.

Goodwest recently completed the expansion of its facility from 20,000 to 50,000 square feet. To increase capacity, Goodwest also invested in a 70-foot long abrasive blast booth, a new 50-foot long liquid spray booth, and added new specialized spray equipment resulting in better throughput, and improved lead and turn-around times of customers' orders. Phase II of the expansion, which includes additional Fusion Bonded Epoxy capabilities (a type of powder coating applied to hot steel used for potable water and oil pipes), began in August.

To support the growth associated with this expansion and increased business opportunity, and to remain competitive, Goodwest needs to improve its internal processes to reduce waste, product and service costs. As the industry has seen increased exposure to Lean Manufacturing concepts, Goodwest needs to adopt lean implementation practices to meet customer expectations. In addition to the training associated with process improvement, Goodwest plans to train employees in Project Management Skills and software utilization.

## Modifications

### Contract Term Limitation

Goodwest is requesting an additional 12 months (24 months total) added to the Agreement term. Due to production spikes and growing customer demands, training schedules may be unevenly dispersed. The 2-year term is necessary, to account for potential increases in production where the Company has to focus its efforts on satisfying customer demand. As a small business, Goodwest operates with a lean workforce, and while training is a top priority, given the changing nature of the business, the extra time will allow a few extra months to maximize their earnings.

## Training Plan

**Business Skills** (4%) – Training will be offered to Administrative Staff and Manager/Supervisors to improve staff's project planning, and learn how to handle complex customer projects.

**Computer Skills** (5%) – Training will be offered to Administrative Staff to effectively use MS Office. Currently, staff uses MS Office at a basic level, and as such, they tend to do some of their tasks manually which takes more time. Effective utilization of the software will free up time for them to better communicate with customers and suppliers.

**Continuous Improvement** (60%) – Training will be offered to all occupations to reduce cost and waste throughout the operations, decrease customer lead-times, and improve service levels. Total Productive Maintenance (TPM) will help trainees learn to maintain their equipment instead of relying on the Maintenance personnel. TPM results in lower equipment downtime and increased equipment effectiveness. Supervisiors and Managers' training will focus on how to lead a team to accomplish production goals by delegating and following-up on individual tasks.

**Manufacturing Skills** (12%) – Training will be offered to Manufacturing Staff to increase flexibility and response time by cross-training workers on different equipment and processes, such as: abrasive blasting booth, liquid spray booths, powder coating spray booth, spray pumps, electrostatic powder spray units, hydro-blasting & pressure washing.

**Productive Lab – Manufacturing Skills** (19%)

The Panel adopted regulations to authorize reimbursement for training delivered in a Productive Laboratory (PL) setting in which trainees may produce goods for profit as part of the training. For PL courses identified in the Curriculum, the instructor must be dedicated to training delivery during all hours of training.

In this proposal, 12 Manufacturing Staff will receive up to 24 hours of PL on equipment utilization to gain practical experience in properly operating, maintaining, and troubleshooting new, high capacity equipment, and making process adjustments. Trainees will learn how to operate the equipment on real products as the wide variety of custom applications make simulated use of equipment impractical. Trainees will learn as different customer units are brought into production. Due to the high cost of materials being processed on the equipment trainees will learn how to use the equipment when it is in production. Cross-training on different equipment will increase the pool of employees capable of completing complex production tasks resulting in improved manufacturing capacity and sales. The Trainer-to-Trainee ratio for PL is 1:1.

## 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**

- Project Management

**Computer Skills**

- Microsoft Office (Intermediate/Advanced)

**Continuous Improvement**

- Leadership Skills for frontline workers
- Lean Manufacturing/Six Sigma
- Total Productive Maintenance

**Manufacturing Skills**

- Production Equipment Usage

**PL Hours (limited ratio 1:1)**
0-24

**Manufacturing Skills**

- Production Equipment Usage

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.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Label Impressions, Inc.

## Small Business ≤ $50,000

## ET16-0199

**Approval Date:** September 22, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

**CONTRACTOR**

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 46

  Worldwide: 46

  Number to be trained: 30

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 12%
- Repeat Contractor: ☒ Yes ☐ No

**FUNDING**

- Requested Amount: $15,600
- In-Kind Contribution: $17,333

## 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, Continuous Improvement, Mfg. Skills, OSHA 10, OSHA 30, PL - Mfg. Skills | 30 | 8 - 60 | 0 | $520 | $16.02 |
| | | | | Weighted Avg: 20 | | | |

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Customer Service, Sales, Production/Pre-Press, Supervisor/Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $0.82 per hour

## SUBCONTRACTORS

- Development Services: Bright Training Solutions (BTS) in San Diego will develop project for a flat fee of $3,000.
- Administrative Services: BTS will also assist with administrative services for a fee not to exceed 10% of earned funds.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 1988, Label Impressions, Inc. (Label Impressions) (www.labelimpressions.com) is a flexographic label and flexible film manufacturer. Located in Orange, the Company specializes in flexographic, foil stamped, screen-printed, tree-free, Forest Stewardship Council (FSC)-certified, and biodegradable labels, as well as hangtags, pouches, packets, and sachet printing. Designated to be the first label printer in North America to achieve Forest Stewardship Council and Carbon Neutral Certifications, Label Impressions continues to be committed in lowering eco-footprint to remain a leader in sustainability in printing and packaging. Label Impressions' products are printed with either water soluble ink or soy ink. Customers include Costco (Kirkland Brand), William Sonoma, Sephora, Reach, Trader Joe's, Colgate, and CVS.

This will be the fourth Agreement between Label Impressions and ETP, the third within the last five years. In its previous ETP projects, the Company was able to provide its workers with leadership and communication skills as well as introduce the concepts of empowerment, quality, process improvement, teambuilding, and Lean Manufacturing principles to support its long-term business goals to remain competitive in the labeling, printing, and packaging industry.

Label Impressions continues to face fierce competition. Label printers from East Coast and the Midwest pay lower wages, insurance, legal, and transportation costs, resulting in inexpensive products. The Company is also challenged by customers who expect the highest level of quality of products. In this proposal, Label Impressions must once again design and implement technological advancements and process improvements throughout the organization in order to address these challenges.

To support these goals, Label Impressions has invested $1.5M on the following new equipment in the last 10 months: two presses outfitted with new technology and expanded software capabilities, label folding equipment, advanced technology finishing/inspection re-winders, whole plant trim removal machinery, magnetic base cutting dies, and peak energy shaving electrical equipment. The proposed training plan will include training and cross-training on the operation of newly-purchased equipment and machineries and will allow workers to be able to effectively scrutinize product quality, streamline workflow, and improve manufacturing processes to successfully support customer demands and remain at the forefront of the marketplace.

Training is also driven by the Company's growth. In the last three years, Label Impressions has increased its staff by 40%. With the Company's overall personnel changes, Label Impressions is dedicated to cultivate a culture of leadership and professionalism across all departments. With the assistance of ETP funding, this culture will be pervasive throughout the organization to help move Label Impressions from a small family-owned business to a professionally-managed company continually seeking improvement.

## Training Plan

The proposed training plan may include employees who have participated in previous Agreements and some Curriculum topics are repeated; however, Label Impressions has confirmed that the subject matter has been updated and/or improved, so there will be no duplication of training in those courses. Label Impressions projects to train approximately 30 workers in the following skills:

**Business Skills** – Training will be provided to Customer Service and Sales Staff. Course topics in Customer Service, Sales, Business Writing, and Communication Skills will provide trainees with new and higher level skills in order to effectively communicate with new and existing customers in order to exceed customer satisfaction.

**Computer Skills** – Training will be offered to all occupations. Training in Pre-Press Software, CAD, ERP, IMS, and Microsoft Office will provide trainees with the ability to effectively access, generate, and share information, as well as analyze, date and generate reports in order to streamline technological processes and improve customer responsiveness across all departments.

**Continuous Improvement** – Training will be offered to all occupations. Training topics in Six Sigma, Lean Manufacturing, Process Improvement, and Critical Thinking Skills will improve skills necessary to develop and/or improve processes and enhance staff and customer relationships particularly during critical situations. The Company will focus on providing Leadership, Leading Change, and Managing Conflict Skills training to allow management and executive staff to become better leaders as the Company continues to grow.

**Manufacturing Skills** – Training will be offered to Production/Pre-Press Staff. Trainees will receive Equipment Calibration, Printing, Turret Press, Ink Dispensing, Ink Matching, and Rewind skills training in order to better understand and successfully perform operations on new and existing equipment.

**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 frontline Production Staff and 30 hours for supervisors.

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.

**Productive Laboratory – Manufacturing Skills**

The Panel has 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.

Label Impressions requests PL training for 10 Production/Pre-Press Staff in Manufacturing Skills, specifically, course topics in Printing Skills such as Equipment Calibration, Plate Storage and Preservation, Plate Making, Turret Press, Ink Matching and Dispensing, and Cleansing Anilox Flexo. Trainees may receive all their training hours in PL-Manufacturing Skills (up to 16 hours) or a combination of class/lab including PL hours. Training will be specific to the type of equipment and/or process to ensure trainees receive a broader understanding of the entire manufacturing process.

PL trainers will complete the Train-the-Trainer program in order to be qualified, skilled, subject-matter experts, and/or machine-certified to instruct and deliver the course content and material. Trainers are responsible for directing the operations and instructions as well as to provide coaching, mentoring, and critiquing trainees as work is performed.

The trainer-to-trainee ratio for PL training will be 1:1. The Company anticipates production will be 25 to 35% lower during PL to focus on quality of product, ensure that the task has been performed correctly, and trainee understands the process and becomes proficient in the specified task. This will allow trainees to acquire the skills to become competent in the operation of the equipment without the pressure of normal production requirements.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0201* | Orange | 11/28/11 – 11/27/12 | $15,808 | $0 (0%) |
| ET09-0546 | Orange | 4/6/09 – 4/5/11 | $16,224 | $16,224 (100%) |

*ET12-0201: In this Agreement, Label Impressions was unable to earn funding due to no performance.

According to Label Impressions representatives, the primary factor behind the zero performance of this Agreement was because during the term, the Company experienced a significant change in its 26-year history. Label Impressions made an overall company restructure which resulted in personnel changes in its executive level staff, including key personnel changes that affected the implementation and management of the ETP project. In addition, as reported by ETP on 3/22/12, Company representatives reported that training had been occurring; however, trainers had not been completing ETP attendance rosters. As also reported, ETP staff encouraged company representatives to ramp up training efforts in order to maximize ETP funds within the 12-month term of the Agreement. During the training period, only 10 trainees received training between 0.5 to 7 hours, none met the minimum training hours of 8. As such, no payment was earned.

Label Impressions has since gained focus on the daily business processes. In this project, the Company has committed to include managers and executive staff, including owners, to be involved in the assessment of Label Impressions' training needs and throughout the development of this proposal. The Company has also dedicated a manager to specifically oversee and manage the ETP project. In addition, the Company has developed a strategic process to raise company-wide training awareness and to ensure all training provided is documented. To further ensure the success of this project, the Company has outlined their step-by-step administrative process as follows:

- Acquired an outside vendor to assist in the administration of this project;
- Attendance rosters and other ETP-related resources are readily accessible to all trainers and supervisors/managers;
- Trainers/Managers are held responsible in the delivery of training as well as ensure that attendance rosters are completed accurately and distributed accordingly to the administrative vendor for input; and
- Executive staff/Owner will continue to play an active role in managing ETP training and ensuring that ETP-eligible training is tied to the Company's strategic goals.

Accordingly, the project has been conservatively assessed and the proposed training plan is lower than the assessed training planned per trainee. Further, the proposed agreement amount is lower than the amount earned in the ET09-0546 Agreement, as evidence that the Company has been able to reach their planned funding in their previous project. Label Impressions is committed to delivering the training plan within the training period of the term to earn 100% of the funds under this project.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8 – 60 Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Writing Skills
- Customer Service Skills
- Sales Skills
- Accounting Skills
- Communication Skills
- Contracts Management
- Purchasing Processes and Procedures
- Estimating Skills
- Project Management Skills

**COMPUTER SKILLS**

- Pre-Press Software
- Computer-Aided Design (CAD)
- Enterprise Resource Planning (ERP)
- Information Management System (IMS)
- Advanced Microsoft Office Skills

**CONTINUOUS IMPROVEMENT**

- Six Sigma Skills
- Lean Manufacturing
- Time Observation Studies
- SMED (Quick Changeover)
- Leadership Skills
- Motivational Skills
- Team Building
- Train-The-Trainer
- Time Management
- Leading Change
- Managing Conflict
- Critical Thinking Skills
- Process Improvement

**MANUFACTURING SKILLS**

- Preventative Maintenance
- Equipment Calibration
- Printing Skills
- Turret Press Training
- Ink Dispensing
- Water Washing Procedures
- Ink Matching
- Rewind Skills

**OSHA 10 (Certified OSHA Instructor)**

- OSHA 10 (requires 10 hours completion)

**OSHA 30 (Certified OSHA Instructor)**

- OSHA 30 (requires 30 hours completion)

Safety Training will be limited to 10% of total training hours per-trainee. This cap does not apply to OSHA 10/30.

**Productive Lab Hours**

0 – 16 **MANUFACTURING SKILLS (1:1 ratio)**

- Printing Skills
  - Equipment Calibration
  - Plate Storage and Preservation
  - Plate Making
  - Turret Press
  - Ink Matching and Dispensing
  - Cleaning Anilox Flexo

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 16 hours per-trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Lavine, Lofgren, Morris, & Engelberg, LLP

## Small Business ≤ $50,000

## ET16-0198

**Approval Date:** September 24, 2015

**ETP Regional Office:** San Diego **Analyst:** M. Ray

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 44

  Worldwide: 44

  Number to be trained: 38

  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 7%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $17,556
- In-Kind Contribution: $27,588

## 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, Computer Skills, Continuous Impr | 38 | 8-60 | 0 | $462 | $27.40 |
| | | | | Weighted Avg: 21 | | | |

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): San Diego
- Occupations to be Trained: Executive Staff, Staff Accountant, Accounting Manager, and Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $0.96 per hour

## SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach will assist with development of this proposal for a flat fee of $2,800.
- Administrative Services: TFS will also assist with administration for a fee not to exceed 13% of earned funds.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 1985, Lavine, Lofgren, Morris, & Engelberg, LLP (LLME) (www.llme.com) is an independent tax and accounting firm that provides tax, audit and attest, strategic consulting, and client accounting services to businesses of all sizes in a broad range of industries. Located in La Jolla, the Company has worked with clients representing the hospitality, real estate, construction, high technology, manufacturing, distribution, retail, sports, entertainment, and professional services industries.

### Need for Training

LLME will begin to work through succession within the organization. The inevitable transition will require the Company to focus on enhancing leadership and management skills of its next generation workforce. To prepare, LLME must focus on workforce sustainability by developing training initiatives that will not only transfer leadership skills but also change the way the Company does business. To support this commitment, the Company plans to define and enhance training requirements for each job function to help facilitate skills and knowledge transfer, specifically for its leaders.

Further, the Company will be transitioning towards a paperless environment. LLME is committed to providing training and encouragement to its workers to embrace technology and implement new practices to reduce paper use. This technological transition will help save time and money, improve the security of documents, and increase customer satisfaction.

## Training Plan

Training may be delivered through Class/Lab or E-Learning methods.

**Business Skills** – Training will be provided to all occupations. Training topics in Customer Service, Effective Presentations, Negotiation, and Marketing Skills will ensure that employees develop the skills to provide quality customer service, improve customer relationships, and deliver informed presentations and recommendations.

