



Training Proposal for:
Riviera, Inc. dba The Enterprise U
Agreement Number: ET16-0186

Panel Meeting of: September 25, 2015

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	Manufacturing Services Technology/IT Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, San Francisco, Santa Clara, Tulare	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Turnover Rate:	≤20%		
Managers/Supervisors: (% of total trainees)	≤20%		

FUNDING DETAIL:

Program Costs	+	Support Costs	=	Total ETP Funding
\$850,000		\$59,000 8%		\$909,000

In-Kind Contribution:	50% of Total ETP Funding Required	\$1,553,305
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Imp., Literacy Skills, Mfg. Skills, Adv. Technology	400	8-200	0	\$1,155	\$15.07
				Weighted Avg: 60			
2	Retrainee	Business Skills, Computer Skills, Continuous Imp., Literacy Skills, Mfg. Skills, Adv. Technology	200	8-200	0	\$1,123	\$15.07
				Weighted Avg: 70			
3	Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Continuous Imp., Literacy Skills, Mfg. Skills, Adv. Technology	200	8-200	0	\$1,112	\$15.07
				Weighted Avg: 40			

Minimum Wage by County: \$16.44 per hour for San Francisco 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; and \$15.07 per hour for Tulare County.

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

Used to meet the Post-Retention Wage?: Yes No Maybe
Up to \$5.00 per hour may be used to meet Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBERS 1 - 3		
Accounting and Finance		100
Administration and Operations		200
Information Technology and Engineering		100
Managers		100
Marketing and Sales		100
Production		200

INTRODUCTION

Riviera, Inc. dba The Enterprise U (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.

The Enterprise U (www.theenterpriseU.com) is eligible for ETP funding as a for-profit private training agency. The core participating employers qualify as manufacturers or other companies facing out-of-state competition. All training will be conducted at participating employer worksites. This is Enterprise U's seventh ETP Contract.

PROJECT DETAILS

The Enterprise U is seeking a new contract as the funds for their most recent Agreement will be exhausted by early October 2015. Participating employers have expressed a need for training as a result of continuing pressure from out-of-state competition, and the continued struggles to keep up with technology and industry competitors. These employers are expressing the need to build employees' skills to work in this continuously changing environment. Many are investing in automated systems and software packages to increase productivity, efficiency, and accuracy within their companies. In addition, some employers are reorganizing operations to meet procurement, development, and technology changes.

Curriculum Development

The Enterprise U's curriculum has been shaped through many years of consultation with participating employers and leading economic development groups. The curriculum courses are customized according to specific business improvement goals and employee skills assessments. The Enterprise U meets with employer representatives and department heads to define goals and devise curriculum topics that address company-specific training objectives. The Enterprise U also relies on feedback from management and frontline workers to measure the effectiveness of training and to help define strategies for prospective skills development opportunities.

Training Plan

Training is designed to help employers maximize productivity and operational efficiency. The Enterprise U will deliver a customized training plan to each participating employer by integrating company-specific examples and exercises, along with real-world problem solving techniques. In addition to the Company specific benefits for training that have been articulated, the proposed training assessments will also promote the retention and expansion of California's manufacturing workforce. The "core" group of employers represents over 90% of requested funding.

Business Skills (54%) – Training will be offered to all trainees. Training in customer service, communication, strategic thinking, negotiation techniques, and presentation skills will teach trainees to interact more effectively with internal and external customers and enhance business performance.

Computer Skills (15%) – Training will be offered to all occupations. Trainees will learn how to be more proficient with multiple office productivity applications, computer graphics, project applications, and computer troubleshooting.

Continuous Improvement (10%) – Training will be offered to all occupations. Training is designed to enhance teamwork, problem solving, and decision making skills. These modules will provide workers with the skills needed to implement new processes, improve productivity, and become stronger leaders through teambuilding.

Literacy Skills (1%) – Training will be offered to Production, Administration and Operations Staff. This training is intended to help employers improve written and verbal communication skills for those individuals for whom English is their second language.

Manufacturing Skills (5%) – Training will be offered to Production Staff and Managers. This training is designed to improve production efficiencies, enhance inventory control measures, and reduce waste in the manufacturing process.

