



**Training Proposal for:
Flatiron West, Inc.
Agreement Number: ET15-0243**

Panel Meeting of: July 25, 2014

ETP Regional Office: San Diego

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative	Industry Sector(s):	Construction Engineering Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, San Bernardino, Solano	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Laborers Union, Local 89, 1309, 652; Cement Masons Union, Local 500, 600; Carpenters Union, Local 547; No. CA. Carpenters Regional Council		
Number of Employees in:	CA: 1255	U.S.: 1486	Worldwide: 2330
Turnover Rate:	16%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$388,960		\$0	\$0		\$388,960

In-Kind Contribution:	100% of Total ETP Funding Required	\$806,310
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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	Commercial Skills, Business Skills, Computer Skills, Continuous Impr., HazMat., OSHA 10/30	544	8 - 200	0-10	\$540	\$20.32
				Weighted Avg: 30			
2	Retrainee Priority Rate Job Creation Initiative	Commercial Skills, Business Skills, Computer Skills, Continuous Impr., HazMat., OSHA 10/30	136	8 - 200	0-10	\$700	\$12.19
				Weighted Avg: 35			

Minimum Wage by County: Job Number 1: \$20.32 per hour SET Statewide Average Hourly Wage (priority industry); Job Number 2 (Job Creation Wage): \$13.00 per hour for San Diego County; \$12.19 per hour for San Bernardino and Solano Counties.

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

Used to meet the Post-Retention Wage?: Yes No Maybe

Up to \$6.32 per hour in Health Benefits may be used to meet the Post-Retention Wage for Job 1 Retrainees.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
JOB 1 – RETRAINEES		
Administrative Staff		57
Engineer I		55
Engineer II		8
Equipment Staff		6
Estimator I		11
Estimator II		16
Journeyman – Laborers		154
Journeyman – Mason		40
Journeyman – Carpenter		100
Project Leader I		47
Project Leader II		35
Safety Staff		12
Warehouse Worker		3
JOB 2 – JOB CREATION RETRAINEES		
Administrative Staff		6

Engineer I		5
Engineer II		3
Equipment Staff		1
Estimator I		2
Estimator II		4
Journeyman – Laborers		43
Journeyman – Mason		15
Journeyman – Carpenter		40
Project Leader I		10
Project Leader II		5
Safety Staff		2

INTRODUCTION

Flatiron West, Inc. (Flatiron) (www.flatironcorp.com) is a heavy civil general contractor that provides infrastructure throughout California for the transportation, energy and water sectors. The Company builds roads, bridges, tunnels, rail transit and water/wastewater projects, for both public and private clients. Flatiron delivers projects through a variety of contracting methods, including design-build and public-private partnerships.

Flatiron West's sister company, Flatiron Electric Group (Flatiron Electric), is an electrical contractor that focuses on electrical work on roads and highway construction projects. Flatiron West will hold liability of the ETP contract and Flatiron Electric will join as a participating employer for this agreement. Both entities are owned by Flatiron Construction Corporation, which is headquartered in Denver, CO.

Flatiron's Western Regional office is located in San Marcos (San Diego County) with additional offices in the cities of Benicia and Chino Hills. Flatiron employs 1,119 full-time workers in California. Flatiron Electric is located in Chino, California, and has 136 full-time workers. Both entities are eligible for ETP funding under Special Employment Training provisions for frontline workers in a priority industry (construction).

PROJECT DETAILS

Flatiron is striving to become a world-class construction company in an industry faced with very tight margins due to price competition. To stay competitive, Flatiron must distinguish itself from its competitors. Flatiron also faces increased demands from customers for improved levels of service. Flatiron must stay current in the latest construction technologies, improve its service, and reduce costs by improving employee productivity. The Company must retrain its workforce in the most up-to-date technologies, designs, and construction computer software applications to remain competitive for bidding on projects.

Incumbent workers will need to advance their computer skills and computer software knowledge such as scheduling software and cost control software to manage projects and perform essential job duties. Flatiron believes that this comprehensive training project will provide the necessary job skills to keep the Company at the top of its industry.

Additionally, Flatiron is expanding its workforce to meet critical customer orders and must provide training for newly-hired workers. It currently maintains a backlog of work valuing approximately \$560 million and has recently won several bids valuing approximately \$148 million in work. Therefore, the company projects an increase in new work of \$240 million year over year and will need additional administrative staff and field operations staff to bid the jobs, build the projects and provide administrative support to each project.