**Computer Skills** – Training will be provided to all occupations. Training in Go File Room (FirmFlow) will provide trainees the skills to electronically route all documents to automate business processes and streamline client engagement. Course topics also include Crystal Reports, Adobe, Database Tools, Microsoft Office, Quickbooks, and Sharepoint.

**Continuous Improvement** – Training will be provided to all trainees as it pertains to their job duties. Training in Managing Workflow, Team Building, and Problem Solving will allow trainees to identify obstacles, conflicts, and expected outcomes. Training will help the Company improve management skills, create a better work environment, and prepare for future personnel changes.

## 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.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab and E- Learning Hours

8 – 60 Trainees may receive any of the following:

### BUSINESS SKILLS

- Business Etiquette
- Business Writing Skills
- Client Relationship and Management
- Customer Service
- Effective Presentations
- Marketing & Support Skills
- Negotiation Skills

### COMPUTER SKILLS

- Adobe
- Crystal Reports
- Database Tools
- Go File Room (Firmflow)
- Microsoft Office/Outlook
- Quickbooks
- Sharepoint

### CONTINUOUS IMPROVEMENT

- Building Effective Teams
- Coaching – Delivering and Receiving Feedback
- Managing Workflow
- Problem Solving
- Process Improvement
- Team Building
- Leadership Essentials:
    - Being an Effective Team Member
    - Building Trust
    - Business Coaching
    - Effective Communication
    - Emotional Intelligence
    - Giving Feedback
    - Leading Teams: Management Essentials
    - Motivating and Inspiring Teams
    - Team Building

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:

# Momentous Insurance Brokerage Inc.

## Agreement Number: ET16-0185

**Approval Date:** September 21, 2015

**ETP Regional Office:** North Hollywood **Analyst:** E. Fuzesi

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee | Industry Sector(s): | Financial Services<br>Insurance<br>Services<br><br>Priority Industry: ☐ Yes ☒ No |
| Counties Served: | Los Angeles | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 190 | U.S.: 200 | Worldwide: 200 |
| Turnover Rate: | 7% | | |
| Managers/Supervisors: (% of total trainees) | 9% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $96,360 | | $0 | $0 | | $96,360 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $200,127 |

## 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 | Business Skills, Computer Skills | 146 | 8-200 | 0 | $660 | $15.97 |
| | | | | Weighted Avg: 44 | | | |

**Minimum Wage by County:** $15.97 for Los Angeles 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 $4.21 per hour may be used to meet the Post-Retention Wage.

| Wage Range by Occupation | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Account Executive | | 55 |
| Account Manager | | 56 |
| Claims Staff | | 4 |
| Accounting Staff | | 5 |
| Office Services | | 10 |
| Sales Staff | | 3 |
| Supervisor/Manager | | 13 |

## INTRODUCTION

Founded in 2008, Momentous Insurance Brokerage Inc. (Momentous) (www.momentousins.com) is an independent insurance brokerage company, offering all lines of insurance services in the commercial, entertainment, personal and sports areas. Headquartered in Van Nuys, Momentous also has a facility in New York servicing clients nationwide. The Company specializes in high-profile individuals, film & television, music & touring, sports, business management, financial advising, family office & wealth management, law, technology, healthcare, non-profits, and equine. This will be Momentous's first ETP Agreement.

As a result of the Affordable Care Act (ACA), the insurance industry went through a major overhaul, requiring quoting system updates to accommodate the new ACA health insurance policies, and become ACA compliant. Employers are also required to file different reports to the IRS, requiring systems to be able to produce those reports. As such, clients require Momentous to assist with compliance reporting, updates to the new plans/coverage's, and guidance through the transition process. To remain competitive, Momentous upgraded their systems to comply with the new insurance requirements and quoting systems, and is in the process of implementing new agency management software (EPIC).

In addition to law changes, client expectations have also changed dramatically. Due to the abundance of data available on the Internet, prospective customers became more knowledgeable, demanding information, prompt feedback, and lower rates. Momentous has to provide more comprehensive services and competitive rates in order to meet client expectations. As the Company grew from 40 employees to 200 employees over the course of the past seven years, streamlining processes and providing excellent customer service are crucial to further increase business volume and opportunities. ETP training will help the Company create a better trained team to achieve its goals, and gain a competitive advantage resulting in a growing client-base.

## PROJECT DETAILS

### Training Plan

**Business Skills** (10%) – Training will be offered to all occupations to help employees improve their communication, team building, and sales/client relationship skills. Trainees will be able to develop a more cohesive and collegial workplace, gain efficiency in their tasks, and a better understanding of how to grow business.

**Computer Skills** (90%) – Training will be offered to all occupations to improve productivity and client relations skills. Topics are designed to help the team learn the new agency management software, the primary productivity tool in the Company. Team members will be better equipped to respond to customer requests, internal needs, and prospect requests to help improve profitability.

### Impact/Outcome

The proposed ETP-funded training will help Momentous subsidize the high cost of training. As a result of the proposed training, trainees will be able to utilize the new client management software, enabling staff to excel in their current jobs and become eligible for promotion. Effective account management will generate quality outcomes, reduce customer complaints, reduce errors, and increase the total volume of cases; thereby, increasing profitability, reducing turnover, and sustaining growth.

### Commitment to Training

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.

Momentous's training budget is $100,000 annually in California. This includes training in state mandated courses, company policies and procedures, specific job skills training for new employees with limited industry experience, training to advance and refine incumbent staff's skill sets, and management skills for prospective management trainees. The proposed contract will allow Momentous to implement more training initiatives, and focus on the new software.

- Training Infrastructure

The Human Resources Manager will be tasked with scheduling training, handling attendance rosters, and working with subcontractors and ETP staff to stay in compliance with the Agreement.

## RECOMMENDATION

Staff recommends approval of this proposal.

## DEVELOPMENT SERVICES

Momentous retained Training Refund Group (TRG) in Irvine to assist with the development of this proposal for a flat fee of $5,000.

## ADMINISTRATIVE SERVICES

TRG 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**

- Account Strategy and Knowledge/Account Analysis
- Case Studies
- Coaching & Feedback
- Communication
- Delegation & Time Management
- Improving Client Presentations
- Insurance Product Knowledge
- Leading
- Mentoring
- Motivation
- Sales
- Speakers Forum
- Strengths, Weakness, Opportunity and Threats (SWOT)
- Team Leadership

**COMPUTER SKILLS**

- Adding Accounts
- Adding Attachments
- EPIC
- MS Excel (Intermediate/Advanced)
- MS PowerPoint Tips & Tricks
- MS Word (Intermediate/Advanced)
- PDF Converter Tips & Tricks
- Reports
- Servicing Accounts
- Transactions Accounting

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

## Panel Amendment #1 Proposal for:

# Moreno Valley Collision, Inc. dba Fix Auto Moreno Valley

## Agreement Number: ET15-0380

**Amendment Effective Date:** August 27, 2015

**Approval Date**: October 6, 2015

**ETP Regional Office:** San Diego **Analyst:** S. Godin

## CURRENT PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Type: | SET/HUA - Retrainee<br>Job Creation | Industry Sector(s): | Services |
| Counties Served: | Riverside | Repeat Contractor: | ☐ Yes ☒ No |
| Union(s): | ☐ Yes ☒ No | Priority Industry: | ☐ Yes ☒ No |
| Current Contract Term: | January 12, 2015 to January 11, 2017 | Substantial Contribution: | ☐ Yes<br>☒ No |

## CURRENT FUNDING

| Current Funding |
|---|
| $16,896 |

## AMENDMENT FUNDING

| Requested Funding | Total Funding |
|---|---|
| $23,760 | $40,656 |

## AMENDMENT TRAINING PLAN TABLE

| Job No. | Job Description (By Contract Type) | Type of Training | Estimated No. of Trainees | Range of Hours | | Average Cost per Trainee | Post-Retention Wage |
|---|---|---|---|---|---|---|---|
| | | | | Class / Lab | CBT | | |
| 1 | SET/HUA Retrainee | Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL-Comm Skills | 15 | 8-**120** | 0 | **$2,200** | $14.90 |
| | | | | Weighted Avg: **100** | | | |
| 2 | SET Job Creation | Business Skills, Commercial Skills, Computer Skills, Cont. Imp., HazMat, PL Comm Skills | 3 | 8-**120** | 0 | **$2,552** | $11.17 |
| | | | | Weighted Avg: **116** | | | |

**Minimum Wage by County:** SET Statewide Average is $27.40 per hour; however, this project is located in Moreno Valley, a designated HUA area. Therefore, Job Number 1 trainees qualified for the Riverside County ETP minimum wage of $14.90 and Job Number 2 Job Creation trainees qualified for the Riverside County HUA New Hire wage of $11.17 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
Job # 1: up to $2.22 per hour; and Job # 2: up to $1.17 per hour may be used to meet the post-retention wage.

| Wage Range by Occupation (Job Number 1) | |
|---|---|
| Occupation Title | Wage Range |
| Administrative Support Staff | $12.68 - $16.00 |
| Estimator | $18.00 - $21.00 |
| Technician | $22.00 - $25.00 |
| Parts/Production Staff | $12.68 - $16.00 |
| Detailer/Painter | $14.00 - $30.00 |
| Manager | $35.00 - $51.00 |

| Wage Range by Occupation (Job Number 2) | |
|---|---|
| Occupation Title | Wage Range |
| Administrative Support Staff | |
| Estimator | |
| Technician | |
| Parts/Production Staff | |
| Detailer/Painter | |
| Manager | |

## INTRODUCTION

Moreno Valley Collision, Inc. dba Fix Auto Moreno Valley (MVC) was originally formed in 2005 (www.fixautomorenovalley.com). This small business joined the Fix Auto Group as an independently owned franchise in 2012. The Company specializes in automotive collision and repair and sales of associated parts and accessories. MVC currently employs 22 full time workers.

## AMENDMENT DETAILS

The Contractor states that once training commenced, it was discovered that the skills and knowledge gaps for its workers were far greater than what had been determined during project development.

In this Amendment, the Company requests additional funding for the existing 18 trainees to continue to provide its workers with necessary training to keep pace with the changes driven by the auto repair industry. The Company has already tracked eligible training hours equal to 90% ($15,246) of the total Agreement amount ($16,896)). There are still 12 months left to train of the 21 month training period within the 24 month Agreement term. The majority of the training hours delivered thus far have been in Commercial and Continuous Improvement Skills. The Company has not delivered any Business Skills, Computer Skills, Hazardous Materials training, Advanced Vehicle Systems and aluminum and advanced metal repair topics.

The Amendment effective date is 8/27/15, the date the revision request was submitted. As such, training for the additional funding is not expected to begin until after 8/27/15. This Amendment is for additional Phase I funding (increased weighted average training hours) for the existing planned trainees. The total amount of the Agreement will remain within the small business Agreement funding cap.

By this amendment:

- The Agreement amount will increase by $23,760, from $16,896 to $40,656;
- The maximum range of hours will increase from 60 to 120 for Job 1 & 2;
- The weighted average hours in Job 1 will increase by 60, from 40 to 100; and Job Number 2 will increase by 60, from 56 to 116; and
- The average cost per Job Number 1 trainee will increase by $1,320, from $880 to $2,200; and
- The average cost per Job Number 2 trainee will increase by $1,320, from $1,232 to $2,552.

## RECOMMENDATION

Staff recommends approval of this Amendment.

## CURRENT CONTRACT PERFORMANCE

The following table summarizes performance by MVC under the current ETP Agreement:

| Agreement No. | Approved Amount | Term | No. Trainees Enrolled | No. Completed Training | No. Retained |
|---|---|---|---|---|---|
| ET15-0380 | $16,896 | 1/12/2015–1/11/2017 | 23 | 0 | 0 |

To date, 693 eligible training hours have been tracked which equates to 90% of the current Agreement amount.

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-**120**

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**

- 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**

- Completing Material Safety Data Sheets
- Volatile Organic Compound Tracking
- Emergency Clean-Up
- Registration, Evaluation, Authorization & Restriction of Chemical Substances

**Productive Lab**
0-24

**COMMERCIAL SKILLS**

- Body Filler Methods
- Structural Resistance Spot Welding
- MIG Brazing Techniques
- Color Tinting
- Spraying/Blending Techniques
- Measuring Vehicle Structures
- Alignment Process for Unitized Vehicles
- Estimating Collision Repairs
- Estimating System Software Skills
- Estimating Skills for DRP Processes

Safety Training will be limited to 10% of total training hours per-trainee

Note: Reimbursement for retraining is capped at **120** total hours per-trainee, regardless of method of delivery.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# MSC Software Corporation

## Agreement Number: ET16-0195

**Approval Date:** September 23, 2015

**ETP Regional Office:** San Diego **Analyst:** S. Godin

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Priority Rate | Industry Sector(s): | Technology/IT<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Orange, Los Angeles, Santa Clara | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 200 | U.S.:325 | Worldwide: 1,150 |
| Turnover Rate: | 2% | | |
| Managers/Supervisors: (% of total trainees) | 13% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $50,400 | | $0 | $0 | | $50,400 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $98,532 |

## 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 | Advanced Tech, Business Skills, Computer Skills, Continuous Impr | 80 | 8-200 | 0-100 | $630 | $15.97 |
| | | | | Weighted Avg: 35 | | | |

**Minimum Wage by County:** Los Angeles: $15.97; Orange: $16.02; Santa Clara: $16.44;
**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 |
| Corporate Support Staff | | 5 |
| Engineering/Technical Staff | | 30 |
| Senior Engineering/Technical Staff | | 25 |
| Sales & Marketing Staff | | 10 |
| Supervisor/Manager | | 10 |

## INTRODUCTION

Formed in 1963, MSC Software Corporation (MSC) (www.mscsoftware.com) is a computer systems design services company that creates specialized virtual prototype software used by customers in almost every facet of manufacturing to complement or replace the physical prototype "build and test" process that has traditionally been used in product design and engineering. Using a virtual rather than a physical prototype saves time and reduces costs. MSC has pioneered many of the technologies that are now relied on in numerous industries to analyze and predict stress and strain, vibration & dynamics, acoustics, and thermal analysis in many products. These technologies are used by customers in many industries including aerospace and defense; transportation and shipbuilding; electronics; biomedical and medical devices; and multiple fuel and energy systems.

MSC is headquartered in Newport Beach and maintains two branch offices in Sunnyvale and Glendale; all three of which are the subject of this proposal.

## PROJECT DETAILS

This will MSC's fourth ETP Agreement, second in the last 5 years. In its previous Agreement (ET13-0339), 41 trainees received Class/Lab training in a combination of Advanced Technology (AT), Business, Computer, and Continuous Improvement topics. The majority of the training

was delivered in AT topics which provided frontline workers with the skills to solidify a new enterprise-level application framework infrastructure. Training also enabled MSC to implement a new and advanced Agile-software-development-technology delivery service used in Cloud-based services and server, database, desktop, and mobile protocols.

The training in this proposal will build on the previous Agreement's training. Training will not be duplicated. The latest technology advancements will be taught throughout the organization to increase efficacy in delivering products to customers in a timely fashion. Using next generation Computer-Aided Engineering technologies, the Company will be better able to develop software that accurately and reliably predict how products behave in the real world to help engineers design more innovative products. For this proposal, the Company will use both Class/Lab and E-Learning to deliver training.

**Training Plan**

**Business Skills** (10%): Training will be provided to all occupations as it relates to individual job function. Training will improve the ability of the workforce to provide exemplary service to both internal and external customers and better manage business processes while implementing new software and technologies.

**Computer Skills** (15%): Training will be offered to all occupations based on individual need and job function. Training will provide the skills necessary to improve efficiencies and competently manage the Company's systems and software.