Advanced Technology (15%)

Training will be offered to Information Technology (IT) and Engineering Staff. These occupations are responsible for job functions such as designing and maintaining networks, ensuring IT security, programming applications, analyzing complex data, and managing enterprise databases. This training will help IT professionals improve their technical skills with multiple platforms, enable them to effectively troubleshoot network issues, and prepare them to address the specific infrastructure needs of their respective companies.

The Enterprise U reports that the AT courses are far more costly to deliver than less complex, generalized subject matter. The cost for highly skilled, technical trainers is estimated to be approximately \$125.00 per hour. Due to the added costs associated with specialized training on expensive network equipment and sophisticated software, The Enterprise U 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.

Commitment to Training

The Enterprise U represents that ETP funds will not displace the existing financial commitment of training by participating employers. The smaller participating employers have very limited training resources and ETP funding will allow them to offer formal, on-site training to their employees. For the larger employers targeted for this project, most of their existing training resources are utilized to cover basic training, such as human resource topics, general computer skills, and on-the-job training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Training Agency Certification

The Enterprise U is eligible as a training agency licensed by the Bureau for Private Postsecondary Education.

Marketing and Support Costs

The Enterprise U's marketing and recruitment efforts include networking with human resource professionals and various training and development entities such as Professionals in Human Resources Association, American Society for Training and Development, and the Society for Human Resources Association. The Enterprise U's outreach activities consist of newsletters, e-mail/online marketing campaigns, and direct contact via telephone. These activities help The Enterprise U keep its program aligned with the needs of its employer community.

The Enterprise U also allocates resources to perform needs assessments, curriculum customization, and return on investment analyses. The Enterprise U is requesting support costs to fund extensive marketing efforts and the recruitment of additional participating employers. Staff believes 8% Support Costs are justified for the reasons set forth above.

Substantial Contribution

The Enterprise U serves large and small companies, some of which may have received training in prior ETP contracts. If a large participating employer (over 100 full-time employees) 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 that employer's 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 (Job Number 3) are not subject to this provision.

Tuition Reimbursement

The Enterprise U 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 Riviera under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0221	\$410,600	09/02/2014-09/01/2016	250	395	364

Based on ETP Systems, 18,760 reimbursable hours have been tracked for potential maximum earnings of \$396,014 (97% of the \$410,600 Agreement amount) of which \$375,507 (91%) is for trainees who have completed training and retention. Although the Agreement term date ends on 09/01/16, the Contractor expects to complete all training by October 2015 (11 months early) to earn 100% of the Agreement amount.

PRIOR PROJECTS

The following table summarizes performance by The Enterprise U under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0357	Statewide	05/01/2013-04/30/2015	\$303,266	\$303,266 (100%)
ET11-0275	Statewide	06/06/11 – 06/05/13	\$398,061	\$388,541 (98%)

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

- + Customer Service Skills
- + Accountability, Empowerment, & Delegating
- + Effective Meeting Skills
- + Dynamic Presentation Skills
- + Effective Communication Skills
- + Negotiation Techniques
- + Maximizing Interpersonal Skills
- + Time Management & Managing Productivity
- + Sales & Marketing Performance
- + Relationship Building
- + Strategic Thinking & Planning
- + Creative Thinking & Problem Solving
- + Effective Decision Making
- + Financial Fundamentals
- + Effective Goal-Setting
- + Competitive Product, Market, or Technology Knowledge
- + Project Management
- + Managing Change
- + Performance Management
- + Organizational Development
- + Knowledge Management
- + Focusing, Executing, & Getting Things Done
- + Success in the Workplace
- + Creating a Continuous Learning Culture
- + Creating a Culture of Innovation
- + Business Analysis & Critical Thinking
- + Appreciating Our Differences
- + Emotional Intelligence

COMPUTER SKILLS**Desktop and Cloud Applications**

- + Office Productivity Applications – (Intermediate and Advanced Level Microsoft Office Suite, Lotus Notes, and Google)
- + Computer Graphics
- + Operating Systems
- + Project Applications
- + System, Web and Mobile Tools
- + Working in the Cloud

Accounting

- + Accounting Theory
- + Accounting Applications
- + Accounting Practices

PC Troubleshooting, Maintenance, and Repair

- + Electronics Theory
- + Devices
- + Diagnosing Problems
- + Maintaining Your Equipment and Finding Service