Retrainee - Job Creation

Due to the magnitude of the aforementioned work backlog, and to handle the influx of new business generated from newly acquired bids over the next two years, Flatiron is expanding its existing business capacity by adding newly-hired employees to existing functions. Flatiron has hired 361 workers in the last 12 months and, under this proposal, is committed to hiring 136 new employees as shown in Job Number 2. To be eligible for reimbursement under this Job Number, the trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

Training Plan

The majority of the training will be delivered via class/lab. Approximately 2% of the total training hours are projected to be delivered via Computer-Based Training (CBT) in the courses identified in the curriculum. The CBT will be provided in conjunction with class/lab to supplement the learning, and to allow workers the ability to learn important job skills without having to wait for the scheduled class. Additionally, to ensure that training is provided consistently across all training locations around the state, Flatiron projects that a small percentage of training may be delivered via "virtual classroom" e-learning.

No beginning or basic trade skills training will be provided under this Agreement. Training will be delivered in the following Types of Training:

Commercial Skills (30%) – This training will be provided to all occupations. Trainees will learn critical construction procedures such as airport and railroad construction procedures, Field Operations, Trench Excavating and Value Engineering. This training is customized to a specific work project and will allow trainees to work more effectively with partners and governmental entities, and improve job skills and productivity.

Business Skills (20%) – This training will be provided to all occupations. Trainees will learn front line leadership skills, Project Management Skills, and Coaching/Mentoring which will help trainees improve their communication and financial skills for better project execution.

Computer Skills (20%) – This training will be provided to all occupations. Trainees will learn financial accounting system and estimating software skills to perform essential job costing duties for construction projects. CAD and Bid2Win Estimating will improve the capture, coordination and dissemination of information throughout the organization and provide the latest skills in construction industry computer technologies. Administrative Staff will receive MS Office.

Continuous Improvement (20%) – This training will be provided to all occupations. Trainees will learn how to improve operational processes for efficiency and effectiveness. During project review training employees will evaluate how to improve the bid and the project management processes.

Hazardous Materials (5%) – This training will be provided to Engineers, Equipment Staff, Estimating Staff, Journeyman, Project Leaders, Safety Staff and Warehouse Workers based on job functions.

OSHA 10/30 (5%) – Training will be provided to all occupations with the exception of Administrative Staff. OSHA 10/30 training is a series of courses “bundled” by industry sector and occupation. It consists of 10 hours of training for journeymen and 30 hours for supervisors or leaders. 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.

Impact/Outcome

This project will provide the updated technology skills, process improvement skills and business skills to improve its overall business operations. Training will improve worker productivity so Flatiron can better compete for new constructions projects, and continue to grow its business, ensuring high wage jobs and promoting employee job security and retention.

Special Employment Training Wage Modification

Flatiron requests a modified wage in Job Number 1 for Warehouse Workers, and selected Administrative and Estimating Staff. For trainees employed in a priority industry, the Panel may modify the State Average Hourly Wage of \$27.09 per hour by 25% to \$20.32 per hour.

Union Support

Flatiron has procured union support letters from all unions in support of this proposal.

- Laborers’ International Union of North America, Local Numbers 89,1309, and 652 represent Journeyman Laborers;
- Operative Plasterers’ and Cement Masons Local Numbers 500 and 600 represent Journeyman Masons; and
- United Brotherhood of Carpenters and Joiners of America, Local 547 and the Northern California Carpenters Regional Council represent Journeyman Carpenters.

Commitment to Training

ETP funds will not displace the Company’s existing financial commitment to training. The Company’s current training budget is in excess of \$150,000 annually for its workforce, to cover such topics as OSHA mandated safety training, sexual harassment prevention, new hire orientation, basic computer skills training, product training, and on-the-job training on an as needed basis. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The Regional HR Manager and Training Manager who are located at Flatiron’s Regional office in San Marcos will oversee the training program. To ensure all training is properly captured and tracked, a training coordinator will be assigned at each company facility to coordinate the required documentation and tracking of training.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Flatiron retained Training Funding Source in Seal Beach to assist with development of this proposal for a flat fee of \$14,500.