**Continuous Improvement** (15%): Training will be delivered to all occupations. Training is designed to improve processes and efficiencies throughout the organization. Trainees will obtain the skills to work efficiently, manage competently, and think strategically.

**Advanced Technology** (60%):

The proposed Advanced Technology (AT) training is customized and highly technical in nature and includes software programming and development skills. The industry is dictated by changing technologies and software platforms, new programming, and new systems including Cloud Computing, Agile, Python Platform, Open MP Programming, and OpenCL Programming. AT training is critical to help employees stay up-to-date with technology.

The AT training will be delivered to MSC's Engineering/Technical Staff. Training will be delivered by outside subject matter experts or specialized in-house trainers. AT training costs range from $41 to $275 per hour, per trainee. The trainer-to-trainee ratio will not exceed 1:10 to allow in-depth coverage and personal attention from the instructor.

**Computer-Based Training (CBT)**

MSC will offer up to 100 hours in CBT to its Engineering/Technical Staff and selected Managers/Supervisors. CBT training will provide a method to reinforce the training taught through the class/lab methodologies. CBT hours are capped at 50% of total training hours per individual trainee.

**Commitment to Training**

MSC's annual 2015 training budget in California is approximately $50,000. The Company provides anti-harassment, diversity, basic computer skills, new employee orientation, performance appraisal training and interviewing skills. MSC states 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**

MSC plans on beginning training soon after project approval. Training will be delivered by a combination of in-house experts and outside training vendors yet to be determined.

The Company has identified a dedicated staff member to manage the ETP project. This person will oversee scheduling, training delivery and documentation. In addition, MSC will be assisted by an administrative subcontractor.

**Impact/Outcome**

Training will cover new technologies, new products, and business and continuous improvement skills needed to manage growth and provide long term career opportunities for employees.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0339 | Newport Beach | 04/05/2013-04/04/2015 | $61,880 | $45,194 (73%) |

## DEVELOPMENT SERVICES

MSC retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of $3,900.

## ADMINISTRATIVE SERVICES

MSC also retained TFP 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**
8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**
- Advanced Communication Skills
- Customer Facing Skills
- Cross Functional Collaboration Skills
- Data Archiving/Record Retention Skills
- Finance/Accounting Skills
- Negotiation Skills
- Presentation Skills
- Pricing/Packaging Technology and Trends
- Time Management Skills

**COMPUTER SKILLS**
- CPQ (Configure, Price, Quote) System Skills
- Graphic Design Skills
- InDesign Skills
- JIRA (project and issue tracking software)
- Oracle
- Perforce Software
- Photoshop Skills
- Salesforce.com
- SharePoint Skills
- Web Development Skills

**CONTINUOUS IMPROVEMENT**
- Conflict Resolution Skills
- Decision Making Skills
- Global Leadership Skills
- Process Improvement Skills
- Project Management Skills
- Root Cause Analysis
- Strategic Planning Skills

**AT Hours**
0-200

**ADVANCED TECHNOLOGY**
- .Net UI (User Interface)
- Agile/Agile Project Management with SCRUM
- Altair PBS (Portable Batch System) Professional
- Build Automation
- CA Siteminder Authentication
- Cloud Computing
- Engineering/Modeling Software Skills
- Data Visualization Technologies
- Graphics Technologies
- High Performance Computing (HPC) Technologies
- IBM Platform LSF (Load Sharing Facility)
- Meshing Technologies

- Microsoft.Net
- Microsoft Silverlight
- Mobile Application Development
- NetBeans Rich Client Platform
- Oracle
- Programming Skills
  - Apache Tomcat and Apache TomEE Programming
  - C++ Programming
  - C# Programming
  - CUDA Programming
  - Fortran Programming
  - HDF5
  - Java Programming
  - MPI Programming
  - Open MP Programming
  - OpenCL Programming
  - OpenGL Programming
  - PERL Programming
  - PostgressSQL
  - Python Programming
  - Shell Programming
  - UML Programming
- Release Engineering
- Software Development Methods
- Tomcat
- UI Technologies
- UX Technologies
- XAML
- XML

**CBT Hours**
0 – 100

**COMPUTER SKILLS**

- Adams/Solver Theory: Achieving Robust, Converged Solutions (16 hours)
- Advanced Contact Analysis Using MSC Nastran and Patran (with Contact Tables or Contact Pairs) (8 hours)
- Advanced Durability and Fatigue Life Analysis Using MSC Fatigue (16 hours)
- Advanced Dynamic Analysis Using MSC Nastran (16 hours)
- Advanced Geometry, Meshing, Customization and Variable LBCs Using Patran (32 hours)
- Advanced Linear Analysis Using MSC Nastran (8 hours)
- Advanced Modeling Elements and Techniques with Adams/Solver (8 hours)
- Advanced Nonlinear Analysis Using Marc and Mentat (24 hours)
- Advanced Nonlinear Analysis Using Marc and Patran (24 hours)
- Advanced Parametrics, Design Sensitivity and Optimization (16 hours)
- Advanced Substructure Analysis Using MSC Nastran - Secondary Superelements (8 hours)
- Aeroelasticity Using MSC Nastran (24 hours)
- Automating Tasks and Basic GUI Customization Using the Patran Programming Command Language (PCL) (40 hours)

- Automating Tasks Using Adams/View Scripting, Macros and GUI Customization (16 hours)
- Basic Durability and Fatigue Life Analysis Using MSC Fatigue (16 hours)
- Basic Dynamic Analysis Using MSC Nastran and Patran (40 hours)
- Basic Nonlinear Analysis Using Marc and Mentat (24 hours)
- Basic Nonlinear Analysis Using Marc and Patran (32 hours)
- Basic Substructure Analysis Using MSC Nastran - Primary Superelements (16 hours)
- Basic Suspension and Full Vehicle Analysis Using Adams/Chassis (8 hours)
- Complete Mulitbody Dynamics Analysis with Adams (40 hours)
- Composite Laminate Modeling Using Patran (16 hours)
- Composite Material Analysis Using MSC Nastran (24 hours)
- Contact Analysis Using MSC Nastran and Patran (with Contact Tables or Contact Pairs) (16 hours)
- Control System Integration with Adams Using MATLAB or Easy 5 (16 hours)
- Design of Experiments (DOE) and Stochastics (Monte Carlo) Analysis Using Adams (8 hours)
- Design Sensitivity and Optimization Using MSC Nastran (24 hours)
- Dynamic Analysis Using MSC Nastran (24 hours)
- Dynamic System Modeling and Simulation Using Easy 5 (16 hours)
- Explicit Nonlinear Analysis (SOL700) Using MSC Nastran and Patran (24 hours)
- Flex Body Dynamics and Modal Stress Recovery Using Adams (24 hours)
- Fluid Structure Analysis Using MSC Nastran (24 hours)
- Formulae SAE Applications Using Adams/Car (8 hours)
- Frequency Domain Analysis Using Adams/Vibration (8 hours)
- Fundamentals of Multibody Dynamics Analysis with Adams (16 hours)
- Gear, Belt and Chain Modeling with Adams/Machinery (8 hours)
- Implicit Nonlinear Analysis Using MSC Nastran (SOL 600) (24 hours)
- Implicit Nonlinear Analysis Using MSC Nastran and Patran (24 hours)
- Introduction to Patran (40 hours)
- Linear Static Analysis Using MSC Nastran and Patran (40 hours)
- Linear Statics and Normal Modes Analysis Using MSC Nastran (24 hours)
- Modeling and Simulation of Fluid Power Systems Using Easy 5 (16 hours)
- Modeling and Simulation of Gas Systems Using Easy 5 (16 hours)
- Modeling and Simulation of Multi-Phase Fluids Using Easy 5 (16 hours)
- Rotodynamic Analysis Using MSC Nastran (16 hours)
- Thermal Analysis Using MSC Nastran (24 hours)
- Thermal Analysis Using MSC Nastran (SOLs 153 and 159) (32 hours)
- Vehicle Modeling and Simulation Using Adams/Car (32 hours)
- Vehicle Modeling and Simulation Using Adams/Driveline (8 hours)
- Working with Custom MSC Nastran Solution Sequences Using DMAP (24 hours)
- Writing User Subroutines in Adams/Solver (8 hours)

Safety Training is limited to 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. CBT is capped at 50% of total training hours, per trainee. |

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Murrietta Circuits

## Small Business

## ET16-0218

**Approval Date:** October 20, 2015

**ETP Regional Office:** San Diego **Analyst:** S. Godin

**CONTRACTOR**

- Type of Industry: Manufacturing
  Aerospace and Defense
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 71
  Worldwide: 71
  Number to be trained: 64
  Owner ☒ Yes ☐ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 7%
- Repeat Contractor: ☒ Yes ☐ No

**FUNDING**

- Requested Amount: $49,920
- In-Kind Contribution: $30,000

## 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, Manufacturing Skills, OSHA 10/30, HazMat | 64 | 8-60 | 0 | $780 | $16.02 |
| | | | | Weighted Avg: 30 | | | |

- Reimbursement Rate: Job #1: $26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Administrative Support Staff, Sales Staff, Engineering Staff, Production Personnel, Manager/Supervisor, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.77 per hour

## SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

## OVERVIEW

Established in 1980, Murrietta Circuits (Murrietta) (www.murrietta.com) is a small family owned custom contract manufacturer of printed circuit boards and circuit card assemblies. The Company also provides parts procurement, testing, re-tinning, and box building to specifications for a broad range of companies and industries with a focus on aerospace/military and medical industries.

This will be Murrietta's second ETP Agreement within the last five years. In its most recent ETP Project (ET12-0434), sixty-six trainees received an average of 60 hours of training in a combination of Manufacturing, Computer, and Continuous Improvement skills. The majority of the training hours focused on the Company's new manufacturing control/tracking software (Aegis) which went live during the Agreement and replaced an older in-house legacy system. The new software system consolidates shop-floor support functions at each station and provides real-time lot tracking and inventory control.

Training was also delivered in IPC-J Standard, the aerospace quality standard used in the manufacturing of circuit card assemblies. Employees were introduced to the basic concepts of

Lean Manufacturing and completed 5S training during the second half of the Agreement. Training delivered during this agreement provided the skills needed to become MIL-PRF 31032 certified, enabling the Company to manufacture products for the defense industry and expand its customer base.

The Company must continue to refine its manufacturing and business processes and services in order to retain current accounts and acquire new ones. Customer manufacturing and inspection criteria has become more stringent and zero defective parts per million is becoming the standard rather than the exception. To meet changing customer demands and higher quality standards, Murrietta must increase operating efficiencies and manufacturing capacities by building high performance work teams and streamlining operations to increase production output, shorten delivery times, and reduce errors.

The Company has developed a comprehensive plan that builds upon training delivered in the previous project. Lean manufacturing skills (5S) introduced during the first Agreement will be further incorporated across all occupations to improve production processes, product quality, and frontline leadership. Manufacturing and engineering staff will be cross trained on all equipment and processes to maximize production capabilities and reduce waste. Production staff will also receive training in new manufacturing technologies such as “eSurface”, which replaces the traditional way of excess copper etching and circuit board layer build, and is less costly and time consuming than the traditional etching process.

Although the Aegis software was deployed during the previous Agreement, employees only received training on the basic functions. Training on the different modules/components will increase the functionality and user ability of the software.

## Training Plan

**Computer Skills** – Advanced training on the recently deployed Aegis software will be delivered to Engineers, Production Staff and selected Managers/Supervisors to streamline production flow and track quality performance.

**Continuous Improvement** – Trainees in all occupations will receive training in topics such as Team Building, Leadership, and quality concepts. Training in Six Sigma and process improvement will help workers standardize processes, control quality, and improve efficiencies. Team building and problem solving will lead to improved operations and promote enhanced interactions with both internal and external customers. Training will be offered to all job occupations.

**Hazardous Materials** – Production Staff, Managers and Supervisors who work with hazardous materials will receive skills training in hazardous waste/spill operations, emergency response protocol, and proper completion of material safety data sheets.

**Manufacturing Skills** – Training will be offered to Production, Engineering and selected Managers/Supervisors to improve skill sets in all areas of production, processes, and procedures. Training on various machines will allow trainees to operate equipment more efficiently. Topics such as Inspection Techniques and Preventative Maintenance will provide the skills necessary to improve product quality and the Company’s overall manufacturing processes.

### Certified Safety Training

OSHA 10/30. This training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of classroom for journey-level workers and 30 hours for frontline

Supervisors. The coursework is geared to the manufacturing and construction industry. 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.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET12-0434 | Anaheim | 6/12/12 – 6/11/14 | $99,008 | 99,008 (100%) |

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60 Trainees may receive any of the following:

## COMPUTER SKILLS
- Aegis Software Skills

## CONTINUOUS IMPROVEMENT
- Lean Concepts
- Six Sigma
- 5-S/6-S Principles
- MIL-PRF 31031 Certification Updates
- AS-9100 Updates
- ISO-9000-9001 Updates
- ISO Medical
- Material Requirements Planning (MRP) System Updates
- Inspection Techniques
- Inventory Control
- Leadership Skills
- Train the Trainer
- Problem Solving and Decision Making
- Building High Performing Teams
- Process & Quality Improvement

## HAZARDOUS MATERIALS
- Hazardous Materials Handling & MSDS Documentation
- Registration, Evaluation, Authorization & Restriction of Chemical Substances
- Emergency Response Protocol & Clean-Up

## MANUFACTURING SKILLS
- Equipment Operations, Preventive Maintenance & Troubleshooting
- X-Ray Certification Skills
- Automated Optical Inspection Machine (AOI) Skills
- IPC-A-600
- IPC-A-610 Updates
- IPC-6012 Updates
- WBS-10 Updates
- Printed Circuit Board (PCB) Skills
- J-Standard Skills
- ESD Skills (Electro Static Discharge)
- eSurface Skills
- Electrical Testing Skills
- Circuit Board Testing (Functional & Stress Testing)
- Assembly Skills

## OSHA 10/30 (Certified OSHA Instructor)
- OSHA 10 (Requires completion of 10 hours)
- OSHA 30 (Requires completion of 30 hours)

General Safety Training is capped at 10% of a trainee's total training hours

| |
|---|
| 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

# Retrainee - Job Creation Training Proposal for:

# Natomas Auto Body & Paint/Towing, Inc.

## Small Business ≤ $50,000

## ET16-0204

**Approval Date:** September 29, 2015

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

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 62

  Worldwide: 62

  Number to be trained: 59

  Owner ☒ Yes ☐ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 13%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $49,720
- In-Kind Contribution: $39,145

## 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, Cont. Improv., Hazardous Materials, PL-Commercial Skills | 16 | 8-60 | 0 | $770 | $15.75 |
| | | | | Weighted Avg: 35 | | | |
| 2 | Retrainee<br>HUA<br>SB<100 | Business Skills, Commercial Skills, Computer Skills, Cont. Improv., Hazardous Materials, PL-Commercial Skills | 28 | 8-60 | 0 | $770 | $11.30 |
| | | | | Weighted Avg: 35 | | | |
| 3 | Retrainee<br>Job Creation Initiative<br>SB<100 | Business Skills, Commercial Skills, Computer Skills, Cont. Improv., Hazardous Materials, PL-Commercial Skills | 8 | 8-60 | 0 | $1,056 | $13.13 |
| | | | | Weighted Avg: 48 | | | |
| 4 | Retrainee<br>Job Creation Initiative<br>HUA<br>SB<100 | Business Skills, Commercial Skills, Computer Skills, Cont. Improv., Hazardous Materials, PL-Commercial Skills | 7 | 8-60 | 0 | $1,056 | * $11.09 |
| | | | | Weighted Avg: 48 | | | |

* It will be made a condition of contract that the trainees in Job Number 4 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 — Job #1 - 4: $22 SB Non-Priority
- County(ies): Sacramento, Sutter and Yolo
- Occupations to be Trained: Administrative Staff, Tow Technician, Roadside Technician, Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $1.75 per hour Job #2: $1.30 per hour Job # 3: $2.09 per hour Job #4: $2.09 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants, LLC, in Grass Valley, provided development services for a flat fee of $3,975.
- 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

Natomas Auto Body & Paint/Towing, Inc. (Natomas Towing) (http://natomastowing.com/) was founded in 2004 in Sacramento. The Company started with a lone tow truck and has since grown to one of the largest towing and roadside service companies in Northern California. Their 24 hour services include the towing of vehicles, motorcycles, motorhomes and other medium and heavy duty tows. Natomas Towing also provides service for long distance tows, law enforcement impounds, winching, and road side service.