CONTINUOUS IMPROVEMENT

- + Levels of Performance
- + Performance Management
- + Change Management
- + Process Management
- + Total Quality Management
- + Process Mapping
- + Quality Assurance
- + Six Sigma Concepts
- + Lean Concepts
- + Statistical Process Engineering

Team Building

- + Team Building, Dynamics, & Leadership
- + Leadership Skills
- + Employee Engagement
- + Motivating Others
- + Recognizing Performance
- + Coaching
- + Setting Expectations & Giving Feedback
- + Building Successful Teams

LITERACY SKILLSVocational English & Math

- + Reading and Writing Business Documents
- + Business English
- + Business Math

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

MANUFACTURING SKILLS

- + Production Operations
 - Fluid Mechanics
 - Machine Shop Basics
 - Motor Controls
 - Power Transmission
- + Inventory Control
- + Warehousing

Safety Training is capped at 10% of a trainees total training hours.

ADVANCED TECHNOLOGY

Software Engineering

- + Programming in Visual Basic
- + Programming in C
- + Programming in C++
- + Programming in C# and .NET
- + Programming in Java
- + Programming in SQL
- + Software Lifestyle Methodologies

Database Engineering

- + Oracle Databases
- + SQL Databases
- + DB2 Databases

Software Platforms

- + Oracle/PeopleSoft Software Platform
- + SAP Software Platform
- + IBM/Lotus Software Platform

Business Intelligence

- + Reporting and Analyzing Data Using Statistics and Metrics
- + Scorecarding with Key Performance Indicators and Strategic Objectives

Web

- + HTML
- + Ruby and Ruby on Rails
- + Dreamweaver
- + Flash
- + ColdFusion
- + JavaScript
- + CSS
- + SharePoint
- + XML/XST
- + Service Oriented Architecture, REST APIs
- + Python/Django
- + PHP
- + ASP.NET

Computer Graphics Imagery

- + Maya
- + Animation Techniques
- + Physics and Art Topics
- + Photoshop Techniques

Computer Technical Imagery

- + Computer-Aided Drafting/Manufacturing/Engineering
- + Revit
- + SketchUp
- + SolidWorks

Network Engineering

- + Electronics Overview
- + Microsoft Technology in Networking
- + Cisco Technology in Networking

Operating Systems

- + Windows Operating System in the Network
- + Novell Operating System in the Network
- + UNIX Operating System in the Network

Security Issues

- + Network Security Essentials, Key Principles and Concepts
- + Risk Assessment and Auditing
- + Security Incident Handling
- + Securing Business Applications
- + Web Security

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: Riviera, Inc. dba The Enterprise U

CCG No.: ET16-0186

Reference No: 16-0006

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PRINT OR TYPE IN ALPHABETICAL ORDER

Company: American Technologies, Inc.

Address: 210 Baywood Ave

City, State, Zip: Orange, CA 92865

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 600

Total # of full-time company employees in California: 200

Company: DTS

Address: 5220 Las Virgenes Rd

City, State, Zip: Calabasas, CA 91302

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 385

Total # of full-time company employees in California: 251

Company: Microfabrica

Address: 7911 Haskell Ave

City, State, Zip: Van Nuys, CA 91406

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 103

Total # of full-time company employees in California: 103

Company: New Hampshire Ball Bearings

Address: 9700 Independence Ave

City, State, Zip: Chatsworth, CA 91311

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 1521

Total # of full-time company employees in California: 356

Participating Employers in Retrainee Multiple Employer Contracts

Contractor's Name: Riviera, Inc. dba The Enterprise U

CCG No.: ET16-0186

Reference No: 16-0006

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Company: Panasonic Appliances Refrigeration System Corporation of North America

Address: 2055 Sanyo Ave

City, State, Zip: San Diego, CA 92154

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 300,000

Total # of full-time company employees in California: 70

Company: Printronix

Address: 15345 Barranca Parkway

City, State, Zip: Irvine, CA 92618

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 385

Total # of full-time company employees in California: 15

Company: Red Ribbon Bakeshop

Address: 16125 E Valley Blvd

City, State, Zip: City of Industry, CA 91744

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 100

Total # of full-time company employees worldwide: 624

Total # of full-time company employees in California: 435

Company: Staar Surgical

Address: 1911 Walker Ave

City, State, Zip: Monrovia, CA 91016

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 311

Total # of full-time company employees in California: 200