



**Training Proposal for:
RBF Consulting**

Fast Track ≤ \$100,000

ET15-0114

Panel Meeting of: June 27, 2014

ETP Regional Office: San Diego

Analyst: K. Campion

CONTRACTOR

- Type of Industry: Services
Construction
Priority Industry: Yes No
- Number of Full-Time Employees
California: 474
Worldwide: 4,545
Number to be trained: 250
Owner Yes No
Mgr/Supr 50
Frontline 200
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training: Yes No
- High Unemployment Area: Yes No
- Turnover Rate: 4%
- Repeat Contractor: Yes No
- Substantial Contribution: Yes No

FUNDING

- Requested Amount: \$99,000
- In-Kind Contribution: \$220,000

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.	250	8 - 200	0 - 100	\$396	\$14.90
				Weighted Avg: 22			

- Reimbursement Rate: Job #1: \$18 Priority Retraining
- County(ies): Orange, San Diego, Los Angeles, Riverside, San Bernardino, Sacramento, Santa Clara, Contra Costa, Alameda, Ventura
- Occupations to be Trained: Admin & Technical Support Staff, Engineer, Planner, Project Manager, Supervisor/Manager
- Union Representation: Yes
 No
- Health Benefits: N/A
- Electronic Recordkeeping: N/A

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined.

OVERVIEW

RBF Consulting (RBF) is a construction services company that provides civil engineering, planning, surveying and construction management services to private land developers, public utilities, federal, state and local government, schools and other firms across the country and internationally. RBF is a wholly-owned subsidiary of Michael Baker Corporation (Baker) which is located in Pittsburgh, PA.

Headquartered in Irvine, RBF has 11 additional facilities across California in the cities of Carlsbad, San Diego, Los Angeles, Palm Desert, Temecula, Ontario, Camarillo, Oakland, San Jose, Walnut Creek, and Sacramento, all sites of the proposed training. RBF has 474 full-time workers in California, of whom 250 are targeted for this proposal.

In the prior ETP Agreement RBF needed training for its engineering project teams in critical, new computer software upgrades, and leadership and project management training for project

managers. The ETP training project was successful in upgrading the skills levels of approximately 90 workers. However, a substantial number of workers were not trained under the prior Agreement and are now slated for training.

To meet critical customer demands, RBF must continue to upgrade its construction computer software to Civil 3D 2013 from AutoCAD 2009, for the remainder of its project teams. The Company has spent over \$350,000 in the past three years to upgrade its computer hardware to support the Civil 3D 2013, and projects to spend another \$150,000 this year and next year on additional software. RBF projects that this version of computer software should reduce the amount of construction design time by 30%, consequently, is projected to increase operational efficiencies and productivity.

To be competitive, the Company must focus on building strong relationships with clients and continue to focus on the core of its business – Project Management. New employees and employees not trained in the prior Agreement need skills in advanced project scheduling and financial management to increase their project management skills to better serve the clients.

Training Plan

The majority of the training will be delivered via class/lab for workers not trained under the prior ETP Agreement. Approximately 25 trainees are projected to receive Computer-Based Training (CBT) in the courses identified in the curriculum. The CBT will be provided in conjunction with class/lab and supplements the transition to Civil 3D 2013 and related software upgrades, to enable these trainees to get up to speed quickly on new technologies. Additionally, to ensure that training is provided consistently across all training locations around the state, RBF projects that a small percentage of training may be delivered via “virtual classroom” e-learning.

Business Skills (25%) – will be provided to Engineers, Planners, Managers, Supervisors, and Support Staff occupations in order to improve supervisory skills, increase individual effectiveness and improve business development by developing client relationship skills. Trainees will also learn how to cross-market company services.

Computer Skills (50%) – will be provided to engineering occupations to improve efficiencies on projects and produce plans in the format required by the client. Computer Skills will also be provided to some Project Managers, and Engineers in order to increase project profitability by better managing scheduling and project financials.

Continuous Improvement (25%) – will be provided to Engineers, Planners, Managers, Project Managers, and Support Staff occupations in order to improve technical capabilities and improve project delivery and client satisfaction skills.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET12-0235	Statewide	12/26/11 – 12/25/13	\$66,960	\$62,977	(94%)
ET10-0130	Statewide	10/05/09 – 10/04/11	\$121,680	\$35,736	(29%)

ET10-0130: RBF reports that it exhibited poor performance in the first half of the contract term due to lack of knowledge of how to best utilize ETP funds. In addition, the building industry experienced a significant decrease in the amount of construction projects. Therefore, RBF was focused on responding to the decline in the industry and economy. Many of its clients put projects on hold and stopped work. Revenue and profitability decreased and RBF had to lay off a number of employees. Due to these factors the Company was unable to offer training as they had in previous years. However, RBF performed significantly better during the second half of the ETP contract and performed at 94% in its most recent Agreement.

Exhibit B: Menu Curriculum

Class/Lab and E-Learning Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- + Managing People
- + Personal Effectiveness
- + Business Development
- + Client Relationship Building
- + Cross-marketing Skills

COMPUTER SKILLS

- + Advanced Report Processing and Management
- + Advanced Spreadsheet Management
- + ArcGIS
- + BIM
- + Autocad
- + Civil 3D
- + InRoads
- + MicroStation

CONTINUOUS IMPROVEMENT

- + Leadership in Energy and Environmental Design (LEED)
- + Project Management
- + Advanced Project Scheduling and Financial Management
- + Technical Innovations

CBT Hours

0 – 100

COMPUTER SKILLS

- + LEED AP (Green Building) – 30 hours
- + Autocad Civil 3D
 - o Overview – 2 hours
 - o Survey – 0.5 hours
 - o Points – 1 hour
 - o Surfaces – 1.5 hours
 - o Alignments – 1 hour
 - o Profiles – 1 hour
 - o Assemblies – 1 hour
 - o Corridors – 1 hour
 - o Sections – 1 hour
 - o Plans – 0.5 hour
 - o Parcels – 1 hour

- Grading – 1 hour
- Pipes – 1 hour
- Hydraflow – 1 hour
- Sharing Data – 0.5 hour
- Rendering – 0.5 hour
- Point Clouds – 0.5 hour
- ✚ MicroStation & InRoads – 14 hours

CONTINUOUS IMPROVEMENT

- Difficult Conversations – 24 minutes
- Managing Conflict – 30 minutes
- Documentation – 27 minutes
- Performance Evaluations – 30 minutes
- Coaching for Performance – 30 minutes
- Customer Service – 30 minutes
- Effective Meetings – 30 minutes
- Managing Employees – 30 minutes
- Managing Time – 30 minutes
- Leadership Skills – 30 minutes
- Motivating Employees – 30 minutes
- Stress Management – 30 minutes
- Team Building – 30 minutes

Note: Reimbursement for retraining is capped at 200 hours total per-trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per-trainee.