Natomas Towing has locations in Sacramento, West Sacramento, and Yuba City, all of which will participate in training. The Company is eligible for standard retraining as a company primarily engaged in providing services to out-of-state customers. This will be the first Agreement between ETP and Natomas Towing.

### Need for Training

Natomas Towing has multiple facets within the Company where training is required to ensure that the Company remains competitive and is able to steadily grow. Variations in technology and materials used in the construction of vehicles within the automotive industry have motivated change within the tow industry. Tow technicians will receive training on new vehicle body materials and how to properly secure, load and unload the vehicle in the safest manner. All technicians will receive training on hybrid and electric vehicles as the methods of towing and servicing the vehicle on the roadside have many differences in comparison to traditional automobiles. Many technicians will receive cross-training with the aim of allowing Natomas Towing to have coverage for any type of service 24/7.

Natomas Towing would like to promote a positive experience for their customers to increase repeat business and sales. To meet this goal, training will take place to improve all staff members' soft skills. Staff will be trained in various communication and engagement skill courses to improve interaction with customers. Additionally, training will include lean process training and computer skills training to further increase efficiencies and system knowledge.

### Retrainee-Job Creation

Natomas Towing has an aggressive growth plan to increase its market share in Sacramento, the Central Valley, the surrounding communities of the Bay Area, and in Nevada. To increase Natomas Towing's presence in these areas, the Company plans to increase the number of service vehicles in their fleet to 100. Currently, Natomas Towing has 70 service vehicles and additional employees will be necessary to staff the new vehicles. Natomas Towing is remaining conservative and is only requesting funding for 15 job creation positions.

The Panel offers incentives to companies that commit to hiring new employees - Trainees will be subject to a lower post-retention wage. The date-of-hire for all trainees 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.

## Project Details

### Training Plan

**Business Skills**: Training will be delivered to all trainees; however, business skills training will be job specific. Natomas Towing’s training will emphasize customer service to foster improvements in communication, sales and marketing skills. In addition, business skills training will provide trainees with the necessary knowledge to understand the claims, sales and insurance transmission processes. Training topics will include Customer Retention, Customer Relationship Building, Sales Procedures and Strategies, Prospecting and Closing, Negotiation Skills, Conflict Resolution Skills, and Presentation Skills.

**Commercial Skills**: Training will be delivered to Roadside Technicians, Tow Technicians and Managers. Commercial Skills training will focus on skills technicians require to perform services safely on all vehicle and load types. Training topics will include Perform Lockout Procedures, Jump Starting Vehicles, Commercial Semi Vehicle Towing, Accident Towing and Scene Clean-up, Loading Damaged Vehicles, Theft Recovery, Winch Operation, and Towing Dollies.

**Computer Skills**: Job specific training will be delivered to all occupations to improve software literacy and knowledge. Training will focus on software which staff utilizes to communicate, bill customers, and locate vehicles for servicing. Courses topics will include D2000, Mitchell’s Heavy Duty System, FleetNet, and Intermediate and Advanced Microsoft Office.

**Continuous Improvement**: Training will be delivered to all occupations and is expected to increase efficiency by 15%. The focus of training will emphasize improving internal efficiencies to lead to greater customer satisfaction. Natomas Towing will do this by introducing Lean Concepts, Team Strengthening and Process Improvement strategies throughout the Company. Training topics will include Leadership Skills, Team Building, Lean Concepts, Kaizen Event Strategy, Process / Quality Improvements, Problem Solving and Decision Making, Root Cause Analysis, Inventory Control, and Standard Operating Procedures.

**Hazardous Materials:** Training will be delivered to Roadside Technicians, Tow Technicians and Managers. To ensure that Hazardous Materials are handled and disposed of properly, trainees will receive training in Completing Material Data Safety Sheets, Volatile Organic Compound Tracking, Emergency Clean-up, and Registration, Evaluation, Authorization and Restriction of Chemical Substances.

**Productive Lab (PL):** PL trainees may produce goods for profit as part of the training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training, and the trainer-to-trainee ratio will not exceed 1:1.

Natomas Towing will train Roadside Technicians and Tow Technicians using the PL training delivery method to supplement lessons taught in class/lab training. Trainees new to the industry or receiving cross-training will accompany a seasoned journey level technician on service calls. In PL training, trainees will learn how to operate equipment such as the wheel lift, flat bed, winch, chains, and cables. Other services such as loading damaged vehicles, lockout, battery charging, tire/wheel and accident scene responsibilities will also be taught in a PL setting. Natomas Towing has been advised of, and agrees that PL training hours will only be counted for

the time that it takes to complete the service and not the travel time in between service jobs. Production is expected to decrease by 50% during PL training as extreme safety and caution needs to be taken while completing these services.

An estimated 35 technicians will receive PL training as either a Tow Technician or Roadside Technician. Roadside Technician's PL training hours will not exceed 24 hours. Natomas Towing is requesting a maximum of 40 PL training hours for Tow Technician trainees due to many different towing scenarios and the risk entailed in completing their job duties. Poor or inadequately trained Tow technicians are a serious safety threat to themselves and to anyone else on the road. A detailed PL curriculum was provided by Natomas Towing and justifies their request for increased PL hours for the Tow Technician occupation.

Trainers will observe, coach and mentor the trainee on all steps of the training topic's process. The trainer will sign off once the trainee has demonstrated the knowledge and skills necessary to complete these tasks on their own.

## High Unemployment Area

All trainees in Job Number 2 and Job Number 4 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in Sutter and Yolo Counties qualify for HUA status under these standards. Natomas Towing is requesting a wage modification to $11.30 per hour to allow training for 28 trainees in Job Number 2, and to $11.09 per hour for seven trainees in Job Number 4.

## 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 and Marketing Skills
  - Prospecting and Closing
  - Sales Account Management
  - Sales Procedures and Strategies
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

**COMMERCIAL SKILLS**

- Roadside Service
  - Changing Tires/Wheels
  - Perform Lockout Procedures
  - Jump Starting Vehicles, Hybrids and Big Rigs
  - Battery Service Sales
  - Fuel Service
  - Roadside Service Safety
- Towing Service
  - Truck Inspection and Maintenance
  - Perform Accident Towing and Scene Clean-Up
  - Commercial Semi Vehicle Towing
  - Wheel Lift Operation
  - Chain, Hooks and Attachments
  - Towing Dollies
  - Snatch Blocks
  - Recovery Slings and Lifting Straps
  - Driving with Loads
  - Hybrid Vehicle Methods
  - Alternate Fuel Cell Vehicle Safety/Methods
  - Loading Damaged Vehicles
  - Driveline and Drive Axles
  - Unloading
  - Theft Recovery – Wheeless Vehicles
  - Winch Operation/Wire and Rope
  - Ratings and Safe Steering Loads
  - Scene and Incident Management
  - Legal Responsibilities
  - Heavy Recovery
  - Vehicle Codes
  - Towing Service Safety

**COMPUTER SKILLS**

- D2000 (AAA)
- Mitchell's Heavy Duty System
- FleetNet - GPS Operation and GPS Tracker
- Intermediate and Advanced Microsoft Office

**CONTINUOUS IMPROVEMENT**

- Leadership Skills
- Teambuilding
- Root Cause Analysis
- Kaizen Event Strategy and Implementation
- Lean Concepts
- Process/Quality Improvements
- Problem Solving and Decision Making
- Inventory Control
- Standard Operating Procedures

**HAZARDOUS MATERIALS**

- Completing Material Safety Data Sheets (MSDS)
- Volatile Organic Compound (VOC) Tracking
- Emergency Clean-Up
- Registration, Evaluation, Authorization and Restriction of Chemical Substances

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

**Productive Lab Hours**

0-40 for Tow Technicians
0-24 for Roadside Technician

**COMMERCIAL SKILLS (1:1 ratio)**

- Flat Bed Operation
- Wheel Lift Operation
- Heavy Commercial Towing
- Chains, Hooks and Dollies
- Snatch Blocks
- Winch Operations – Chains and Cables
- Scenes and Incident Responsibility
- Heavy Recovery
- Driving with Loads
- Loading Damaged Vehicles
- Truck Inspection and Maintenance
- Lockouts
- Battery Charging/Tire Wheel Service

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 40 hours per Tow Technician trainee and at 24 hours for all other occupations.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

## Training Proposal for:

# Organic By Nature, Inc.

## Small Business ≤ $50,000

## ET16-0200

**Approval Date:** September 24, 2015

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

**CONTRACTOR**

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 87

  Worldwide: 89

  Number to be trained: 87

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 12%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $49,764
- In-Kind Contribution: $41,878

## 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<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, HazMat, Mfg Skills | 87 | 8-60 | 0 | $572 | $11.98 |
| | | | | Weighted Avg: 22 | | | |

- Reimbursement Rate: $26 SB Priority
- County(ies): Los Angeles
- Occupations to be Trained: Administrative Staff, Sales Staff, Production Staff, Technical/Quality Staff, Supervisors/Managers, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: $1.70 per hour

## SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) located in Seal Beach will develop the proposal for a flat fee of $2,900.
- Administrative Services: TFS will also perform administrative services for a fee not to exceed 13% of funds earned.
- Training Vendors: N/A

## OVERVIEW

Organic by Nature, Inc. (OBN) (www.organicbynatureinc.com) is a contract manufacturing company located in the City of Long Beach. Organic and kosher certified, the Company follows strict protocols to manufacture dietary supplements using organic ingredients. Contract manufacturing services include formulation, blending, powder-filling, and bottling/packaging. Customers are also offered the option of purchasing OBN's line of standard organic certified pre-blends to reduce production costs (sourcing, processing, and blending).

### Need for Training

OBN's employee population has increased by 12% in the last year. To meet demand, OBN must implement systematic processes into their manufacturing operations to increase efficiency and reduce production costs. The Company has established new metrics to ensure the facility is functioning at maximum efficiency: increase employee skill set, decrease manufacturing lead time, and improve inventory management.

Additionally, OBN invested in a new Material Requirement Planning (MRP) system used to route and schedule production jobs. Scheduling is currently completed through a manual spreadsheet system that is prone to human error, resulting in inaccurate data and information collecting that can effect production time. The new MRP system will reduce data entry errors, reduce lead time and production costs, and improve equipment performance.

Finally, trainees will also receive a substantial amount of training in chemical and microbiological analysis. FDA testing requires manufacturers of dietary supplements to increase testing capabilities. Third-party testing laboratories can charge high prices compared to in-house testing. Training will allow employees to test supplements and other products. Testing basics will include raw material testing, in-process testing, and finished product testing. Following training, in-house testing will become a major portion of the manufacturing lead time.

## Training Plan

To remain competitive, OBN has developed a training plan that will implement Lean Manufacturing processes, reduce inventory fluctuation, increase staff leadership skills, and establish strategic performance indicators. Topics provided will streamline the production process while also providing clientele with high quality products.

**Business Skills:** Training will be offered to Administrative, Sales, and Technical/Quality Staff, and Managers/Supervisors. Course topics provided will improve communication, customer service, and leadership skills.

**Computer Skills:** Training will be offered to Administrative Staff, Production Staff, and Managers/Supervisors to ensure staff can utilize computer software programs used by the Company. Training provided will include MRP, Microsoft Office Suite Software, and Routing.

**Manufacturing Skills:** Training will be offered to Production Staff, Quality Staff, and Managers/Supervisors. Training will introduce trainees to new processes that will be implemented at the facility to increase efficiency.

**Continuous Improvement:** Training will be offered to all occupations. Staff will receive instruction in Lean Manufacturing Skills, Good Manufacturing Practices, and Process Improvement to improve all aspects of the production process.

**Hazardous Materials**: Training will be offered to Production Staff and Managers/Supervisors to make them aware of safety precautions that should be utilized when handling dangerous materials.

### Temporary to Permanent Hiring

Due to demand, OBN may hire trainees in production positions that come under Panel guidelines for “temporary to permanent” employment. OBN has retained these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training.

These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. However, the retention and post-retention wage requirements cannot be satisfied until after they have been hired by OBN. Until then, the Company will not receive progress payments.

## High Unemployment Area

Trainees in Job Number 1 work in Long Beach, a High Unemployment Area (HUA) exceeding the state average by at least 25%. For trainees in an HUA, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. OBN is asking for a 25% wage modification from $15.97 to $11.98.

## 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 Service
- Effective Communication
- Inventory Control
- Key Performance Indicators
- Leadership
- Market Research
- Operational Procedures
- Product Innovation
- Reconciliation
- Teambuilding

**COMPUTER SKILLS**
- Enterprise Resource Planning (ERP)
- Material Requirement Planning
- Network & Server Management
- Office Suite Software
- Production Scheduling
- Shop Floor Data Collection
- WorkCenter Routing

**CONTINUOUS IMPROVEMENT**
- Good Manufacturing Practices
- Lead Time Reduction
- Lean Manufacturing Skills
- Process Flowchart
- Process Improvement
- Root Cause Analysis
- SMART Goals
- Total Quality Management

**HAZARDOUS MATERIALS**
- HazMat Handling
- Material Safety Data Sheets

**MANUFACTURING SKILLS**
- Chemical and Microbiological Analysis
- Equipment Operations
- Hazard Analysis and Critical Control Point (HACCP)
- Laboratory Procedures
- Material Handling Equipment
- Preventive Maintenance
- Production Equipment/Tools
- Product Formulation and Development
- Sanitation

- Setup Time Reduction
- Standard Operating Procedures (SOP)
- Troubleshooting
- Validation

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:

# QBI, LLC

## Small Business ≤ $50,000

## ET16-0219

**Approval Date:** October 5, 2015

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

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 76

  Worldwide: 81

  Number to be trained: 72

  Owner ☐ Yes ☒ No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 5%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $25,344
- In-Kind Contribution: $40,030

## 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 | 72 | 8-60 | 0 | $352 | $15.97 |
| | | | | Weighted Avg: 16 | | | |

- Reimbursement Rate: $22 SB Non-Priority
- County(ies): Los Angeles, Orange
- Occupations to be Trained: Operations Staff, Actuarial Staff, Consulting Staff, Administrative Staff, Sales & Marketing Staff, Supervisor/Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

## SUBCONTRACTORS

- Development Services: Training Funding Source in Seal Beach assisted with development for a flat fee of $1,400.
- Administrative Services: Training Funding Source will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 1978, QBI, LLC (QBI) is a third party administration firm that specializes in the development and implementation of retirement programs. With offices in Woodland Hills and Irvine, QBI designs customized retirement plans to fit the needs and objectives of businesses across widely different sectors and sizes. QBI's services include plan design, administration and consulting.

### Need for Training

The Company's Operations and Consulting teams are transitioning to a new system for document and filing under the Pension Protection Act (PPA). This system change is necessary to standardize work at office locations and provide PPA documents to all clients in accordance with requirements. In addition, QBI plans to reorganize all of its system files and folders to enhance the Company's ability to share information on a global platform.

