



**Retrainee – Job Creation
Training Proposal for:
Snyder Langston, LP**

Small Business \leq \$50,000

ET15-0300

Approval Date: October 14, 2014

ETP Regional Office: San Diego

Analyst: M. Ray

CONTRACTOR

- Type of Industry: Construction
Services
Priority Industry: Yes No
- Number of Full-Time Employees
California: 82
Worldwide: 82
Number to be trained: 56
Owner Yes No
- Out-of-State Competition: Competitors Outside CA
- Special Employment Training (SET): Yes No
- High Unemployment Area (HUA): Yes No
- Turnover Rate: 10%
- Repeat Contractor: Yes No

FUNDING

- Requested Amount: \$49,868
- In-Kind Contribution: \$50,000

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 SB <100	Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30	46	8-60	0	\$858	\$15.98
				Weighted Avg: 33			
2	Retrainee Priority Rate SB <100 Job Creation Initiative	Commercial Skills, Computer Skills, Continuous Impr, OSHA 10/30	10	8-60	0	\$1,040	\$14.00
				Weighted Avg: 40			

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): Orange
- Occupations to be Trained: Administrative Support, Owner, Production Staff, Technical Staff, Manager/Supervisor, Executive Staff
- Union Representation: Yes
 No
- Health Benefits: Job #1 only: \$0.48 per hour

SUBCONTRACTORS

- Development Services: Sallyanne Monti Consulting (SMC) in San Francisco assisted in the development of this application for a flat fee of \$2,000.
- Administrative Services: SMC will also provide administrative services for an amount not to exceed 13% of payment earned.
- Training Vendors: Map Vital Factor in Sherman Oaks will provide Leadership training (Continuous Improvement).

OVERVIEW

Founded in 1959, Snyder Langston, LP (SLL) (www.snyderlangston.com) is a general contracting firm engaged in the design and building of commercial and multi-family residential buildings. Located in Irvine, SLL is comprised of three distinct divisions: Argosy Investors, SL Residential, and Snyder Langston | Optym. These divisions were created as a result of the Company's goal to provide comprehensive packages of technical and creative services across the entire development process. As a whole, the Company offers a full spectrum of construction services including pre-construction; design analysis and management; general contracting; value engineering; logistics planning and estimating; scheduling; Design-Build; LEED

consulting; and Cal Green consulting and construction management. Its customers include developers and corporate-end users across multiple industries.

This will be the second Agreement between SLL and ETP within the last five years. In its first ETP Agreement (ET09-0364), SLL diversified its portfolio to include multi-unit residential construction such as senior living facilities and multi-use condominium projects. The Company wanted to focus on Business, Commercial, and Computer Skills and Continuous Improvement to meet the competitive challenges of maintaining its place in the market during the economic downturn. Unfortunately, the Company did not fully document training and did not earn any ETP funding (see Prior Projects). In this proposal, the Company is increasing business in existing markets as well as expanding to new markets.

Retrainee - Job Creation

Company representatives report that SLL has increased its apartment community business by 5% with new clients in Irvine and additional projects forecasted over the next 36 to 48 months. In addition to its current market segments, SLL has expanded into new markets, Healthcare and Science & Technology. The Company anticipates a 15% overall increase in business growth within the next 12 to 36 months.

To support its aforementioned business growth, SLL has committed to hiring ten new employees (Job Number 2): two Production Staff, two Administrative Support Staff, four Technical Staff, and two Supervisors/Managers. Job Creation trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

Training Plan

SLL has an internal training university known as Snyder Langston University. The University was designed to provide employees with a variety of baseline topics in operations as well as culture and cross-functional methodologies. The University provides the Company with an organized delivery method of value-added training in a structured environment.

SLL needs to prepare its staff to keep up with new challenges, stringent compliance requirements, and advanced building strategies. The Company will also need to improve its existing software systems and deploy new systems in order to meet customer demands. Most of the training will be conducted at the Snyder Langston University, the Company's internal training school. The University was designed as an organized delivery method to provide employees with value-added training in a structured environment.