ADMINISTRATIVE SERVICES

To Be Determined.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab & E-Learning Hours**

8 – 200

Trainees may receive any of the following:

COMMERCIAL SKILLS

-  Airport Construction Procedures
-  Civil Engineering Skills and Procedures in Falsework, Cane Rigging, Geotech/Soil & Rock Formation
-  Equipment Operations Skills
-  Field Operational Procedures
-  Occupational Health & Safety Advisory Services 18001
-  Project Closeout
-  Railroad Construction Procedures
-  Storm Water Pollution Prevention Plans (SWPPP)
-  Qualified Storm Drain & Pollution Certification
-  Trench & Excavations
-  Value Engineering

BUSINESS SKILLS

-  Change Management
-  Coaching / Mentoring
-  Communications Skills
-  Conflict Resolution
-  Critical Path Method (CPM) Scheduling & Estimating Skills
-  Data Collection
-  Document Control & Record Keeping
-  Financial Risk Analysis (Insurance, Claims & Risk, Forecasting & Cost Control)
-  Leadership Skills
-  Payroll Processing Skills
-  Product & Service Knowledge
-  Project / Performance & Time Management

COMPUTER SKILLS

-  Bid2Win (Estimating Software)
-  Computer-Aided Design (CAD)
-  Customer Relationship Management (CRM)
-  Estimate Breakdown & CPM Software Application Skills
-  Financial accounting system
-  Job Costing, Job Sourcing & Specification Skills
-  MS Office (Intermediate and Advanced)
-  MS SharePoint
-  MS Project

CONTINUOUS IMPROVEMENT

-  Operational Efficiency
-  Performance/Process/Productivity Improvement
-  Project Planning Skills
-  Quality Improvement
-  Teamwork Skills

HAZARDOUS MATERIALS

- ✚ HAZMAT
- ✚ HAZWOPPER
- ✚ Material Safety Data (MSDS)
- ✚ Waste Handling Skills

OSHA 10/30 (OSHA Certified Instructor)

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

CBT Hours

0 – 10

BUSINESS SKILLS

Business Meetings 1- Planning an Effective Business Meeting	2.50
Change - Embracing Organizational Change	1.00
Change - Understanding Organizational Change	1.00
Communication – Giving Feedback	1.00
Decision Making 1: The Fundamentals	1.00
Financials 1- Principles of Accounting and Finance for Non-financial Professionals	1.00
Financials 2- Cash Flow Management Essentials for Non-financial Professionals	1.00
Financials 4- The Essentials of Budgeting for Non-financial Professionals	1.00
Government Contracting Essentials	1.00
Interpersonal Communication: Being Approachable	1.00
Interpersonal Communication: Communicating with Confidence	1.00
Interpersonal Communication: Listening Essentials	1.00
Leadership Essentials: Building Your Influence as a Leader	1.00
Leadership Essentials: Creating Your Own Leadership Development Plan	1.00
Leadership Essentials: Leading Change	1.00
Leadership Essentials: Leading with Emotional Intelligence	1.00
Leadership Essentials: Motivating Employees	1.00
Mentoring & Coaching- Coaching Performance	2.00
Mentoring & Coaching- Mentoring Effectively	2.00
Problem Solving 1: The Fundamentals	1.00
Problem Solving 2: Determining and Building Your Strengths	1.00
Project Management 1- Project Management Fundamentals	2.50
The Internet, Social Media, and Electronic Communication	1.00
Time Management: Planning and Prioritizing Your Time	1.00

COMPUTER SKILLS

MS Excel 2007 (1.1)- Getting Started with Excel 2007	
MS Excel 2007 (1.2)- Manipulating and Formatting Data and Worksheets in Excel 2007	3.50
MS Excel 2007 (1.3)- Reviewing and Printing in Excel 2007	1.50
MS Excel 2007 (1.4)- Formulas and Functions	2.00
MS Excel 2007 (1.5)- Charts, Pictures, Themes, and Styles	1.50
MS Excel 2007 (2.1)- Advanced Formatting in Excel 2007	2.00
MS Excel 2007 (2.2)- Advanced Data Management in Excel 2007	1.50