QBI will also offer different retirement plan service models (Core, Optimal, and Premium). The Core service model provides the essential services necessary to keep a plan in compliance. Optimal and Premium service models provide additional services to assist clients with administration of their plans. These new service models will provide current and potential clients with plan alternatives, as well as keep pace with out-of-state competitors on a fee basis.

Implementing new service models will require extensive training in client billing and production workflows. Additional key areas of training will include communication, database reports, new procedures, client deliverables, distributions and loans, and process improvements.

## Training Plan

**Business Skills** – Training will be offered to all occupations. This training will help Operations, Actuarial, Administration and Consulting Staff improve customer service and time management skills. QBI has created a new Sales Support team, and each member must develop the communication skills necessary to provide superior sales and referral services. Training will provide Supervisors and Managers with the tools to oversee workflow production and delegate responsibility when/where appropriate.

**Commercial Skills** – Training will be offered to all occupations. This training will help all employees understand new service models and pricing structures. Supervisors and Managers will learn to effectively guide staff through industry-specific retirement/pension plan topics that directly impact client decisions and plan design.

**Computer Skills** – Training will be offered to all occupations. This training will teach staff how to be more proficient in the use of pension software, utilize database tools to navigate client plan specifications and data, and remain current in the use of various software packages for regulatory reporting purposes. Microsoft Office training will provide Supervisors/Managers with the tools to assist staff with pension administration and accurate report writing.

**Continuous Improvement** – Training will be offered to all occupations. This training will help workers stay current on the Employee Retirement Income Security Act regulation changes for retirement plans. Managers/Supervisors will also learn effective ways to manage teams, systems and processes.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

## Class/Lab and E-Learning Hours

8 - 60

Trainees may receive any of the following:

### BUSINESS SKILLS

- Customer Service
- Delegation
- Internal Procedures
- Leadership
- Time Management
- Workflow Production

### COMMERCIAL SKILLS

- Advanced Testing with Cross-Tested Component Plans
- Client Billing
- Distributions and Loans
- New Client Deliverables
- New Forms Changes and Completion
- Pension Protection Act Plan Restatement Document Changes
- Plan Design Models and Fee Pricing Structure
- Reporting Forms Changes and Completion
- Trust Accounting Shared Service Process
- Testing and Calculations
- Valuation Reports Changes

### COMPUTER SKILLS

- Client Management System Database
- Datair Pension Software
- Great Plains Billing
- Microsoft Office/Outlook and Smart Office Updates
- Reorganization of Global Client Files

### CONTINUOUS IMPROVEMENT

- 401(a) Plans
- Case Management Review
- ERISA Retirement Plan Legislative Updates
- Performance Management & Goal Setting
- Process Improvements
- System Improvements

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

# RETRAINEE - JOB CREATION
## Critical Proposal Proposal for:

# Rolls-Royce High Temperature Composites, Inc.
## Agreement Number: ET16-0208

**Approval Date:** September 29, 2015

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

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Critical Proposal<br>Job Creation Initiative<br>Priority Rate<br>Retrainee | Industry Sector(s): | Manufacturing<br>Green Technology<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Orange | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 400 | U.S.: 7,700 | Worldwide: 54,100 |
| Turnover Rate: | 4% | | |
| Managers/Supervisors: (% of total trainees) | 6% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $99,516 | | $0 | $0 | | $99,516 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $142,570 |

## 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>Critical Proposal<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, PL-Mfg Skills | 38 | 8-200 | 0-40 | $882 | $19.75 |
| | | | | Weighted Avg: 49 | | | |
| 2 | Retrainee<br>Critical Proposal<br>Job Creation Initiative<br>Priority Rate | Business Skills, Computer Skills, Continuous Impr, HazMat, Mgmt Skills, Mfg Skills, PL-Mfg Skills | 55 | 8-200 | 0-40 | $1,080 | $19.75 |
| | | | | Weighted Avg: 60 | | | |

**Minimum Wage by County:** Job Number 1: $16.02 per hour for Retrainees in Orange County: Job Number 2: $13.35 per hour for Newly-Hired Retrainees in 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 ☐ 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 1 | Job 2 (Job Creation) |
| Managers | | 4 | 2 |
| Manufacturing Engineers I | | 8 | 13 |
| Manufacturing Engineers II | | 5 | 6 |
| Manufacturing Engineer Specialist | | 5 | 7 |
| Manufacturing Services | | 3 | 0 |
| Process Technicians | | 13 | 27 |

## CRITICAL PROPOSAL

This proposal has been designated as a “Critical Proposal” by the Governor’s Office of Business and Economic Development also known as GO-Biz. In this proposal, Rolls-Royce High Temperature Composites, Inc. (Rolls-Royce HTC) seeks ETP funding to train 38 incumbent and 55 new employees.

## INTRODUCTION

Rolls-Royce HTC (rolls-royce.com), headquartered in Huntington Beach, is a producer of state-of-the-art composite materials including ceramic matrix composites, engineered coatings and thermal-structural components (used as components for jet engines, rocket thrusters, high temperature structural materials, and nuclear reactor components). The High Temperature Composites unit was purchased by Rolls-Royce North America from Hyper-Therm HTC, Inc. in 2013. Rolls-Royce North America, headquartered in Reston, VA, is a wholly-owned subsidiary of Rolls-Royce (Derby, UK), a leading provider of power systems and services for use on land, at sea and in the air.

### Green/Clean Operations

Rolls-Royce is developing and producing state-of-the-art composite materials, including Ceramic Matrix Composites (CMC), engineered coatings and thermal-structural components for gas turbine engines. The benefits of using these new materials in gas turbine engine components include greater strength at higher temperatures and reduced cooling requirements. CMCs are also typically one-third the density of nickel super alloys, which significantly reduces the weight of components. This means more environmentally friendly engines with improved efficiency and reduced emissions and a .2% fuel efficiency savings. In the long term, the Company expects at least 10-fold increase in fuel efficiency savings as it applies CMC technology to more components. Besides the savings in fuel costs, there are additional savings in reduced emissions.

## PROJECT DETAILS

As a recently acquired company, the Rolls-Royce HTC unit is transitioning from an entrepreneurial organization to the next level of organizational maturity. The workforce has grown from 18 to 42 employees over the last 2 years, and is expected to continue growing to 64 employees by the end of 2015, and to 93 employees in 2016. The Company will move to a new manufacturing facility in Cypress in March 2016. As part of the expansion, the Company will purchase new manufacturing equipment.

Additionally, Rolls-Royce HTC will need to standardize its processes and procedures and transfer the technology and skills to new employees. Most of the skills needed to bring about the changes are focused on Manufacturing Skills and Continuous Improvement. Training in these areas, as well as Business Skills, Computer Skills, Management and other skills will enhance the Company's ability to develop new products and processes in less time and at reduced costs.

### Retrainee - Job Creation

In support of 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.

Rolls-Royce HTC is building a new facility in Cypress and will invest more than $8 million in new equipment. The new facility will be three times the size of the current facility. To fully operate the new facility, the Company has committed to hiring 55 new employees as shown in 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** (2%): Training will be offered to all occupations. Training is needed to improve customer satisfaction and project effectiveness and help the Company maintain competitiveness.

**Computer Skills** (2%): Training will be offered to all occupations. Training will concentrate on the implementation of a new SAP, ERP, and Shop Floor Management system. These systems will improve efficiency.

**Continuous Improvement** (20%): Training will be offered to all occupations. Training will help improve quality, and productivity and allow the Company to maintain competitiveness and build a high performance culture.

**Hazardous Materials** (2%): Training will be offered to all occupations. Training will provide skills to properly handle, ship, and dispose hazardous materials. It will also contribute to improved health, safety and the environment.

**Management Skills** (1%): Training will be offered to Managers only. Training will give Managers the necessary skills to lead and direct employees.

**Manufacturing Skills** (30%): Training will be offered to all occupations. This training is required in order to increase skills to improve quality and productivity.

**Productive Laboratory** (30%)

Productive Laboratory (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.

Most of Rolls-Royce HTC's equipment is entirely new. Its purchase of new manufacturing equipment is integral to the production of new composite materials. The new equipment includes Fiber processing, infiltration process equipment, parts washers, microscopes, computing tomography for part scanning, infiltration furnaces, ultrasonic machining center, and Coordinate Measuring Machine.

Rolls-Royce HTC is requesting the maximum 60 hours of PL training. The trainer-to-trainee ratio will be 1:1. The most effective way to train employees on how to use this equipment is in a structured, on-the-job training environment. These complex machines require direct observation followed by detailed, hands-on training and evaluation by an instructor.

New employees will be taught using a structured on-the-job training process by an experienced and qualified trainer. The trainer will use a 4-step training process during PL training:

1. The trainer will evaluate the trainee's prior experience with equipment operation;

2. The trainer will describe the steps to operate the equipment and then demonstrate the steps;

3. Trainees will describe the steps and practice several times under the supervision of the trainer.

4. The trainer will continue observing the trainee and offer feedback as the trainee continues operating the equipment, gradually reducing instruction time as a trainee's

experience grows. Trainers will assess trainees' performance using a performance checklist and certify competence when a trainee demonstrates proficiency in operating the equipment.

Productive Lab Training will ensure effective learning and quality of products. Rolls-Royce HTC projects that 40 Process Technicians, Manufacturing Engineers, Manufacturing Services, Manager will receive training using the Productive Lab methodology.

**Computer-Based Training**

Rolls-Royce HTC will also provide up to 40 hours of ancillary Computer-Based Training (CBT) in Business and Computer Skills to reinforce some of the Class/Lab training. CBT is capped at no more than 50 percent of a trainees total training hours.

**Out-of-State Vendors**

Per ETP's out-of-state vendor regulations, ETP may waive the requirement that training be conducted only by California based vendors, provided the training is unique to the Company's needs and unavailable in California. Rolls-Royce HTC has identified seven training vendors, located outside of California, who will provide training on the new equipment that will be installed at its new Cypress manufacturing facility. The equipment training is specialized and can only be provided by the equipment vendors who are located outside of California. Training is not included in the purchase price of the equipment.

Training by out-of-state vendors will only be for train-the-trainer sessions. 2 or 3 key trainees will receive the training to become experts on the new equipment operation. They will then train the rest of the trainees.

**Commitment to Training**

Rolls-Royce HTC reports that it provides training in Health, Safety and Environment to all employees and on-the-job training for all new Process Technicians and Manufacturing Engineers. In addition, the Company has also provided Continuous Improvement training, Export control, regulatory (anti-harassment/discrimination, anti-corruption), ethics and product integrity training.

Rolls-Royce HTC 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 administration will be provided by internal company administrators.

## RECOMMENDATION

Staff recommends approval of this proposal and out-of-state vendor waiver request.

## DEVELOPMENT SERVICES

N/A

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

| Training Vendor: | Location: | Cost of Training: |
|---|---|---|
| AVS, Inc. | Ayer, MA | $25,000 (est.) |
| Nikon Metrology, Inc. | Brighton, MI | $3,312 |
| Mitutuoyo America Corp. | Aurora, IL | $2,160 |
| MTS Systems Corp. | Lake Elsinore, CA | $2,070 |
| Expert Systems Solutions, Srl | Modena, Italy | $6,210 |
| Setaram, Inc. | Hillsborough, NJ | $8,406 |
| Struers, Inc. | Cleveland, OH | $3,404 |
| Thermo Electron North America, LLC | West Palm Beach, FL | $12,875 |

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-200

Trainees may receive any of the following:

## BUSINESS SKILLS

- Technical Report Writing
- Project Management
- Export Point of Contact Training
- Export Training for Purchasing
- Regulatory Compliance
- Building Codes
- Dealing Effectively With Conflict
- Giving Feedback

## COMPUTER SKILLS

- SAP
- Shop Floor Management software
- Programmable Logic Controller (PLC) Programming

## CONTINUOUS IMPROVEMENT

- Passport - Trusted to Deliver Excellence
- Six Sigma Green Belt
- Six Sigma Black Belt
- Yellow Belt
- Lean Manufacturing
- Problem Solving / Root Cause Analysis
- 8d Problem Solving (Ford Motor Company's 8 Dimensions of Problem Solving)
- Risk Assessments
- Failure Modes and Effects Analysis
- High Performance Culture
- Quality Management Systems
- Role of the Project Sponsor
- Process Excellence Leadership Academy (PELA) - Part 1
- Process Excellence Leadership Academy (PELA) - Part 2
- Rolls-Royce Production System (RRPS) Rollout Package for PC
- Lean Real Time Workshop
- Lean Sigma Green Belt
- Root Cause Analysis

## HAZARDOUS MATERIALS

- Hazardous Materials
- Material Safety Data Sheets
- Environmental/Air Quality Management District (AQMD)/Air Permits

**MANAGEMENT SKILLS (For Managers only)**

- Team Leader Essentials
- Management Essentials
- Crucial Conversation Mastery
- Health, Safety & Environment (HS&E) Responsibilities

**MANUFACTURING SKILLS**

- Statistical Process Control
- Instrumentation and Controls
- Manufacturing Engineering Foundation Course
- Cost Management for Manufacturing Engineers
- Using Measurement Tools
- Interpreting Drawings
- Process Operations Standardization
- Process Operations Learning
- Precision Measurement Instruments
- Tube Fitting
- National Physical Laboratory (NPL) - Level 1
- Manual Machining and Computer Numerical Control (CNC) Machining
- Welding Overview
- Electrical
- Electronics and Instrumentation
- Hand and Power Tools
- Train the Workplace Trainer
- Train the Workplace Assessor
- Gage R and R
- Load and Capacity Planning and Control Level 1
- Production Leader Load and Capacity
- New Equipment Training – AVS (furnaces)
- MTS – MTS Systems Corporation
- New Equipment Training – Nikon Metrology
- New Equipment Training – Mitutoyo
- New Equipment Training – MTS Systems
- New Equipment Training – Expert System Solutions
- New Equipment Training – Setaram
- New Equipment Training – Struers
- New Equipment Training – ThermoElectron

TECHNICAL PROCESSES AND MATERIALS

- Advanced Composite Materials
- Engineered Coatings
- Ceramic Matrix Composites
- Thermal Structural Composites

**PL Hours**
0–60

**MANUFACTURING SKILLS (ratio 1:1)**

- Furnaces
- Computer Numerical Control (CNC) Machining
- Manual Machining
- Coordinate Measurement Machines (CMM)- Automated Part Dimensioning Verification System for Quality Control
- Tube Fitting
- Welding,
- Electrical,
- Electronics/Instrumentation/Programmable Logic Controllers (plc)
- Database
- Hand/Power Tools
- Fiber Processing Equipment
- Cleaning Tank and Fume Hoods - Neutralizing Tank and Ventilation Equipment for Equipment
- Slurry Mixing Equipment- Recipe Dispenser and Mixing Mill
- Fabric Rigidization System – Fiber processing Equipment
- Parts Washer
- Ultrasonic Cleaner for Parts
- Ultrasonic Machining Center for Parts
- Slurry Removal Equipment
- X-Ray Diffractor for Part Analysis
- Environmental Furnace Used for Fatigue Testing of Parts
- Furnace for Chemical Vapor Infiltration Process (CVI Reactor)
- Furnace for Melt Infiltration Process (MI Furnace)
- Preform Oven-Oven for Fiber Preform Process
- Residual Gas Analyzer (RGA) for Process Verification
- Auto Polish-Automated Part Polishing System
- Test Equipment for Material Characterization
- Resistance Array System for Part Analysis
- Scanning Electron Microscope (SEM) for Part Analysis
- Test Equipment for Fatigue Testing of Parts
- Automated Textile Cutter for Fiber Processing
- Test Equipment for Material Behavior
- High Temperature Microscope for Part Analysis
- Digital Imaging Camera System for Part Analysis
- Computed Tomography (CT Machine) Part Scanning System for Part Analysis
- Automated Part Marking System for Part Identification and Tracking
- Thermal Analysis System for Part Analysis

**CBT Hours**
0–40

## COMPUTER BASED TRAINING (CBT)

### BUSINESS SKILLS

- Introduction to Strategic Export Control (1 hr.)
- How to Produce and Manage an Individual Development Plan (.5 hr.)
- Introduction to Objective Setting (1 hr.)
- Project Curriculum Earned Value (EV) Cost Planning And Control (3 hrs.)
- Project Estimating (3 hrs.)
- Project Planning and Scheduling (5 hrs.)
- Project Resource Management (3 hrs.)
- Project Risk Analysis and Management (3 hrs.)
- Protecting Trade Secrets (.3 hr.)
- Planning and Control Awareness (1 hr.)
- Introduction to the 7 step Process (.5 hr.)
- Intellectual Property and Proprietary Rights (4 hrs.)
- Risk Basics (1.4 hrs.)
- Getting Results by Building Relationships (2 hrs.)
- Customer Focused Management (2.3 hrs.)
- Interpersonal Communication: Listening Essentials (1 hr.)
- Interpersonal Communication: Communicating Assertively (1 hr.)

