

DELEGATION ORDER



**Training Proposal for:
Ridge Communications, Inc.**

Small Business

ET17-0141

Approval Date: June 22, 2016

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

CONTRACTOR

- Type of Industry: Services
Technology/Other
Priority Industry: Yes No
- Number of Full-Time Employees
California: 34
Worldwide: 50
Number to be trained: 34
Owner Yes No
- Out-of-State Competition: No OSC
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 11%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$38,012
- In-Kind Contribution: \$60,161

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 SET SB <100 Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, PL- Commercial Skills, PL- Business Skills	34	8-60	0	\$1,118	\$21.28
				Weighted Avg: 43			

- Reimbursement Rate: Job #1: \$26 SB Priority
- County(ies): Contra Costa, Ventura
- Occupations to be Trained: Technicians, Administrative Staff, Supervisors, Managers, Vice President, Director, Owner
- Union Representation: Yes
 No
- Health Benefits: NA

SUBCONTRACTORS

- Development Services: NA
- Administrative Services: NA
- Training Vendors: Spider Cloud Wireless of Santa Clara will provide, Commercial Skills training.
Anritsu of Morgan Hill and Verizon Wireless of Walnut Creek will provide Commercial Skills training.

OVERVIEW

Established in 2002, Ridge Communications, Inc. (RCI) is a telecommunications company based in San Ramon. The Company provides services to the wireless-telecommunication industry including: network site development, network deployment, site design, land use planning, site acquisition and network performance evaluation. RCI also installs cabling, amps, duplexers, DAS node cabinets and other new technology to support wireless-carriers efforts to improve network performance.

This is RCI's third ETP Agreement. The first Agreement helped the Company establish a broader formalized training program. The second Agreement focused primarily on upgrading skills on new processes and the use of new equipment such as expanded frequency radio. With this training, the

Company will be able to expand job duties across three main areas of operation: installations, site acquisitions, and testing.

The proposed training plan aims to supply frontline workers with skills needed to remain competitive and better respond to unique demands placed by clients. It will also support the introduction of new services extending beyond traditional carrier contracts into the public safety telecommunications business sector.

RCI is eligible for funding under Special Employment Training (SET).

Project Details

RCI is now expanding into the public safety sector, and has a growing customer base in Ventura County, RCI opened a new physical location in Ventura last March.

Wireless carrier operations used to be RCI's primary business. However, recent changes in the market drove RCI to develop more independent service projects. As noted above, the Company is adding public safety telecommunications as a new service option, and expects to grow by 15% over the next two years.

This business expansion creates training needs going beyond what was funded in the earlier ETP Agreements. The proposed training will upgrade skills in site construction "from the ground up" in diverse environments. Training will also cover maintenance, and equipment upgrades due to enhanced fourth and fifth generation Long Term Evolution (LTE 4G/5G) wireless products. The majority of the training will be Commercial Skills, delivered to technicians.

While some training topics in this proposal are the same as in the previous projects, all content has been updated.

Two-Year Term

Small Business Agreements are generally written for a one-year term, although a term of two years may be granted with justification. In this case, the training schedules proposed by RCI extend over a 21-month period due to anticipated new technology rollouts. As such, the Company is requesting a two-year term, which is recommended by staff.

Training Plan

Class Lab and Productive Lab Training is expected to be delivered by in-house subject matter experts. Additionally, training vendors have been identified to deliver Class/Lab training.

Business Skills – Training will be offered to Managers, Administrative Staff, and Technicians. RCI's employees interact with clients and vendors in a rapidly changing telecommunication industry. Business skills training will enable the Company to provide the services required to maintain existing, and gain new business. Topics such as Financial Strategies, Business Development and Inventory Control will be provided.

Computer Skills – RCI utilizes carrier software, and internal software. It is critical that all employees are trained on various program updates. Additionally, training for Supervisors and Technicians in Radio Frequency design software will enable efficient troubleshooting in the field. Plumbing Diagram is the topic is needed for Technicians in order to understand the design layout and equipment installation at the job sites. Siterra is a Verizon software training needed by Managers, Technicians and Administrative Staff to enable staff at RCI to track projects, forward close out packages, upload test results, and view purchase orders and manage invoices.