MS Excel 2007 (2.3)- Advanced Customization in Excel 2007	2.00
MS PowerPoint 2007 (1.1)- Getting Started with PowerPoint 2007	1.50
MS PowerPoint 2007 (1.2)- Adding Graphics to Presentations in PowerPoint 2007	1.50
MS SharePoint 2010 (1.1)- Getting Started with SharePoint 2010	1.00
MS Word 2007 (1.1)- Getting Started with Word 2007	1.00
MS Word 2007 (1.2)- Working with Text and Paragraphs in Word 2007	2.00
MS Word 2007 (1.3)- Working with Documents in Word 2007	2.00
MS Word 2007 (2.1)- Advanced Formatting in Word 2007	1.50

COMMERCIAL SKILLS

Accident Investigation and Reporting	1.00
Aerial Work Platforms	1.00
Asbestos Awareness	1.00
Injury Prevention	1.00
Bloodborne Pathogen Awareness	1.00
Chlorine	1.00
Compressed Gas	1.00
Confined Spaces	1.00
Crane Signaling and Communications	0.50
DOT Drug and Alcohol Awareness	2.00
DOT Security for Shipment of Hazardous Materials	1.00
Electrical	1.00
Environmental Management Systems (EMS)	1.00
Environmental Regulations Overview	1.00
Fall Protection -Working at Heights	1.00
Fire Prevention	1.00
Flagging	1.50
(GHS) Hazard Communication: An Employee's Right to Know	0.50
Hearing Conservation	0.50
Heat Stress Recognition and Prevention	1.00
Job Hazard Analysis	0.50
Ladder operations	0.50
Lead Awareness	0.50
Lockout/Tagout	0.50
Lockout/Tagout for Authorized Persons	1.50
Math 2- Decimals and Percents	2.00
Math 3- Ratios and Averages	2.00
Portable Fire Extinguishers	1.00
PPE: Personal Protective Equipment	1.00
Protection from Occupational Noise	1.00
Respiratory Protection	0.50
Scaffolding and Ladder procedures	0.50
Silica	0.50
Slips, Trips, and Falls	1.00
Spill Prevention and Control	1.00
Spill Prevention Control and Countermeasure Plan	0.50
Storm Water Pollution Prevention	1.00
Trenching and Excavation procedures	0.50
Welding, Cutting, and Brazing	0.50

Safety Training cannot exceed 10% of total training hours per-trainee.
This cap does not apply to HAZMAT and/or OSHA 10/30 training.

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.

Laborers' International Union of North America Local 89 San Diego, California

AFFILIATED WITH
LABORERS' INTERNATIONAL UNION OF NORTH AMERICA



OFFICERS

Valentine (Val) Macedo

Business Manager/
Secretary-Treasurer

Bobby Pineda

President

Rick S. Smiles

Vice President

Chris Betancourt

Recording Secretary

EXECUTIVE BOARD

Oscar A. Ramirez

Benito Guerrero

Mario G. Estrada

MAIN OFFICE

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San Diego, CA 92105

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BRANCH OFFICE

140 W. San Marcos Blvd.
San Marcos, CA 92069

Telephone
(760) 744-3515

FAX
(760) 744-2297

May 28, 2014

Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, CA 95814

RE: Union Support for ETP finding for Flatiron West, Inc.

Dear Ms. Jill McAloon:

This letter is to confirm support by Laborers' local 89 for Flatiron West, Inc. proposed training to be submitted to Employment Training Panel.

Sincerely,

Valentine R. Macedo
Business Manager/ Secretary -Treasurer
Laborers Local 89

VRM/dm
Opeiu - #537
Afl-cio, clc

Laborers'
International
Union of
North America

LiUNA!

Local 1309

PETER SANTILLAN

Business
Manager-
Treasurer

May 23, 2014

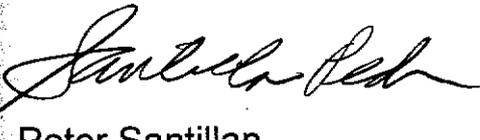
Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, CA 95814

Re: Union Support for ETP Funding for Flatiron West, Inc.

Dear Ms. Jill McAloon,

This letter is to confirm support by Laborers Local 1309 for Flatiron West, Inc. proposed training to be submitted to Employment Training Panel.

Sincerely,



Peter Santillan
Business Manager
Laborers Local 1309

1000
amount Blvd.

1000
d, CA 90712

1000
346

1000
421.5964

1000
arine Ave.