### COMPUTER SKILLS

- ITSM (IT Service Management Tool): Service Request (3 hrs.)

### CONTINUOUS IMPROVEMENT

- Introduction to Rolls-Royce Production System (1 hr.)
- Building a Quality Management System (2 hrs.)
- Process Excellence and Quality (1 hr.)
- Introduction to the Concept of Value Stream (.45 hr.)
- Introduction to Process Failure Mode and Effect Analysis (FMEA) E-Learning (1 hour)

### MANUFACTURING SKILLS

- Introduction to Product Safety (1.3 hrs.)
- Component Definition (Drawing) Awareness (3.5 hrs.)
- Health Safety and Environment and Occupational Health for Managers (1 hr.)
- Foreign Object Defect (FOD) Prevention Awareness (.3 hr.)
- Product Integrity - Safety Issues within the Aerospace Sectors (1.3 hrs.)
- Manual Handling Techniques (3.5 hrs.)
- Introduction to Gas Turbine Technology (.5 hr.)
- Supply Chain Planning and Control- Technical Development Remedies (.5 hr.)

- Introduction to the Integrated Product and Production Readiness Process (.75 hr.)
- Supply Chain Planning and Control (SCPC) - Inventory Overview (.5 hr.)
- Supply Chain Planning and Control (SCPC) - Cell League Table Performance Monitoring (.5 hr.)
- Supply Chain Planning and Control (SCPC) Level 1 Customer Demand Knowledge (3 hrs.)
- Supply Chain Planning and Control (SCPC) Level 2 Customer Demand Knowledge (3.3 hrs.)
- Supply Chain Planning and Control (SCPC) Level 2 Supply Base Knowledge Training (3 hrs.)
- Production Planning Principles (.45 hr.)
- Introduction to Lead Time and Its Impact on Cell Performance (1 hr.)
- Basics of Shop Floor Control (1 hr.)
- Introduction to Manufacturing Cell Concept (1 hr.)
- Introduction to Load and Capacity (1 hr.)

Note: Reimbursement for retraining is capped at 200 hours per trainee, regardless of method of delivery. PL is capped at 60 hours per trainee. CBT is capped at 50% of total training hours, per trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Retrainee - Job Creation Training Proposal for:

# The Olivia Companies, LLC

## Small Business ≤ $50,000

## ET16-0207

**Approval Date:** September 29, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** R. Jackson

**CONTRACTOR**

- Type of Industry: Services

  Priority Industry: ☐ Yes ☒ No
- Number of Full-Time Employees

  California: 26

  Worldwide: 26

  Number to be trained: 29

  Owner ☒ Yes ☐ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 5%
- Repeat Contractor: ☒ Yes ☐ No

**FUNDING**

- Requested Amount: $43,428
- In-Kind Contribution: $55,000

## 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 | Commercial Skills, Computer Skills, Continous Impr, Mgmt Skills | 26 | 8-80 | 0 | $1,518 | $16.44 |
| | | | | Weighted Avg: 69 | | | |
| 2 | Retrainee<br>SB<100<br>Job Creation | Commercial Skills, Computer Skills, Continous Impr, Mgmt Skills | 3 | 8-80 | 0 | $1,320 | $15.00 |
| | | | | Weighted Avg: 60 | | | |

- Reimbursement Rate: Job #'s 1 and 2: $22 SB Non-Priority
- County(ies): San Francisco
- Occupations to be Trained: Owners, Administrative Staff, Operations, Sales & Marketing Staff, Managers, Executives
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1 only: $1.66 per hour

## SUBCONTRACTORS

- Development Services: SallyAnne Monti Consulting in San Francisco developed the proposal for a flat fee of $2,600.
- Administrative Services: SallyAnne Monti Consulting will also provide administrative services for a fee not to exceed 13% of earned funds.
- Training Vendors: To Be Determined

## OVERVIEW

The Olivia Companies, LLC (Olivia), a woman-owned small business, was founded in San Francisco in 1973 as an independent record label for women artists. In 1990, Olivia added Olivia Cruise and Resorts to provide vacations exclusively for women. In 2002, Olivia expanded its travel services to include resort vacations, adventure trips, and high-end trips to such destinations as Galapagos Islands, Antarctica, and Africa. Olivia has one office in San Francisco.

## PROJECT DETAILS

This will be Olivia's third ETP Agreement, none in the last 5 years. (The previous project ended in March 2010.) Both previous ETP agreements included training on new product lines, web updates, reservation processes and the establishment of a formal training program. For this proposal, the Company will focus on new systems and services: RezMagic, a digital reservation system that was recently acquired; ActOn, an email system that allows the Company to measure email campaign effectiveness; Ambassador Program, a program that will help the Company monitor local markets; Solo's Program, a program to help solo travelers save money; and Honeymoon Gift Registry, a service that allows friends and family of a couple to donate

towards a chosen honeymoon. Because training will cover new services and systems, training will not be duplicative of the previous Agreements.

Along with the new systems and services, Olivia has set goals of increasing the speed of service delivery by as much as 30% and doing more person to person marketing in a broader, but targeted market over the next 24 months skills. Additionally, a select group of future trainers will be trained by topic specialists whom will prepare the trainees to become future trainers in the Company's train-the-trainer program.

**Retrainee - Job Creation**

In support of 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.

With the creation of new services and the purchase of new systems, Olivia will need to expand business capacity. The Company has committed to hiring three new employees. 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**

Olivia's continued growth requires a focus on high-quality, intensive training that will provide workers with the technical skills to perform efficiently at high levels. Training will be delivered via Classroom/Laboratory and E-Learning.

**Commercial Skills** - Training will be offered to Sales & Marketing Staff and Operations. This training will allow Olivia to expand marketing research activities by 15% which is critical for targeting clients to solicit business. Training will also help the Company meet existing growth demands and expand sales.

**Management Skills** - Training will be offered to Managers only. Training will reinforce the Company's growth trajectory, providing leadership to support its goals of efficiency and skills upgrade.

**Computer Skills** - Training will be offered to all occupations. This training is critical to upgrade staff's technical skills navigating and utilizing new software. The skills will allow the Company to keep business strategies relevant and efficient, enabling the Company to adjust business based on verified market trends and performance based analysis.

**Continuous Improvement** - Training will be offered to all occupations. Training will ensure efficiency by reducing errors and expanding available resource utilization.

**Modifications**

Olivia is requesting to increase the maximum hours per trainee from 60 hours to 80 hours to accommodate training on the many new systems and services as trainees will require extra training to reach competency.

## RECOMMENDATION

Staff recommends approval of this proposal.

# Exhibit B: Menu Curriculum

**Class/Lab & E-learning Hours**

8-80 Trainees may receive any of the following:

**COMMERCIAL SKILLS**

- Honeymoon Gift Registry
  - Product & Technical Skills Training
- Olivia Ambassador Program
  - Brand Recognition
  - Product & Service Driven Communication Skills
- Solos Program
  - Advanced Communication Skills
  - Dealing with Challenging Clients
  - Group & Event Coordination
  - Managing Client Expectations
  - Social Media and Internet Moderator Techniques

**COMPUTER SKILLS**

- Customer Relationship Management System (CRM)
  - RezMagic
- Intermediate/Advanced Microsoft Software Info Integration
- Marketing Management Software
  - ActOn

**CONTINUOUS IMPROVEMENT**

- Process Improvement for New Initiatives

**MANAGEMENT SKILLS** (Managers only)

- Managing Rapid Productivity Growth
- Strategic Planning for Executives and Owners

Note: Reimbursement for retraining is capped at 80 total training hours per trainee, regardless of the method of delivery.

**DELEGATION ORDER**

# RETRAINEE - JOB CREATION

## Training Proposal for:

# Therm-X of California, Inc.

## Agreement Number: ET16-0206

**Approval Date:** October 20, 2015

**ETP Regional Office:** San Francisco Bay Area **Analyst:** C. Hoover

## PROJECT PROFILE

| | | | |
|---|---|---|---|
| Contract Attributes: | Retrainee<br>Priority Rate<br>Job Creation Initiative | Industry Sector(s): | Manufacturing<br>Green Technology<br>Nanotechnology<br><br>Priority Industry: ☒ Yes ☐ No |
| Counties Served: | Alameda | Repeat Contractor: | ☒ Yes ☐ No |
| Union(s): | ☐ Yes ☒ No | | |

| | | | |
|---|---|---|---|
| Number of Employees in: | CA: 222 | U.S.: 222 | Worldwide: 222 |
| Turnover Rate: | 5% | | |
| Managers/Supervisors: (% of total trainees) | 14% | | |

## FUNDING DETAIL

| Program Costs | - | (Substantial Contribution) | (High Earner Reduction) | = | **Total ETP Funding** |
|---|---|---|---|---|---|
| $98,920 | | $0 | $0 | | $98,920 |

| | | |
|---|---|---|
| In-Kind Contribution: | 100% of Total ETP Funding Required | $125,000 |

## 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, Computer Skills, Cont. Imp., Management Skills, Manufacturing Skills, OSHA 10/30, HAZWOPER, HAZMAT | 111 | 8-200 | 0-60 | $720 | $16.44 |
| | | | | Weighted Avg: 40 | | | |
| 2 | Job Creation<br>Retrainee<br>Priority Rate | Business Skills, Computer Skills, Cont. Imp., Management Skills, Manufacturing Skills, OSHA 10/30, HAZWOPER, HAZMAT | 19 | 8-200 | 0-60 | $1,000 | $13.70 |
| | | | | Weighted Avg: 50 | | | |

**Minimum Wage by County:** Job Number 1: $16.44 per hour for Alameda County.

Job Number 2 (Job Creation): $13.70 per hour for 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

Up to $2.44 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Up to $1.70 per hour may be used to meet the Post-Retention Wage in Job Number 2.

| **Wage Range by Occupation** | | |
|---|---|---|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| **Job Number 1:** | | |
| Administration/Support Staff | | 20 |
| Technical Staff | | 35 |
| Supervisor/Manager | | 20 |
| Production Staff | | 36 |
| **Job Number 2:** | | |
| Administration/Support Staff | | 1 |
| Technical Staff | | 3 |
| Supervisor/Manager | | 1 |
| Production Staff | | 14 |

## INTRODUCTION

Founded in 1983, and headquartered in Hayward, Therm-X of California, Inc. (Therm-X) (www.thermx.com) engineers and manufactures heaters, sensors, control systems and nanotechnology components. Their customer base crosses multiple industries such as semiconductor fabrication, aerospace and green/clean technology manufacturers. Therm-X is the primary supplier of these products to Applied Materials, Intel, Lam Research, ASM America and other original equipment manufacturers (OEM). Therm-X provides thermal solutions including: design and testing; Computer Numerical Control machining, metal joining, sheet metal manufacturing and integration of these with electro mechanical assembly.

This is Therm-X's fourth ETP proposal. In the first three ETP Agreements, the Company established a formal training program, responding to rapid growth and demand. Growth occurred when the Company developed its own OEM capabilities, and it expanded into the aerospace industry. In this ETP proposal, the Company is responding to increased manufacturing demand from Applied Materials and other semi-conductor supply chain customers to build new Radio Frequency (RF) Source Assembles.

This proposal will help meet Therm-X's assessed "cross-functional" training needs as the Company addresses the repurposing of their facilities to meet this new demand. The proposed training will not repeat any training on any products or services that were part of prior ETP Agreements.

### Substantial Contribution

Therm-X is a repeat contractor. Without payment earned in excess of $250,000 by the Company within the last 5 years, there will be no Substantial Contribution.

Therm-X continues to grow its full-time workforce as it expands into new product development and industries. The Company Employed 52 staff during its first ETP Agreement, and grew to 77 by its second Agreement. At the start of its third Agreement, 112 full-time staff were employed at Them-X. The Company currently has 222 full-time employees.

### Retrainee - Job Creation

In support of 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.

In this proposal, Therm-X has committed to hiring 19 new employees (Job Number 2). The date-of-hire for all trainees 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.

Therm-X recently acquired a 25,000 square foot ($22.6 million) assembly and packaging facility. The Company will relocate its warehousing operations from its original facility to the new facility. By repurposing the warehousing space in the original facility into expanded manufacturing space, Therm-X will increase its overall manufacturing capabilities by an estimated 25% to meet its new RF Source Assemblies product line demands.

In addition to the above expansions, Therm-X has spent $649,000 in new equipment, Clean Room fabrication components, and upgraded software to manage growth.

## PROJECT DETAILS

Based on demand, Therm-X has launched a new product series - RF Source Assemblies Product Line. Warehouse space at its headquarters facility will be repurposed for manufacturing of the new RF Source Assembly components. Therm-X has expanded its logistics to a new assembly and packaging facility located within the immediate vicinity of its existing headquarters. This new facility will accommodate the assembly and packaging of this new line of product. The purchasing and upgrading of new equipment and software platforms to manage the growth, quality, and production demands has occurred as well.

The ETP training will be delivered to both locations, which will broaden workers' technical qualifications and allow them to move between locations as needed for workflow. This cross-training will enable the management of immediate increased production demand while aligning logistics between the two locations.

Training will be delivered in Class/Lab, E-Learning and Computer-Based Training (CBT), as outlined below:

### Training Plan

**Business Skills** (25%): Administration/Support Staff, Supervisors and Managers will receive training in sales, marketing and customer service with regard to its new product series. This training will cover the bidding process, delivery of product to customers and follow-up requests. To ensure that new procedures are created as new systems are implemented, Technical Staff will receive training in technical writing to create operational directives and standard operating procedures.

**Computer Skills** (20%): Due to new software implementation, Administration/Support Staff, Supervisors/Managers and Technical Staff responsible for reporting and financial management will receive training in JPM Data Analysis Software. Engineers responsible for new product design will receive training in Advanced Mastercam 3D Design Software. Production Staff responsible for materials movement and assembly will receive Doosan Auto Pallet Software training.

**Continuous Improvement** (15%): All occupations will receive training in Lean Manufacturing practices to align new procedures in the new product series with the maximization of existing resources and waste reduction.

**Management Skills** (10%): Supervisors and Managers will receive training in managing rapid growth to ensure productivity while expanding logistics and services.

**Manufacturing Skills** (25%): Production Staff and Supervisors/Managers who oversee production related areas will receive training in a variety of production skills related to its specific functions. Training will consist of new equipment (Doosan HP- horizontal mill, Ispen Bar-vacuum braze furnace and WeldLogic- welder), technologies and Clean Room (assembly and packaging) capabilities during implementation and expansion.