Commercial Skills – Training will be provided to Administrative Support, Production Staff, and Technical Staff in areas of LEED principles and Green Business practices to provide trainees with the skills necessary to rapidly respond to customer needs as the Company expands.

Computer Skills – Training will be offered to all occupations as it pertains to their job duties. Beginning December 2014, SLL will deploy training phases in software upgrades and new software advancements including D-Profilier 2014, SmartBid, Textura, Modelogix, Prolog, VICO/3D Building Information Modeling, as well as multiple stand-alone software applications. These technological advancements will enable the Company to meet complex customer demands for immediate, real-time, more accurate project technologies across all industries. Training will result in increased on-time project delivery, reduced rework, and streamlined processes.

Continuous Improvement – Training will be offered to all job occupations. Course topics in Customer Service Skills, Leadership Skills, and Sales/Marketing Skills will allow trainees to stay focused and provide quality customer service during industry growth.

OSHA 10/30

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. 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. OSHA 10/30 will be offered to Production and Technical Staff.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET09-0364	Irvine	12/22/2008 – 12/21/2010	\$207,000	\$0	(0%)

SLL's first Agreement (ET09-0364) was terminated early due to no performance. As staff reported in the Early Termination report dated 1/27/10, the Company did not report enrollments and hours of training. ETP Staff's requests for status were not answered by the Company's representative. Given that there was no performance under this Agreement, no payment was earned.

During the development phase of this proposal, company representatives did not realize that SLL had a prior project with ETP. In an effort to ascertain the performance issue of its past project, SLL found that the previous Vice President of Business Development initiated the Agreement; however, did not follow through with implementation after approval. Company representatives later discovered that, through its Learning Management System, approximately 2,500 hours of training was delivered during the period of December 2008 to December 2010. Although training did occur, it was not documented using ETP-eligible rosters, managers were not engaged in the process, and ETP training was not tied to the Company's goals and initiatives. As a result, the project went undocumented and funds unearned.

For this project, SLL has requested managers and executive staff to be involved in the assessment of SLL's training needs and throughout the development of this proposal. Management has created a conservative training plan to ensure success. In addition, the Company has developed a strategic process to raise training awareness and to ensure documentation of training:

- An outside vendor was acquired to assist in the administration of this project;
- Attendance rosters and other ETP-related resources are readily accessible to all trainers and Supervisors/Managers;
- Managers are held responsible for the delivery of training as well as to ensure that attendance rosters are completed accurately and distributed to the administrative vendor for input; and
- Executive staff will play an active role in managing ETP training and ensuring that ETP-eligible training is tied to the Company's strategic goals.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 - 60

Trainees may receive any of the following:

COMMERCIAL SKILLS

- + Green Business & Building Practices
- + LEED Certification & Principles
- + Market Expansion for Growth
 - o Apartment Complexes
- + New Industries for Growth
 - o Healthcare
 - o Science & Technology

COMPUTER SKILLS

- + Hardware/Network Integration
 - o Desktop, Laptop, Tablet, & Mobile Upgrades
 - o Server Upgrades & Configurations
- + Software - Upgrades
 - o D-Profiler
 - o SmartBid.Net
 - o Textura
- + Software - New Advancements
 - o Modelogix
 - o Prolog
 - o VICO/3D Building Information Modeling (BIM)
- + Software – Custom Interface to Existing Stand-Alone Systems
 - o BIM 360 Glue
 - o Bluebeam
 - o Egnyte
 - o Navisworks
 - o Plan Grid
 - o Personnel Tracking
 - o Revit
 - o Trimble
 - o WinEst

CONTINUOUS IMPROVEMENT

- + Frontline Decision Making & Problem Solving
- + Continuous Improvement Techniques
- + Performance Management
- + Sales & Marketing Skills
- + Superior Customer Service Skills
- + Leadership Skills for Supervisors & Managers

OSHA 10/30 (OSHA Certified Instructor)

- + OSHA 10 (Requires completion of 10 hours)
- + OSHA 30 (Requires completion of 30 hours)

Note: Reimbursement for retraining is capped at 60 total hour per-trainee, regardless of method of delivery.