Commercial Skills – Topics including Telecommunication Standards and Project improvement Sessions will be offered to Technicians, Director, Vice President and Owner. Increased knowledge of radio frequencies, fiber developments, cabling systems, and design and installation criteria are examples of areas where training is being driven by evolving demands inside the telecommunications industry including RCI’s customers. New services to support public safety infrastructure in addition to wireless network infrastructure is a competitive business development efficiency response issued by RCI that requires extensive training to meet an array of technological demands, including local regulations specific to installation locations.

Continuous Improvement – Improving the efficiency and quality of installation services is a major identified goal for continuous improvement training. Standards in the industry are routinely updated with new generations of products in the wireless industry arriving on the market. To address RCI’s business development goals and expanding service offerings, topics such as Strategic Planning, Leadership, and Quality Concepts will be offered to all employees.

Productive Laboratory – Commercial and Business Skills

Productive Lab (PL) training will be given to Junior Technicians. An estimated eight trainees will receive PL in topics such as JMA Connectorizing; Splicing and Fiber Testing; and Telecommunications Equipment Installation. This training is not possible in a simulated lab environment due to the costs of the machines involved; and the nature of the work itself, which is installation-based using live equipment for client-ordered destinations.

Technicians will also need training on topics such as Permit and Zoning delivered as PL in the field, where the job duties take place. PL allows staff to get experience with locations and rules or requirements of the different partners involved and develop working relationships to complete permit and zoning requirements.

Lead Technicians at RCI will deliver the PL training. Each trainer is a subject matter expert, with four or more years of experience. The trainers will evaluate competencies for Junior Technicians. The trainer to trainee ratio of 1:1 will be used and PL hours will be capped at 24 hours per trainee.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0329	San Ramon	11/30/2014- 11/29/2015	\$27,898	\$27,898 (100%)
ET13-0220	San Ramon	11/19/2012- 11/18/2014	\$32,760	\$32,670 (99%)

Exhibit B: Menu Curriculum

Class/Lab Hours

8-60

Trainees may receive any of the following:

BUSINESS SKILLS

- ✚ Permit and Zoning
- ✚ Financial Strategies
- ✚ Inventory Control
- ✚ Conflict Management
- ✚ Business Development
- ✚ Close Out Packages

COMMERCIAL SKILLS

- ✚ Telecommunication Standards
- ✚ Project Improvement Sessions
- ✚ Telecommunication Equipment Installation
- ✚ Passive Intermodulation (PIM) and Sweep Testing
- ✚ Optical Time Domain Reflectometer (OTDR) testing
- ✚ TEKO/SOLiD/SpiderCloud
- ✚ Distributed Antenna Systems (DAS) Equipment
- ✚ JMA Connector
- ✚ Splicing and Fiber Testing

COMPUTER SKILLS

- ✚ Verizon Tracking System
- ✚ Radio Frequency: iBwave and Atoll
- ✚ Visio
- ✚ Plumbing diagrams

CONTINUOUS IMPROVEMENT

- ✚ Quality Concepts
- ✚ Leadership Skills for Frontline Workers
- ✚ Strategic Planning
- ✚ Time Management

PL Hours

0 – 24

PRODUCTIVE LAB (PL) (limited ratio 1:1)

Commercial Skills

- ✚ Telecommunication Equipment Installation
- ✚ Passive Intermodulation (PIM) and Sweep Testing
- ✚ Optical Time Domain Reflectometer (OTDR) testing
- ✚ JMA Connector
- ✚ Splicing and Fiber Testing

Business Skills

- ✚ Permit and Zoning

Note: Reimbursement for retraining is capped at 60 total training hours per trainee, regardless of the method of delivery. PL is capped at 24 hours per-trainee.