**Hazardous Materials Handling (HAZMAT)** (2%): Training will be provided to Technical staff, Production staff, and Supervisor/Managers. Training on Handling and Disposal, Hazardous Chemicals & Waste, and Material Safety Data Sheet will be delivered. Training will lead to heightened awareness and responses to on-the-job incidents related to hazardous events. Training will result in improved preparation of a HAZMAT event.

**Certified Safety Training**

**OSHA 10/30** (2%): OSHA 10/30 training is a series of courses "bundled" by industry sector and occupation. It consists of 10 hours of training for entry-level workers and 30 hours for frontline supervisors. The coursework must be approved by Cal-OSHA, and the instructors must be certified by Cal-OSHA as well. The vendor must also 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 or in the 50% limitation on CBT.

OSHA 10/30 will be delivered to Technical staff, Production staff and Supervisor/Managers.

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

**CBT and E-Learning**

While the majority of the training being delivered will be in-house instructor lead classroom training, Therm-X does intend to deliver some training topics as E-Learning. Therm-X understands original instructor signatures are required and trainer-to-trainee ratios must be within the ETP required 1:20 ratio. Additionally, Computer-Based Training (CBT) will be provided for items that can be taken by employees at their own pace without instructors. CBT is restricted to no more than 50% of a trainee's total training hours. E-Learning and CBT methods of training offer additional methods of delivering training at the convenience of the Company's training population.

**Commitment to Training**

ETP funds will not displace the existing financial commitment to the Company's training resources. Therm-X spends $30,000 on training annually between its two facilities in California. On-going training includes employee orientation, human resource related topics, sexual harassment prevention, employee benefits, baseline production and computer skills, performance management, sales and marketing for existing products and services, continuous improvement practices for existing processes and CPR.

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

- Training Infrastructure

As in the previous ETP Agreements, Therm-X will administer the Agreement. The HR Manager and Administration/Support staff's resources will perform the administrative requirements of tracking and earning of the funds, while the CEO will oversee ETP funding management and invoicing. Executive and management staffs have participated in the development of the training plan, and are prepared to oversee the training initiatives in each area of the Company.

**Impact/Outcome**

The ETP funding will enable Therm-X to offer structured training around its new portfolio of services in RF Source Assemblies and Supply Chain Management. Plus, ETP funds will expand the Company's in-house certifications with regard to its OSHA portfolio of skills.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET13-0373 | Hayward | 5/10/13-5/9/15 | $96,300 | $76,655 (80%) |
| ET11-0123 | Hayward | 11/8/2010–11/7/2012 | $49,920 | $49,920 (100%) |

## DEVELOPMENT SERVICES

Therm-X retained Sallyanne Monti Consulting in San Francisco to assist with development of this proposal for a flat fee of $4,000.

## ADMINISTRATIVE SERVICES

N/A

## TRAINING VENDORS

Fusion Technology of Mountain View has been retained to provide Manufacturing Skills training for a fee of $120 per employee for certification plus $2,500 per class/lab training. Other training vendors will be identified for ETP record-keeping purposes, as they are retained by Therm-X.

# Exhibit B: Menu Curriculum

## Class/Lab Hours

8-200 Trainees may receive any of the following:

### BUSINESS SKILLS

- Sales, Marketing & Customer Service for New Product Series
- Technical Writing for Engineers & Technical Staff
  - OMS – Operational Method Sheet Writing
  - SOP – Standardization of Operational Procedures

### COMPUTER SKILLS

- Advanced Mastercam NC 3D Design Software
- Doosan Automatic Pallet Changer Software
- Interface to Existing Software Systems for Reporting
- JPM Data Analysis & Statistics Software

### CONTINUOUS IMPROVEMENT

- Lean Manufacturing Principles

### MANAGEMENT SKILLS (Supervisor/Manager Only)

- Managing Rapid Productivity & Logistics Growth

### MANUFACTURING SKILLS

- Advanced Heater Element Manufacturing
  - Band
  - Cable
  - Cartridge
  - Circulation
  - Flexible
  - Tubular
- Advanced Machining
  - DCC CMM Programming & Operations
  - GD&T- General Dimensions & Tolerance
  - SPC – Statistical Process Control Inspections
  - TQI & KPI - Total Quality Control & Key Performance Indicators
- Advanced New Control Systems
  - Process Controllers
  - Power Controllers
  - Temperature Controllers
- Advanced New Processes
  - Critical Component Finishing
  - RF Source Assemblies
- Clean Room Technologies
- New Equipment Operations
  - Horizontal Pallet Mill
  - Interface Equipment Ops
- Temperature Sensor Systems
  - Mineral Insulated Thermocouples
  - RTD – Resistance Temperature Detectors
  - Softwire Thermocouples

- Tube and wire Thermocouples
- Welding Technologies
  - Fronius Cold Welding Robotic Welder
  - Laser Welder for Thermocouples & Light Welding
  - TIG Tungsten Gas Welding
- Vacuum Furnace Brazing
  - Assembly
  - Inspection
  - Materials Compatibility
  - Principles
  - Process/Environmental Controls

**HAZARDOUS MATERIALS**

- Handling and Disposal
- Hazardous Chemical & Waste
- Material Safety Data Sheet

**OSHA 10/30 (OSHA Certified Instructor)**

- OSHA 10 (must complete 10 hours)
- OSHA 30 (must complete 30 hours)

**HAZWOPER (OSHA Certified Instructor)**

- HAZWOPER

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

**E-Learning Hours**

8-120

**BUSINESS SKILLS**

- Sales, Marketing & Customer Service for New Product Series
- Technical Writing for Engineers & Technical Staff
  - OMS – Operational Method Sheet Writing
  - SOP – Standardization of Operational Procedures

**COMPUTER SKILLS**

- Advanced Mastercam NC 3D Design Software
- Doosan Automatic Pallet Changer Software
- Interface to Existing Software Systems for Reporting
- JPM Data Analysis & Statistics Software

**CONTINUOUS IMPROVEMENT**

- Lean Manufacturing Principles

**MANAGEMENT SKILLS (Supervisor/Manager Only)**

- Managing Rapid Productivity & Logistics Growth

**MANUFACTURING SKILLS**

- Advanced Heater Element Manufacturing
  - Band
  - Cable
  - Cartridge
  - Circulation
  - Flexible
  - Tubular
- Advanced Machining
  - DCC CMM Programming & Operations
  - GD&T- General Dimensions & Tolerance
  - SPC – Statistical Process Control Inspections
  - TQI & KPI - Total Quality Control & Key Performance Indicators
- Advanced New Control Systems
  - Process Controllers
  - Power Controllers
  - Temperature Controllers
- Advanced New Processes
  - Critical Component Finishing
  - RF Source Assemblies
- Clean Room Technologies
- New Equipment Operations
  - Horizontal Pallet Mill
  - Interface Equipment Ops
- Temperature Sensor Systems
  - Mineral Insulated Thermocouples
  - RTD – Resistance Temperature Detectors
  - Softwire Thermocouples
  - Tube and wire Thermocouples
- Welding Technologies
  - Fronius Cold Welding Robotic Welder
  - Laser Welder for Thermocouples & Light Welding
  - TIG Tungsten Gas Welding
- Vacuum Furnace Brazing
  - Assembly
  - Inspection
  - Materials Compatibility
  - Principles
  - Process/Environmental Controls

**CBT Hours**

0-60 **COMPUTER BASED TRAINING (CBT)**

- Technical Disc 1 (1 hour)
  - Electricity
  - Electrical Circuits
  - Electrical Ground
  - Forms & Heat
- Technical Disc 3 (1 hour)
  - Cable Heaters
  - Radiant Heaters

- FIREROD
- Tubular Heaters
- Thick Film
- Ceramic Heaters
- Flexible Heaters

- Technical Disc 4 (1 hour)
  - Sensors
  - RTDs
  - 2-3 and 4-wire
- Technical Disc 5 (1 hour)
  - Thermocouple Junctions
  - Thermocouple Sensor Styles
  - Thermocouple Sensors
  - Insulated Wire Sensors
  - Thermowells
  - Field Errors
  - Resistance
  - Sensor Location
- Technical Disc 6 (1 hour)
  - Application Exercises
  - Material & Process
  - Smart Sensors
  - Wiring & Controls
- Technical Disc 7 (1 hour)
  - Controls Terminology
  - Thermal Systems
  - Proportional Control
  - Proportional Band
  - Auto-tune PID
  - On-off vs Proportional
  - Control Features
  - Outputs
- Technical Disc 8 (1 hour)
  - Alarms
  - Power Control
  - Semi Conductors
  - Firing Method
  - Electric Heaters
  - Power Distribution
- Technical Disc 9 (1 hour)
  - Heater Configurations
  - SCR Applications
  - SCR Failures
  - Fusing
  - Line Notching
  - GFI
  - SCR Detector
  - Communications
- OSHA 10/30
  - RMOL 5903 – Electrical Standards (1 hour)
  - Lockout/Tagout (1 hour)
  - Respiratory Protection Training (1 hour)
  - Faucet Repair and Replacement (0.5 hour)

- Pipe Repair and Replacement (0.5 hour)
- Basic HVAC Maintenance (0.5 hour)
- HVAC Fundamentals (0.5 hour)
- Drywall, Doors and Locks (0.5 hour)
- Basic Relaying I (0.5 hour)
- Basic Relaying II (0.5 hour)
- Advanced Curcuit Breakers (0.5 hour)
- Power Transformers I (0.5 hour)
- Power Transformers II (0.5 hour)
- Instrument Transformers (0.5 hour)
- General Welding Safety (0.5 hour)
- Chemical Storage (0.5 hour)
- Electrical Control Circuits (0.5 hour)
- Facility Management (0.5 hour)
- Risk Management (0.5 hour)
- ISO 9001-2008 (2 hour)
- Stormwater Discharges & Permits in Construction (2 hour)
- Identifying Your Hazardous Wastes (4 hour)
- Safety Orientation (1 hour)
- Fire Safety (1 hour)
- Recordkeeping & Reporting OSHA Requirements (1 hour)
- Welding and Cutting Safety Training (1 hour)
- Fire Protection in the Workplace (1 hour)

HAZMAT

- GHS Hazardous Communication Training (1 hour)

CBT hours are capped at 50% of trainee's total training hours (This cap does not apply to HAZMAT, OSHA 10/30 or HAZWOPER)

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:

# TriVista Business Group, Inc.

## Small Business ≤ $50,000

## ET16-0223

**Approval Date:** October 5, 2015

**ETP Regional Office:** San Diego **Analyst:** K. Campion

**CONTRACTOR**

- Type of Industry: Services
  Technology
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 20
  Worldwide: 65
  Number to be trained: 19
  Owner ☐ Yes ☒ No
- Out-of-State Competition: Customers Outside CA
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 0%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $15,808
- In-Kind Contribution: $18,848

## 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>SB <100 | Business Skills, Computer Skills, Continuous Improvement | 19 | 8 - 60 | 0 | $832 | $16.02 |
| | | | | Weighted Avg: 32 | | | |

- Reimbursement Rate: $26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Administration Staff, Consulting Staff, Marketing Staff, Supervisor/Manager
- Union Representation: ☐ Yes ☒ No
- Health Benefits: N/A

## SUBCONTRACTORS

- Development Services: Training Funding Source (TFS) in Seal Beach assisted with development at no charge.
- Administrative Services: TFS will also provide project administration services at no charge.
- Training Vendors: To Be Determined

## OVERVIEW

Founded in 2007, TriVista Business Group, Inc. (TriVista)(www.trivista.com) is a global management consulting firm that helps middle market companies boost their operational and financial performance. TriVista's consulting services focus on helping clients in three areas: integration activities for mergers & acquisition; operational issues for manufacturing and supply chain management companies; and design/implementation for new building global footprint issues.

The Company helps its customers minimize business risk, enhance customer satisfaction and margins, and reduce working capital, across a variety of industries. TriVista's customers include Private Equity firms and their portfolio companies, manufacturing companies and multi-national corporations. The Company has one California location in Aliso Viejo, the site of the proposed training.

TriVista reports that, to compete against other technical consulting firms, it must continuously improve business processes and update workers skills. For example, as the Private Equity industry experiences ebbs and flows, TriVista must adjust its business practices to ensure it

provides the most relevant services to its customers. To address these challenges, the Company has developed a five-year strategy for increased growth and revenue. These goals require training to help workers “get to the next skill level”.

Additionally, TriVista recently transitioned to a new CRM and project management software, has instituted Lean Manufacturing Practices for all staff, and is developing its business development/marketing training for client-facing workers. These activities trigger a need for Business and Computer Skills training.

## Training Plan

All training will be conducted via class/lab in the following:

**Business Skills:** Training will be provided to Marketing Staff, Consulting Staff and Supervisor/Managers. Trainees will learn how to improve client relationships through advanced communication skills and learn selling strategies, industry trends, and business development techniques to increase sales.

**Computer Skills:** Training will be provided to all occupations by job function. All trainees will learn application skills to navigate and input in the Company’s CRM software system. Other courses include MS Office, Cloud Computing, Data Analysis & Architecture, Network Technologies, Social Media trends and Supply Chain Management.

**Continuous Improvement:** Training will be provided to all occupations. Trainees will learn Lean Manufacturing Best Practices, Leadership Skills, Team Building and other process improvement techniques in order to better serve clients and improve internal processes.

## 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 Development
- Business Environment
- Client Relationship
- Communication Skills
- Essentials of Pricing
- Industry Trends
- Strategy
- Time Management
- Workflow Processes/Procedures

### COMPUTER SKILLS

- Client Information System/Customer Relationship Mgmt.
- Cloud Computing
- Communication Technology
- Data Analysis & Architecture
- Data Management & Security
- Data Modeling
- Electronics and High Technology Software
- Enterprise Solutions
- Microsoft Office Application Skills
- Network Technology & Security
- Operational Maturity
- Process Modeling (Visio)
- Social Media, Digital Entertainment & Multimedia Standards
- Supply Chain Management

### CONTINUOUS IMPROVEMENT

- Coaching Procedures
- High Performance Utility Model
- Leadership Skills
- Lean/Six Sigma
- Lean Manufacturing Best Practices
- Project Planning
- Quality Control
- Team Building

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

# Retrainee - Job Creation Training Proposal for:

# W. Banks Moore, Inc.

## Small Business ≤ $50,000

## ET16-0236

**Approval Date:** October 7, 2015

**ETP Regional Office:** Sacramento **Analyst:** K. Smiley

**CONTRACTOR**

- Type of Industry: Construction
  Services
  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees
  California: 39
  Worldwide: 39
  Number to be trained: 38
  Owner ☒ Yes ☐ No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): ☒ Yes ☐ No
- High Unemployment Area (HUA): ☒ Yes ☐ No
- Turnover Rate: 10%
- Repeat Contractor: ☒ Yes ☐ No

**FUNDING**

- Requested Amount: $49,400
- In-Kind Contribution: $50,000

## 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>SB <100<br>SET | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, OSHA 10/30, PL-Commercial Skills | 21 | 8-60 | 0 | $1,300 | $15.07 |
| | | | | Weighted Avg: 50 | | | |
| 2 | Retrainee<br>Priority Rate<br>SB <100<br>SET<br>HUA | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, OSHA 10, PL-Commercial Skills | 14 | 8-60 | 0 | $1,300 | $11.30 |
| | | | | Weighted Avg: 50 | | | |
| 3 | Retrainee<br>Priority Rate<br>Job Creation<br>SB<100<br>SET<br>HUA | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, OSHA 10, PL-Commercial Skills | 3 | 8-60 | 0 | $1,300 | $12.25 |
| | | | | Weighted Avg: 50 | | | |

- Reimbursement Rate: Job #s 1-3: $26 SB Priority
- County(ies): Fresno
- Occupations to be Trained: Administrative Worker, Customer Service Representative, Sales Representatives, Service Technician, Warehouse Worker, Service Tester, Construction Worker, Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #'s 1-3: $1.25 per hour

## SUBCONTRACTORS

- Development Services: Strategic Business Solutions, LLC of Visalia assisted with development for a flat fee of $2,200
- Administrative Services: Strategic Business Solutions, LLC will also provide administrative services for a fee not to exceed 13% of payment earned.
- Training Vendors: To be Determined

## OVERVIEW

Founded in 1979, W. Banks Moore, Inc. (Banks) (www.banks-co.com) distributes, installs, and repairs fuel-dispensing systems and automated car wash systems throughout California's Central Valley. Banks' customers include gas stations, convenience stores, and automated car wash facilities.

