



**Training Proposal for:
Riviera, Inc. dba The Enterprise U
Agreement Number: ET15-0221**

Panel Meeting of: August 22, 2014

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

PROJECT PROFILE

Contract Attributes:	Retrainee SB <100 Priority Rate	Industry Sector(s):	Manufacturing Services 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
\$192,000		\$13,300 8%		\$205,300

In-Kind Contribution:	50% of Total ETP Funding Required	\$347,792
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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	150	8-200	0	\$770	\$14.90
				Weighted Avg: 40			
2	Retrainee	Business Skills, Computer Skills, Continuous Imp., Literacy Skills, Mfg. Skills, Adv. Technology	50	8-200	0	\$962	\$14.90
				Weighted Avg: 60			
3	Retrainee SB<100 Priority Rate	Business Skills, Computer Skills, Continuous Imp., Literacy Skills, Mfg. Skills, Adv. Technology	50	8-60	0	\$834	\$14.90
				Weighted Avg: 30			

Minimum Wage by County: \$16.25 per hour for San Francisco and Santa Clara Counties; \$16.04 per hour for Los Angeles County; \$15.98 per hour for Orange County; \$15.60 per hour for San Diego County; and \$14.90 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 \$5.25 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Numbers 1 - 3		
Accounting and Finance Staff		25
Administration and Operations Staff		70
Information Technology and Engineering Staff		50
Manager		20
Marketing and Sales Staff		20
Production Staff		65

INTRODUCTION

This proposal was originally presented before the July 25, 2014 Panel meeting in the amount of \$410,600. In consideration of ETP Fiscal Year 2014/2015 funding constraints, the Panel asked Multiple Employer Contractors with more than three months remaining in the term of their active agreement, to return for consideration at the August 22, 2014 Panel meeting. The Panel also asked staff to make funding recommendations for these MECs, and any others with more than three months in their active agreements, consistent with a plan detailing ETP priorities for use of core program funds for the remaining fiscal year. The agreement amount in this proposal, to reduce the aforementioned MEC's by 50% from the original proposed amount, will support ETP's ability to manage funds remaining in the current fiscal year so as to meet the ETP Total Prioritized Demand. [Note: A total of six MECs have more than three months in their active agreements. Staff is making the same recommendation for each. The others are at Tabs 38, 39, 44, 45, and 46.

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.

The Enterprise U's core group of participating employers consists primarily of large and small manufacturers. This core group represents at least 80% of the requested funding.

PROJECT DETAILS

The Enterprise U indicates that the targeted participating employers require training to facilitate the implementation of new business processes and information technology improvements. The proposed training is designed to help employers maximize productivity and operational efficiency. For example, one participating employer is in the process of going from a small start-up business to a mature, mid-sized company with more formal processes and project management practices. Another employer is in the professional services industry and must ensure that its employees have the broadest range of skills to work on a wide variety of projects for diverse clients. Yet another employer, a medical devices manufacturer, is attempting to grow its market share in its existing product lines while entering new markets and growing revenue through new, innovative products. These types of changes require employers to provide their workers with tailored training programs that take each company's unique needs and objectives into consideration. 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.

Training Plan

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 for 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.

Curriculum Development

The Enterprise U's curriculum has been shaped through years of consultation with participating employers and leading economic development groups. The curriculum courses are customized according to specific business improvement goals and 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.

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.

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 (BPPE), created in statute effective January 1, 2010. The Enterprise U is BPPE approved.

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.

Commitment to Training

The Enterprise U represents that ETP funds will not displace the existing financial commitment to training by participating employers. According to The Enterprise U's representative, 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.

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
ET13-0357	\$303,266	05/01/2013-04/30/2015	307	311	55

Based on ETP Systems, 14,336 reimbursable hours have been tracked for potential maximum earnings of \$310,246 (100% of approved amount). All training has been completed and the remainder retentions will be completed by the end of August 2014.

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 \$ %
ET11-0275	Burbank, Marina del Rey	06/06/11 – 06/05/13	\$398,061	\$388,541 (98%)
*ET10-0224	Burbank	09/28/09 – 09/27/11	\$125,745	\$78,245 (62%)
ET08-0441	Burbank	04/07/08 – 04/06/10	\$247,032	\$237,996 (96%)

*ET10-0224: The Enterprise U's representative reports that the lower-than-expected performance was due primarily to a large participating employer pulling several of its trainees from the program. This particular employer underwent reorganization and many of the employees were reassigned to different departments and job functions. The employer was not able to commit to the training program as originally planned.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8–200 (Job Numbers 1 and 2)

8–60 (Job Number 3)

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 Applications

- + Office Productivity Applications – (Intermediate and Advanced Level Microsoft Office Suite, Lotus Notes, and Google)
- + Computer Graphics
- + Operating Systems
- + Project Applications

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
- + Inventory Control
- + Warehousing

ADVANCED TECHNOLOGY

Software Engineering

- + Programming in Visual Basic
- + Programming in C
- + Programming in C++
- + Programming in C# and .NET
- + Programming in Java

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

Computer Graphics Imagery

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

Computer Technical Imagery

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

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 for Job Numbers 1 and 2, and 60 total training hours per trainee for Job Number 3, regardless of the method of delivery.

Participating Employers in Retrainee Multiple Employer Contracts

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

CCG No.: ET15-0221

Reference No: 14-0569

Page 1 of 1

PRINT OR TYPE IN ALPHABETICAL ORDER

Company: Esherick Homsey Dodge & Davis

Address: 500 Treat Ave., #201

City, State, Zip: San Francisco, CA 94110

Collective Bargaining Agreement(s): None

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

Total # of full-time company employees worldwide: 80

Total # of full-time company employees in California: 80

Company: Microfabrica Inc.

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: 81

Total # of full-time company employees in California: 81

Company: National Diversified Sales, Inc.

Address: 21300 Victory Blvd., Suite 215

City, State, Zip: Woodland Hills, CA 91367

Collective Bargaining Agreement(s): None

Estimated # of employees to be retrained under this Agreement: 175

Total # of full-time company employees worldwide: 457

Total # of full-time company employees in California: 421

Company: Staar Surgical Company

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: 340

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