1000
ton, CA 90744

1000
5233

1000
549-3121

Feel the Power



Laborers' International Union of North America

LOCAL UNION 652

ADRIAN A. ESPARZA

Business Manager, Laborers' Local 652

30

ROBERT RUIZ
Secretary-Treasurer

HUGO JIMENEZ
President

JESSE SEGURA
Vice-President

PETE IGLESIAS
Recording Secretary

JOSE LUIS TIRADO
Executive Board Member

ARMANDO "Mando" ESPARZA
Executive Board Member

GABINO "Gabby" ENRIQUEZ JR.
Sergeant-at-Arms

ANGEL AVINA
Auditor

ISAAC THOMAS
Auditor

LUPE TORRES
Auditor

LOCAL OFFICE:

1532 E. Chestnut Ave.
Santa Ana, CA 92701
Ph. 714-542-7203
Fx. 714-542-3724
www.local652.org

May 22, 2014

Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, CA 95814

RE: Union Support for ETP Funding for Flatiron West, Inc.

Dear Ms. Jill McAlloon:

This letter is to confirm support by Laborers' Local 652 for Flatiron West, Inc. proposed training to be submitted to Employment Training Panel.

Sincerely,

Adrian A. Esparza
Business Manager
Laborers' Local 652

AAE/uem
OPEIU #537

Feel the Power
LiUNA!



CEMENT MASONS LOCAL No. 500

O.P. & C.M.I.A. - A.F.L.-C.I.O.

1605 N. SUSAN STREET • SANTA ANA, CALIFORNIA 92703

OFFICE PHONE: (714) 554-0730 • FAX: (714) 265-0780

www.cementmasonslocal500.org



Jaime Barton

Financial Secretary-Treasurer
Business Manager

May 14, 2014

Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, CA 95814

Re: Union Support for ETP Funding for Flatiron West, Inc.

Dear Ms. Jill McAloon,

This letter is to confirm support by Cement Masons Local 500 for Flatiron West, Inc. proposed traing to be submitted to The Employment Training Panel

Sincerely,

Mr. Jaime Barton
Business Manager
Cement Masons Local 500



Cement Masons' Local No. 600

Operative Plasterers' and Cement Masons

International Association of the United States and Canada. AFL-CIO



5811 E. Florence Avenue ♦ Bell Gardens California 90201-4685 ♦ Tel: (323) 771-0991 Fax: (323) 771-2631
Scott A. Brain, Business Manager & Financial Secretary

May 14, 2014

Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, CA 95814

Re: Union Support for ETP Funding for Flatiron West, Inc.

Dear Ms. Jill McAlloon:

This letter is to confirm support by Cement Masons' Local 600 for Flatiron West, Inc. proposed training to be submitted to the Employment Training Panel.

Sincerely,

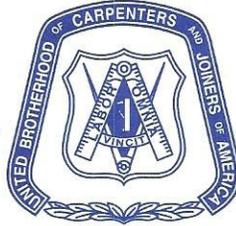
Scott Brain
Business Manager &
Financial Secretary
Cement Masons' Local 600

CARPENTERS LOCAL UNION 547

UNITED BROTHERHOOD OF CARPENTERS AND JOINERS OF AMERICA

AFFILIATED SOUTHWEST REGIONAL
COUNCIL OF CARPENTERS
TELEPHONE 858/621-2674

8595 MIRALANI DRIVE, SUITE B
SAN DIEGO, CALIFORNIA 92126-4352
FAX 858/621-2683



May 29, 2014



Ms Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, Fourth Floor
Sacramento, Ca 95814

Re: Union Support for ETP Funding for Flatiron west, Inc.

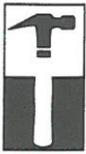
Dear Ms Jill McAloon,

This letter is to confirm support by Carpenters Local 547 for Flatiron West, Inc. proposed training to be submitted to Employment Training Panel.

Sincerely;

Francisco Pena

Business Agent/Treasurer
Carpenter local 547



NORTHERN CALIFORNIA
CARPENTERS
REGIONAL COUNCIL

June 2, 2014

Ms. Jill McAloon
Acting Executive Director
The Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA 95814

Re: Union Support for ETP Funding

Dear Ms. McAloon:

This letter is to confirm support by the Northern California Carpenters Regional Council for Flatiron West, Inc./Flatiron Electric Group, Inc. proposed training to be submitted to the Employment Training Panel.

Sincerely,

Bob Alvarado
Executive Officer

BA:tjm