## PROJECT DETAILS

This will be Banks' third ETP Agreement within the last five years. Banks' first Agreement provided training in newly purchased equipment including, Excavators, Backhoe's, and Bobcat Loaders. This training and new equipment was intricate, and crucial to Banks ability to compete with larger companies and enhance trainees skill sets. The previous ETP Agreement focused on phase 1 of LEAN processes in order to improve their internal procedures. The course topics were designed to improve efficiency, increase capacity and to reduce waste. This allowed Banks to become more effective and competent within the construction field.

Under this proposal, banks will train incumbent staff on the Company's new Point of Sales (POS) System which will include installation and maintenance of this new program. This new software is necessary as all credit card companies will be required to implant a Radio Frequency Identification (RFID) chip in the credit cards they issue, by October 2015. This new credit card industry standard will require banks to update their fuel dispensing equipment to all their clients. Completing this transition will require new and incumbent staff to receive training in this new process.

Banks is also beginning phase ll of their LEAN manufacturing training plan. The second phase of LEAN manufacturing will build upon the training received under the first phase. Phase II will focus on process changes, measuring results, and other advanced modules regarding the transformation of an organization through LEAN applications.

### Training Plan

Trainees will receive a combination of classroom/laboratory and E-Learning training ranging between 0-60 hours and Productive Laboratory (PL) training ranging between 0-12 hours.

**Business Skills**: Job specific training will be delivered to all occupations to improve communications, critical thinking and customer service skills. Courses will include Account Development, Project Management, and Purchasing Best Practices.

**Commercial Skills**: Job specific training will be delivered to all occupations to implement the new RFID chip process and stay current with credit card industry standards and regulations. Courses will include Fuel Dispensing Systems Installation/Repair, Point of Sales System Installation/Repair, and Automated Car Wash Systems Installation/Repair.

**Computer Skills**: Job specific training will be delivered to all occupations to enhance competencies in Microsoft applications and their POS Software. Staff will receive training on software programs that are unique to their position to improve knowledge and processing efficiency. Courses will include Gilbarco Passport Software and Microsoft Office Suite 360.

**Continuous Improvement**: Job specific training will be delivered to all occupations and will emphasize the need to produce a higher quality product more efficiently with less material waste. Courses will include LEAN Processes – Phase 2, Quality Control, and Advanced Materials Handling Equipment.

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 Managers. Banks will train Service Technicians, Construction Workers, and Service Testers in OSHA 10. Managers will receive OSHA 30 training. The coursework is geared to construction work. 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.

**Retrainee - Job Creation**

In support of 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.

By October 1, 2015, Credit Card issuers will be required to transition into using RFID chips in their credit cards. This has required the fuel dispensing industry to upgrade their POS systems in all phases of their operations, from the pump to the cash register, in order to meet changing industry regulations. In order for Banks to complete the increased workload and meet client needs they must expand their business capacity and hire new employees.

Banks has committed to hiring 3 new employees (Job Number 3). 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.

**Productive Laboratory**

Trainees may produce goods for profit as part of the Productive Lab (PL) training in the courses identified under the Curriculum. The instructor will be dedicated to training delivery during all hours of training.

Banks is requesting up to 12 hours of PL-Commercial skills training for 10 incumbent workers due to the inability to create a field work environment in a class lab setting. Service Technician trainees will receive PL training on installation and maintenance of fuel dispensing equipment. This is technical equipment that will require in-depth training to become proficient.

The PL training is projected to increase installation and maintenance time by 50%. Banks is requesting a ratio of 1:2 because trainees work in groups of one or two employees when on the job site.

**SET/HUA**

Under Special Employment Training companies are not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period.

For trainees located in a High Unemployment Area (HUA), the Panel may reduce the minimum wage requirements up to 25% below the ETP minimum wage requirements. However, the trainee’s post retention must be higher than the wage at the start-of-training.

The Company's location in Fresno County qualifies for HUA status. Banks is requesting a wage modification for 17 trainees in Job Number 2 to $11.30 per hour and three trainees in Job Number 3 to $12.25 per hour.

## RECOMMENDATION

Staff recommends approval of this proposal.

## PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned $ % |
|---|---|---|---|---|
| ET15-0241 | Fresno | 07/25/14-07/24/16 | $37,440 | $37,440 (100%) |
| ET13-0415 | Fresno | 06/24/13-06/23/14 | $23,232 | $19,425 (84%) |

# Exhibit B: Menu Curriculum

**Class/Lab Hours**
8-60

Trainees may receive any of the following:

**BUSINESS SKILLS**

Account Development
Project Management
Purchasing Best Practices

**COMPUTER SKILLS**

Gilbarco Point of Sale (POS) Software

**CONTINUOUS IMPROVEMENT**

LEAN Processes – Phase 2
Quality Control Training
Advanced Materials Handling Equipment
Confined Space

**OSHA TRAINING**

OSHA 10 (requires 10 hrs completion)
OSHA 30 (requires 30 hrs completion)

**COMMERCIAL SKILLS**

Fuel Dispensing Systems Installation/Repair
Point of Sales System Installation/Repair
Automated Car Wash Systems Installation/Repair

**Productive Lab**
0-12

**COMMERCIAL SKILLS (Ratio 1:2)**

Fuel Dispensing Systems Installation/Repair
Automated Car wash Systems Installation/Repair

**E-Learning Hours**
0-60

**COMMERCIAL SKILLS**

Fuel Dispensing Systems Installation/Repair
Automated Car wash Systems Installation/Repair

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery PL is capped at 12 hours per-trainee.

**DELEGATION ORDER**

STATE OF CALIFORNIA
ETP
EMPLOYMENT TRAINING PANEL

# Retrainee - Job Creation Training Proposal for:

# WFO Concepts

## Small Business

## ET16-0209

**Approval Date:** October 21, 2015

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

**CONTRACTOR**

- Type of Industry: Manufacturing

  Priority Industry: ☒ Yes ☐ No
- Number of Full-Time Employees

  California: 13

  Worldwide: 13

  Number to be trained: 19

  Owner ☒ Yes ☐ No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET): ☐ Yes ☒ No
- High Unemployment Area (HUA): ☐ Yes ☒ No
- Turnover Rate: 6%
- Repeat Contractor: ☐ Yes ☒ No

**FUNDING**

- Requested Amount: $29,640
- In-Kind Contribution: $27,166

## 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>SB <100 | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing Skills, PL-Commercial Skills, PL-Manufacturing Skills | 13 | 8-60 | 0 | $1,560 | $15.07 |
| | | | | Weighted Avg: 60 | | | |
| 2 | Retrainee Job Creation<br>Priority Rate<br>SB <100 | Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HazMat, Manufacturing Skills, PL-Commercial Skills, PL-Manufacturing Skills | 6 | 8-60 | 0 | $1,560 | $12.50 |
| | | | | Weighted Avg: 60 | | | |

- Reimbursement Rate: Job #1 and 2: $26 SB Priority
- County(ies): Placer
- Occupations to be Trained: Sales Staff, Fabricator, Technician/Installer, Administrative Staff, Manager, Owner
- Union Representation: ☐ Yes ☒ No
- Health Benefits: Job #1: $0.57 per hour

## SUBCONTRACTORS

- Development Services: Synergy Management Consultants, LLC in Grass Valley assisted with development of this project for a flat fee of $2,371.20.
- 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

## OVERVIEW

Founded in 2003 in Auburn, WFO Concepts (WFO) (www.wfoconcepts.com) is a corporate entity specializing in the manufacture of custom parts for off-road vehicles. WFO designs and tests prototypes including tie rod ends, pitman arms, steering links, and torque arms. The Company also installs and sells parts and accessories, throughout the U.S. and internationally. These services include drive line modification, lift kit installation, long and short arm lift installation, body armor protective, and analysis of drive systems and gearing.

### Need for Training

WFO's Technicians/Installers and Fabricators need to receive training on new metallurgical and technological skills that are important to the manufacturing process of vehicles, suspension and drive train. Materials in automotive manufacturing have changed to meet higher strength and lighter weight industry and safety standards. Vehicle body parts that used to be made of steel are being replaced with aluminum, boron and carbon fiber. The cutting, shaping and bonding used to manufacture and install these parts requires new processes such as TIG welding, rivet bonding and plasma cutting.

To improve their production processes, WFO has purchased new manufacturing equipment including: MIG (Metal Inert Gas) and TIG (Tungsten Inert Gas) welders; plasma table and cutters; lathe, drill and mill presses; alignment systems; saws, and bending equipment. The Company has also invested in new software for CAD, shipping and billing.

WFO will require training for these new materials, methods, and equipment. WFO will also deliver training on customer service skills, updated operating procedures, shipping and logistical skills, sales skills, computer software skills and Lean concepts.

### Retrainee - Job Creation

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

In this proposal, WFO has committed to hiring six new employees (Job Number 2). The date-of-hire for all trainees 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.

WFO is expanding their business capacity inside California, the US and Internationally. Within the next 12 months, the Company is looking to buy a 50,000 square foot building. This will double their production capacity, resulting in the need to hire a projected six net new employees.

## Training Plan

Trainees will receive between 8–60 hours of classroom/laboratory training with up to 24 hours of Productive Laboratory training.

**Business Skills** - Training will be provided to Administrative Staff and Managers. This training will focus on Customer Care, Advanced Sales, Marketing, 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, and Presentation Skills.

**Commercial Skills** -Training will be provided to Fabricators, Technicians/Installers, and Sales Staff. This training will allow workflow to become efficient. Training topics will include: Install Skills; Brake Systems, Lift Systems, Structural Componentry, Electronics, Drive Train Systems; and Estimating Skills, Steering and Suspension System Damage Analysis, Electrical/Mechanical Systems, Advanced Materials and Vehicle Systems.

**Manufacturing Skills** - Training will be provided to Fabricators, Technicians/Installers, and Sales Staff. Training will focus on the operation and maintenance of equipment necessary to develop and design parts. Training topics will include; Machining Skills, Lathe Operation, Metal Forming, Turning Operations; Stamping Skills, Tooling, Compound and Progressive Dies, Press Brake and Slide Forming.

**Computer Skills** - Training will be provided to all occupations and will focus on job specific software programs. The automotive manufacturing industry is in the process of transitioning to a paperless environment and staff will receive training in all necessary software programs to properly exchange data with customers and other partners. Training topics will include Quickbooks Software, Intermediate Microsoft Office Software, and Torchmate CAD Software.

**Continuous Improvement** - Training will be provided to all occupations to improve efficiencies and to reduce waste. Training will incorporate a lean quality and production improvement system. 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/Installers, Fabricators, Sales Staff, Administrative Staff and Managers to ensure that hazardous materials are handled and disposed of properly. Training topics will include Material Safety Data Sheets Training, Emergency Clean-up, and Registration, Evaluation, Authorization, and Restriction of Chemical Substances.

**Productive Lab (PL) Commercial Skills and Manufacturing Skills –** PL training will be provided to Technicians/Installers, Fabricators and Sales Staff 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 manufacturing and installation operations. Training will include course topics that require fabricators' and technicians/installers' skills to be updated.

PL training will consist of a normal automotive manufacturing and installation duties where the trainer will walk the trainee through the manufacturing process. The trainer will observe the trainee complete the build and installation of custom manufactured parts and will offer coaching and mentoring throughout the process. During the PL training, output is expected to decrease by 40%. Trainers will be journey-level Technicians/Installers or Fabricators who are subject matter experts. After the successful completion of a PL training course, the trainer will sign off that the trainee is competent.

Trainees will use the following equipment in PL training: resistance spot welder, MIG welders, TIG welders, plasma table and cutters, lathe, drill and mill presses, saws and bending equipment. Staff will be trained on welding of structural parts, the build of custom manufactured parts, testing and installation, design, and regulatory compliance. All PL training will take place onsite, capped at 24 hours per trainee with a trainer-to-trainee ratio of 1:1, consistent with ETP Standards.

## 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 Service
- Advanced Sales & Marketing Skills
- Negotiation Skills
- Conflict Resolution
- Communication Skills
- Presentation Skills

## COMMERCIAL SKILLS

- Install Skills
  - Inspection Skills
  - Steering Theory
  - Suspension Models and Theory
  - Drive Train Systems
  - Wheel Alignment Methods
  - Brake Systems
  - Exhaust Systems
  - Lift Systems
  - Electronics
  - Protective Systems
  - Winch Systems
  - Lighting
  - Power Systems
  - QC and Drivability
  - Structural Componentry
  - Cooling Systems
  - Advanced Vehicle Systems
  - Advanced Materials
- Estimating Skills
  - Steering and Suspension System Damage Analysis
  - Damage on Non-Drivable Vehicles
  - Electrical and Mechanical Systems
  - Advanced Materials
  - Advanced Vehicle Systems
- Product Knowledge
- OEM (Original Equipment Manufacturer)/ Aftermarket Knowledge and Skills

## COMPUTER SKILLS

- Quickbooks Software
- Solid Works CAD
- Torchmate CAD
- Fishbowl Inventory and Parts Supply Chain

- Intermediate Microsoft Office

## MANUFACTURING SKILLS

- Machining Skills
  - Measurement, Materials and Safety
  - Job Planning, Benchwork, Layout
  - Manual Milling Skills
  - Turning Operations
  - Grinding Skills
  - Drill Press Skills
  - CNC Programing Set Up
  - CNC Operations Milling
  - CNC Operations Turning
  - Metal Forming
  - Lathe Operation
- Stamping
  - Tooling
  - Compound Dies
  - Progressive Dies
- Press Brake
  - Drive Press Brake Skills
  - Non-CNC Setup Press Brake
- Slide Forming
  - Slide Forming Set Up and Operations
- Screw Machining
  - Single Spindles
  - Multiple Spindles
- Machine Maintenance
- Component Setup
- Welding
  - Mig Welding
  - Tig Welding
- Die Making
- Cutting Operations
  - Plasma Cutting
  - Plasma Table Operations
  - Band Saw Operations Horizontal and Vertical
- Bending
  - Tube Bender
  - Tube Notcher

## CONTINUOUS IMPROVEMENT

- Leadership Skills
- Teambuilding
- 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)
- 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**
0–24

**PL MANUFACTURING SKILLS (1:1 ratio)**

- Component Design
- CAD Process
- Torchmate Process
- Machining Skills
- Press Brake Skills
- Stamping Skills
- Screw Machining Skills
- Welding Steel
- Welding Aluminum
- Plasma Cutting
- Cutting Equipment Skills
- Die Making
- Bending Equipment

**PL COMMERCIAL SKILLS (1:1 ratio)**

- Estimating Skills
- Off Road Vehicle Dynamics
- Suspension Installation Skills
- Drive System Installation Skills
- Aftermarket Equipment Installation Skills

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 24 hours per-trainee.