



**Training Proposal for:**

**Tiger Lines, LLC**

**Agreement Number: ET15-0468**

**Panel Meeting of:** June 26, 2015

**ETP Regional Office:** Sacramento

**Analyst:** K. Smiley

**PROJECT PROFILE**

Contract Attributes:	Retrainee Seasonal HUA Priority	Industry Sector(s):	Services Transportation/Logistics  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Joaquin, Stanislaus	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 180	U.S.: 180	Worldwide: 180
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	8%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$150,480		\$0	\$0		\$150,480

In-Kind Contribution:	100% of Total ETP Funding Required	\$230,000
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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	Business Skills, Commercial Skills, Cont. Imp., Computer Skills, Mnmgt. Skills	155	8-200	0	\$810	\$15.07
				Weighted Avg: 45			
2	Retrainee HUA Priority	Business Skills, Commercial Skills, Cont. Imp., Computer Skills	13	8-200	0	\$810	\$11.30
				Weighted Avg: 45			
3	Retrainee HUA Seasonal Priority	Business Skills, Commercial Skills	20	8-200	0	\$720	*\$11.30
				Weighted Avg: 40			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the statewide minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

**Minimum Wage by County:** Job Number 1: \$15.07 per hour for San Joaquin and Stanislaus counties  
 Job Numbers 2 & 3 (HUA): \$11.30 per hour for San Joaquin and Stanislaus 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  
 Job Number 1 may use up to \$1.90 per hour to meet the Post-Retention Wage; Job Number 2 may use up to \$1.55 per hour to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Drivers		111
Managers		15
Clerical Staff		10
Mechanics		15
Dispatchers		4
<b>Job Number 2</b>		
Drivers		3
Clerical Staff		5
Mechanics		5
<b>Job Number 3</b>		
Seasonal Drivers		20

## **INTRODUCTION**

Founded in 1935, Tiger Lines, LLC (Tiger Lines) ([www.tigerlines.com](http://www.tigerlines.com)) is a wholly-owned subsidiary of LTS Rentals, LLC, located in Lodi. Tiger Lines is a family-owned trucking company specializing in agricultural crop transportation. The Company moves many different types of freight including raw produce, recyclables and forest by-products. Tiger Lines also provides fleet services and logistics.

Training will be provided at both Company locations in Stockton and Atwater.

## **PROJECT DETAILS**

According to the Company, there is a shortage of commercial drivers, such that they must hire newly licensed drivers with no experience. In response, Tiger Lines has developed a Driver Finishing School on defensive driving techniques, backing-up procedures and safety protocols. Tiger Lines is also hiring seasonal drivers for the agriculture season. All drivers will receive training in driver safety as well as customer service.

In addition, Tiger Lines plans to upgrade Clerical and Management skills with a customer-focused training plan. This training will help the Company secure more contracts while giving the trainees transferable business skills. The training will also include financial management training and advanced training in Microsoft Office. These courses will upgrade incumbent workers skill sets in software applications and office equipment.

### **Training Plan**

**Business Skills (30%):** Training will be offered to all occupations to improve customer and business relations. Courses will include Business Communication, Behavior Style Strategies, Operational Skills and Strategic Planning. These courses will insure efficiency and customer satisfaction.

**Commercial Skills (30%):** Training will be offered to Drivers, Seasonal Drivers and Mechanics to improve safety and consistency. Courses will include Commercial Truck Repair, On-the-Road Skills, Tractor and Trailer Connecting and Pre-Trip/Post-Trip Inspections.

**Management Skills (10%):** Training will be offered to Managers to increase effective decision making and productivity. Courses will include Decision Making, Leadership Skills and Team building skills.

**Computer Skills (10%):** Training will be offered to Dispatchers, Clerical Staff, Mechanics and Managers to increase accuracy and knowledge of internal software programs. Courses will include Advanced Microsoft Office, Computer-Based Diagnostic Equipment, Management Reports and QuickBooks.

**Continuous Improvement (20%):** Training will be offered to all occupations to enhance communication and increase efficiency. Courses will include Meeting Management, Team Building and Decision Making.

### **Commitment to Training**

Tiger Lines invests \$115,000 per facility annually for training and includes sexual harassment prevention, labor laws, violence in the workplace and facility operations.

Tiger Lines represents that ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

**High Unemployment Area**

The 33 trainees in Job Numbers 2 & 3 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by at least 25%. The Company's locations in San Joaquin and Stanislaus counties qualify for HUA status under these standards.

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages. Tiger Lines requests a modification to \$11.30 per hour.

**Retention Modification**

The 20 Seasonal Drivers (Job Number 3) also qualify for a modified retention period of no less than 500 hours within 12 months of the end-of-training. These workers work approximately six months out of the year. Tiger Lines requests this retention modification for Job Number 3.

**Impact/Outcome**

Tiger Lines' expectations for training are to improve efficiency and safety among incumbent workers. They are also expecting to increase customer satisfaction and management consistency.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Sierra Consulting Services in Cameron Park assisted with development of this proposal for a flat fee of \$13,000.

**ADMINISTRATIVE SERVICES**

Sierra Consulting Services will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Business Communication
- Business Fundamentals
- Business Performance
- Conflict Resolution
- Customer Relationship Management
- Customer Service
- Communication Styles
- Dealing with Difficult People
- Interpersonal Communications
- Leadership
- Logistical Operational skills
- Planning and Organization
- Project Management and Methodology
- Strategic Planning
- Time Management
- Strategic Logistics Planning
- Strategies for Dispatchers
- Communications Skills for dispatchers
- Leadership Skills for Dispatchers

**COMPUTER SKILLS**

- Management Reports
- Financial Management System
- Microsoft Office (Intermediate and Advanced only)
- QuickBooks
- Computer-Based Diagnostic Equipment

**COMMERCIAL SKILLS**

- Commercial Truck Repair
- Pre-Trip/Post-Trip Inspections
- On-the-Road Skills
- Off-Road Driving
- Differential Locking
- Tractor and Trailer Connecting
- Fifth Wheel Sliding and Tandem Sliding
- Coupling of Doubles
- Tight Turning and Backing Skills
- Dry Vans
- Live Floors
- Belt Trailers
- End Dumps
- Tanks
- Tomato Trailers (bulk tubs)

- Grape Trailers
- Basket Trailers
- Hoppers
- Flat Bed Doubles

### **CONTINUOUS IMPROVEMENT**

- Cross-Training
- Creating a Quality Organization
- Change Management
- Decision Making
- How to Coach and Mentor
- Leadership Skills for Frontline Workers
- Meeting Management
- Process Improvement
- Problem Solving and Decision Making
- Strategic Planning
- Team Building

### **MANAGEMENT SKILLS** (Managers Only)

- Effective Planning for New Managers
- Behavior Style Strategies (Managing Personalities)
- Coaching Procedures
- Essential Skills for the New Supervisor
- Employee Coaching
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership Skills
- Motivation Skills
- Teambuilding Skills

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